Department of Transport and Main Roads Annual Report 2020-2021


# Introduction

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## Letter of compliance

21 September 2021

The Honourable Mark Bailey MP  
Minister for Transport and Main Roads  
1 William Street, Brisbane, Queensland 4000

Dear Minister

I am pleased to submit for presentation to the Parliament, the Annual Report 2020–21 and financial statements for the Department of Transport and Main Roads.

I certify that this annual report complies with:

* the prescribed requirements of the Financial Accountability Act 2009 and the Financial and Performance Management Standard 2019
* the detailed requirements set out in the Annual Report requirements for Queensland Government agencies.

A checklist outlining the annual report requirements can be found on page 179 of this annual report.

Yours sincerely

**Neil Scales OBE**  
Director-General  
Department of Transport and Main Roads  
ONC (Eng), HNC (EEng), DMS, BSc (Eng), MSc (Control Engineering and Computer Systems), MBA, CEng (UK), RPEQ, FIET, FIMechE, FICE, FIFEAust, FCILT, FLJMU, FRSA, FSOE, FIRTE, VFF, MAICD

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You can provide feedback on the annual report at the Queensland Government Get Involved website: [www.qld.gov.au/annualreportfeedback](http://www.qld.gov.au/annualreportfeedback)

## About us

#### Our role

The Department of Transport and Main Roads moves and connects people, places, goods and services safely, efficiently and effectively across Queensland.

The department is responsible for planning, managing and delivering an integrated transport network across road, rail, air and sea for the state. Through this, the department is committed to ensuring Queensland’s transport system contributes to people’s quality of life, a vibrant economy and a sustainable environment.

In 2020–21, the department administered an operating budget of $6.702 billion capital budget of $3.178 billion and managed assets worth $80.749 billion.

This funding enables the department to deliver public transport and transport infrastructure to connect Queensland and to help ensure the infrastructure built and maintained is efficient, reliable, and safe.

The department operates under the Administrative Arrangements Order (No.2) 2018 and the Public Service Departmental Arrangements Notice (No.4) 2017. It discharges its statutory obligations under 25 acts listed in Appendix 1. Progress on achieving these obligations and further information and links to websites are included throughout the report.

#### What the report contains

The Department of Transport and Main Roads’ Annual Report 2020–21 describes the department’s operations for the financial year from 1 July 2020 to 30 June 2021.

The report structure is separated into four main sections to support our vision, creating a single integrated transport network accessible to everyone, which is supported by the department’s organisation and delivered by the department’s people.

#### Why we have an Annual Report

As well as meeting the statutory requirements set out in the Financial Accountability Act 2009 and the Financial and Performance Management Standard 2019, the Annual Report aims to our stakeholders informed about our performance and future direction.

#### Accessing the Annual Report

The Annual Report is available on the Department of Transport and Main Roads website at www.tmr.qld.gov.au/annualreport or in hard copy on request.

Additional annual reporting requirements have been published on the Queensland Government Open Data portal at [www.qld.gov.au/data](http://www.qld.gov.au/data).

This includes:

1. consultancies
2. school transport operator payments
3. Queensland Language Services Policy measures.

An overseas travel expenditure report for the 2020–2021 reporting year was not required due to overseas travel not being undertaken by any officers from the Department of Transport and Main Roads.

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 us on 13 23 80 and we will arrange an interpreter to effectively communicate the report to you.

#### Transport and Main Roads Strategic Plan

The department's Strategic Plan 2019–23 (revised for 2020–21) is a four-year direction setting document outlining a strong vision and purpose for the creation of a single integrated transport network accessible to everyone. The plan represents the second year of a strategic planning cycle that commenced on 1 July 2019 following extensive consultation from across the department and with other Queensland Government agencies.

The strategic plan demonstrates how the department contributes to the Queensland Government's objectives for the community, responds to the opportunities and challenges facing the department, and delivers for our customers through our five strategic objectives centred around Accessible, Safe, Responsive, Efficient, and Sustainable transport system.

#### Business planning

The department's divisional and branch business plans are aligned with the department's strategic plan to deliver the five strategic objectives. These plans are ‘living documents’ and are reviewed quarterly to respond to performance outcomes and emerging operational risks and opportunities.

In 2020–21 the department’s business plans underwent digitisation to maximise value-producing opportunities and create a more accessible, customisable and efficient planning process. This has resulted in better business outcomes and enhanced internal planning activities.

## Director-General Message

Welcome to the 2020–21 Annual Report for the Department of Transport and Main Roads.

Each year, our Annual Report provides a unique opportunity to reflect on and share the department’s achievements and progress towards creating a single integrated transport network accessible to everyone. This year was particularly special as we marked the 100-year anniversary of the first Main Roads Board, celebrating our long, rich history of delivering world-class transport services and infrastructure to the people of Queensland.

As you will read in the pages of this report, Queensland’s ongoing response to, and recovery from COVID-19, has been at the forefront of our operations and I couldn’t be prouder of the work delivered. This was made possible by the hard work, dedication, and enthusiasm of our people.

#### Keeping Queensland connected and moving

The pipeline of projects outlined in our four-year infrastructure program, the Queensland Transport and Roads Investment Program (QTRIP) 2021–22 to 2024–25 (see page 27), is one of the many tangible examples of how our work is keeping Queensland moving, supporting jobs, and delivering vital transport infrastructure across the state. It outlines a record $27.5 billion of investment and will continue to provide economic recovery and road safety benefits across Queensland. We continue to deliver priority projects such as the Pacific Motorway, Varsity Lakes to Tugun upgrade (see page 65); and key projects on the Bruce Highway such as the Cooroy to Curra (Section D) (see page 52); Caloundra Road to Sunshine Motorway upgrade (see page 59); Cairns Southern Access Corridor (Stage 3), Edmonton to Gordonvale; and the Haughton River Floodplain upgrade (see page 41).

Of course, transport in Queensland is more than just roads and infrastructure. Active and passenger transport continue to be key focus areas for the department. We’re encouraging more Queenslanders to take up walking and bike riding through the Queensland Cycling Action Plan 2020–22 (see page 31), Bike Riding Encouragement Program Community Grants, delivery of new active transport infrastructure, and development of the Action Plan for Walking 2022–24.  
  
On the passenger transport front, we’re working to transition TransLink’s urban bus fleet in South East Queensland to a zero emission fleet from 2030, partnering with bus operators to trial battery-electric, hydrogen fuel cell, and bio-ethanol fueled buses across the network. We’re also providing customers with alternative and more convenient ways to pay for their journey, with a smart ticketing trial on the Gold Coast Light Rail (see page 69). The trial allows adult-fare paying customers the ability to pay for their trip using a smartphone or smart device that's linked to a contactless debit or credit card.

Accessibility and inclusion continue to be important considerations in our operations, and the department's Accessibility and Inclusion Strategy (see page 71) provides a roadmap for embedding accessibility in all aspects of our services, products, information, infrastructure, and workplaces. Recent updates to the criteria for the Disability Parking Permit Scheme (see page 72) is another example of how we continue to deliver accessibility improvements, ensuring the state’s transport network is accessible to all Queenslanders.

Our work is underpinned by our Strategic Plan 2019–23 (see page 10), recently updated to reflect our alignment to the Queensland Government's new objectives for the community (see page 12), and our partnerships with industry remain as strong as ever, ensuring we deliver services and infrastructure based on best practice, customer needs, and emerging trends.

#### Preparing our transport network for the future

COVID-19 saw a significant shift in the needs, expectations, and travel behaviours of our customers, highlighting the need to consider these factors when preparing Queensland’s transport network for the future. Harnessing new, innovative, and emerging technologies has remained a key focus for the department, guided by the [Queensland Transport Strategy 2019–23](https://www.tmr.qld.gov.au/QueenslandTransportStrategy), and exciting progress has been made on our future-focused programs of work.

Consultation with customers is critical when planning for the future. Throughout the year we worked with customers to trial our Digital Licence App (see page 74) on the Fraser Coast, TransLink’s world-class smart ticketing system (see page 69) on the Gold Coast Light Rail, as well as the safety and viability of connected and automated vehicles (see page 87) on Queensland roads. Our newly established Transport Data Exchange (see page 113) is helping us progress these projects and identify new opportunities, using data science and artificial intelligence to predict future trends and test the impact of decisions on the state’s transport network.

We continue to maintain a strong focus on sustainability and remain committed to reducing greenhouse gas emissions on the network. The Queensland Electric Super Highway (QESH) reached an important milestone, with 13 fast charging locations added to the existing 18 locations, supporting the use and uptake of electric vehicles across the state.

#### Steering Queensland to safer roads

Like many Queenslanders, I’ve been deeply saddened by the number of lives lost on our roads during the past 12 months–every life lost is one too many. We continue to work collaboratively with other government departments and stakeholders to change the picture of road safety in Queensland through infrastructure, systems, enforcement, and targeted marketing.

We recently made changes to strengthen the graduated licensing system, updating the hazard perception test (see page 70) to include high quality, 3D computer generated clips of road situations which test the hazard perception skills of learner drivers and motorcycle riders. Together with the Queensland Police Service, we implemented a state-wide camera trial (see page 83) to detect drivers illegally using their mobile phone and failing to wear a seatbelt, and the cameras are set to be rolled out across Queensland from mid-2021. Our Community Road Safety Grants (see page 81) continue to see important engagement in road safety from community organisations, councils, and Queenslanders, and our partnerships with leading sporting organisations like AFL Queensland (see page 82) are helping us engage the next generation of road users in road safety.

Communication is an important part of our road safety agenda, and we have delivered several behaviour change campaigns aimed at tackling the fatal five (see page 82). These include All Good, All Bad which targets drink driving; Speeding Kills which addresses speeding; our Co-Lab Youth Road Safety campaign; and Regional Roads aren't a game which encourages drivers to drive to the conditions in regional areas. Promotion of state-wide road safety initiatives such as Fatality Free Friday and Queensland Road Safety Week also continue to be an important part of our road safety communications.

#### Working with First Nations peoples and communities

I am privileged in my role as Director-General to work with many First Nations peoples and communities across Queensland and have deep respect for the knowledge, culture, and wisdom they bring to the department's operations. This year saw several important initiatives progressed and completed, each aimed at improving economic, social, and health outcomes for Aboriginal and Torres Strait Islander communities. I was proud to celebrate these, along with TMR’s long, rich history working with First Nations peoples, in the department’s First Nations Partnerships Gallery (see page 96).

TMR’s partnership with the central Queensland Aboriginal community of Woorabinda continues to go from strength to strength, and I was honoured to recently be extended in my role as Government Champion for this community (see page 81). The department continues to support Woorabinda’s Gumbi Gunyah Women and Children’s Wellbeing Centre (see page 96),aimed at supporting women and families escaping domestic and family violence, and this year raised $1652 (waiting on figure from HR) to help furnish the centre’s new building and outdoor kitchen area.

We also partnered with Gallang Place and their Indigenous Wellbeing Centre to provide culturally appropriate counselling and support services to our people, as part of our Employee Assistance Program. This year also saw a new Aboriginal and Torres Strait Islander Scholarship (see page 95) launched, providing financial assistance to eligible students undertaking an undergraduate degree or diploma in Engineering or Engineering-related qualifications.

#### Preparing our people for the future

To say I am proud of how our TMR family has united to support Queensland’s ongoing recovery from COVID-19 is an understatement. Looking after our people and preparing the department for the next generation of our TMR family is very important to me, and I was pleased to see a number of initiatives delivered this year focused on enhancing the wellbeing, development, and digital capability of our workforce.

As the department’s Safety Champion, I signed and launched a Safety Charter for TMR, pledging our commitment to driving safety as a core value in the way we do business. We also celebrated a range of important wellbeing, inclusion, diversity, and social initiatives (see page 99), led by our Executive Leadership Team.

Learning and development was a strong focus area for TMR this year, and I am passionate about providing lifelong learning opportunities to our people and facilitating a learning culture across the department. To support this, we launched the TMR Learning Strategy (see page 98) and rolled out LinkedIn Learning (see page 98), providing our people access to more than 8000 online courses.

These activities are underpinned by our Strategic Workforce Plan 2020–24 (see page 94), recently revised to outline our commitment to a healthy, purpose driven, capable, and mobile workforce. Our Digital Strategic Plan 2021–25 (see page 94) supports this commitment, helping us become a digital organisation so we can deliver a digitally-enabled, integrated, and inclusive transport network for all Queenslanders.

The talent of our people never ceases to amaze me, and I was proud to see our people and teams recognised at various award ceremonies during the past 12 months. Some of these include; the Australian Engineering Excellence Achievement Awards; Australian Government Digital Awards; Australian Service Excellence Awards; Intelligent Transport System Australia Awards; Australian Business Awards; and the Australian Shipping and Maritime Industry Awards. We also continue to celebrate our people internally through the department’s CUBIE Awards, Australia Day Achievement Awards, Wonder Women program, and our annual P4P Week.

With new projects, initiatives, and technologies emerging at a rapid rate, it's an exciting time to be in the transport sector and I look forward to seeing all we deliver and achieve for Queenslanders in the year ahead.

**Neil Scales OBE**  
Director-General  
Department of Transport and Main Roads

ONC (Eng), HNC (EEng), DMS, BSc (Eng), MSc (Control Engineering and Computer Systems), MBA, CEng (UK), RPEQ, FIET, FIMechE, FICE, FIFEAust, FCILT, FLJMU, FRSA, FSOE, FIRTE, VFF, MAICD

## Chief Finance Officer's Report

### Summary

As the department's Corporate experts, we work with our business partners to deliver an integrated transport network accessible for everyone. The department's financial sustainability plan supports the department's strategic priorities through maintaining a strong financial framework, investing in priorities, providing revenue assurance and achieving value for money. Working as a united department, our priorities include delivering innovative services and solutions, investing in our capability and developing our people.

The department's strong fiscal discipline resulted in an operating surplus of 37.21 million in 2020–21. COVID-19 continued to have a significant impact on the department’s operating position, with reduction in fare revenue in South East Queensland and costs relating to increased sanitisation on public transport services of approximately $186 million.

The department successfully delivered its $3.388 billion capital program ahead of schedule for a fourth year in a row, due to accelerated expenditure on a number of projects, including Bruce Highway Upgrades and Targeted Road Safety Program initiatives such as Safer Roads Sooner and the Black Spot Program.

We will continue to be a major contributor to Queensland's economic recovery post COVID-19, providing accelerated transport infrastructure and the creation of jobs through the delivery of QTRIP and the provision of frontline services through investment in customer-centric digitally enabled solutions.

In accordance with the requirements of section 77(2)(b) of the Financial Accountability Act 2009, I have provided the Director-General with a statement that the financial internal controls of the department are operating efficiently, effectively and economically in compliance with section 54 of the Financial and Performance Management Standard 2019.

This financial summary provides an overview of the department’s financial results for 2020–21. A comprehensive set of financial statements is provided in this report, which includes an analysis of actual expenditure compared to the published budget with explanations of major variances.

#### Funding sources

Funding to meet departmental operational requirements, and for capital investment in the transport network, is received from the Queensland Government, the department's own sourced revenue, and allocations from the Australian Government. Funding from government comprises departmental services revenue, equity injections, and allocations from the Australian Government for capital and maintenance works on the National Network.

Key drivers of the department’s funding include the delivery of capital investment in the roads and transport infrastructure network and in the provision of our key objectives through operational service delivery. In 2020–21, the budgeted revenue for the department was $6.681 billion and the capital budget for 2020–21 was $3.178 billion.

#### 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 from motor vehicle registrations, traffic fines, and other regulatory fees and fines.

### Financial performance

The department recorded an operating surplus of $37.21 million for 2020–21. Table 1 summarises the financial results of the department’s operations for the past five financial years.

**Table 1: Summary of financial results of the department's operations**

|  |  |  |  |
| --- | --- | --- | --- |
| Financial Performance | Total Income | Total Expenses | Operating result for the year |
| 2020–21 ($ '000) | 6,785,407 | 6,748,201 | 37,206 |
| 2019–20 ($ '000) | 6,660,146 | 6,431,402 | 228,744 |
| 2018–19 ($ '000) | 6,144,435 | 6,172,880 | (28,445) |
| 2017–18 ($ '000) | 6,006,492 | 5,799,630 | 206,862 |
| 2016–17 ($ '000) | 5,776,159 | 5,596,725 | 179,434 |

#### Income

The department's total income of $6.785 billion included appropriation revenue from the Queensland Government of $5.713 billion, user charges of $616 million, service concession arrangements revenue of $232 million and grants and other contributions of $187 million. In 2020–21 the department's total income has increased by $125 million, predominantly as a result of increased funding under the transport service contract with Queensland Rail for cost escalation and for operational readiness to support the Cross River Rail project. Queensland Government appropriations are the main source of income and account for 84 per cent of total income earned in the reporting period.

|  |  |  |
| --- | --- | --- |
| Income | Income% | $'000 |
| Appropriate revenue | 84.20% | 5,713,024 |
| User charges and fees | 9.07% | 615,524 |
| Grants and other contributions | 2.76% | 187,184 |
| Service concession arrangements revenue | 3.42% | 232,180 |
| Other revenue | 0.55% | 37,495 |
| Total income |  | 6,785,407 |

#### Expenses

Total expenses for the department were $6.748 billion. Supplies and services was our largest category of expenditure, comprising 59 per cent of total expenditure, followed by depreciation and amortisation of assets, and employee expenses.

Approximately 74 per cent of total supplies and services consists of payments to operators of rail, bus, air and ferry services. Total expenses in 2020–21 has increased by $317 million.

|  |  |  |
| --- | --- | --- |
| Expenses | Expenses % | $'000 |
| Employee expenses | 8.94% | 603,083 |
| Supplies and services | 59.32% | 4,003,392 |
| Grants and subsidies | 10.30% | 695,471 |
| Finance and borrowing costs | 1.75% | 117,878 |
| Depreciation and amortisation | 18.94% | 1,277,978 |
| Other | 0.75% | 50,399 |
| Total expenses |  | 6,748,201 |

#### Financial position

The net assets position reported in the financial statements shows the net worth of the department. At 30 June 2021, this was $77.357 billion. Table 2 summarises the department’s financial position for the past five financial years.

**Table 2: Summary of financial position – Assets and liabilities**

|  |  |  |  |
| --- | --- | --- | --- |
| Financial Position | Total Assets | Total Liabilities | Total Equity |
| 2020–21 ($ '000) | 87,575,717 | 10,218,610 | 77,357,107 |
| 2019–20 ($ '000) | 82,417,092 | 10,413,403 | 72,003,689 |
| 2018–19 ($ '000) | 67,262,349 | 2,508,073 | 64,754,276 |
| 2017–18 ($ '000) | 63,712,233 | 2,372,514 | 61,339,719 |
| 2016–17 ($ '000) | 67,731,350 | 2,191,415 | 65,539,935 |

At 30 June 2021 the department held assets totalling $87.576 billion representing an increase of 6 per cent compared to the previous year. The variance between the years is primarily due to the first-time recognition and revaluation of service concession assets totalling $4.811 billion. The department’s transport infrastructure network makes up 70 per cent of total assets and is valued at $61.11 billion. The department’s infrastructure assets consist of $49.262 billion in roads, $11.410 billion in structures and $0.434 billion in other assets.

Australian Accounting Standard AASB 1059 Service Concession Arrangements: Grantors has been implemented for the first time in 2020–21. This new accounting standard requires the department to recognise for the first time, additional assets in its financial statements where the department has entered into arrangements with private sector entities (operators) to deliver to the public major economic and social assets and related services. Included is the Gateway and Logan Motorways, Port Drive and Airportlink M7 and Brisbane Airport Rail Link (Airtrain). This change has resulted in an increase in non-current assets by $9.808 billion, and liabilities by $8.084 billion at 1 July 2019. Offsetting the recognition of these assets is a service concession liability, representing the value of the department's 'foregone' revenue where operators have the right to collect revenue from the users of the assets such as tolls or fares. The liability is reduced, and revenue is recognised progressively as access to the service concession asset is provided to the operator over the term of the agreement. These arrangements are outlined in Note 15 of the financial statements.

TMR Strategic Plan 2019-2023 (revised for 2021-21). 
At the centre of the poster is "Creating a single integrated transport network accessible to everyone". From there a number of lines go across the poster that connect to the five areas (clockwise): accessible, safe, responsive, efficient, sustainable. 

## Our vision and purpose

Creating a single integrated transport network accessible to everyone

To deliver to our customers, the Department of Transport and Main Roads (TMR) will value and support our workforce as our greatest strength, and in our decision-making and actions, we will respect, protect and promote human rights.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Objectives | Success looks like | Strategies to get there | Our objectives and strategies contribute to Our Future State: Advancing Queensland's Priorities as follows: |
| Accessible | Tailored connections for our customers and workforce to create an integrated and inclusive network | * Improved access to the network * Improved customer experience * Improved inclusivity and diversity in the workforce | * Support Queensland communities through inclusive connections * Facilitate solutions to improve accessibility and customer experience * Build collaborative networks to strengthen knowledge and information flow across TMR * Deliver more effective outcomes through a diverse and inclusive workforce | * Safeguarding our health * Supporting jobs * Backing small business * Making it for Queensland * Building Queensland * Growing our regions * Investing in skills * Backing our frontline services |
| Safe | Safe and secure customer journeys and TMR workplaces | * Improved safety and security of the transport network * Improved safety and wellbeing of our workforce * Improved safety of our customers on the network * Improved resilience of TMR systems | * Enable the safe introduction of new technologies and services onto the network * Prioritise safety in all the work we do * Design, operate and maintain a secure, safe, and resilient transport system | * Safeguarding our health * Building Queensland * Backing our frontline services |
| Responsive | Our network, services and workforce respond to current and emerging customer expectations | * Improved customer satisfaction * Improved workforce satisfaction * Improved digital engagement | * Enable adaptive solutions that respond to emerging transport technologies, customer expectations and government priorities * Provide easy-to-use services * Provide continuous learning opportunities to support an innovative and future-ready workforce | * Safeguarding our health * Supporting jobs * Backing small business * Making it for Queensland * Building Queensland * Growing our regions * Investing in skills * Backing our frontline services * Protecting the environment |
| Efficient | Partnerships, integration, innovation and technology advance the movement of people and goods | * Improved reliability of the transport network * Value-for-money * Improved partnerships with industry, government and the community | * Effectively utilise assets to deliver the best network outcome * Work more effectively with internal and external stakeholders to create benefits for our customers * Ensure best value-for-money approach to delivery * Leverage technology, data and information to enhance network and organisational performance | * Supporting jobs * Backing small business * Making it for Queensland * Building Queensland * Growing our regions * Investing in skills |
| Sustainable | Planning, investment and delivery outcomes support a more liveable and prosperous Queensland | * Reduced waste, infrastructure and transport emissions * Increased uptake of active and shared transport modes * Increased fiscal sustainability of investments and services | * Encourage active and shared transport modes * Enhance network resilience to minimise the impacts of climate change and incidents * Prioritise planning and investment decisions that enhance benefits realisation * Support low and zero emission transport technologies, modes and materials | * Safeguarding our health * Supporting jobs * Backing small business * Making it for Queensland * Building Queensland * Growing our regions * Investing in skills * Backing our frontline services * Protecting the environment |

### Our opportunities and challenges

The following are external factors that form the sources of TMR's strategic opportunities and risks which may impact our ability to achieve our objectives. In such a large and diverse department, it should be noted what is an opportunity to some areas may be a challenge to others.

* Increasing pace of technological and social change
* Disasters and network incidents
* Changing customer and stakeholder expectations
* Unplanned economic conditions within a constrained fiscal environment
* Analysis and effective use of the increasing volume of data
* Regulatory frameworks and process limitations
* Diverse and geographically dispersed population
* Changing workforce demands

## Queensland Government's objectives for the community

The Queensland Government's objectives for the community are the government's long-term objectives and supports Queensland economic recovery from COVID-19. The objectives are built around Unite and Recover - Queensland's Economic Recovery Plan.

The department has delivered significant projects and initiatives that contribute to the wider government objectives and remains committed to ensuring Queensland’s transport system contributes to a vibrant economy, a sustainable environment and growth of the regions and industries. The department continued to connect Queenslanders by delivering clean, high-quality public transport and building and maintaining efficient, reliable and safe transport infrastructure.

Some of the department’s achievements in 2020–21 are noted under each government objective.

#### Safeguarding our health

* An extra 105 weekly train services were added to the South East Queensland Citytrain network and provided more service options and assisted with social distancing.
* Tailored campaigns were executed to address changes in domestic travel trends, including "Regional Road Safety", and "Stay safe this Road Trip".
* New technology and upgrades made to Heavy Vehicle Rest Areas along the Bruce Highway.

#### Supporting jobs

* Additional Senior Network Officers were engaged for safety and security, customer service and revenue protection across the public transport network.

#### Backing small business

* Launched the Strategic Procurement Plan (2021–2025) which positions the department’s procurement function to provide clear procurement outcomes that support social, regional, and environmental initiatives.
* Upgrade works on the Ipswich Motorway (from Rocklea to Darra) were completed and engaged 97 per cent of local businesses in South East Queensland throughout the project.

#### Making it for Queensland

* Negotiated and commenced a data sharing agreement with Geosciences Australia to better enable global positioning services across Queensland and enhance ongoing operation and maintenance.

#### Building Queensland

* The Roads of Strategic Importance early works package invested an additional $185 million to upgrade 22 key inland freight routes across the state.
* Hosted the Project Pipeline Industry Briefing, highlighting upcoming construction works, maintenance works, and material demand across the state.

#### Growing our regions

* Jointly-funded by the Roads and Transport Alliance, $120 million was invested to complete 242 projects on local roads, safer school drop-off areas, and active transport infrastructure across all regions.
* Commenced works on a five-year, $276 million Cape York Roads Package in partnership with Traditional Owners, Cape York Land Council, and Torres Cape Indigenous Council Alliance.

#### Investing in skills

* Stage 3 of the Gold Coast Light Rail project commenced planning of a local industry participation plan to engage local workers, support local suppliers, and provide skills and training for apprentices.
* OneTMR Graduate Program welcomed the largest cohort of 46 graduates since the program launched in 2016.
* Women in Leadership Mentoring Program is a key initiative within the department’s Gender Equity Plan 2019–21 and continued to support an increase in women in leadership positions.
* Maritime Safety Queensland (MSQ) co-hosted ‘Exercise - Fortitude II’ to identify the issues, barriers, and potential solutions required to safely respond to a maritime emergency in the context of COVID-19.

#### Backing our frontline services

* $5.47 million invested to improve bus driver safety with barrier screens, anti-shatter windows, and de-escalation courses.
* A range of online service improvements were made allowing 55,000 customers to transact online rather than visiting a TMR Service Centre.

#### Protecting the environment

* Developed a [Climate Change Risk Assessment Framework and Engineering Policy](https://www.tmr.qld.gov.au/business-industry/Technical-standards-publications/Climate-change) to provide a consistent and effective methodology for​ infrastructure projects to assess and address climate change related hazards.
* Developed an industry-first Waste 2 Resource calculator, allowing designers and constructors of transport infrastructure to estimate and report on waste and recycling performance.
* Koala shields designed for Pacific Motorway Upgrade – Varsity Lakes to Tugun project and planting of 10,000 habitat plants for threatened butterfly species.

### Key priorities and outcomes

Below is a summary of how the department delivers on its strategic objectives contributing to the Queensland Government's objectives for the community.

Table 3: Key priorities and outcomes for 2020–21

|  |  |  |  |
| --- | --- | --- | --- |
| Queensland Government's objectives for the community | Strategic objective | Key priorities | Status |
| Safeguarding our health | Accessible | Providing safe marine infrastructure including increasing boat launching capacity to Queensland's waterways to support healthy lifestyles. | Ongoing |
| Safe | Investing $45.9 million to support road works around schools as part of the Flashing School Zone Signs program at 300 schools to improve safety. | In progress |
| Safe | Implemented the School Transport Infrastructure programs which benefitted 59 schools across Queensland in 2020–21, which included the construction of 'stop, drop and go' zones, bus stops and foot paths. | Completed |
| Safe | Delivering the Queensland Road Safety Action Plan 2020–21, including work on driver distraction, drink driving reforms, public education campaigns, infrastructure design, licensing reforms and preparing for new vehicle technologies to improve road safety. | In progress |
| Safe | Continued to deliver marine related education and safety messaging, including campaigns that influenced and increased safe behaviours within the recreational boating community. | Ongoing |
| Safe | Contributed to the Heavy Vehicle National Law (HVNL) Review, resulting in a two-year HVNL Safety and Productivity Program approved in May 2021. | Completed |
| Safe | Inducted into the Domestic and Family Violence Prevention Honour Roll in recognition of actions taken to prevent domestic and family violence (DFV), raise awareness and support people impacted by DFV. | Completed |
| Sustainable | Continued implementation of the Queensland Walking Strategy 2019–2029 via completion of 29 of 44 actions in the Action Plan for Walking 2019–2021 to encourage more walking in Queensland. | In progress |
| Sustainable | Continued implementation of the Queensland Cycling Strategy 2017–2027 via completion of five out of 66 actions in the new Queensland Cycling Action Plan 2020–2022 to encourage more cycling more often. | In progress |
| Supporting jobs | Accessible | Released the record $27.5 billion QTRIP s2021–22 to 2024–25 - a pipeline of transport and road infrastructure investment estimated to support an average of 24,000 direct jobs over the life of the program. | In progress |
| Sustainable | Investing $21 million to support the establishment of a new coastal shipping service in regional Queensland to back maritime jobs and skills. | In progress |
| Backing small business | Accessible | Administered the Local Fare Scheme, an airfare subsidy program for the Gulf, Cape York and Torres Strait communities to support access to local health, education, employment services, and social opportunities. | Ongoing |
| Sustainable | In 2020–21, the department awarded 925 contracts to Queensland suppliers that injected $7.1 billion directly to local economies. This included $2.1 billion to 2827 regional suppliers and $32 million directly to First Nations businesses. | Ongoing |
| Making it for Queensland | Accessible | Delivering the $335.7 million New Generation Rollingstock accessibility upgrades on 75 trains at Maryborough in the Fraser Coast Region. | In progress |
| Responsive | Delivering the Ipswich Connected Vehicle Pilot, involving retrofitting 350 Queensland vehicles with connected vehicle technology that generates safety warnings to the driver. | In progress |
| Efficient | Delivering the Cooperative and Highly Automated Driving pilot to research the potential impacts of introducing connected and automated vehicles on Queensland roads, focusing on safety. | In progress |
| Building Queensland                              Growing our Regions | Accessible | Launched the Queensland Freight Action Plan 2020–22 in September 2020 to contribute to the National Freight and Supply Chain Strategy and deliver the Queensland Freight Strategy – Advancing Freight in Queensland which sets a shared vision for the state's freight system. | In progress |
| Accessible | Continued partnership with Queensland Rail to deliver key infrastructure improvements across the network. Upgrades completed in 2020–21 include park ‘n’ rides at Lawnton, Geebung, Darra, Varsity Lakes and Virginia. | In progress |
| Responsive | Provided input into the 2032 Olympic and Paralympic Games feasibility planning to support Brisbane's bid to host the 2032 Games. | Completed |
| Responsive | Continued delivering a joint Australian and Queensland Government $415 million program of construction-ready road upgrade projects, consisting of $265 million in capital upgrade projects (including $158 million for a Regional Economic Enabling Fund, to deliver upgrades to regional roads that support economic and regional growth and sustain local employment) and $150 million in targeted road safety upgrades. | In progress |
| Efficient | Delivering the $13 billion Queensland and Australian Government funded program to upgrade the Bruce Highway (2013–14 to 2027–28) as part of QTRIP. | In progress |
| Efficient | Continued delivering $400 million towards a $440.25 million program across 42 projects of road upgrades. | In progress |
| Efficient | Continued implementation of the Transport System Planning Program to coordinate and prioritise planning across all modes of transport. | Ongoing |
| Efficient | Supporting North Queensland by publishing travel times on road condition information signs, alerting travellers of network delays. | Completed |
| Sustainable | Released the South East Queensland Regional Transport Plan in March 2021, with implementation in progress. Each region has a complete regional transport plan to guide future planning and land use integration. | Completed |
| Investing in skills | Accessible | Delivered remote training and simulation services to mariners including the Advanced Marine Pilot Training as part of Smartship Australia's services. In 2020–21, more than $400,000 worth of services were delivered remotely. | Completed |
| Responsive | In 2020–21, ten new Indigenous trainees were welcomed, bringing the department's total Indigenous Employee Network to 60 members. | Ongoing |
| Responsive | Works that formed part of the Cape York Regional Package project that ran from July to November 2020 provided capability upskilling opportunities for local and First Nation contractors. | Completed |
| Responsive | Welcomed four MSQ trainees based in Cairns, Townsville, Mackay, and Hervey Bay, supporting employment and training opportunities for young Queenslanders. | Ongoing |
| Backing our frontline services | Accessible | Investing $371.1 million in the Smart Ticketing project to provide customers inclusive and accessible ticketing solutions. In 2020–21, the project installed new contactless payment options across the Gold Coast Light Rail network and progressed a series of regional bus trials. | In progress |
| Safe | Launched a public transport service capacity tracker to inform customers about the space available on their service, to support travel decisions. | Completed |
| Responsive | Provided $5.47 million in grant funding to fit more than 80 per cent of Queensland's contracted urban bus fleet with a driver barrier. | Completed |
| Responsive | Supported delivery of frontline services by keeping open all TMR Customer Service Centres with COVID-safe measures in place. | Completed |
| Responsive | Processed more than 50,995 Learner Logbooks for customers via an application of Robotics Process Automation technology, resulting in efficiency gains for frontline services and improved customer experience. | Ongoing |
| Responsive | Released the Online Services Customer Experience Refresh into production in September 2020 to support increased online transactions. | Completed |
| Protecting the environment | Responsive | Continued the War on Wrecks program to work with owners to remove derelict vessels and promote responsible boat ownership. The program contributed to 816 fewer derelict vessels in Queensland waterways. | In progress |
|  | Sustainable | Implementing The Future is Electric: Queensland Electric Vehicle Strategy, including delivering the Queensland Electric Super Highway (QESH) Phase 2 with a current total of 31 fast charging locations. A further $2.8 million is invested to roll out QESH Phase 3. | In progress |
|  | Sustainable | Developing the new Zero Emission Vehicle Strategy to support the government's commitment to zero net emissions by 2050. | In progress |
|  | Sustainable | Implementing the RoadTek Resource Efficiency Plan 2032 to deliver infrastructure projects in accordance with ecological sustainable development principles. | In progress |
|  | Sustainable | Continued innovations in engineering material to reduce carbon emissions and sediment loss to reef, including use of recycled materials in the construction and maintenance of state-controlled roads. | In progress |
|  | Sustainable | Continued to meet commitments set out in the Reef 2050 Long-Term Sustainability Plan by leading master planning for priority ports at Gladstone, Townsville, Hay Point/Mackay, and Abbot Point. | Ongoing |
|  | Sustainable | Continued replacing existing road lighting luminaries with Smart LED Road Lighting to reduce energy consumption by up to 40 per cent. | In progress |
|  | Sustainable | Implemented a Vessel Traffic Service Decision Support Tool system in December 2020 that protect the Great Barrier Reef, Torres Strait, and Queensland trading ports from shipping incidents. | Completed |
|  | Sustainable | Operated electric buses in Logan and Redlands, with more electric buses to be rolled out in these areas, Sunshine Coast and Cairns. | In progress |

## Strategic opportunities and challenges

COVID-19 will continue to present challenges and opportunities for the department as the government navigates its way through. The impacts of COVID-19 on Queensland's transport sector have been varied and wide ranging, requiring innovative approaches to ensure communities and industries stay connected and safe. While dealing with COVID-19 has had its challenges, shifts in social trends and customer expectations also present opportunities, from encouraging active transport solutions through to improved sustainability and climate change actions.

While advances in technology and commercial models have the potential to profoundly transform Queensland's transport system, these developments present challenges and opportunities that will test the department's ability to satisfy customer expectations and the needs of a diverse and growing population, now and into the future.

#### Climate change

Queensland, like the rest of the world, faces significant environmental and economic challenges as a result of climate change. With increased frequency and intensity of extreme weather events, the transition required to move to a low carbon economy presents risks to the department, its programs and the transport network. Climate change also presents opportunities for the department to focus on enhancing the resilience of Queensland's transport system into the future.

Given the emission intensive nature of the transport sector, the department is working towards being at the forefront of climate change mitigation while ensuring our transport system remains accessible, connected, and economically efficient. To be a leader in addressing emissions, the department is developing a Zero Net Transport Emissions Roadmap (Transport Roadmap) which will guide the transport system to low emission future modes (including investing in new and upgraded active and shared transport), in line with the Queensland Government's climate change targets. Complementing the Transport Roadmap, the department is also developing a new Zero Emissions Vehicle (ZEV) Strategy which will take a fuel and technology agnostic approach to contribute to reduced greenhouse gas emissions from the transport sector. The ZEV Strategy development will build on the successes achieved under Queensland's first electric vehicle strategy: The future is Electric, including the Queensland Electric Super Highway. The department is also increasing trials of zero emission buses to support decarbonising Queensland's public transport bus fleet.

In addition to emission mitigation initiatives, the department is addressing and adapting to climate change risks through its involvement in the Queensland Climate Ready program and reviewing our climate change risk readiness and transport infrastructure climate change risk assessments. As a result, the department requires all major departmental infrastructure projects more than $100 million achieve a minimum rating of 'excellent' under the Infrastructure Sustainability Council of Australia's rating system and is investigating options to lower this project value threshold. To ensure roads are more resilient the department forecasts use of approximately 1.1 million recycled tyres (as at June 2021) to make crumb rubber which is blended into bitumen and used across the department's extensive road network.

#### Technology

The increasing pace of technological change will shape the delivery of transport services. The issue of digital technology enabled by cloud technology, big data and its analysis, presents significant opportunities for customer centric transport services. In 2019–20, the department strengthened its focus on; customer-centric and digitally-enabled transport solutions which include real-time information that provide accurate predictions of passenger services and traffic conditions; Smart Ticketing delivering a new seamless and integrated ticketing experience; and reliable smart phone apps that will offer enhanced information services.

The department recognises that the increasing pace of technological, social and environmental change presents an opportunity to improve transport outcomes. This has assisted in the pursuit of several strategic projects, including the Cooperative and Automated Vehicle Initiative (CAVI) and the exploration of Mobility as a Service. However, these projects have highlighted that uncertainty within the transport system is on the rise, impacting the department's ability to predict and respond to these changes. The Department is exploring methods to make sound decisions and robustly plan for a future under these uncertain conditions.

The department has seen a rise in digitally enabled business models such as ride sharing, Mobility as a Service and car sharing. These business models reflect an important shift in consumer behaviour—from "you are what you own" to "you are what you can access". While not a new phenomenon, car sharing allows users to rent vehicles, that are parked in a network of convenient locations, for a defined period. Car sharing extends the benefits of private car use, without the costs and responsibilities of ownership. By reducing private car ownership, car sharing has the potential to deliver a range of broader benefits, including improved fleet utilisation (the average privately owned car is unused for 95 per cent of the time), reduced congestion and lower vehicle emissions.

#### Customers

The department is committed to providing safe, accessible, and integrated transport solutions to meet changing customer and stakeholder expectations.

To understand evolving and changing customer needs the department assessed the impact of COVID-19 on traffic and public transport usage, providing useful insights into post-COVID-19 travel movement. Smart Ticketing trials continue to build better payment choices for public transport customers, such as credit or debit card or smart devices.

During 2020, the Digital Licence App was trialled by residents in the Fraser Coast region. The app was used at over 100 local participating businesses and organisations. As part of the trial, participants provided feedback about improvements and new functions for the app which will be considered by TMR to inform any future rollout in Queensland.

The implementation of TMR's Customer Research Blueprint supports customer research capability and knowledge sharing across the department. This ensures the department creates a shared understanding of customers that provides insights for future planning and delivery across the department.

Through the rapid increase in the use of digital applications, access to passenger services is becoming increasingly dependent on access to the internet and mobile devices. However, not every customer has access to this technology, or the willingness or capability to adapt to these new requirements.

It is becoming evident that, through digital inequality, the digitalisation of the passenger transport system may result in exclusionary effects and change the structural composition of transport disadvantage. This structural shift is likely to further inform our understanding of vulnerable customers, and subsequently how the department's policy settings should respond to cater for the needs of all Queenslanders.

This is critically important to enhance TMR's responsibility to the community to provide a transport network that is accessible and inclusive of everyone as people connect to work, places, goods and services across Queensland every day.

#### Population

By 2050, it is expected that Queensland’s population will have grown to 8 million people placing significant stress on the transport system. The department is committed to planning and prioritising integrated transport solutions to support Queensland’s diverse and geographically dispersed population. Designing a transport network for the future requires the development and implementation of long and medium-term strategies and integrated plans, which prioritise investments that ensure Queensland’s long-term transport needs can be met. The department continues to deliver transport projects with the Queensland Transport and Road Investment Program (QTRIP) 2021–22 to 2024–25, while implementing Regional Transport Plans that define the strategic direction of regional transport systems over the next 15 years.

#### Transport for the future

The department's 30-year vision detailed in the Queensland Transport Strategy shows how the department plans to harness emerging transport trends to continue to move people and products safely and efficiently into the future. The convergence of new communication technology, new sources of energy and new modes of mobility are altering the way people demand services and utilise transport. The department is exploring opportunities to harness these trends to improve the use of existing roads and transport systems to meet future needs—creating a single integrated transport system that anticipates, rather than just responds to, customer needs.

### The year ahead

Key programs continuing in 2021–22 and beyond include:

* continuing construction for the widening of the Pacific Motorway between Varsity Lakes and Tugun\*
* continuing construction of additional northbound and southbound lanes, widening and busway extensions on the Pacific Motorway, as part of the Eight Mile Plains to Daisy Hill upgrade\*
* commencing construction of the Coomera Connector Stage 1 between Coomera to Nerang
* completing construction to deliver around 600 new car spaces at Greenbank RSL bus park ‘n’ ride
* continuing construction of safety and capacity upgrades at Exit 41 interchange on the Pacific Motorway\*
* commencing construction for the Exit 49 interchange upgrade project on the Pacific Motorway\*
* commencing construction to deliver the Gold Coast Light Rail Stage 3 between Broadbeach South and Burleigh Heads, jointly funded by the Australian and Queensland governments and City of Gold Coast
* commencing construction for the Exit 45 southbound off-ramp interchange upgrade on the Pacific Motorway\*
* commencing construction activities for the four-lane upgrade of Mount Lindesay Highway at Jimboomba
* completing safety improvements on Beenleigh – Redland Bay Road and Beaudesert – Beenleigh Road\*\*
* completing construction of the Howard Creek upgrade on Tamborine – Oxenford Road at Wongawallan\*\*
* continuing construction of a four-lane duplication of Mount Lindesay Highway, between Stoney Camp Road and Chambers Flat Road interchanges at Munruben\*\*
* completing construction of the upgrade of the Gold Coast Highway intersection with Toolona Street at Tugun, as part of the Queensland Government’s COVID-19 economic recovery response
* commencing construction of Coomera train station park ‘n’ ride upgrade
* continuing design and construction of the Salisbury train station park ‘n’ ride upgrade
* completing construction of the Carseldine train station park ‘n’ ride upgrade
* commencing construction for the upgrade of Cleveland – Redland Bay Road between Anita Street and Magnolia Parade, as part of the Queensland Government’s COVID-19 economic recovery response
* continuing planning for the upgrade of the Centenary Motorway and Logan Motorway interchange, as part of the Queensland Government’s COVID-19 economic recovery response
* continuing planning for the upgrade of the Brisbane Road, Chermside Road and Glebe Road intersection, as part of the Queensland Government’s COVID-19 economic recovery response
* continuing planning for the upgrade of the Beaudesert Road and Illaweena Street intersection, as part of the Queensland Government’s COVID-19 economic recovery response
* commencing construction for the Centenary Bridge upgrade on the Centenary Motorway at Jindalee
* continuing construction of the Northern Transitway project to deliver bus priority measures along Gympie Arterial Road between Sadlier Street and Hamilton Road
* continuing construction of the Eastern Transitway Stage 1 along Old Cleveland Road
* continuing construction of Stage 1 of the new Springfield Central train station multi-storey park ‘n’ ride facility
* completing widening the Bruce Highway between Caloundra Road and the Sunshine Motorway, and upgrading interchanges at Caloundra Road and Sunshine Motorway\*
* continuing construction of the Maroochydore Road and Mons Road Interchanges Upgrade\*
* continuing construction on the Deception Bay Interchange Upgrade on the Bruce Highway\*
* continuing construction on the widening of the Bruce Highway between Caboolture – Bribie Island Road and Steve Irwin Way (Exit 163)\*
* commencing upgrading the North Coast Line between Beerburrum train station and Nambour train station (Stage 1)\*
* completing construction of the Morayfield bus station
* commencing construction of the Strathpine bus station upgrade
* completing design of Six Mile Creek bridge replacement on Kin Kin Road, as part of the Queensland Government’s COVID-19 economic recovery response
* commencing construction of Brisbane Valley Highway pavement rehabilitation at Esk\*\*
* commencing construction of targeted road safety improvements on the D’Aguilar Highway near Kilcoy, and along Steve Irwin Way near Landsborough\*\*
* completing design to expand the park ’n’ ride facility at Mango Hill train station
* continuing design of Beerburrum to Landsborough active transport facilities
* continuing construction of a new bridge over Saltwater Creek and Deadmans Gully north of Maryborough and associated flood immunity upgrades\*
* continuing design and construction activities for widening and intersection upgrades on the D’Aguilar Highway between Yarraman and Kingaroy
* commencing construction to widen priority sections of the D’Aguilar Highway between Yarraman and Kingaroy
* continuing construction of the final stage of the Bruce Highway (Cooroy – Curra) (Section D) upgrade between Woondum and Curra\*
* commencing construction of overtaking lanes on the Bruce Highway north of Booyal and Currajong Creek north of Gin Gin\*
* completing design of the Bundaberg bus station at the Stockland Shopping Centre on Takalvan Street
* commencing construction of a new concrete bridge over Beelbi Creek and upgrading of intersections to improve flood immunity on the Torbanlea – Pialba Road near Hervey Bay\*
* commencing construction of the John Peterson Bridge on the Mundubbera – Durong Road at Derri Derra\*
* completing construction of dual overtaking lanes on the Bruce Highway at Tinana, near Maryborough, funded by the Australian Government
* completing various intersection upgrades and widening of the Bruce Highway north of Childers\*
* completing construction of a roundabout at the Wide Bay Highway intersection, south of Curra\*
* completing design of the progressive paving and sealing of Monto – Mount Perry Road, as part of the Queensland Government’s COVID-19 economic recovery response
* continuing the development of the Bundaberg Integrated Transport Strategy to identify the strategic needs of Bundaberg’s transport system
* continuing construction of the Eight Mile intersection overpass upgrade on the Cunningham Highway north of Warwick\*
* continuing construction to replace the Tchanning Creek bridge on Roma – Condamine Road\*
* continuing pavement rehabilitation on the Gore Highway between Toowoomba and Millmerran\*
* continuing bridge replacement on the Rocky Creek Bridge on Murphy’s Creek Road, as part of the Queensland Government’s COVID-19 economic recovery response
* continuing pavement strengthening and widening on the New England Highway between Yarraman and Toowoomba, as part of the Queensland Government’s COVID-19 economic recovery response
* completing pavement widening on the New England Highway between Warwick and Wallangara, as part of the Queensland Government’s High Risk Roads Safety Upgrades
* commencing pavement widening on the New England Highway between Yarraman and Toowoomba
* undertaking rehabilitation and stabilisation on a section of the Balonne Highway between St George and Bollon
* constructing the St George heavy vehicle breakdown pad on the Balonne Highway between St George and Bollon\*
* completing improvements to the Carnarvon Highway intersection with Arcadia Valley Road\*
* completing widening and safety improvements on the Carnarvon Highway between Roma and Injune, including an upgrade of Lalors Lane intersection at Orange Hill\*
* completing replacement of steel culvert on the Carnarvon Highway between Surat and Roma, as part of the Queensland Government’s COVID-19 economic recovery response
* undertaking widening and sealing of priority sections on the Mitchell Highway between Cunnamulla and Charleville \*
* undertaking widening and sealing of priority sections on the Diamantina Developmental Road between Charleville and Quilpie in the Quilpie Shire\*\*
* undertaking widening and sealing of priority sections on the Bulloo Developmental Road between Cunnamulla and Thargomindah\*\*
* undertaking widening and sealing of priority sections on the Carnarvon Highway between Mungindi and St George\*\*
* undertaking widening and strengthening of priority sections on Roma – Condamine Road\*\*
* completing duplication of a section of the Capricorn Highway between Rockhampton and Gracemere\*
* completing duplication of the Bruce Highway Rockhampton Northern Access between Rockhampton – Yeppoon Road and Parkhurst \*
* completing safety works on the Bruce Highway between Nielsen Avenue and Plentiful Creek, north of Rockhampton \*
* continuing widening and upgrading intersections along Gavial – Gracemere Road (Lawrie Street), as part of the Queensland Government’s COVID-19 economic recovery response
* completing pavement strengthening of Rockhampton – Yeppoon Road \*\*
* completing the upgrade of three floodways on Gladstone – Monto Road \*\*
* commencing construction for the upgrade of Rockhampton – Yeppoon Road \*\*
* commencing construction on the Bruce Highway for the upgrade of Station Creek and Boyne River bridges
* completing construction of the bridge and overflow replacement on Dawson Highway at Roundstone Creek
* completing replacement of Banana Creek bridge on the Leichhardt Highway
* completing widening of Callide Creek bridge on the Burnett Highway
* completing pavement strengthening on the Carnarvon Highway as part of the Queensland Government’s COVID-19 economic recovery response
* completing pavement rehabilitation works on Barcaldine – Aramac Road
* completing the replacement of the timber bridge across the Barcoo River on the Dawson Developmental Road (Springsure – Tambo)\*
* completing pavement widening of the Capricorn Highway (Emerald – Alpha), as part of the Queensland Government’s COVID-19 economic recovery response
* completing paving and sealing of sections of the Eyre Developmental Road (Bedourie – Birdsville) \*\*
* completing paving and sealing of sections of the Cramsie – Muttaburra Road \*\*
* completing paving and sealing of a section of the Blackall – Jericho Road, as part of the Queensland Government’s COVID-19 economic recovery response
* completing paving and sealing of 5.3 kilometres of Birdsville Developmental Road between Morney and Birdsville, jointly funded by the Australian and Queensland governments as part of the COVID-19 economic recovery response
* commencing pavement rehabilitation and widening of a section of the Diamantina Developmental Road between Boulia and Dajarra
* commencing pavement rehabilitation and widening of a section of the Kennedy Developmental Road (Hughenden – Winton)
* continuing construction of additional lanes of the Bruce Highway, between Ron Camm Bridge and Mackay Ring Road (Stage 1), as part of the Mackay Northern Access Upgrade project \*
* commencing construction of the Walkerston Bypass on the Peak Downs Highway west of Mackay \*
* commencing construction of the connection between Mackay Ring Road to Bald Hill Road, part of the Mackay Ring Road (Stage 1) project \*
* continuing pavement widening and strengthening of sections of the Peak Downs Highway, between Wuthung Road and Caval Ridge Mine \*
* commencing flood immunity upgrades on the Bruce Highway at Jumper Creek \*
* completing widening formation and rehabilitation of the Bruce Highway between Hampden and Kuttabul \*
* continuing formation widening on sections of the Bruce Highway between Emu Creek and Drays Road \*
* commencing safety improvements on the Bruce Highway, between Ten Mile Creek and Yeates Creek \*
* continuing pavement widening on the Bruce Highway, between Bowen Connection Road and Champion Street intersection \*
* commencing construction of the duplication of Proserpine – Shute Harbour Road between Paluma Road and Valley Drive \*
* completing safety improvements on the Peak Downs Highway between Eton and Mackay \*\*
* completing pavement strengthening on Rockleigh – North Mackay Road between Oasis Drive to Glenpark Street \*\*
* completing paving and sealing of sections of the Bowen Developmental Road between Deception Creek to Bulgonunna Creek, as part of the Queensland Government’s COVID-19 economic recovery response
* completing replacement of Scrubby Creek and Hut Creek timber bridges on Blue Mountain Road, as part of the Queensland Government’s COVID-19 economic recovery response
* completing paving and sealing of sections of the Clermont – Alpha Road, as part of the Queensland Government’s COVID-19 economic recovery response
* completing paving and sealing of sections between Moana Access and East Funnel Creek on the Koumala – Bolingbroke Road, as part of the Queensland Government’s COVID-19 economic recovery response
* completing design and commence construction of the Mackay bus station on Mangrove Road
* completing construction of the Haughton River Floodplain upgrade on the Bruce Highway, between Horseshoe Lagoon and Palm Creek \*
* continuing construction of Townsville Northern Access Intersections Upgrade on the Bruce Highway, between Veales Road and Pope Road \*
* continuing construction of Townsville Ring Road (Stage 5) project to duplicate the existing ring road between Vickers Bridge and Shaw Road \*
* completing pavement widening on Hervey Range Developmental Road (Townsville – Battery), between Rupertswood Drive and Black River Road, as part of the Queensland Government’s COVID-19 economic recovery response
* commencing culvert upgrades on Gregory Developmental Road (Charters Towers – The Lynd) Porphyry Road (Greenvale), as part of the Queensland Government’s COVID-19 economic recovery response
* commencing pavement widening on Gregory Developmental Road (Charters Towers – The Lynd), between, Marble Creek and Christmas Creek \*\*
* commencing pavement widening on Gregory Developmental Road (Charters Towers – The Lynd), between, Airport Drive and Lucky Springs Road \*
* continuing pavement strengthening on North Townsville Road (Townsville), \*\*
* continuing preconstruction on safety and capacity upgrades for Townsville Connection Road between, University Road and Bowen Road Bridge (Stuart Drive), to improve safety
* continuing preconstruction on safety and capacity upgrades for Garbutt – Upper Ross Road (Riverway Drive) Stage 2 between, Allambie Lane and Dunlop Street
* commencing construction on overtaking lanes on the Bruce Highway between Leichhardt Creek and Lilypond Creek
* continuing progressive sealing of 48 kilometres of priority sections of the Kennedy Developmental Road (The Lynd – Hughenden) \*
* completing safety upgrades on the Barkly Highway (Cloncurry – Mount Isa) as part of the Queensland Government’s High Risk Roads Initiative
* completing sealing to Phosphate Hill turn-off on the Cloncurry – Dajarra Road and widen existing priority narrow sealed sections \*\*
* completing progressive sealing of the Burke Developmental Road (Normanton – Dimbulah) \*\*
* completing the upgrade of Prairie Creek crossing on Aramac – Torrens Creek Road\*\*
* completing progressive sealing of priority sections of the Cloncurry – Dajarra Road, as part of the Queensland Government’s COVID-19 economic recovery response
* completing sealing of a 27 kilometre section of the Aramac – Torrens Creek Road \*\*
* completing replacement of Butcher Creek bridge on the Burke Developmental Road (Cloncurry – Normanton) as part of the Queensland Government’s COVID-19 economic recovery response
* complete progressive sealing of a six kilometre section of Gregory Downs – Camooweal Road \*\*
* completing progressive sealing of two sections totalling four kilometres of the Gregory – Downs Camooweal Road, as part of the Queensland Government’s COVID-19 economic recovery response
* completing pavement strengthening and widening of the floodway at Scrubby Creek on the Flinders Highway (Julia Creek – Cloncurry) \*\*
* continuing duplication of the Bruce Highway – Cairns Southern Access Corridor Stage 3 (Edmonton to Gordonvale) project \*
* completing construction of the Bruce Highway – Cairns Southern Access Corridor Stage 4 (Kate Street to Aumuller Street)\*
* commencing construction of the Newell Beach boat ramp
* commencing paving and sealing sections of Peninsula Developmental Road, between Merluna to York Downs and Musgrave to Red Blanket (Part A)
* continuing construction of road safety improvements on Gillies Range Road
* commencing construction of the Bruce Highway – Cairns Southern Access Cycleway \*
* continuing design of a flood immunity upgrade on the Bruce Highway at Dallachy Road \*
* continuing construction of a new overtaking lane on the Bruce Highway near Smiths Gap, including construction of a fauna crossing
* completing construction of the Smithfield Bypass project between McGregor Road and Caravonica roundabouts
* commencing upgrading the culvert at the intersection of Mulgrave Road and Brown Street in Cairns, as part of the Queensland Government’s COVID-19 economic recovery response
* commencing progressive sealing works on the Burke Developmental Road between Almaden and Chillagoe, as part of the Queensland Government’s COVID-19 economic recovery response
* continuing widening and strengthening of Boogan Road, near Mourilyan, as part of the Queensland Government’s COVID-19 economic recovery response
* continuing the program of safety upgrades on the Kennedy Highway between Mareeba and Atherton \*\*
* commencing installation of new Intelligent Transport Systems on the Kuranda Range section of Kennedy Highway \*\*
* commencing early works on the Cairns Ring Road (CBD to Smithfield) project \*
* commencing upgrade of the culvert at Parker Creek Crossing on Captain Cook Highway, Mossman, as part of the Queensland Government’s COVID-19 economic recovery response
* commencing detailed design on Cairns Western Arterial Road Duplication (Redlynch Connector Road – Captain Cook Highway)
* completing paving and sealing sections of Peninsula Developmental Road between Kennedy and Rocky Creek \*
* completing planning for the Cairns Western Arterial Road between Redlynch Connector Road and the Captain Cook Highway
* completing an upgrade of a drain culvert on Mulgrave Road at Boland Street.

\* jointly funded by the Australian and Queensland governments.   
\*\* jointly funded by the Australian and Queensland governments as part of the COVID-19 economic recovery response

# Fast Facts

Data as at 30 June 2020

* $5.25 Billion Total investment in transport infrastructure program[[1]](#footnote-1)
* $1.07 Billion Maintenance and operation state transport network
* 5.23 Million Population of Queensland[[2]](#footnote-2)
* 0.7% Population growth from last year
* $108.2 Million Expenditure on natural disaster repairs
* 481 Kilometres Of roads reconstructed under Natural Disaster Program 2019–20
* 33,384 Kilometres State-controlled roads including 4996 kilometres national network
* 3145 Bridges owned and maintained
* 119.06 Million Passenger trips on bus, rail, ferry and tram were provided to our customers within South East Queensland
* Over 10 Million Passenger trips on bus, rail, ferry and air outside South East Queensland
* 326,193 Average number of passenger trips per day on South East Queensland network
* 1.6 Million Passenger trips provided through the Taxi Subsidy Scheme
* Over 227,000 MyTransLink app active monthly users
* 2,014,259 go cards used in South
* 44,000 QLDTraffic Twitter posts
* 49,000 QLDTraffic app visits
* 2.4 Million QLDTraffic website visits
* 16,767 Gold Coast tram daily passengers
* $8.06 Average subsidy per trip provided through Taxi Subsidy Scheme
* 491 Limousine licences
* 3,250 Taxi Service licence
* 446 Authorised booking entities
* 16,215 Booked hire service licences
* 69,856 Authorised drivers of public transport
* 1,473 Accredited transport operators
* 25,513 Weekly average number of driver licences obtained
* 188,018 Weekly average number of car registrations made
* 967,059 Recreational boat licences
* 233,002 Personal watercraft licences
* 3.8 Million Driver licences
* 239,526 Recreational boats registered
* 32,663 Personal watercrafts registered
* 5.64 Million Vehicles registered
* 284.6 Million Tonnes of cargo we helped our industry customers move through our 21 declared ports
* 1000 Million Tonnes of freight moved on the surface network
* 1.07 Billion Maintenance and operation state transport network
* $18 Million Value of recreational boating facilities built this year
* 18,707 Ship movements in Queensland ports
* 11,142 Ship movements in ReefVTS monitored region
* 185 Derelict vessels removed from Queensland waterways this year
* 609 Kilometres Cycling infrastructure delivered through funding from Active Transport Program[[3]](#footnote-3)
* 27 Kilometres Of cycling infrastructure built this year
* $42 Million Investment in cycling this year by the Active Transport Program
* 136,701 Written driving tests conducted
* 176,444 Practical driving tests taken
* 20,952 On-road intercepts
* 34 Number of TMR-led Queensland Government Agency Programs
* 3.35 Million Face-to-face services provided to customers across our 57 Customer Service Centres
* 11.1 Million Customers conducted transactions using online self-service channels
* 17.5 Million Customer interactions for the year
* 10.58 Years Average length of service
* 7 per cent Temporary
* 21 per cent Casual
* 72 per cent Permanent
* 84 per cent Non-corporate roles
* 7382 Full-time equivalents
* 34 per cent SES/SO women

# Responding to COVID-19

## Overview

As COVID-19 continued to stabilise in Queensland, the department shifted focus from response to recovery, embracing a ‘new normal’ and supporting the state to re-open while keeping Queenslanders safe and moving.

The department continued ongoing efforts to slow the spread and identified opportunities to adapt and innovate in response to the changing expectations, needs, and behaviours of customers.

The health, wellbeing, and safety of our customers and employees remained at the forefront of the recovery actions, and the department continued a strong internal response to keep delivering for Queenslanders.

### Embracing a new normal

#### Supporting customers

The department adopted a range of internal and external process enhancements to support the continued delivery of frontline services as Queensland transitioned to a COVID-19 normal. For example, all of the department's Customer Service Centres remained open, with social distancing and hygiene measures implemented. To minimise risk and keep customers and employees safe, online services continued to be updated and promoted to minimise foot traffic in customer-facing workplaces, giving customers more flexibility in accessing services.

When restrictions eased and more people recommenced travel on Queensland’s public transport network, the department developed the COVID-safe public transport plan and launched a service capacity tracker which provided customers with detailed information about the space available on their service, allowing them to make informed travel decisions. The department also released the ‘Reboot your commute’ campaign which encouraged Queenslanders to incorporate active transport options, such as walking and bike riding, into their daily commute. To further support customers' return to public transport, the department introduced ongoing additional bus and rail services during the AM and PM shoulder peaks to support social distancing and travel outside of peak times.

#### Supporting our people

As the Queensland public sector began transitioning back to the workplace, the department's Business Continuity Plans were updated to support staff to formalise their working arrangements on condition that a Performance and Development plan was in place. This enabled staff to safely return to the workplace full-time or continue a blend of remote and office-based working, in line with advice from Queensland Health and the Public Service Commission.

Communication and digital leadership continued to play a key role in keeping TMR's workforce connected and informed on the latest developments, health advice, and operational changes. Weekly whole-of-department staff messages and video updates were issued by the Director-General, and the Director-General's COVID-19 Q&A channel remained open to employees. The department continued to update its dedicated COVID-19 intranet page, providing a single, central source of COVID-19 information.

With a decrease in face-to-face interactions in the workplace, individual and team achievements were celebrated in digital ways, through leadership communications, videos, Yammer, and online events. This allowed praise and recognition to be given, despite the challenges of being unable to hold full-capacity, in-person internal events.

The health, safety, and wellbeing of staff remained a priority, and frequent messages, training, and resources on mental health and domestic and family violence were provided to support the ongoing wellbeing of staff. Employees were encouraged to utilise the department’s Employee Assistance Provider, Benestar, and speak with a trusted colleague if they were struggling.

### Keeping Queensland moving

#### Continued delivery of QTRIP

Just as it did during 2019–20, the department’s focus remained firm on the continued delivery of the QTRIP. Throughout 2020–21, QTRIP powered Queensland’s economic recovery and supported jobs through the continued commitment of a record pipeline of road and transport infrastructure projects. Despite the challenges faced due to COVID-19, the 2020–21 expenditure was ahead of program, supporting the state’s resilience and future prosperity.

Looking ahead, the department’s infrastructure pipeline will continue to play a key role in Queensland’s economic recovery, providing ongoing employment opportunities to Queensland communities, businesses, and industry. Successful delivery of the 2021–22 program will be achieved through strong partnerships with industry, and delivery partners, with the infrastructure built leaving a lasting legacy for communities across the state.

#### Partnering with other government agencies

Transport Inspectors and Senior Network Officers continued to protect Queensland’s borders during restriction periods, working alongside the Queensland Police Service and the Australian Defence Force to monitor border checkpoints. MSQ also continued to play a vital role, facilitating crew changes to ensure the continuity of critical shipping and trade under the Chief Health Officer’s Protocol for Maritime Crew, and leading the maritime border surveillance response. In doing so, MSQ has continued to work closely with Queensland Police Service, Australian Border Force, Department of Agriculture, Water and Environment, Australian Maritime Safety Authority, and Queensland Health. MSQ has also embedded liaison officers within the State Health Emergency Coordination Centre and quarantine hotels.

The department also continued to support the Community Recovery Ready Reserves, releasing staff to perform Ready Reserve duties including, 130 Transport inspectors to support border patrol activities, two officers to Department of the Premier and Cabinet to assist with whole-of-government communications, and one staff member to Queensland Health to assist with COVID-19 related activities. The department also continues to support the whole-of-government priority response to COVID-19 via the Ready Reserves assisting with communications to industry about restrictions and updates.

#### Partnering with industry

The department continued to work closely with industry as part of its recovery response, ensuring the seamless movement of goods and services across borders and ongoing delivery of vital transport infrastructure.

To outline the operational requirements for the movement of freight into and out of Queensland, the department worked with the National Heavy Vehicle Regulator, Queensland Health, Queensland Police Service, and the freight and logistics industry to develop and issue the QLD Freight Protocol. This was a necessary measure to manage the risk of COVID-19 from persons travelling to and from Queensland who had been in a declared COVID-19 hotspot.

While COVID-19 restrictions have been implemented around the world, MSQ has committed to working closely with importers and exporters, as well as industry representative bodies and port authorities, to minimise the impact of restrictions where possible, without compromising the health and safety of Queensland’s maritime workforce and the State’s broader population. Importantly, MSQ has worked very closely and collaboratively through regular communication, stakeholder engagement, consultation, and meetings with all aspects of the maritime industry including port authorities, pilotage providers, shipping agents, unions, and peak industry bodies. MSQ’s strong working relationships with the maritime industry has been instrumental in Queensland’s maritime response being highly successful.

As a priority, the department also continued to strengthen relationships with industry through initiatives such as the department-led Queensland Civil Contracting Industry COVID-19 Response Working Group.

# Integrated Transport Network

## Highlights

* Continued to implement the two-year action plan that accompanied the Queensland Transport Strategy.
* Continued to deliver the QTRIP including the announcement of a joint Australian and Queensland government investment of $415 million in shovel-ready road upgrade projects.
* Master planning for the ports at Gladstone and Townsville complete to meet commitments set out in Reef 2050 Long Term Sustainability Plan.
* 13 new fast charging locations delivered as part of the Queensland Electric Super Highway.
* Invested more than $96 million across Queensland with the Passenger Transport Infrastructure Investment Program.
* Successfully trialled Customer Service Officers on Westside and Park Ridge bus services resulting in permanent arrangements.
* Provided more than 1220 new parking spaces Darra, Ebbw Vale, Geebung, Lawnton, Ormeau, Salisbury (Stage 1), Varsity Lakes and Virginia train stations through opening additional park 'n' ride spaces.
* Completed delivery of North Brisbane Bikeway.
* Completed construction on a two-lane boat ramp with floating walkway near the mouth of the Fitzroy River.
* Provided subsidies for approximately 21,000 return airfare flights for eligible residents in far north Queensland to make air travel to access health, education, employment services, and social and recreational opportunities more affordable.
* Completed construction on the Haughton River Floodplain about 50 kilometres south of Townsville under the Ayr to Townsville and Haughton River Floodplain upgrade.
* Completed construction on the six new overtaking lanes on the Capricorn Highway between Rockhampton and Emerald.
* Partnered with the Bundaberg Regional Council to commence development of the Bundaberg Integrated Transport Strategy to identify the strategic needs of Bundaberg's transport system.
* Completed construction of the Gatton Heavy Vehicle Decoupling Facility under the Toowoomba Second Range Crossing (Toowoomba Bypass) project to provide an opportunity for heavy vehicle drivers to breakdown and reconfigure their combinations as required before continuing their journey.
* Constructed Australia's first Diverging Diamond Interchange at Caloundra Road as part of the Bruce Highway Upgrade from Caloundra Road to Sunshine Motorway project.
* Partnered with 13Cabs to trail On Demand Transport in Logan.

## Planning best value investments for our future transport needs

#### Queensland Transport Strategy

Designing a transport network for the future requires the development and implementation of long and medium-term strategies and integrated plans to maximise Queensland's long-term economic growth and prosperity.

The Queensland Transport Strategy provides a 30 year vision for the transformation of the state's transport system to respond to customer preferences, global trends, and emerging technologies. It puts customers first and articulates the department's plan for maximising the benefits of future transport opportunities for all Queenslanders.

There are five customer focused outcomes:

* accessible, convenient transport
* safe journeys for all
* seamless, personalised journeys
* efficient, reliable and productive transport for people and goods
* sustainable, resilient and liveable communities.

The strategy details how the department plans to harness emerging technology and trends to continue to move people and products safely and efficiently into the future. It is accompanied by an internal two year action plan being implemented by the department.

For more information  
[www.tmr.qld.gov.au/QueenslandTransportStrategy](http://www.tmr.qld.gov.au/QueenslandTransportStrategy)

#### Regional Transport Plans

Queensland's suit of Regional Transport Plans (RTPs) cover the entire state and support the department’s vision of ‘creating a single integrated transport network accessible to everyone’. The RTPs consider all modes of transport, regional demographic and industry changes, local government land use and transport planning, and respond to relevant Regional plans and the State Infrastructure Plan.

The RTPs define the priorities for developing Queensland's transport system and outline the planning actions that will guide future investment over the next 15 years, in a way that supports regional goals for the community, economy and environment.

Plans for Mackay Isaac Whitsunday, North West, Central West, South West, Far North, Northern, Fitzroy, Wide Bay Burnett, Darling Downs and South East are available on the department’s website.

For more information   
[www.tmr.qld.gov.au/About-us/Corporate-information/Publications/Regional-Transport-Plans](http://www.tmr.qld.gov.au/About-us/Corporate-information/Publications/Regional-Transport-Plans)

#### QTRIP roads stimulus packages

The department's focus remains on the continued delivery of QTRIP. The four year rolling program provides a pipeline of transport and road infrastructure projects to support accessible, sustainable, and efficient connections across the state's transport network. QTRIP keeps Queenslanders moving, provides employment benefits, and supports the freight industry in providing essential goods and services to people and communities. Roads stimulus packages also pave the way for economic recovery.

QTRIP 2021–22 to 2024–25 highlights include:

* More than $1.6 billion investment over four years for dedicated and targeted initiatives critical to reducing road trauma and savings lives, including an additional funding boost under the Road Safety Program in partnership with the Australian
* Government.
* Continuing to work in partnership with the Australian Government to deliver key projects across the state as part of the $13 billion Bruce Highway Upgrade Program over a 15-year period (2013–14 to 2027–28), such as the upgrades
* between Caboolture - Bribie Island Roadcontinuing to work in partnership with the Australian Government to deliver key projects across the state, including the $662.5 million Bruce Highway, Caboolture - Bribie Island Road to Steve Irwin Way upgrade and the $514.3 million Bruce Highway, Haughton River Floodplain upgrade
* $250 million in funding for bike-riding, walking and active transport infrastructure such as cycleways, shared paths, green bridges and rail trails.

#### Asset management cloud analytics

The department is focused on empowering staff with easily accessible information to make decisions when and where it's needed by leveraging cloud-enabled analytics. The department's asset infrastructure has a gross replacement cost of more than $78 billion (as at 30 June 2021).

A new asset valuation dashboard has enhanced the road valuation process. The dashboard ingests more than a billion data points from the asset information system and other data sources to provide insights into road data, such as trend and comparison analysis. By using this visualisation tool, the valuation of a district, road or section of road can be validated.

The department has created a road pavement layer dashboard that has been made available to staff via tablet devices. This enables roadside engineers and inspectors to make better decisions while targeting solutions in-field.

#### Priority ports master planning

The department is leading master planning for priority ports at Gladstone, Townsville, Hay Point/Mackay, and Abbot Point to meet commitments set out in the Reef 2050 Long Term Sustainability Plan. Port master planning supports the sustainable development of critical infrastructure while balancing growth, job creation, environmental values, and community interests.

Highlights included:

* completed master planning for the ports at Gladstone and Townsville. The final port overlays were released on 27 August 2020 and came into regulatory effect on 1 February 2021
* commenced master planning for the ports of Hay Point/Mackay and Abbot Point with notices of proposals issued to the port authority and local government on 5 May 2021
* completed statutory review of capital dredging provisions for the Port of Cairns on 18 December 2020 following consideration of submissions and public consultation.

For more information   
<https://www.tmr.qld.gov.au/business-industry/Transport-sectors/Ports/Sustainable-port-development-and-operation/Master-planning-for-priority-ports>

#### Marine Infrastructure Investment Program

###### The Marine Infrastructure Investment Program provides safe, reliable, and efficient recreational boating infrastructure that optimises access to the water and on the water, for both trailer boats and deep-draught vessels. New and upgraded boating facilities are funded through the Marine Infrastructure Fund, the capital portion of this program. Teams with professional maritime expertise now sit within MSQ to improve the management, planning, and delivery of maritime assets and infrastructure and a broader scoped Maritime Infrastructure Investment Program was approved and planning for implementation progressed. Business improvement strategies included:

* initiation of a maritime asset management system to provide greater transparency of the maintenance schedules of maritime assets
* audit and health checks of procurement processes, improving financial management and forecasting for maritime infrastructure
* improvements to information capture and presentation to inform investment decision-making.

#### Marine Infrastructure Fund

The Marine Infrastructure Fund provides new and improved recreational boating facilities and infrastructure throughout the state.   
  
Highlights included:

* progression of design and approvals for a new boat ramp at Yorkeys Knob on the north side of Cairns
* progression of design and approvals for an upgraded boat launching facility at Newell Beach near Port Douglas
* a new boat ramp and floating walkway at Cabbage Tree Creek state boat harbour at Shorncliffe
* construction of a dredge material rehandling facility at Molongle Creek, and progression of design and approvals for a new dredged access channel
* upgrade of a boat launching facility at Corbetts Landing near Yeppoon
* a new boat ramp and floating walkway at Thompson Point on the north bank of the Fitzroy River
* design and approvals for a new boat ramp at Midge Point north of Mackay
* upgrade of the boat ramp at Shute Harbour, Whitsundays, including a new fixed sloping walkway.

#### Queensland Electric Super Highway

Electrification within the transport sector is important to help transition the state to a low carbon economy and improve air quality, health, and amenity for all Queenslanders.

In February 2021, 13 new fast charging locations were delivered as part of the Queensland Electric Super Highway (QESH) Phase 2 development. The QESH now comprises 31 locations connecting electric vehicle (EV) drivers from Coolangatta to Port Douglas, and from Brisbane to Toowoomba.

Queensland’s EV registrations have increased by 86 per cent in the last 12 months, with 5266 EVs registered (as at 30 June 2021). Public use of the QESH is also up 40 per cent in 2021 (as at 31 May 2021) demonstrating an increasing trend of electrification within the transport sector.

For more information  
<https://www.qld.gov.au/transport/projects/electricvehicles/future/super-highway>

#### Queensland Rail

The department continued to invest in passenger rail services, rail infrastructure and assets across the state through the Rail Transport Service Contract with Queensland Rail.

In response to COVID-19, an extra 105 weekly train services were added to the South East Queensland Citytrain network during shoulder peak periods. These services remain operational to provide more service options for Queenslanders and to assist with social distancing. Traveltrain timetables and seating capacity were reduced in regional Queensland, in line with reduced demand during COVID-19, with all services including capacity, progressively reinstated by June 2021.

The department continued to work with Queensland Rail on key infrastructure improvements across the network. Upgrades to park 'n' rides at Lawnton, Geebung, Darra, Varsity Lakes and Virginia were completed in 2020–21. Works at Lindum, Salisbury and Springfield Central park 'n' rides are underway. Station accessibility works continue at Auchenflower, Southbank, Albion, Buranda, Dakabin, Cannon Hill and East Ipswich stations.

Delivery of the North Coast Line Capacity Improvement Project is continuing and will provide an increase in rail freight capacity. The North Coast Line remains an important part of the National Land Transport Network.

#### South West Transport Services Contract

The department executed the South West Transport Services Contract in August 2020, which supports the cattle industry by subsidising livestock rail services across south west regional Queensland. These rail services support regional economic development, employment opportunities and assist in managing livestock transport demands on the road network.

For more information  
<https://www.tmr.qld.gov.au/business-industry/Transport-sectors/Rail-services-and-infrastructure/Rail-Transport-Contracts-and-Agreements>

#### Regional air services

The department continued to provide seven government subsidised regulated air routes in Queensland through air service contracts. The regulated air service contracts set minimum service levels, maximum airfare prices, minimum aircraft size and on-time performance standards along regulated routes to ensure an appropriate level of service is provided to regional Queensland at an affordable price.

COVID-19 has continued to have a large impact on regional airlines that provide essential services to rural and remote communities in Queensland. Through Queensland Government funding arrangements, the department assisted QantasLink, Regional Express Airlines (Rex), Hinterland Aviation, and Skytrans to provide essential air services to regional and remote communities during COVID-19.

In 2020–21, 104,973 passengers travelled on these Queensland Government regulated air services providing valuable access to air travel for rural and remote customers.

For more information  
<https://www.tmr.qld.gov.au/regionalconnect>

#### Gold Coast Light Rail

The expansion of the Gold Coast Light Rail system is jointly-funded by the Australian and Queensland governments and City of Gold Coast and will position the city for sustainable growth well into the future. Delivered in stages, the project connects communities with business and jobs, hospitals and medical facilities, education, shopping, dining, entertainment and sporting centres.

$1.044 billion has been allocated for Stage 3 of the project to extend the current light rail system by 6.7 kilometres from Broadbeach South to Burleigh Heads with eight new stations. Major construction is expected to start in late-2021.

Planning for Stage 4 has begun with a corridor study identifying the Gold Coast Highway as the preferred route for the light rail extension. $4 million has been allocated by the Queensland Government for planning for a further 13 kilometre extension linking Burleigh Heads to Coolangatta via the Gold Coast Airport.

The Gold Coast Light Rail system is critical infrastructure to support the Gold Coast and its continued growth for decades to come.

#### Personalised Transport Horizon

A comprehensive framework for personalised transport is in place following the implementation of the Queensland Government’s reform program Queensland’s Personalised Transport Horizon–Five Year Strategic Plan for Personalised Transport Services 2016–21. The reforms have updated Queensland's personalised transport industry laws, with a focus on enabling a modern, safe, affordable, and accountable personalised transport industry for all Queenslanders.

Surveys and focus groups were conducted with personalised transport industry representatives and customers to better understand how the changes have impacted industry and customers. The department has continued monitoring and evaluating the implemented reforms.

For more information  
<https://www.tmr.qld.gov.au/business-industry/Taxi-and-limousine/Queenslands-Personalised-Transport-Horizon>

## Investing in passenger transport

#### Passenger Transport Infrastructure Investment Program

The Passenger Transport Infrastructure Investment Program enables a more accessible, efficient, and integrated network that offers better value to customers and makes passenger transport an attractive option for Queenslanders.

Key achievements included:

* commenced construction on the Northern Transitway and Eastern Transitway (Stage One) to deliver reduced travel times and improved reliability for customers on key bus corridors along Gympie Road and Old Cleveland Road
* completed bus priority works on Nicklin Way near the intersection of Jessica Boulevard to improve bus travel time, reliability, and provide dedicated bike riding facilities
* completed designs for the Strathpine, Bundaberg, and Mackay bus stations to improve customer access and amenity and ensure efficient operation of bus networks
* awarded the construction tender for the Southern Moreton Bay Islands passenger ferry terminals upgrade, to provide better weather protection, more seating and wider jetties for the inter-island ferry services. This project is being delivered in partnership with Redland City Council
* commenced construction on Morayfield bus station upgrade to deliver an improved waiting area for customers and increased capacity for buses
* completed construction of additional bus stops across South East Queensland to make it easier for customers to access public transport
* completed a TransLink brand rollout in Townsville to deliver improved signage and customer information at approximately 580 urban bus stops
* provided funding to local governments through the $20 million four year Bus Stop Shelter Program to deliver new shelters and improve customer experience.

#### Park 'n' ride program overview

Park ‘n’ ride facilities allow Queenslanders to park their vehicle and ride public transport to complete their journey. These facilities are an important part of the South East Queensland transport network to enable more people to connect with public transport to access jobs, education, and other essential services in their communities.

Over the next few years, the department will deliver more than 3200 new park ‘n’ ride spaces, as part of the four-year upgrade program, adding to the 32,600 plus spaces already available to Queenslanders across the network.

Key achievements included:

* 1227 additional park 'n' ride spaces opened at Darra, Ebbw Vale, Geebung, Lawnton, Ormeau, Salisbury (Stage 1), Varsity Lakes and Virginia train stations
* commenced construction expansions at the Greenbank RSL bus station and Springfield Central train station
* commenced preparations at Ferny Grove train station as part of the broader Transit Oriented Development
* continued design activities at several locations including Coomera, Gaythorne, Mango Hill and Salisbury train stations (Stage 2 and Stage 3)
* several park 'n' ride sites in strategic locations across South East Queensland are in the detailed planning phase including Beenleigh, Birkdale, Lindum and Loganlea train stations.

For more information  
<https://translink.com.au/travel-with-us/parking>

#### Fare Evasion Project

Fare evasion across South East Queensland's public transport network costs Queenslanders approximately $25 million per year. TransLink's revenue protection team continued to implement recommendations from the 2019 Youth Fare Evasion Roundtables including the deployment of 'prevention, detection, and enforcement' strategies.

TransLink has devoted significant resources to assist the Queensland Government's COVID-19 response by undertaking border control duties and managing the passenger transport network to keep our customers and staff safe. Longer term recommendations to reduce fare evasion will be provided to the Queensland Government for consideration in 2021–22.

Key achievements included:

* participation in youth justice conferences as part of the prevention and education strategy
* provided a simplified student concessional product and online parents’ guide
* revamped the Step-Up Program through the delivery of a new education-based training package to connect with youth
* targeted operations in progress at the top 20 locations with reported high rates of fare evasion
* implemented new Revenue Protection Dashboards with integrated datasets to improve the effectiveness of enforcement and officer deployment
* successful trial of Customer Service Officers (CSOs) on Westside and Park Ridge bus services resulting in permanent arrangements. Trial of CSOs in regional urban areas continues including four in Cairns and four in Townsville
* delivered an annual network-wide Fare Compliance Survey.

## Investing in an active Queensland

#### Active Transport Investment Program and Queensland Walking Strategy

The department's Active Transport Investment Program is a major funding initiative to encourage Queenslanders to ride bikes more often and promote walking as an accessible, and active transport mode, delivering better health, a better transport system, and better communities.

A range of investments have been made under the Queensland Cycling Strategy 2017–27 and Queensland Walking Strategy 2019–29 to improve and extend riding and walking networks across the state.

Key achievements included:

* completed delivery of the North Brisbane Bikeway (Stage 4) in January 2021
* completed the Mackay - Slade Point Road shared path in July 2020
* completed design and construction of the Ron Searle Drive shared path in July 2020 by Mackay Regional Council, supporting connectivity to Mackay Harbour
* completed the Caboolture to Wamuran Rail Trail in December 2020 by Moreton Bay Regional Council, the final stage of an 11 kilometre facility
* completed a section of the Oceanway from View Avenue to Higman Street in July 2020 by the Gold Coast City Council.

### Brisbane Valley Rail Trail Strategic Plan

The Brisbane Valley Rail Trail (BVRT) is an off-road adventure trail that follows the disused Brisbane Valley rail line from Wulkuraka, west of Ipswich, to Yarraman, west of Kilcoy offering Queenslanders a unique cycling or walking experience.

The BVRT Strategic Plan outlines how the department will develop the trail into a major tourist attraction and continue to develop and manage the trail over the next five years. Developments are underway to establish governance arrangements, deliver infrastructure works, and new marketing strategies that will boost regional communities through increased employment and economic development opportunities.

Key achievements included:

* upgrades made to the official BVRT website providing an improved customer journey and informative tool to plan and book trail adventures
* surface improvements completed north of Esk and additional rest stops installed.

For more information  
[tmr.qld.gov.au/BVRT](http://www.tmr.qld.gov.au/BVRT)

## Marine Infrastructure

#### Mission Beach Clump Point boating facility

In November 2020, the department completed work on an upgraded boating facility at Clump Point, Mission Beach. After extensive community consultation and environmental investigations, works progressed in two stages. Stage 1 civil works included:

* an additional boat ramp lane
* upgraded existing breakwater
* upgraded existing car park and turning area
* installation of a new detached breakwater
* installation of a toilet block in the southern car park.

Stage 2 works were completed in November 2020 and included a new jetty, pile moorings, two floating walkways, two gangway access pontoons, and several buoy moorings. The $23 million facility was formally opened in April 2021.

#### Molongle Creek dredge material rehandling facility

The Queensland Government has invested in a $9 million dredging project to provide all-tide access at Molongle Creek. A 42 hectare dredge material disposal and rehandling facility was completed in March 2021 as part of Stage 1. The disposal facility will ensure the department is prepared to properly contain and dispose of the dredge material in accordance with environmental approvals.

Stage 2 of the project will commence in mid-2021 and will see capital dredging works to remove more than 100,000 cubic metres of sediment. The new channel will be widened to 12 metres and deepened to two metres below the level of lowest astronomical tide, which provides guaranteed all-tide access out to Cape Upstart for Volunteer Marine Rescue vessels.

#### Thompson Point and Corbetts Landing

At Thompson Point a two-lane boat ramp with a floating walkway was constructed near the mouth of the Fitzroy River, approximately 33 kilometres downstream from Rockhampton. The new facility provides access to the river delta for fishing and heading offshore into Keppel Bay.

Corbetts Landing boat ramp is located approximately 35 kilometres north of Yeppoon on the western bank of Water Park Creek. The facility has been upgraded to two lanes plus provision for a future floating walkway. The long-term benefits of the upgraded public facility at Corbetts Landing will support the region well into the future, with improved access to Corio Bay and the wider Capricorn Coast.

#### State boat harbours

The department owns and manages eight state boat harbours located at Manly; Cabbage Tree Creek (Shorncliffe), Scarborough, Mooloolaba, Snapper Creek (Tin Can Bay), Urangan (Hervey Bay), Rosslyn Bay (Yeppoon), and Bowen. These strategic assets form part of the department's maritime network and promote recreational and commercial boating activities by providing a location for recreational boating and the maritime industry to grow and thrive.

The harbours provide public marine facilities for the community, such as boat ramps, pontoons, amenities, kayak washdown bays and car-trailer unit parking. These public facilities are managed sustainably through a proactive maintenance schedule to ensure the facilities are fit for purpose, safe, compliant, and continue to meet the demands of the boating public. The facilities are built to the Australian design standards applicable at the time of construction, including standards outlined by the Disability Discrimination Act 1992 and Transport Infrastructure Act 1994.

## Major projects

#### Bruce Highway Upgrade Program

The Australian and Queensland governments are committed to delivering a $13 billion Bruce Highway Upgrade Program over 15 years (2013–14 to 2027–28), broadly based on an 80:20 funding arrangement. The program began in July 2013 to improve safety, flood resilience, and capacity between Brisbane and Cairns. The program is now in its eighth year and achievements include:

* 382 projects completed
* 121 projects in the design phase or under construction (62 construction, 59 design)
* 37 projects in the planning phase.

Key highlights included:

* 190 kilometres of wide centre line treatment installed (in addition to 667 kilometres of wide centre line treatment delivered on the Bruce Highway under other funding programs)
* 92 kilometres of shoulder sealing/pavement widening completed
* 320 kilometres of audio tactile line marking installed (in addition to 378 kilometres of audio tactile line marking delivered on the Bruce Highway under other funding programs)
* 31 new rest area/stopping places built, and seven existing locations upgraded
* 141 protected right-hand turns installed
* 20 signalised intersections installed
* 286 kilometres of roadside barriers installed
* 83 overtaking lanes installed
* 32 kilometres of highway has been duplicated.

#### Bruce Highway Trust Advisory Council

The Bruce Highway Trust Advisory Council (BHTAC) is overseeing development of a 15-year Vision, rolling five-year Action Plans and the Safer Bruce 2030 Action Plan to unlock economic growth, build flood resilience, and improve safety for consideration of state and federal ministers.

Chaired by Peter Garske and supported by Deputy Chair Barbara Madden, BHTAC membership comprised representatives from the department; Local Government Association of Queensland; Royal Automobile Club of Queensland; Queensland Famers' Federation; Queensland Trucking Association; Queensland Tourism Industry Council; Transport Workers Union; and the Department of Infrastructure, Transport, Regional Development and Communications.

BHTAC meetings were held on 17 July 2020 and 26 November 2020. Members considered the current condition, performance and investment in the Bruce Highway, future demand drivers, and results of customer research activities. Membership of the BHTAC has been increased by six additional regionally based members to include road users, and road safety and regional development experts from along the Bruce Highway, north of Gympie.

For more information   
[www.tmr.qld.gov.au/business-industry/Business-with-us/Bruce-Highway-Trust-Advisory-Council](http://www.tmr.qld.gov.au/business-industry/Business-with-us/Bruce-Highway-Trust-Advisory-Council)

#### Industry briefing 2020

The department hosted the Project Pipeline Industry Briefing in July 2020. With COVID-19 directly delaying the release of the State Budget and consequently, the QTRIP, it was imperative for industry to remain confident in the department's continued commitment to program delivery.

The mid-year event highlighted the construction works to be released to the market during the 2020–21 financial year, upcoming maintenance works, material demands, and the department's program challenges. The online event included pre-recorded presentations and was followed by a livestream question and answer session, providing industry partners and stakeholders with crucial engagement opportunities and visibility of the department's forward program.

An online QTRIP Snapshot Industry Briefing was published in February 2021 and featured QTRIP highlights, and key projects and packages of work to be released during 2021.

Maintaining a high level of engagement throughout an uncertain year strengthened existing relationships between the department, industry, and local businesses. Survey results collected after the Project Pipeline Industry Briefing highlighted how appreciative industry was of the department's unwavering commitment to working and partnering with industry for delivery success across Queensland.

### Far North

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **3155 kilometres** State-controlled  road[[4]](#footnote-4) | **232 kilometres** National Land Transport Network[[5]](#footnote-5) | **316,778** Vehicle and machinery registrations | **97** Boating infrastructures | **42** Community safety events held |
| **4322** Vehicle and machinery inspections completed | **324** Bridges[[6]](#footnote-6) | **11,490** Driver licence tests conducted | **220,837** Customer face-to-face interaction | **129** Priority enabled intersections |
| Area covered **272,216 square kilometres** | Population of **Queensland  5.68%** |  |  |  |

#### Highlights

* Completed upgrade of the Clump Point boating infrastructure at Mission Beach.
* Completed construction of the Harley Street intersection upgrade on Cairns Western Arterial Road.
* Completed road safety improvements on the Kennedy Highway between Kuranda and Mareeba.
* Completed strengthening works on Little River bridge and Routh Creek bridge on the Gulf Developmental Road.
* Completed works on Stage 4 of the Bruce Highway Cairns Southern Access Corridor to provide significant long-term improvements to traffic flow, reduced travel times, and improved access and safety along the Bruce Highway.
* Continued work on the Cape York Region Package, progressively sealing a further 55 kilometres of the Peninsula Developmental Road.

#### Cairns Southern Access Corridor (Stage 4)

The department completed works on Stage 4 of the $123.7 million Bruce Highway Cairns Southern Access Corridor project. These upgrades provide significant long-term improvements to traffic flow, reduced travel times, improved access and safety along the Bruce Highway for commuters.

Major works included:

* widening the Bruce Highway from four to six lanes between Links Drive and Buchan Street
* upgrading the major intersections of Lyons Street and Aumuller Street
* upgrading the signalised intersection of Kenny and Draper Streets in April 2021
* opening a new three-lane inbound bridge at Chinaman Creek in September 2020 with the existing outbound bridge widened to three lanes and reopened in December 2020.

The project was completed on-schedule despite challenging ground conditions, legacy infrastructure and high traffic volume. More than 150 local Cairns suppliers were engaged for the works, providing employment opportunities for more Queenslanders.

#### Smithfield Bypass project

The $164 million Smithfield Bypass project is one of the largest Queensland Government funded road construction projects in far north Queensland. The department is progressing construction of a 3.8 kilometre bypass aimed at easing congestion and providing an alternative route for commuters to access the Captain Cook Highway, between the Cairns Western Arterial Road intersection and McGregor Road roundabout.

Works include a new signalised four-legged intersection where the Captain Cook Highway meets the Cairns Western Arterial Road to the south. A new overpass bridge at McGregor Road roundabout to the north and on and off ramps will provide motorists access to the bypass.

Adjacent to the bypass is the nationally renowned Cattana Wetlands reserve. The department continues to work alongside the custodians to improve habitat connectivity with the nearby Avondale Creek. The reserve was enhanced in late-2020 with a new sedge swamp.

The bypass is expected to be complete by the end of 2021, weather permitting.

#### Kennedy Highway safety upgrades

The Kennedy Highway between Kuranda and Mareeba is a key freight, commuter and tourism corridor. According to crash data reports, this section of the Kennedy Highway was highly ranked for key risk indicators compared to other state-controlled roads with a very high number of crashes.

In 2020–21, the department completed five safety upgrade projects on the Kennedy Highway between Kuranda and Mareeba. Intersections with a history of crashes and near-misses have been upgraded. The upgrades included installation of wide centre line treatment, audio tactile line marking, guardrails, and a new overtaking lane near Koah.

Upgrades to the 30 kilometre section of the highway have provided long-term safety and traffic flow improvements for the surrounding community.

These upgrades were funded by the Queensland Government as part of the $112 million High Risk Roads Targeted Road Safety Program.

### Regional ferries connecting communities

The department works with four delivery partners across Queensland to deliver year round regional ferry services through concessional agreements and service contracts. These ferries service islands with limited public transport options for residents to ensure communities can connect to essential services on the mainland.

The communities serviced include:

* Thursday Island in the Torres Strait
* Palm Island off Ingham
* Magnetic Island off Townsville
* Coochiemudlo Island off Cleveland
* North Stradbroke Island in Moreton Bay

COVID-19 has impacted regional ferry operators who provide an essential service to remote communities in Queensland. The department has assisted SeaLink Queensland's Magnetic Island ferry service, Peddells Thursday Island ferry service and Stradbroke Flyer's North Stradbroke Island ferry service through COVID-19 Queensland Government funding arrangements.

In 2020–21, approximately 1.81 million passengers travelled on contracted regional ferry services—a decrease of approximately 166,000 passengers from the previous financial year. The department has worked alongside delivery partners to develop sustainability plans to help regional ferry services absorb, recover, and adapt to impacts from COVID-19 and continue to meet the demands of remote communities.

For more information  
<https://translink.com.au/travel-with-us/bus-train-ferry-tram/non-translink-services>

#### Local Fare Scheme

The Local Fare Scheme (LFS) is an airfare subsidy program aimed at improving the standard of living and connectivity for residents in remote parts of far north Queensland.

The scheme is administered in collaboration with participating airlines and partnerships with local councils throughout Cape York, selected ports in the Gulf of Carpentaria, and the Torres Strait.

Where limited alternative transport options are available, a discount of up to $400 off a return airfare is available for eligible residents making air travel to access health, education, employment services, and social and recreational opportunities more affordable.

In 2020–21, the LFS was extended to otherwise ineligible LFS community members that are required to stay permanently in Mount Isa Hospital for renal treatment, enabling them to return to their home communities for significant events such as funerals and smoking ceremonies. The LFS has continued to support important cultural and sporting events including the Zenadth Kes Volleyball tournament on Warraber Island in April 2021. In collaboration with the Cairns police, through the Return to Country program, the LFS also assists the return to their home communities for people who are otherwise unable to purchase an airfare home. The LFS remains in place for the Return to Island program which assists residents returning from the Lena Passi Women's Shelter on Thursday Island to their home island in the Torres Strait.

Approximately 21,000 LFS trips were booked in 2020–21, an increase on the prior year of approximately 3.5 per cent. While the number of trips in 2020–21 has increased compared with 2019–20, COVID-19 continues to affect travel behaviour with LFS trips approximately 25 per cent below pre-COVID travel in the 2018–19 financial year.

In June 2021, the scheme was extended for a further year to 30 June 2022, continuing airfare assistance for the remote communities of far north Queensland.

For more information  
<https://www.tmr.qld.gov.au/Travel-and-transport/Local-Fare-Scheme-Far-North-Queensland>

#### Cape York Region Package (Stage 2)

In late 2020, the department sealed 4.4 kilometres of the Peninsula Developmental Road as part of the Cape York Region Package. The works provide safe and sustainable land transport infrastructure on Cape York and help empower local communities through training, employment, business development, and education scholarship opportunities.

The Australian and Queensland Governments have committed $237.5 million on an 80:20 basis to deliver the Cape York Region Package (Stage 2). This stage progressively seals a further 55 kilometres of the Peninsula Developmental Road, leaving 145 kilometres remaining unsealed.

Stage 2 also includes upgrades to community access roads to help connect some of Queensland’s most remote communities to the Peninsula Developmental Road.

#### Supporting local and First Nation employment

Fairview West Part B is part of the Cape York Region Package (Stage 2) project and located 26 kilometres north of Laura. Works include 4.4 kilometres of formation, earthworks, drainage, pavement, and sealing on the Peninsula Developmental Road. The works ran from July to November 2020 connecting remote communities and stimulating the local economy by providing upskilling opportunities for residents and businesses.

The RoadTek Cairns team is committed to empowering and developing individuals and communities for the future. Two major groups of contractors and trainees were provided an opportunity to improve their capability and skills working on this project.

Engaging local and First Nation contractors for significant portions of the contract enabled increased independence for business operations, better local understanding of the department's requirements, and reduced dependence on RoadTek supervision.

#### Cairns Western Arterial Road - Harley Street intersection upgrade

In mid-2021, upgrades were completed on the Cairns Western Arterial Road (CWAR) and Harley Street intersection. CWAR is among Cairns’ most important strategic transport corridors, linking some of the most heavily populated residential areas.

The road was duplicated between Kamerunga Road and the Harley Street intersection, bringing the full duplication of the CWAR a step closer to completion, and included new pathways for pedestrians and clearer lanes for bike riders. The project helped to deliver a safer intersection for all road users with improved traffic flow, particularly during peak hours.

The works were fully funded by the savings of the nearby Bill Fulton duplication project which the department completed in late-2017. In 2020–21, the department started a planning and design project to duplicate the remaining single-lane sections of CWAR.

#### Mareeba intersection upgrade

RoadTek Cairns construction, electrical, and linemarking teams undertook the Mareeba intersection works in March to May 2020. Surrounded by major retailers, services and numerous small businesses, works involved replacing a roundabout with a signalised intersection, constructing a designated pedestrian crossing, increasing the number of through lanes and full width pavement rehabilitation work.

The project team were able to successfully deliver the upgrade with minimal delays and minor disruption to traffic and to all the businesses in the immediate vicinity.

This was achieved by providing weekly staging plans showing a two-week outlook, a community engagement approach that exceeded standard practice, and a high level of ongoing consultation with the customer.

The upgrade has been a welcome sight to the community, especially with the installation of the pedestrian crossings due to the large number of school kids and elderly transiting through the area.

### North West

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| **3576 kilometres** State-controlled  road[[7]](#footnote-7) | **1024 kilometres** National Land Transport Network[[8]](#footnote-8) | **37,791** Vehicle and machinery registrations | **4** Boating infrastructures | **55** Community safety events held |
| **1776** Vehicle and machinery inspections completed | **87** Bridges[[9]](#footnote-9) | **1480** Driver licence tests conducted | **31,483** Customer face-to-face interaction | **7** Priority enabled intersections |
| Area covered **307,082 square kilometres** | Population of **Queensland  0.59%** |  |  |  |

#### Highlights

* Completed gravel rehabilitation works on the Burke Developmental Road (Normanton – Dimbulah).
* Replaced major culvert on the Wills Developmental Road (Julia Creek – Burketown) as part of the Queensland Government's COVID-19 economic recovery response.
* Completed progressive sealing the Richmond – Winton Road as part of the Queensland Government's COVID-19 economic recovery response.
* Completed business case and preliminary design for pavement strengthening and widening on the Flinders Highway (Richmond – Julia Creek).
* Commenced work on upgrades to priority sections along the Richmond–Winton Road.
* Commenced work on the Cloncurry–Dajarra Road upgrade to deliver long-term improvements to road safety, travel time and flood protections for communities.

#### Gray Street (Hughenden) rehabilitation works

In late 2020, the department completed upgrade works on Gray Street in Hughenden. The upgrade works were funded by the Queensland Government.

Upgrades included the rebuilding of a 920 metre section of road, new medians, kerbs, centre parking, a realignment of the Gray, Comyn, and Hardwicke Streets intersection, and safety improvements on the nearby Ernest Henry Bridge.

The department worked closely with Flinders Shire Council to deliver the works, ensuring minimal disruption to surrounding businesses and road users.

#### Cloncurry-Dajarra Road upgrade

In August 2020, works commenced on the Cloncurry–Dajarra Road upgrade to deliver long-term improvements to road safety, travel time and flood protection for commuters. The projects involve widening and progressive sealing that are critical in supporting regional Queensland communities.

The Cloncurry–Dajarra Road is a locally and regionally significant transport route for mining and agricultural industries and works are expected to be complete by June 2022, weather permitting.

As part of the project, the Sandy Creek floodway crossing, approximately 75.6 kilometres south of the Barkly Highway intersection, was successfully replaced to improve safety by straightening the curved approaches.

#### Barkly Highway upgrade

In May 2021, works started with the scouring of existing rock faces to enable the widening of the Barkly Highway. The section of highway between Cloncurry and Mount Isa forms part of the National Land Transport Network and is a key connection between Queensland and the Northern Territory.

Located 11 kilometres east of Mount Isa, the $7.6 million project will widen a four kilometre section of the Barkly Highway and improve safety under the High Risk Roads initiative, which is part of the Queensland Government’s Targeted Road Safety Program. High Risk Roads is a state-funded initiative to address key safety concerns on the state-controlled road network identified for the whole-of-a-road segment or route.

Works are scheduled to be completed by June 2022, weather permitting.

#### Richmond Winton Road upgrade

In October 2020, the department started works to upgrade priority sections along the Richmond–Winton Road. The project involved widening 11 kilometres of existing narrow sealed sections of the road and extending the road width.

Richmond–Winton Road is 145 kilometres long of which 33 kilometres of road is unsealed. Once works are completed approximately 25 kilometres of unsealed sections will remain.

The department is working closely with Richmond Shire Council to improve road safety and flood protection. The road is a supply chain route being used by the cattle industry, tourists, and for the movement of fuel, food, and freight in the region.

Works are expected to be completed by the end of June 2022, weather permitting.

#### Aramac–Torrens Creek Prairie Creek Crossing upgrade, paving, and sealing projects

As part of the Australian and Queensland governments combined $30 million upgrades, work commenced in February 2021 to progressively seal the 27 kilometres of remaining unsealed sections of the Aramac–Torrens Creek Road and improve the Prairie Creek Crossing.

The department is working closely with Flinders Shire Council to deliver these works improving safety and providing a sealed 8 metre wide road, catering for heavy loads and freight vehicles and improving flood immunity. Once complete, the Aramac–Torrens Creek Road will be fully sealed enabling improved tourism access to northern and north-western Queensland.

Works are scheduled to be completed by June 2022, weather permitting.

### Northern

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| **1666 kilometres** State-controlled  road[[10]](#footnote-10) | **521 kilometres** National Land Transport Network[[11]](#footnote-11) | **272,017** Vehicle and machinery registrations | **55** Boating infrastructures | **34** Community safety events held |
| **4006** Vehicle and machinery inspections completed | **225** Bridges[[12]](#footnote-12) | **8312** Driver licence tests conducted | **173,641** Customer face-to-face interaction | **157** Priority enabled intersections |
| Area covered **80,036 square kilometres** | Population of **Queensland  4.65%** |  |  |  |

#### Highlights

* Completed construction of a northbound acceleration lane along the Flinders Highway (Townsville – Charters Towers) at the Woodstock – Giru Road intersection (Lansdown Eco-Industrial Precinct).
* Completed construction of pavement widening and safety improvements on the Bruce Highway, between Mailman Road and Mackenzie Creek.
* Completed planning of safety and capacity upgrades for Garbutt – Upper Ross Road (Riverway Drive) Stage 2, Allambie Lane and Dunlop Street, and Townsville Connection Road (Stuart Drive).
* Awarded design contract for the Townsville Ring Road Stage 5 project to deliver long-term improvements to road safety, traffic flow, and travel time reliability on the Bruce Highway in Townsville.
* Continued upgrades on the Bruce Highway north and south of Townsville under the $13 billion Bruce Highway Upgrade Program.
* Reconstructed the Balgal Beach Boat Ramp to meet new standards and provide a safer 'all tide' launching ramp.

#### Townsville Ring Road (Stage 5) project

Set to benefit more than 17,000 motorists each day, the Townsville Ring Road Stage 5 (TRR5) project will deliver long-term improvements to road safety, traffic flow, and travel time reliability on the Bruce Highway in Townsville.

In August 2020, the department awarded a Design and Construct contract for the TRR5 project following an early tender involvement process. Preliminary designs commenced in late-2020 and progressed to detailed design in early-2021 followed by construction commencing in mid-2021.

The $230 million project will duplicate the remaining six kilometre, two-lane section of the Townsville Ring Road between Vickers Bridge and Shaw Road. TRR5 will ensure the Bruce Highway can meet the strategic transport needs of the Townsville region well into the future through improving safety, capacity, and efficiency for freight and passenger vehicles.

The TRR5 project will also construct a new interchange at Beck Drive, providing a second connection between the Townsville Ring Road and the growing Upper Ross area. This new interchange will improve connectivity to important employment centres and essential services in Townsville, including Lavarack Barracks, James Cook University, and Townsville University Hospital.

#### Bruce Highway - Ayr to Townsville and Haughton River Floodplain upgrade

The department is delivering a $514.3 million package of safety and flood resilience upgrades on the Bruce Highway between Ayr and Townsville.

In April 2019, construction commenced on the Haughton River Floodplain about 50 kilometres south of Townsville. The wider, higher bridges over Horseshoe Lagoon, Haughton River, and Pink Lily Lagoon were completed in mid-2021 as were Healey’s Lagoon and two highway overpasses of open-level cane train crossings.

Ancillary works such as demolition of existing bridges, final pavement layer and local road connections to the highway will be ongoing until late 2021.

New bridges over Healey's Lagoon and Ironbark Creek (known as the Reed Beds) are in the final stages of construction. By September 2021, commuters will have access to these two bridges and the entire 13.7 kilometres of Bruce Highway which forms the project area.

The project is jointly funded by the Australian and Queensland governments and will be completed in late-2021, weather permitting.

#### Bruce Highway - Upgrades north and south of Townsville

A number of safety upgrades on the Bruce Highway north and south of Townsville progressed under the $13 billion Bruce Highway Upgrade Program. Major works include six new overtaking opportunities, installation of wide centre line treatments and upgrades to local road intersections to improve safety.

In April 2020, upgrades at Bluewater (north of Townsville) were completed and include a new overtaking lane and multiple intersection upgrades. In November 2020, upgrades at Palm Creek (south of Townsville) were also completed and included three new overtaking lanes and an upgrade of the Cromarty Siding Road intersection.

Upgrades progressed at Bambaroo (south of Ingham) including construction of two overtaking lanes, pavement widening, and a new service road to provide safer access for residents.

The project commenced in August 2020, with works due to be completed in late-2021, weather permitting.

#### Bruce Highway - Townsville Northern Access Intersections Upgrade project

In May 2021, construction commenced on the Townsville Northern Access Intersections Upgrade project on the Bruce Highway north of Townsville at Black River. The project will improve safety, efficiency, and travel time reliability for the 14,000 freight and passenger vehicles that travel this section of the Bruce Highway every day.

Works include the duplication of 5.2 kilometres of the Bruce Highway between Veales Road and Pope Road, including the construction of a second bridge over Black River. A number of fatal crashes have occurred on this section of the highway, with many of the crashes involving head on collisions where motorists have crossed the centre line into oncoming traffic. The entire length of the 5.2 kilometre duplication will be on separated carriageway with a physical barrier or sufficient separation between the northbound and southbound traffic lanes, significantly reducing the risk of fatal crashes in future.

There are several intersections and side streets with direct access to the Bruce Highway through Black River. The number of direct access and intersections will be reduced to improve safety, and the remaining intersections will change to a left-in left-out only configuration.

#### Riverway Drive (Stage 2) - Allambie Lane to Dunlop Street

In early-2021, the department commenced detailed design of the Riverway Drive Stage 2 project in Townsville. The $95 million project will improve safety, capacity, and travel time reliability along a 3.1 kilometre section of Riverway Drive, between Allambie Lane and Dunlop Street in Kelso.

The project will duplicate 1.6 kilometres of two-lane road to four lanes and will deliver safety upgrades including widening, new centre medians, and improved turning lanes to a further 1.5 kilometres of Riverway Drive. New signalised intersections, improved on-road and off-road bike riding facilities, and dedicated crossing points for pedestrians and bike riders will also be constructed as part of the project.

Detailed design for the Riverway Drive Stage 2 project is continuing until late-2021 and will include community consultation to seek feedback from residents and other stakeholders. The project follows on from the Riverway Drive Duplication project between Gollogly Lane and Allambie Lane completed in 2018.

#### Hervey Range Developmental Road and Mount Spec Road

Hervey Range Developmental Road and Mount Spec Road were damaged as a result of heavy rainfall in 2019 with fallen boulders and debris temporarily blocking the range section of both roads.

Initial emergency works were completed to reopen the road to traffic after the weather event, however additional work was required to repair damaged slopes. In September 2020, following detailed damage assessments and site investigations, geotechnical engineers developed design solutions and slope stabilisation works.

Reconstruction works on Hervey Range Developmental Road, between Rifle Range Road and the range lookout, included repairing debris flows, slips, and rockfalls, removing two large unstable boulders, installing erosion control matting, shotcreting, and hydromulching, and installing flexible debris flow barriers. This work was completed in March 2021.

In December 2020, reconstruction works were completed on Mount Spec Road, between Little Crystal Creek Bridge and McLellands Lookout. The project included installing soil nails, strip drainage, sprayed concrete, hydromulch and erosion control matting, replacing damaged guardrails and repairing a damaged culvert, heritage listed headwalls, and a heritage listed stone retaining wall.

#### Balgal Beach Boat Ramp

The Balgal Beach Boat Ramp is located in a small coastal suburb of Townsville with a population of nearly 1000 Queenslanders. The ramp provides access to the Coral Sea and is popular with boat users, providing a safe launching point to multiple islands and creeks along the eastern coastline.

During May and June 2020, RoadTek was engaged to reconstruct the boat ramp to meet new the department's new standards and provide a safer 'all tide' launching ramp. The project provided learnings for work regarding construction equipment and working in a tidal environment.

The project was completed two weeks ahead of schedule and resulted in a high-quality two-lane, non-slip ramp with wider access for boat users and better flood mitigation protection.

### Mackay/Whitsunday

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| **2682 kilometres** State-controlled  road[[13]](#footnote-13) | **451 kilometres** National Land Transport Network[[14]](#footnote-14) | **237,848** Vehicle and machinery registrations | **45** Boating infrastructures | **26** Community safety events held |
| **4450** Vehicle and machinery inspections completed | **310** Bridges[[15]](#footnote-15) | **5473** Driver licence tests conducted | **137,886** Customer face-to-face interaction | **57** Priority enabled intersections |
| Area covered **90,140 square kilometres** | Population of **Queensland  3.40%** |  |  |  |

#### Highlights

* Completed an upgrade of the Peak Downs Highway at Eton Range.
* Completed construction of the new highway as part of the Mackay Ring Road (Stage 1) project.
* Completed construction of overtaking lanes on the Bruce Highway, between Proserpine and Bowen at Collingvale Road and Six Mile Creek.
* Completed paving and sealing of sections of the Bowen Developmental Road between Rockingham Creek and Mount Coolon.
* Commenced works on the Mackay Northern Access Upgrade Project to improve capacity of the Bruce Highway through Mackay between the Ron Camm Bridge and Bald Hill Road.
* Continued upgrades for more than 30 kilometres of the Bruce Highway north of Mackay.

#### Mackay Ring Road

In September 2020, Mackay Ring Road opened to road users and to date is the largest road project to be completed in the Mackay Whitsunday District. The project delivered 11.3 kilometres of new road, improving safety and efficiency by diverting heavy vehicles away from the urban centre of Mackay.

The Mackay Ring Road connects the Bruce Highway at Stockroute Road roundabout in the south to Bald Hill Road in the north. It provides an improved link between industrial precincts and improves travel time and safety for motorists travelling from south to north of the city.

The project, jointly funded by the Australian and Queensland governments, also delivered the first 2.6 kilometres of the future Walkerston Bypass, four new bridges, nine overpasses, and an upgraded 1.6 kilometre section of the Peak Downs Highway.

As part of the project, the department called on the community for naming recommendations for the four new bridges and received 80 submissions. The successful names were Greg Sutherland Bridge (Pioneer River), William and Frank Guthrie Bridge (Fursden Creek), Margaret Insch Bridge (Lagoon Creek), and Thomas Powell Bridge (Fursden Creek Overflow).

#### Peak Downs Highway and Eton Range Realignment Project

In October 2020, the Eton Range Realignment project opened to road users delivering an improved crossing of the range via the Peak Downs Highway. This part of the highway is a key transport route connecting Mackay and its major port infrastructure service facilities to the mining and agricultural sectors of Central Queensland and is used heavily by oversize vehicles.

The project overcame significant delays due to Tropical Cyclone Debbie and provides a much safer and efficient crossing for all road users, due to a 780 metre reinforced embankment, which is 45 metres tall at its highest point. The project was jointly funded by the Australian and Queensland governments.

The realignment upgrades accommodate Type 1 Road Trains with the gradient reduced from 11.5 per cent to 7.5 per cent, two lanes in each direction, and a split carriageway for part of the range. In April 2021, a rest area was opened with spectacular views across the Pioneer Valley.

#### Mackay Northern Access Upgrade Project

Works commenced on the $120.4 million Mackay Northern Access Upgrade Project to improve the capacity of the Bruce Highway through Mackay between the Ron Camm Bridge and Bald Hill Road.

Jointly funded by the Australian and Queensland governments, the project commenced in February 2020 and has achieved key construction milestones including the completion of the Davey Street overpass, and traffic signals at Sams Road and Heaths Road intersections.

The upgrade will increase the Bruce Highway from four to six lanes from the Ron Camm Bridge to the Mackay-Bucasia Road intersection, widen the Goosepond Creek bridges, construct a new bridge, and provide a partial realignment of Janes Creek and upgrades to major intersections. Works will improve safety, reduce congestion, and boost traffic flow at critical locations on the Bruce Highway, and major intersections north of the city centre, to cater for long-distance freight vehicles, travellers, and local traffic from Mackay's northern suburbs.

The project is on track to be delivered by mid to late-2022.

#### Bruce Highway Safety Package (The Leap to Careys Creek)

Significant safety upgrades are underway for more than 30 kilometres of the Bruce Highway north of Mackay. The Leap to Careys Creek project, jointly funded by the Australian and Queensland governments, will upgrade nine intersections along the Bruce Highway with the installation of protected turning lanes and improved lighting.

The project will also widen sections of the Bruce Highway to accommodate wide centre lines, safety barriers, and extend an existing overtaking lane. Town entry treatments will also be delivered at The Leap and Kuttabul, reducing the likelihood of road users speeding through these rural towns.

The project is expected to be completed by early-2022.

#### Bowen Developmental Road

A 14 kilometre stretch of Bowen Developmental Road is being paved and sealed, jointly funded by the Australian and Queensland governments under the Northern Australia Roads Program. The Bowen Developmental Road is a partially sealed vital link from the Bruce Highway at Bowen to the Gregory Developmental Road.

The project commenced in August 2019 and is expected to be complete in late-2021, complementing a pave and seal project recently completed on the same road between Rockingham Creek and Mount Coolon. Road users, including heavy vehicle operators associated with the mining and agriculture sectors can now access a new eight metre wide sealed section of road, upgraded culvert structures, new line marking, signage, and improved overtaking opportunities.

As well as improving efficiency and reducing wear and tear on oversized vehicles, the project also provides significant safety improvements for the increasing number of travellers sharing Bowen Developmental Road with heavy vehicles.

### Central West

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| **4378 kilometres** State-controlled  road[[16]](#footnote-16) | **693 kilometres** National Land Transport Network[[17]](#footnote-17) | **19,955** Vehicle and machinery registrations | **1** Boating infrastructures | **11** Community safety events held |
| **1140** Vehicle and machinery inspections completed | **78** Bridges[[18]](#footnote-18) | **389** Driver licence tests conducted | **10,800** Customer face-to-face interaction | **6** Priority enabled intersections |
| Area covered **395,772 square kilometres** | Population of **Queensland  0.20%** |  |  |  |

#### Highlights

* Completion of works to improve flood resilience across Georgina River floodplain and the Diamantina Developmental Road between Bedourie and Boulia.
* Completion of pavement widening on Kennedy Developmental Road, between Winton and Boulia, and Diamantina Developmental Road, between Boulia and Dajarra.
* Commenced work on the Outback Way upgrade to seal 25 kilometres of road between Boulia and Tobermorey.
* Commenced works to seal a further 20 kilometres of the Eyre Developmental Road between Bedourie and Birdsville to help improve safety and reliability.
* Commenced works on a wider, higher and modern concrete bridge to replace the aging Barcoo River Bridge on the Dawson Developmental Road near Tambo.

#### Outback Way

The Outback Way upgrade will deliver its second package to seal another 25 kilometres of road between Boulia and Tobermorey. This project is part of a broader program to improve the Outback Way, a 2800 kilometre link between Laverton in Western Australia and Winton in Queensland.

The package is in addition to other completed works:

* sealing 18 kilometres of road between Boulia and Tobermorey in May 2019
* widening of 22 kilometres of road between Winton and Boulia during 2020
* widening of two kilometres of road between Boulia and Dajarra completed in December 2020.

The improvements will help decrease costs for freight operators, reduce travel times and limit road closures for all road users. Starting in July 2019, the works are scheduled to be completed in mid-2021.

#### Eyre Developmental Road (Section 1)

In February 2021, works commenced to seal a further 20 kilometres of the Eyre Developmental Road between Bedourie and Birdsville to help improve safety and reliability.

The road is a key link for many freight and agriculture industries to access markets in major centres across Australia. It connects outback travellers to far western Queensland communities, particularly during popular annual events like the Birdsville Big Red Bash and the Birdsville Races.

The $10 million Queensland Government funded project is expected to be completed in early-2022.

#### Clermont–Alpha Road

In November 2020, works commenced to seal five kilometres of the Clermont–Alpha Road to help improve safety, efficiency and wet weather access for all road users. The project is located about 65 kilometres north of Alpha to further extend the existing sealed section of road.

The road is a key route for regional Australia's beef industry and supports economic development for surrounding rural communities. Used as a social connector for people living in Clermont, Alpha and the surrounding areas, the works also help support education and employment opportunities, the delivery of essential goods and services, and recreation facilities.

The project started in November 2020 and is scheduled to be completed in mid-2021.

#### Cramsie–Muttaburra Road

The $5 million Queensland Government project will seal almost nine kilometres of the Cramsie–Muttaburra Road between Longreach and Muttaburra by early-2022. The road is part of a crucial link connecting central Queensland with northern Queensland.

Starting works in November 2020, the project will be completed at the same time as other works to fully seal the length of the road by late-2022. Sealing the entire Cramsie–Muttaburra Road will significantly improve safety, efficiency and wet weather access, including more reliable links to local markets.

#### Dawson Developmental Road

In March 2021, works commenced on a wider, higher and modern concrete bridge to replace the aging Barcoo River Bridge on the Dawson Developmental Road near Tambo.

More than 70 years old, the existing narrow timber structured bridge limits the access of vehicles and road trains with various freight and excess mass, and dimensions. The bridge sits at an important gateway between Springsure and Tambo and is a key link between the agriculture and resource sectors, cities, markets and ports.

Funded under the Roads of Strategic Importance initiative to upgrade key inland freight corridors, replacing the bridge will support long-term regional growth. The $7 million project is expected to be completed in late-2021.

### Fitzroy

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| **3530 kilometres** State-controlled  road[[19]](#footnote-19) | **399 kilometres** National Land Transport Network[[20]](#footnote-20) | **290,658** Vehicle and machinery registrations | **55** Boating infrastructures | **37** Community safety events held |
| **6751** Vehicle and machinery inspections completed | **306** Bridges[[21]](#footnote-21) | **7389** Driver licence tests conducted | **201,408** Customer face-to-face interaction | **115** Priority enabled intersections |
| Area covered **117,588 square kilometres** | Population of **Queensland  4.45%** |  |  |  |

#### Highlights

* Completion of improvements and upgrades for Stage 2 of the Rockhampton road train access.
* Widening and Sealing the Bruce Highway between Gentle Annie Road and St Arnauds Creek.
* Completion of construction of new overtaking lanes at Plentiful Creek on the Bruce Highway, north of Rockhampton.
* Completion of construction of six new overtaking lanes on the Capricorn Highway between Gracemere and Emerald.
* Completion of duplication of Philip Street in Gladstone to four lanes, between the Dawson Highway and Glenlyon Road.
* Continued construction to widen the Bruce Highway to four lanes between the Rockhampton–Yeppoon intersection and Ramsay Creek north of Rockhampton to improve safety and capacity on the Bruce Highway.

#### Rockhampton Ring Road

In May 2021, the $1.065 billion major infrastructure project reached another important milestone with the launch of the next phase of consultation, inviting the community to have their say on the proposed design for the Rockhampton Ring Road.

A key recommendation of the Fitzroy River Floodplain and Road Planning Study, the Rockhampton Ring Road will deliver a new 14.7 kilometre ring road with a total of 17.4 kilometres of new road.

The new road will link the Bruce Highway through Rockhampton extending from the Capricorn Highway (Nelson Street) to the Rockhampton-Yeppoon Road and Bruce Highway intersection and will include a new crossing of the Fitzroy River at Pink Lily.

The project will improve road safety and strengthen the region's economy by improving freight efficiency and flood resilience. The alignment supports connectivity between key employment, leisure, tourism, and residential growth areas of Rockhampton and the wider region. Construction is proposed for 2022–26.

#### Bruce Highway - Benaraby to Calliope River

In October 2020, safety improvements works were completed on the Bruce Highway between Benaraby and Calliope River.

The project included installing wide centre line treatment and safety barriers, upgrading key intersections, and upgrading and replacing drainage structures along a 30 kilometre stretch. The project also included extending an overtaking lane to the north of Benaraby.

These works have improved road safety and network efficiency along this stretch of the highway while improving traffic flow and supporting regional growth. The project is one of many in a broader program of work to reduce the number of fatal and serious injury crashes on the Bruce Highway.

#### Gladstone–Benaraby Road

In February 2021, upgrade works were completed on a 14 kilometre section of Gladstone–Benaraby Road, and included wide centre line treatment and removal of hazards from within the road corridor. Work delivered was part of the Targeted Road Safety Program to improve road safety in Central Queensland.

In addition, the intersection of Rifle Range Road was realigned, and resurfacing of the Philip Street and Glenlyon Road roundabout approaches was completed. In December 2020, the second stage of construction was completed from the Boyne Island Roundabout to Dalrymple Drive.

#### Capricorn Highway - Rockhampton to Emerald

In late-2020, construction was completed on the Capricorn Highway between Rockhampton and Emerald. Six new overtaking lanes are now in use improving freight efficiency and offering better safety outcomes for all road users.

This section of highway provides for transporting a range of commodities from the mining and agricultural industries and is a key route for tourism in the region. The project included constructing three new eastbound and three new westbound overtaking lanes, installing wide centre line treatments and advanced warning signage to improve driver guidance and indicate the beginning and end of each new overtaking lane.

Works have increased road capacity, improved travel time, and contributed to regional growth.

#### Capricorn Highway - Rockhampton Gracemere duplication

The project will deliver a four-lane separated highway between Rockhampton and Gracemere, which will increase the capacity of the Capricorn Highway and improve connections between these communities, while also increasing safety on this section of the regional road network. Construction began on the Capricorn Highway, Rockhampton to Gracemere duplication project in October 2019.

Since December 2020, motorists who access the Capricorn Highway between Rockhampton and Gracemere have experienced the benefits from stage one works, with the opening of the new two-lane eastbound carriageway and the new bridge at Scrubby Creek.

In May 2021, traffic switched to the outside lanes on the eastbound and westbound carriageways to cater for completion of works in the centre lanes and centre median. Additionally, the signalised intersection of the Capricorn Highway with Fairy Bower Road and Old Gracemere Road was made live, catering to all traffic movements under temporary conditions.

The project, jointly funded by the Australian and Queensland governments, is now in the final stages with construction expected to be completed in July 2021.

#### Rockhampton Northern Access Upgrade

The final stages of construction are underway to improve safety and capacity on the Bruce Highway with works to widen the Bruce Highway to four lanes between the Rockhampton–Yeppoon intersection and Ramsay Creek north of Rockhampton.

The $158 million Rockhampton Northern Access Upgrade, combined with the Bruce Highway Safety Package at Terranova Drive, will duplicate 4.9 kilometres of highway through the northern suburbs of Parkhurst and Glenlee. This section of the Bruce Highway is the only arterial road servicing the industrial, commercial and residential developments in the Parkhurst area, north of Rockhampton.

Works included construction of new northbound lanes, northern and southern service roads on the western side of the highway connecting to adjacent industrial land, intersection upgrades at William Palfrey Road and Terranova Drive, realignment of Boundary Road, and duplicate bridges at Limestone Creek and Ramsay Creek.

The new road environment which also includes a roundabout at Stirling Drive, the upgrade of the Bruce Highway and Rockhampton–Yeppoon Road intersection, and on and off-road active transport features, will address safety and capacity issues as part of the Bruce Highway Upgrade Program. Final works are expected to be completed in July 2021.

### Wide Bay/Burnett

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **2970 kilometres** State-controlled  road[[22]](#footnote-22) | **271 kilometres** National Land Transport Network[[23]](#footnote-23) | **413,348** Vehicle and machinery registrations | **72** Boating infrastructures | **32** Community safety events held |
| **4990** Vehicle and machinery inspections completed | **293** Bridges[[24]](#footnote-24) | **8642** Driver licence tests conducted | **279,704** Customer face-to-face interaction | **129** Priority enabled intersections |
| Area covered **48,503 square kilometres** | Population of **Queensland  5.88%** |  |  |  |

#### Highlights

* Replaced Coondoo Creek bridge on Tin Can Bay Road near Gympie.
* Completed planning activities for the Tiaro Bypass on the Bruce Highway.
* Completed construction of an overtaking lane on a section of the Isis Highway between Bundaberg and Childers.
* Completed signalisation and intersection improvements at the Bundaberg – Port Road and Ashfield Road.
* Completed safety upgrades on Bundaberg – Gin Gin Road.
* Commenced construction on the final stage of the Section D: Cooroy to Curra project to improve safety, efficiency, and flood protection on the Bruce Highway.

#### Section D: Cooroy to Curra project

In late-2020, construction commenced on the final stage of the $1 billion Section D: Woondum to Curra project.

This final section of the Bruce Highway - Cooroy to Curra project will improve safety, efficiency, and flood protection on the Bruce Highway. Works include 26 kilometres of a four-lane divided highway, on a new alignment to the east of Gympie.

The project is being delivered under two construction contracts and will address the current safety, flood immunity and capacity issues on the highway through Gympie, providing motorists with a free-flowing, high-speed highway between Woondum and Curra.

Work on both contracts is expected to be completed in mid-2024, weather permitting.

#### Maryborough to Gin Gin - Apple Tree Creek

In July 2021, upgrades were completed to improve safety along the Bruce Highway north of Childers, installation of wider centre lines, construction of dedicated right-turn lanes to the south at the Old Creek Road, and to the north at Chews Road and Gentle Annie Road intersections to separate through and turning traffic. Right-turn movements were restricted into Chews Road and Pleash Street, and out of Old Creek Road to the south for improved safety.

The project is part of the Bruce Highway Upgrade Program Safety Package, jointly funded by the Australian and Queensland governments on an 80:20 basis.

#### Coondoo Creek Bridge replacement

Coondoo Creek is located on Tin Can Bay Road approximately 34 kilometres north-east of Gympie. The road is the primary access route to the Cooloola Coast and the townships of Rainbow Beach, Tin Can Bay and Inskip Point Barge to Fraser Island. It is also a critical link that services the forestry industry and the Defence Force Wide Bay Training Area.

The old timber bridge (circa 1958) traversing over Coondoo Creek had been a point of contention within the community. The bridge required replacing and ongoing annual repair, the structure had an excess mass restriction, and an imposed reduced speed limit of 60 km/hr for a number of years prior to the upgrade.

Fast tracked in late 2018, a commitment was made to commence construction quickly despite known constraints with environmental approvals, cultural heritage assessments and limitations to construction and issues with design and constructability imposed by works in a waterway. To ensure there would be no impacts to waterways below, a working platform made of rock bags was utilised in lieu of a temporary mini jetty or sheet piling. This was critical as significant time was saved in design, construction, and removal; was safer for installation; and more environmentally friendly.

In June 2019, works commenced with the demolition of the old bridge, construction of a side-track, forestry service road and one kilometre of new embankment for road approaches, and a new 33 metre concrete 'super T' elevated bridge. Worked were completed in in December 2020

#### Isis Highway upgrade

In September 2020, a $41.8 million safety upgrade for the Isis Highway between Bundaberg and Childers was announced. Funding was allocated under the Queensland Government's Targeted Road Safety Program High Risk Roads initiative for safety improvements on the 40 kilometre stretch from Airport Drive to the Bruce Highway.

The proposed project scope included intersection upgrades, consolidation of property accesses, road widening, wide centre line treatments, audio tactile line marking, the installation of safety barriers and removal of roadside hazards.

The project is being delivered as several packages, across the 2020–21 to 2023–24 financial years. The first package was completed in early 2021 and included the installation of wide centre line treatments on a 13 kilometre section of the Isis Highway.

#### Bundaberg Integrated Transport Strategy

Development has commenced on the $815,000 Bundaberg Integrated Transport Strategy (BITS) in a 50:50 partnership with the Bundaberg Regional Council to identify the strategic needs of Bundaberg’s transport system.

Strategy planning commenced in late-2020 and will guide the development of the long-term strategic requirements across the transport corridors for Bundaberg for all transport modes including freight, passenger, public transport and active transport. BITS will include future changes in the use and traffic flow on Quay Street, and the possible provision and location of a third river road crossing.

To better inform the strategy, additional funding has been allocated in partnership with Bundaberg Regional Council, to develop a transport model for the region which is currently being finalised. Consultation with key stakeholders and the community will commence in late-2021.

### Darling Downs

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| **4533 kilometres** State-controlled  road[[25]](#footnote-25) | **644 kilometres** National Land Transport Network[[26]](#footnote-26) | **337,680** Vehicle and machinery registrations | **7** Boating infrastructures | **54** Community safety events held |
| **8951** Vehicle and machinery inspections completed | **224** Bridges[[27]](#footnote-27) | **9931** Driver licence tests conducted | **257,038** Customer face-to-face interaction | **136** Priority enabled intersections |
| Area covered **79,530 square kilometres** | Population of **Queensland  5.72%** |  |  |  |

#### Highlights

* Completed upgrades of the Emu Creek bridge on the New England Highway.
* Completed construction of the New England Highway Cycleway (Stage 1) between Highfields and Toowoomba CBD.
* As part of the Queensland Government's COVID-19 response completed pavement widening on the Barwon Highway between Talwood and Nindigully and bridge strengthening on the Lockyer Creek bridge on Gatton – Helidon Road.
* Completed targeted road safety improvements on the Warrego Highway between Miles and Roma as part of the Road Safety Program.
* Completed planning for future intersection upgrades on the Warrego Highway at Withcott.
* Commenced construction on upgrades to the Cunningham Highway and New England Highway intersections in Glengallan to improve the safety and efficiency at a site with a history of fatal crashes.

#### Cunningham Highway - Eight Mile intersection upgrade

In February 2021, construction commenced on upgrades to the Cunningham Highway and New England Highway intersection in Glengallan, locally known as the Eight Mile intersection.

With a history of fatal crashes at the site, works will improve the safety and efficiency at the intersection of two major rural highways and help keep industry and agriculture moving in the region.

A key feature of the upgrade is the new overpass for motorists travelling from Toowoomba to Warwick. The overpass will connect the southbound lane of the New England Highway to the southbound lane of the Cunningham Highway and includes a 66 metre long two-span bridge.

To allow sufficient height for freight and heavy vehicles on the Cunningham Highway, the overpass will provide clearances of over six metres for Brisbane-bound vehicles and over seven metres for Warwick-bound vehicles.

The $25 million project is jointly funded by the Australian and Queensland governments as part of the National Land Transport Network upgrade program and is scheduled to be completed in April 2022.

#### Gatton Heavy Vehicle Decoupling Facility

In April 2021, construction of the Gatton Heavy Vehicle Decoupling Facility was completed. Since opening, the facility has increased the efficiency of the state-controlled network for heavy vehicle drivers from Queensland's west travelling to the east.

Following completion of the Toowoomba Bypass in 2019, the Type 1 road train network was extended to the eastern side of the Gatton interchange on the Warrego Highway. The decoupling facility now provides an opportunity for heavy vehicle drivers to breakdown and reconfigure their combinations as required before continuing their journey.

In addition to the 30 bay breakdown pads, the roundabouts and overpass between the decoupling facility and the Warrego Highway were upgraded to accommodate heavy vehicles accessing the facility.

The project was delivered under the Toowoomba Second Range Crossing (Toowoomba Bypass) project.

#### One Arm Man Creek Bridge

A new single span bridge has been constructed at One Arm Man Creek Bridge, located on Jackson Wandoan Road in Western Downs.

Construction of the two-lane bridge occurred between March to October 2020 and included replacement of a pipe culvert under 2–3 metres of embankment, which involved the pipe jacking of the pipe through the embankment, avoiding the need to undertake deep excavation to install.

The old timber bridge has been replaced, with construction of the two-lane bridge on an improved alignment improving safety and increasing visibility on approaches.

The project required significant environmental considerations resulting in permanent treatments to assist preventing erosion post-construction, including tree planting, rock scour protection, and cut batter treatments. The new bridge will benefit the strong agricultural and resource sectors in the region by providing sufficient width and strength to support heavy vehicles.

#### Warrego Highway - Toowoomba East Creek and West Creek culvert upgrades

In August 2020, construction was completed on the Toowoomba East Creek culvert upgrades. The West Creek culvert upgrades were also completed in December 2020.

The projects were part of the Australian and Queensland Governments' commitment to improve flood immunity in the Toowoomba community following the devastating floods of 2011. Works included the upgrade of both sets of culverts to modern engineering standards, providing more capacity to remove water from the intersections and improving the flood tolerance levels.

Early in the project, crews uncovered significant historic artefacts dating back to the 1850s, including a corduroy crossing, timber bridge, women's leather shoes, ceramics, ink wells, and glass. The findings are currently being preserved in storage while historians' piece together what role they may have played in Toowoomba's early colonial history.

These projects formed part of the Warrego Highway Upgrade Program, jointly-funded by the Australian and Queensland governments.

#### Murphy's Creek Road and Brookside Place intersection upgrade

In May 2021, upgrades were completed to the Murphy's Creek Road and Brookside Place intersection in Postmans Ridge. The intersection provides a link and alternative route between the New England Highway and Toowoomba Connection Road, formerly the Warrego Highway.

Construction of the Toowoomba Second Range Crossing (Toowoomba Bypass) project in 2019 cut across the road previously known as Postmans Ridge Road and created the cul-de-sac now known as Brookside Place. Due to changed priorities at the intersection, the upgrade removed the need for traffic on Murphy's Creek Road to stop and created a right-turn lane for traffic turning into Brookside Place.

The speed at the intersection was reduced from 80 to 70 km/hr. Funded by the Toowoomba Bypass project, the upgrade has improved safety, road capacity, and productivity.

#### Highfields Bikeway project

RoadTek's Downs South-West crews delivered one of many sections of the cycleway connecting Highfields to Toowoomba. The upgrade project is a great initiative for the local community, helping to reduce carbon emissions and encouraging active travel in the region.

The specific project objectives were to widen the turning lane from the New England Highway into Cawdor Road to allow for a painted cycle lane and to realign the existing road to allow for an asphalt ramp to slow vehicles down on Mitchell Road.

Considered and timely construction programming was key to this project's successful delivery on schedule and under budget. The project team 'set out' the sites where different work overlapped by installing pegs, providing an effective means of visualising works that could be completed without disrupting other activities. Several work components were delivered simultaneously to ensure a seamless and continuous flow of work for the crew.

Well-planned traffic management coupled with open and effective consultation with the district, community, and road users meant that savings on this project could contribute to the next cycleway package.

### South West

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| --- | --- | --- | --- | --- |
| **3948 kilometres** State-controlled  road[[28]](#footnote-28) | **418 kilometres** National Land Transport Network[[29]](#footnote-29) | **42,385** Vehicle and machinery registrations | **9** Boating infrastructures | **54** Community safety events held |
| **2543** Vehicle and machinery inspections completed | **84** Bridges[[30]](#footnote-30) | **836** Driver licence tests conducted | **24,902** Customer face-to-face interaction | **1** Priority enabled intersections |
| Area covered **319,249 square kilometres** | Population of **Queensland  0.47%** |  |  |  |

#### Highlights

* Completion of rehabilitation and stabilisation works on sections of the Warrego Highway between Miles and Roma and Carnarvon Highway between Surat and Roma.
* Completion of construction of new bridge and approaches over the Moonie River on Noondoo–Thallon Road.
* Completion of improvements to the Carnarvon Highway (Mungindi – St George) and Castlereagh Highway intersection.
* Completion of upgrades of the Carnarvon Highway (St George – Surat) and Salmon Road intersection.
* Commenced construction on a number of Roads of Strategic Imporance program projects to ensure key freight roads efficiently connect agricultural and mining regions to ports, airports and other transport hubs.

#### Noondoo–Thallon Road upgrade program

In July 2020, the Noondoo–Thallon Road Upgrade Program was completed with the Old Bullamon bridge being replaced with a new bridge over the Moonie River. Rolled out over three stages, this program of work was funded by the Queensland Government over a 10 year period to improve road safety for drivers along Noondoo–Thallon Road, following the closure of the Thallon–Dirranbandi rail line in 2010.

The final stage included the construction of a new two-lane bridge on a new alignment over the Moonie River. In October 2020, the Old Bullamon bridge was demolished.

#### Regional Economic Enabling Fund

The Regional Economic Enabling Fund (REEF) is a package of 25 projects that will include progressive sealing, pavement strengthening and widening and bridge and floodway upgrades across remote, rural and regional Queensland. In 2020–21 construction started on several REEF projects in South West Queensland, jointly funded by the Australian and Queensland governments on an 80:20 basis.

Priority sections of Diamantina Developmental Road (Charleville – Quilpie) are being widened to an eight-metre sealed pavement. Construction of a flood levee on the western side of Bollon was completed in mid-2021.

Sections of the Carnarvon Highway are also being widened between Mungindi and St George, and Injune and Rolleston. In May 2021, construction commenced on sections east of St George and north of Injune.

#### Roads of Strategic Importance

The Roads of Strategic Importance (ROSI) program ensures key freight roads efficiently connect agricultural and mining regions to ports, airports and other transport hubs. This program will deliver works such as road sealing, flood immunity, strengthening and widening, pavement rehabilitation, bridge and culvert upgrades and road realignments.

In 2020–21, construction commenced on a number of ROSI projects in South West Queensland. Works included:

* improved turning treatments on the Carnarvon Highway at the Salmon Road and Castlereagh Highway intersections were completed in April 2021
* an upgrade of the Carnarvon Highway and Arcadia Valley Road intersection was completed in May 2021
* intersection widening and safety improvement works at the Carnarvon Highway and Lalors Lane intersection which are underway and scheduled to be completed in December 2021.

These projects are jointly funded by the Australian and Queensland governments on an 80:20 basis.

#### South West Reseal Program

The reseal program is a vital part of the department's ongoing maintenance program to improve road safety and connectivity between towns in the region. Approximately 227 kilometres of national and state network roads were resealed during 2020–21, as part of the South West Reseal Program.

These works have helped to preserve the road surface and improve the reliability of the department's road network.

### North Coast

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| --- | --- | --- | --- | --- |
| **1372 kilometres** State-controlled  road[[31]](#footnote-31) | **129 kilometres** National Land Transport Network[[32]](#footnote-32) | **983,727** Vehicle and machinery registrations | **68** Boating infrastructures | **68** Community safety events held |
| **6679** Vehicle and machinery inspections completed | **417** Bridges[[33]](#footnote-33) | **28,094** Driver licence tests conducted | **522,234** Customer face-to-face interaction | **451** Priority enabled intersections |
| Area covered **10,539 square kilometres** | Population of **Queensland  17.27%** |  |  |  |

#### Highlights

* Completed construction to widen Deception Bay Road between Morris Road and Anzac Avenue.
* Completed construction of bus priority works along Nicklin Way from Mooloolah River to Jessica Boulevard.
* Completed planning to improve safety, capacity, and flood immunity on the Bruce Highway, between the Pine River and Caloundra Road.
* Completed planning to install Smart Motorway technologies on the Bruce Highway, between Pine River and Caloundra Road.
* Completed construction for the Lawnton train station park 'n' ride expansion.
* Continued several projects as part of the Bruce Highway Upgrade Program including commencing work on the Deception Bay Road interchange and expanding the Bruce Highway to six lanes from Caboolture–Bribie Island Road to Steve Irwin Way.

#### Bruce Highway Upgrade - Caloundra Road to Sunshine Motorway

The $932.2 million Bruce Highway Upgrade from Caloundra Road to Sunshine Motorway project will upgrade the Bruce Highway to six lanes between Caloundra Road and the Sunshine Motorway.

Australia's first Diverging Diamond Interchange at Caloundra Road was completed and opened to traffic in December 2020.

Southbound Bruce Highway traffic was diverted into two lanes of the new highway at Tanawha and onto the new bridge over the Sunshine Motorway in November 2020. An additional third lane was opened south of the Sunshine Motorway in mid-2021. Northbound Bruce Highway traffic moved onto two lanes of the new highway in March 2021, with the third lane opened in mid-2021.

In May 2021, Frizzo Connection Road opened to local traffic on the western side of the Bruce Highway. This road separates Bruce Highway traffic from local traffic movements, allowing the highway to function as a high-speed, high-volume corridor. In April 2021, a newly constructed dedicated pedestrian and bike rider bridge improving safety between Tanawha Tourist Drive and Sippy Downs Drive opened.

Remaining construction was completed in mid-2021.

#### Beerburrum to Nambour Rail upgrade (Stage 1)

The Beerburrum to Nambour Rail upgrade project covers approximately 40 kilometres of the North Coast Line and will provide additional track capacity and reliability, creating travel time savings, and increased passenger and freight services to the growing Sunshine Coast region.

The upgrade will be completed in stages to deliver community benefits while investigating funding for future stages.

Stage 1 of the $550.8 million project will deliver three new bridges, expand three park 'n' ride facilities, and duplicate the section of rail track between Beerburrum and Beerwah. A new bus interchange will also be constructed on the eastern side of Landsborough station.

Pre-construction activities have commenced, property resumptions for early works are complete and resumptions for Stage 1 properties were finalised by the end of June 2021. An additional $6.5 million has been allocated to plan a 20 kilometre active transport corridor between Beerburrum and Landsborough and to deliver Stage 1 of the corridor between the Glass House Mountains and Beerwah in tandem with the Beerburrum to Nambour Rail upgrade.

#### Bruce Highway Upgrade Program - North Coast Region

In 2020–21, the department continued delivering several projects in the North Coast Region as part of the Bruce Highway Upgrade Program.

Works began on upgrading the Deception Bay Road interchange and expanding the Bruce Highway to six lanes from Caboolture–Bribie Island Road to Steve Irwin Way. Upgrades are scheduled for completion in early-2023, weather permitting.

Construction of the Bruce Highway to six lanes between Caloundra Road and the Sunshine Motorway, including upgrades to both interchanges and provision of a new western service road was completed in mid-2021.

The Maroochydore Road and Mons Road interchanges project is scheduled for completion in late-2022 and will upgrade both interchanges and provide new service roads either side of the Bruce Highway. These will also improve safety, ease congestion, and cater for future traffic growth in the North Coast Region.

#### Mooloolah River Interchange

The Mooloolah River Interchange (MRI) project is a major transport infrastructure project that will improve north–south travel between key residential, employment, health, and education facilities supporting population, economic, and tourism growth in the region.

Planning of the project has been completed, which includes:

* Mooloolah River crossing connecting the Sunshine Motorway to Kawana Way at Parrearra
* major new interchange with connections to the Sunshine Motorway, Nicklin Way, and Kawana Way
* upgrade of the Sunshine Motorway from two to four lanes between the existing Kawana Way Interchange and the MRI
* new high-speed connection for the Sunshine Motorway (north to west)
* additional northbound lane on the Sunshine Motorway between the new MRI and Buderim–Mooloolaba Interchange
* new overpass to connect Nicklin Way northbound with Brisbane Road at Mooloolaba
* new local connection between Karawatha Drive at Mountain Creek and Brisbane Road at Mooloolaba
* enhanced active transport connections.

The project will be delivered in stages to improve safety, capacity, and travel times for road users.

Funding of $320 million has been committed by the Australian and Queensland governments to construct Stage 1 of the MRI.

#### Nicklin Way Underpass Cycleway

The RoadTek Sunshine Coast team replaced 150 metres of concrete cycleway under a tri-bridge carriageway, including connections to infrastructure and drainage. The timing of works meant RoadTek was working 'below' another contractor who was constructing a bus lane and footpath on the road adjacent. A focus on a good partnership arrangement paid off with RoadTek able to maintain pedestrian access despite two sites working simultaneously.

A coastal management plan and strategy was successfully implemented to reduce impacts to mangroves as the footings were within the tidal zone. RoadTek investigated alternative designs which simplified concrete works at the waterline for the path footing to reduce risk and costs. The project was also a great learning curve for junior members of the team who delivered with outstanding results and compliments from our partners and the community.

### Metropolitan

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| --- | --- | --- | --- | --- |
| **527 kilometres** State-controlled  road[[34]](#footnote-34) | **90 kilometres** National Land Transport Network[[35]](#footnote-35) | **1,598,963** Vehicle and machinery registrations | **67** Boating infrastructures | **28** Community safety events held |
| **18,555** Vehicle and machinery inspections completed | **462** Bridges[[36]](#footnote-36) | **45,571** Driver licence tests conducted | **814,445** Customer face-to-face interaction | **522** Priority enabled intersections |
| Area covered **2965 square kilometres** | Population of **Queensland  32.10%** |  |  |  |

#### Highlights

* Completed Ipswich Motorway (Rocklea – Darra) Stage 1 project, to upgrade the motorway from four to six lanes from just east of the Oxley Road roundabout to the Granard Road interchange at Rocklea, jointly funded by the Australian Government and Queensland Government.
* Completed the Sumners Road Interchange upgrade over the Centenary Motorway.
* Completed strengthening work on the Gateway Motorway Flyover, jointly funded by the Australian Government and Queensland Government as part of the COVID-19 economic recovery response.
* Completed construction of the Everton Park Link Road connecting Stafford Road and South Pine Road.
* Commenced works on the Gympie Arterial Road and Strathpine Road (Bald Hills) intersection improvement project to transform the existing interchange into a diverging diamond interchange.
* Commenced works on the Springfield Central train station park 'n' ride project to increase parking capacity to cater for the growing Springfield area.

#### On Demand Transport Logan Trial

As the transport environment continues to evolve, the department is constantly adapting new service delivery options. On Demand Transport is a relatively new, flexible form of public passenger transport, and an important part of the department's evolving mobility toolkit.

A trial of On Demand Transport in Logan has highlighted the effectiveness of providing greater public transport coverage and access to nearby destinations in low density areas. The service increases accessibility and decreases social isolation for residents in areas where public transport was not previously available, or where it was not viable to provide a traditional bus service.

Delivered in partnership with 13Cabs, the trial brings together small groups of people who are looking to travel at the same time. It uses advanced technology to plan the most efficient route, picking up each passenger and taking them to major public transport stations and local facilities.

Patronage on the trial has grown steadily with more than 130,000 passenger trips taken since its inception. Feedback indicates that customer satisfaction is high.

The trial has been extended to 30 June 2022 while a new integrated technology platform for On Demand Transport is piloted. On successful completion of the trials, the technology platform will be considered for a number of On Demand services, including in Logan.

This is the first step towards Mobility as a Service in Queensland, where mobility solutions are used as a service, rather than individuals owning and organising their own modes of transport.

For more information  
[www.translink.com.au/travel-with-us/on-demand/logan](http://www.translink.com.au/travel-with-us/on-demand/logan)

#### Captain Cook Bridge maintenance works

The Captain Cook Bridge is a critical link in Brisbane’s state-controlled road network servicing up to 140,000 vehicles per day. The refurbishment works was a significant project, with major stakeholders Brisbane City Council, Queens Wharf Development, Transurban, MSQ, and TransLink.

Delivery included an early works contract to facilitate safe access both inside and under the structure, installation of two temporary work platforms, two closures of the bridge (one northbound and one southbound) to facilitate the replacement of the southern span sliding bearings, and strengthening of the eight halving joints at 64 locations.

The Captain Cook Bridge refurbishment works commenced in March 2020 with an estimated completion date of August 2021.

This was a highly complex project requiring integration of capability across the department in areas of design, constructability issues, and traffic management. It also provided value for money and opportunities for technical staff to upskill through the use of national and international best practice materials and processes.

#### Sumners Road interchange upgrade

In March 2021, the Sumners Road interchange upgrade was completed and fully operational six months ahead of schedule. The upgrade provided improved travel times and active transport facilities. Works included:

* replaced existing roundabouts with new signalised intersections
* added a new two-lane eastbound bridge
* replaced the existing bridge with a new four-lane westbound bridge with access for pedestrians and active transport users
* added U-turn facilities giving motorists access to local businesses
* built a grade-separated cycle track as an underpass below the western intersection that links with the Centenary Bikeway.

In April 2021, the new overpass was officially named the Len Waters Overpass to honour Len Waters, a local identity who was Australia's first known Indigenous fighter pilot in World War II.

The Queensland Government project is part of the master plan for the Centenary Motorway.

#### Ipswich Motorway upgrade - Rocklea to Darra (Stage 1)

In April 2021, works were completed on the Ipswich Motorway upgrade from Rocklea to Darra (Stage 1), to deliver better road network efficiencies, road safety improvements and active transport facilities.

Works included:

* upgrading the motorway from four to six lanes
* seven new higher bridges over Oxley Creek
* additional 1.5 kilometres of the Boundary Road Connection, linking Boundary Road across the Oxley Creek floodplain through to the Blunder Road intersection at Oxley
* additional 6.5 kilometres of active transport paths
* new northern service road over the Oxley Creek floodplain
* new traffic signals at the Suscatand Street intersection.

The project was delivered in a heavy industrial and constrained corridor with 85,000 vehicles, including 11,000 heavy vehicles using the motorway daily.

The upgrade project was awarded an 'excellent' rating for design, after being used as a pilot program for the Building Infrastructure Modelling and Infrastructure Sustainability Council Australia accreditation. The Queensland-owned Bielby Hull Albem Joint Venture focused on sustainability, recycling and supporting local business, with 97 per cent of businesses employed based in South East Queensland.

The project was jointly funded on a 50:50 basis by the Australian and Queensland governments.

#### Gympie Arterial Road and Strathpine Road interchange upgrade

In March 2021, works commenced on the Gympie Arterial Road and Strathpine Road (Bald Hills) intersection improvement project at Bald Hills. Works will transform the existing interchange into a diverging diamond interchange with an innovative intersection design that will reduce congestion, improve travel times and address safety concerns.

The innovative interchange design will allow free flowing turns when exiting and entering Gympie Arterial Road, reduce the number of conflicts with opposing traffic on Strathpine Road and reduce traffic signal phases.

The $30 million project is jointly funded on a 50:50 basis between the Australian and Queensland governments with construction expected to be completed in mid-2023.

#### North Brisbane Bikeway (Stage 4)

The North Brisbane Bikeway provides safer and improved active transport infrastructure for bike riders and features priority pedestrian and bike crossings along several intersections. High-quality dedicated bikeways encourage cycling and walking across all ages, reducing the number of cars on the road.

Pedestrians and bike riders could access the bikeway after each stage of the project. Stages included:

* Stage 1 (connecting Herston to Windsor) opened in 2016
* Stages 2 and 3 opened in March 2020
* Stage 4 (extending from Rigby Street to Price Street in Wooloowin) opened in late-January 2021.

In early-2021, construction of Stage 4 was completed bringing the total length of the bikeway to almost 4.5 kilometres. The safer and separated bicycle lane from the CBD to Wooloowin was delivered in partnership with Brisbane City Council.

#### Everton Park Link Road

The Everton Park Link Road provides motorists with a direct route between Stafford Road and South Pine Road, reducing traffic congestion at the Stafford Road and South Pine Road intersection.

The project has improved bike rider access through dedicated facilities, including a link to the Kedron Brook Bikeway. Pedestrians have greater access to shopping precincts with wider footpaths and additional crossings at the Stafford Road and South Pine Road intersection.

In May 2021, the Queensland Government funded project was completed six months ahead of schedule.

#### Springfield Central train station park 'n' ride

In September 2020, works commenced on the Springfield Central train station park 'n' ride project, to increase parking capacity to cater for the growing Springfield area. Once completed, the new multi-storey facility will bring the total capacity of car parks to 1100 across the precinct and better vehicle access into and around the car park.

The new facility will improve pedestrian safety, amenities and access to transport services from Springfield Central train station. It will have 24-hour access, elevators, additional accessible parking spaces close to the station and security through CCTV and lighting.

The new park 'n' ride is located between the Springfield-Greenbank Arterial Road, Centenary Motorway and the Springfield-Greenbank Arterial Road off-ramp.

The $44.5 million project is funded by the Queensland Government and is expected to be completed by early-2022.

### South Coast

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **1048 kilometres** State-controlled  road[[37]](#footnote-37) | **179 kilometres** National Land Transport Network[[38]](#footnote-38) | **1,053,667** Vehicle and machinery registrations | **8** Boating infrastructures | **24** Community safety events held |
| **9152** Vehicle and machinery inspections completed | **335** Bridges[[39]](#footnote-39) | **48,837** Driver licence tests conducted | **676,756** Customer face-to-face interaction | **662** Priority enabled intersections |
| Area covered **6543 square kilometres** | Population of **Queensland  19.59%** |  |  |  |

#### Highlights

* Completed construction of the four-lane duplication of Mount Lindesay Highway between Rosia Road and Stoney Camp Road interchange at Park Ridge South.
* Completed construction of the Ormeau train station park 'n' ride to deliver 125 new car spaces.
* Completed safety improvements along the Beaudesert–Beenleigh Road.
* Completed upgrades to the Gold Coast Highway (Brisbane Road) intersection at Labrador–Carrara Road (Olsen Avenue) and Hope Island Road (Oxley Drive).
* Completed construction on the Exit 57 interchange upgrade on the Pacific Motorway at Oxenford.
* Continued work on a number of projects on the Pacific Motorway to increase capacity, improve safety and traffic flow in both directions.

#### M1 - North and South upgrades

The department progressed a number of projects on the Pacific Motorway (M1) to increase capacity, improve safety and traffic flow in both directions.

Works progressed on eight kilometres of improvements between Eight Mile Plains and Daisy Hill. The $750 million project includes an extension of the South East Busway from Eight Mile Plains to Springwood, a new bus station and park ‘n’ ride at Rochedale, and completion of the Veloway 1 cycleway link between Gateway Motorway and Paradise Road.

The Daisy Hill to Logan Motorway project planning is underway. The $1 billion project is the final stage of the M1 North upgrade program from the Gateway Motorway to Logan Motorway. The planning for upgrades of interchanges on the Pacific Motorway (M1) between Pimpama and Staplyton is underway.

In May 2021, construction commenced on the $82.1 million Exit 41 project. $20 million southbound improvements on Exit 45 are scheduled to commence in late-2021, and community consultation on the preliminary design of the $110.8 million Exit 49 works commenced in June 2021. In September 2020, upgrades to the Oxenford Interchange (Exit 57) were completed.

Construction on all three packages of the $1 billion Varsity Lakes to Tugun upgrade are underway, including the Gold Coast's first diverging diamond interchange. A fauna exclusion shield trial has also been successfully completed with David Fleay Wildlife Park. These shields will be attached to the rear side of noise barriers being installed along the upgrade alignment, where koala populations are high, to help inhibit fauna climbing onto the noise barriers.

#### Gold Coast Light Rail (Stage 3)

Light rail continues to be successful and transformative to the Gold Coast region.

Major construction on the $1.044 billion Stage 3 project will extend the current light rail system by 6.7 kilometres from Broadbeach South to Burleigh Heads with an additional eight new stations. This stage is jointly funded by the Australian and Queensland governments and the City of Gold Coast with an initial early works arrangement in place since June 2021. The construction contractor has commenced implementing a local industry participation plan to engage local workers, support local suppliers and provide skills and training for apprentices. Major construction is expected to start in late-2021.

The Gold Coast Highway (Burleigh Heads to Tugun) Multi-modal Corridor Study was completed in 2020 which identified the Gold Coast Highway as the preferred route for Stage 4 of the light rail—a 13 kilometre extension linking Burleigh Heads to Coolangatta. A preliminary business case is underway following a commitment from the Queensland Government, and is jointly funded with the City of Gold Coast. Funding decisions to implement the findings of the preliminary business case are subject to a detailed business case.

Funding has also been committed by the Queensland Government to complete the $1.5 million corridor study from Tugun to Coolangatta.

#### Coomera Connector (Stage 1), Coomera to Nerang

The Coomera Connector is a future alternative north-south corridor between Loganholme and Nerang, east of the Pacific Motorway (M1).

Works will address the increasingly high traffic demands and the population growth forecast in the northern Gold Coast region.

Procurement began in late 2020 on the Stage 1 North package between Coomera and Helensvale that includes a new bridge over the Coomera River. Construction is expected to start in late-2021 following business case and finalised environmental approvals.

In late-2020, the department consulted with the local community regarding urban design aspects for Stage 1 of the project. The northern section between Loganholme and Coomera will be progressed in future stages. The Australian and Queensland governments have committed $1.53 billion on a 50:50 basis for Stage 1 planning and construction between Coomera and Nerang.

#### Safety Improvements for Mount Lindesay Highway

In July 2020, the Mount Lindesay Highway (from Logan Motorway to Beaudesert) was added to the National Land Transport Network which will assist with meeting funding and eligibility requirements for upgrades. It also ensures Mount Lindesay Highway continues to meet current and future demand, and support population and industrial growth in the area, including the Bromelton State Development Area.

In late-2020, upgrades were completed from Rosia Road to Stoney Camp Road, and Camp Cable Road to Johanna Street. Works included a new two lane bridge across Jimboomba Creek. The bridge operates under contra-flow arrangements during flood events to provide safe and reliable passage for both north and southbound travel.

In March 2021, construction started on the $75 million Stoney Camp Road to Chambers Flat Road upgrade. The road will duplicate the highway from two to four lanes and construct two new bridges across Norris Creek. The construction also includes environmental initiatives for improved fauna connectivity, safety and habitat creation.

These important highway upgrades form part of the Mount Lindesay Highway 10 Year Forward Program which aims to improve safety and capacity on the highway.

#### Binna Burra Road reconstruction

In October 2019, the Binna Burra Road reconstruction project commenced following catastrophic bushfires in the region.

Multiple sections of Binna Burra Road were reconstructed to stabilise the slope above the road using drape mesh and rock-fall protection. Downslope work was reconstructed by installing and anchoring large rock gabions (rock-filled cages) using long soil nails and rock anchors into the cliff face. Due to the steep terrain and narrow and winding nature of Binna Burra Road, the reconstruction project was complex. Stabilising the slopes required specialist personnel trained in rope access construction, and geotechnical equipment to abseil down the cliff face. Binna Burra Road reopened in August 2020 and works were completed in mid-November 2020.

Due to heavy rainfall across the Gold Coast hinterland, emergency repairs were completed including temporary pavement repairs, landslip clean up and vegetation, boulder and rock removal. The significant repairs affected multiple sites in the South Coast region within the City of Gold Coast, Scenic Rim Regional Council and Logan City Council boundaries.

Eligible reconstruction works, including the Binna Burra Road reconstruction project, were jointly funded by the Australian and Queensland governments under Disaster Recovery Funding Arrangements.

#### Oxenford Interchange (Exit 57) upgrade

In September 2020, construction was completed to improve travel times through one of the busiest interchanges on the Gold Coast and enhance safety for road users.

The Gold Coast RoadTek team constructed additional lanes, yellow box markings to reduce queuing within intersections, improved traffic flow by reducing number of traffic movements, a new U-turn facility, improved overhead signage and on-road directional marking, and installation of next generation signals to integrate the four intersections (the largest next generation signals installation to date).

New and cost-effective construction methods for lean mix pavement, concrete bases and deck wearing surface removal were used during the works.

# Accessible to everyone

## Highlights

* Engaged with Transport Talk members more than 11,400 times to gain their views on a range of transport related issues.
* Continued to enhance QLDTraffic to provide travellers in Queensland with up to date traffic and road condition information, allowing informed journey decisions.
* Contributed $2.83 million to the purchase of 43 school buses through the School Bus Upgrade Scheme.
* Launched new contactless payment options across the Gold Coast Light Rail network under the Smart Ticketing project.
* Relocated and modernised the car hazard perception test and introduced a new test specifically for motorcycle riders in an accessible online format to improve road safety outcomes for novice drivers and riders.
* Partnered with the Department of Justice and Attorney-General to strengthen and streamline the online application process for the Working with childcare Card (Blue Card).
* Provided $4 million in funding to local governments upgrading existing passenger transport facilities to meet accessible standards.
* Published an Accessibility and Inclusion Strategy detailing a commitment to leading the delivery of accessible and inclusive transport products.
* School Transport Assistance Scheme assisted approximately 130,000 eligible students to return to and from school on rail, bus, ferry, and train services.
* Amended the Transport Infrastructure (State-controlled Roads) Regulation to address misuse of heavy vehicle rest areas by recreational vehicles.
* Undertook a pilot of the Digital Licence App on the Fraser Coast.
* Introduced online payment options for buoy mooring fees.
* Negotiated and commenced a data sharing agreement with Geosciences Australia that will better enable global positioning services across Queensland.
* Introduced two battery electric buses on the Yarrabilba 587 route as part of working towards zero-emission public transport.
* Completed consultation and review of the Boatsafe program to ensure clear and transparent expectations in relation to delivery Boatsafe training and assessment for Recreational Marine Driver Licences and Personal Watercraft Licences.
* Maritime Enforcement Team became a permanent team within MSQ to conduct educational and safety campaigns across Queensland waterways.

## Shaping our products and services with a customer focus

#### Certified Customer Service Organisation

The department has been reaccredited as a 'Certified Customer Service Organisation' against the Customer Service Institute of Australia's (CSIA) International Customer Service Standard 2020–2025 (ICSS). Put simply, accreditation confirms that the department’s systems and processes are aligned and support the ‘Customers First’ culture and excellence in customer service and experience.

In March 2021, the CSIA noted the department’s accreditation results are among the best achieved by any organisation assessed against the ICSS.

#### Connecting with Queenslanders through Transport Talk

With more than 5000 members from across Queensland, Transport Talk is the department's online customer community and enables customers to share their thoughts, ideas and insights on transport-related topics that help shape the direction of Queensland's transport future.

Transport Talk members have engaged in more than 11,400 interactions and shared their views on a range of transport related issues. This included:

* accessibility and travel options on the transport network
* risks associated with speeding
* media campaigns on network infrastructure
* digital customer experiences
* electric vehicles and zero emissions strategy
* priorities for Bruce Highway
* signage and other navigational tools on Queensland roads and waterways.

The Transport Talk community continues to help the department understand and respond to evolving customer needs and expectations, now and well into the future.

For more information  
[www.tmr.qld.gov.au/transportTalk](http://www.tmr.qld.gov.au/transportTalk)

#### QLDTraffic evolves to meet customer needs

QLDTraffic provides travellers in Queensland with up to date traffic and road condition information, allowing informed journey decisions. Users in urban areas can plan their trips to avoid crashes and congestion, and regional users can be aware of the unique road and traffic conditions that impact Outback Queensland.

The department continued to enhance the QLDTraffic suite of services. Key improvements included:

* improved reliability of the smartphone apps
* publishing of images associated with events, such as flooded roads and congestion
* enhancements to open data feeds, enabling easier integration of QLDTraffic event information with other road and traffic-related apps and services, so Queenslanders not using the platform directly will still receive information.

The services continue to see significant use throughout the year, with the QLDTraffic app being downloaded more than 49,000 times, the website was accessed nearly 2.4 million times, more than 190,000 phones calls were received by the 13 19 40 phone service and more than 44,000 tweets.

#### School Bus Upgrade Scheme (SchoolBUS)

In 2020–21, the department contributed $2.83 million to the purchase of 43 school buses through the School Bus Upgrade Scheme (SchoolBUS).

The scheme provided capital funding to assist contracted school bus operators to replace their fleet with buses that meet the latest safety standards. This ensured increased safety for Queensland students travelling to and from school on contracted services.

For more information  
<https://www.tmr.qld.gov.au/Travel-and-transport/School-transport/Assistance-schemes/School-Bus-Upgrade-Scheme>

#### Taxi Subsidy Scheme

The Taxi Subsidy Scheme (TSS) is an initiative designed to provide an affordable and accessible transport option for people with severe disability, and includes a subsidy paid by the Queensland Government of half the total taxi fare, up to a maximum of $25 per trip, and access to subsidised taxi travel in other Australian states and territories.

By late 2020–21, the scheme was assisting 53,070 Queenslanders to access more affordable taxi travel. During 2020–21, 1,620,597 subsidised taxi trips were taken by TSS members, with subsidies of more than $13.7 million (ex GST) paid. As at 30 June, the department paid an average subsidy of $8.06 (ex GST) per trip.

The Queensland Government also allocated $6.79 million to the lift payments incentive for drivers of Wheelchair Accessible Taxis (WAT) to prioritise services to TSS members identified as requiring a wheelchair to travel. This lift payment incentive is paid in addition to the TSS payment. In 2020–21, 384,183 trips attracted the lift payment incentive to WAT drivers.

For more information  
<https://www.qld.gov.au/disability/out-and-about/subsidies-concessions-passes/taxi-subsidy>

#### Smart Ticketing

The Smart Ticketing project will deliver an inclusive, integrated ticketing solution across Queensland, with a series of tests and trials progressed during 2020–21. The investment in Smart Ticketing demonstrates the department’s commitment to ensuring Queensland’s public transport network meets the needs of customers.

Smart Ticketing will deliver the following benefits:

* more ways to pay for travel including contactless debit and credit cards, smartphones and wearable devices, in addition to paper tickets and go cards
* upgrades to ticketing equipment with smarter technology and improved reliability
* access to an enhanced website and app for customers to manage their account on the go
* ability to use new contactless payment options throughout South East Queensland and 18 regional urban bus networks by late 2022
* introduction of real-time service information to regional locations, enabling customers to track the arrival time of their service.

In 2020–21, the project achieved:

* installed new Smart Ticketing equipment and launch of new contactless payment options across the Gold Coast Light Rail network.
* ongoing regional bus trials in Minjerribah (North Stradbroke Island), Fraser Coast (Maryborough and Hervey Bay), Innisfail, and Bowen
* launched real-time service information for public transport customers in Innisfail, Bowen, Minjerribah, Maryborough and Hervey Bay
* engaged with a range of stakeholders to further inform system design and development, including transport operators and accessibility representatives
* worked with Queensland Rail to launch a customer trial with new Smart Ticketing equipment at 10 heavy rail stations, ahead of replacing more than 500 go card readers and platform access gates across the south east Queensland Citytrain network
* prepared for a heavy rail contactless payments trial
* prepared for the roll out to ferries and buses including buses in regional Queensland
* developed a range of plans and policies to support the rollout
* completed commercial agreements with financial scheme providers including Visa, Mastercard and American Express.

For more information  
<https://translink.com.au/about-translink/projects-and-initiatives/smartticketing>

#### Smart Ticketing First Nations Artwork

In a world-first, Smart Ticketing has featured First Nations art on Queensland's public transport ticketing infrastructure. Created by Gilimbaa artist, Elisa Jane Carmichael (Quandamooka), 'The Connecting Thread' artwork honours the footprints of First Nations people; guiding the way for safe travel and caring for Country and the environment across Queensland.

The artwork tells the story that we are travelling in the pathways of those who have gone before us. Many of the major highways, roads and waterways are travelling routes for the First Peoples of the land. The design symbolises and reflects the landscapes of Queensland from top to bottom exploring Rainforest, Bush, Freshwater, Saltwater, Desert Country, and the pathways that connect Country and people.

Through this artwork, the department has continued its contribution to the Queensland Government's Reconciliation Action Plan. The department recognises and celebrates the uniqueness of Queensland and the integral role Aboriginal and Torres Strait Islander people of Queensland play in the community.

During 2020–21, the artwork was applied to 156 new platform validators across the Gold Coast Light Rail network and a wrapped tram. To further support accessible and inclusive application, the artwork is also delivered through an audible soundscape and tactile canvas.

Smart Ticketing has also adopted Marlu the kangaroo as part of their communication and engagement tools. The name Marlu means kangaroo and comes from the Warlpiri language. The Warlpiri language is one of the Ngarrkic languages of the large Pama–Nyungan family and is one of the largest Aboriginal languages in Australia in terms of number of speakers. You will see Marlu in our social media and community education messaging.

Commonwealth Games silver medallist beach volleyballer and proud Queenslander, Taliqua Clancy, has become a Smart Ticketing ambassador and voice of its mascot, Marlu. A Wulli Wulli and Goreng Goreng woman born and raised in Kingaroy, Taliqua is Australia's first Aboriginal woman to compete in Olympic beach volleyball. Taliqua represented Australia at the 2016 Summer Olympics in Rio and was a silver medallist in women's beach volleyball at the 2018 Gold Coast Commonwealth Games. Taliqua will compete in the 2021 Olympics in Tokyo.

For more information and to view the artworkthir  
<https://translink.com.au/about-translink/projects-and-initiatives/smart-ticketing/connecting-thread>

#### Changes to Queensland's standard number plates

After 40 years, Queensland’s number plate series of three numbers followed by three letters was exhausted. In August 2020, a new series was launched featuring three numbers followed by two letters and then a further number (for example, 523-NL7). Over time, the last number will cascade back through the last three characters.

The series continues to use maroon characters on a white background and the slogan, QUEENSLAND – SUNSHINE STATE and provide more than 16 million combinations which is expected to last for more than 25 years. The new plates incorporate directional security marks that are only visible from certain angles which will assist in the detection of any fake number plates.

The first plate of the series, 000-AA0, was presented to Sokar Phillpot, the winner of the Local Hero promotion for her significant community work in Cairns.

#### Hazard perception test

On 29 March 2021, the department relocated and modernised its car hazard perception test and introduced a new test specifically for motorcycle riders. Novice drivers and riders are now required to pass a hazard perception test before they can progress to unsupervised driving or riding. This change seeks to improve road safety outcomes for novice drivers and riders, given they are overrepresented in crash statistics due to, in part, their less developed hazard perception skills.

The new tests provide an improved customer experience by delivering the tests in a modern and accessible online format. The tests use new 3D CGI clips that portray hazards that are the most dangerous for novice drivers and riders. They have also been designed for the specific purpose of improving the road safety of novice drivers and riders.

The hazard perception test initiative aligns with the accessible, responsive, and safe objectives of the department's 2019–23 Strategic Plan.

For more information   
[Hazard perception | Transport and motoring | Queensland Government (www.qld.gov.au)](https://www.qld.gov.au/transport/licensing/getting/hazard)

#### Changes to Programmed Vehicle Inspections

A Programmed Vehicle Inspection is a mandatory vehicle safety inspection conducted at scheduled periods for certain vehicles. Following personalised transport reforms in 2017, vehicles such as taxis, booked hire vehicles, and limousines were transitioned from six monthly to annual inspections.

These changes delivered greater flexibility and reduced operating costs for personalised transport services providers and created additional business opportunities for inspection service providers.

Following extensive consultation, the department is progressing further changes to inspection requirements for the balance of the passenger transport fleet and vehicle owners in remote areas of Queensland. These reforms will provide greater consistency for vehicle owners subject to mandatory inspection requirements and are scheduled to be delivered by late-2021.

#### Changes to Approved Inspection Station Scheme

During 2020, the department commenced reforms to the Approved Inspection Station Scheme (AISS) to improve the operations of Approved Inspection Stations (AIS).

The reforms being implemented include:

* training and assessment for new and existing AISS members
* simplified inspection equipment requirements
* mandatory use of the Inspection Certificates online system for all mobile AIS
* standalone mobile AIS
* operating requirements for standalone mobile AIS.

A procurement process has been underway since March 2021 to select a suitable provider to develop and deliver training and assessment for new and existing AISS members. The training and assessment aims to ensure consistent high standards of operation within the AIS scheme. The contract is expected to be awarded in late-2021.

#### New partnerships streamline application processes

On 31 August 2020, the new No Card, No Start laws for a Blue Card application came into effect. The department partnered with the Department of Justice and Attorney-General to strengthen and streamline the online application process for customers applying for a Working with Children Card (Blue Card).

A subsequent partnership was established with the Department of Seniors, Disability Services, Aboriginal and Torres Strait Island Partnerships in February 2021 to streamline and support the online application for customers applying for a Workers Screening Card (Yellow Card).

The department has continued its partnership with the Office of Industrial Relations to support the online application process for customers applying for a High-Risk Work Licence (HRWL).

It is through these successful partnerships that Queenslanders can now use their existing Transport and Main Roads identity to apply for and renew their Blue Card, Yellow Card and High Risk Work Licence. Customers enter their personal details into the relevant online service and this information is validated against their securely stored information. Once approved, the new cards now contain photographs of the card holders from the department's digital photo library.

More than 177,000 customers have used the service since Blue Card went live in August 2020 (165,000 Blue Cards and 12,000 Yellow Cards). This is in addition to 270,000 HRWL customers since 2016. Blue Card applications are now assessed in three hours on average, compared with 19 days previously. More than 80 per cent of Yellow Card applications are now assessed in one day on average, compared with 19 days previously.

Throughout COVID-19, the department ensured the seamless delivery of such important policies, keeping our children safe and protecting vulnerable members of the community.

#### Passenger Transport Accessible Infrastructure Program

The Passenger Transport Accessible Infrastructure grants program provides funding assistance to local governments upgrading their existing passenger transport facilities to comply with the Commonwealth Disability Discrimination Act 1992 (the Act).

These funding contributions allow local governments to:

* enhance safety and accessibility of the transport network for everyone
* modernise passenger transport facilities to comply with the Act
* apply consistent design standards across the passenger transport network.

In 2020–21, funding assistance was provided to 16 local governments across Queensland to support more than 335 bus stop upgrades to meet accessibility standards. In addition, funding assistance was also provided towards upgrading long-distance coach stops in regional and remote areas.

The success of these programs is built on the partnership approach with local governments, and other state government agencies, working together to deliver a single integrated transport network accessible to everyone.

For more information  
<https://www.tmr.qld.gov.au/Travel-and-transport/Public-transport/Public-transport-infrastructure-grants>

#### Disability Standards for Accessible Public Transport 2002

The department continued to partner with the Federal Department of Infrastructure, Transport, Regional Development and Communications on the National Accessible Transport Taskforce. The department acts as both Chair and Secretariat for the Taskforce meetings.

The Taskforce continued to drive the reform and modernisation of the Disability Standards for Accessible Public Transport 2002 (Transport Standards), following four principles endorsed by the Transport and Infrastructure Council, which sits under the Council of Australian Government. The four principles are:

* people with disability have a right to access public transport
* accessibility is a service, not an exercise in compliance
* solutions should meet the service needs of all stakeholders and be developed through co-design
* reform should strive for certainty without sacrificing best functional outcome.

In February 2021, the Department of Infrastructure, Transport, Regional Development and Communications released the Reform of the Disability Standards for Accessible Public Transport: Consultation Regulation Impact Statement (Consultation RIS).

The Consultation RIS presents amendments to references to the Australian Standards and policy options for 16 areas of reform throughout the Transport Standards. The reforms intend to modernise the Transport Standards to ensure they are effective and meet the needs of people with disability. The Taskforce continued to work closely with people with disability, public transport operators and providers, and other interested stakeholders throughout the modernisation process.

The taskforce is also developing strategies to engage stakeholders and keep them informed to ensure their participation in the public consultation phases of the reform and modernisation process. Stakeholders will have the opportunity to contribute to the reforms again in early-2022.

For more information  
<http://www.infrastructure.gov.au/transport/disabilities/reform/index.aspx>

#### Accessibility and Inclusion Strategy

In July 2020, the department published an Accessibility and Inclusion Strategy (AIS) detailing a commitment to leading the delivery of accessible and inclusive transport products, services, information, and infrastructure, as well as within department’s workplaces and practices.

The AIS includes goals, objectives, focus areas, key government priorities and a roadmap to initiate change, embed guiding principles, and transform inclusive and accessible transport across Queensland. To ensure the AIS reflects the needs and expectations of all Queenslanders, it was designed with more than 200 customers, employees, delivery partners and representatives from the accessibility and inclusion sector over a three month consultation process in late 2019.

A range of accessibility and inclusion surveys were distributed and completed in June 2020 by more than 1500 customers, 1100 employees and 100 industry partners. The surveys captured various insights and provided important benchmarks to measure performance. In August 2021, the same surveys will be reshared to gauge attitudinal changes in our customer, employees and partners towards the accessibility and inclusiveness of the department's products, services, information, and infrastructure. The results of the surveys will also inform the development of the Accessibility and Inclusion Plan which falls under the AIS and will be published in September 2021.

Key project highlights included:

* Queensland Regional Airport Accessibility Audit
* Queensland Rest Stops and Stopping Places Accessibility Audit (in partnership with RoadTek)
* Lighting Best Practice for Public Transport Premises, Infrastructure and Conveyances Research to inform the modernisation of the Disability Standards for Accessible Public Transport 2002
* Disability, Mobility and Dignity Research project in partnership with the Hopkins Centre
* Inclusive Mapping project to identify the effort required to travel various routes for people with mobility impairments, parents with prams and tourists with luggage
* departmental social media campaign to raise awareness of priority and allocated seating for People with Disabilities and older commuters, and to influence behavioural change of the general public to be more inclusive when using public transport
* establishment of a Lived Experience Panel to ensure early and authentic engagement with people with disabilities across departmental projects.

For more information  
<http://www.tmr.qld.gov.au/About-us/Our-organisation>

#### Queensland Accessible Transport Advisory Council

The Queensland Accessible Transport Advisory Council (the Council) was established by the department in September 2020. It is an independent advisory body established to provide strategic policy and technical accessibility advice on significant transport and infrastructure projects across the Queensland Government transport portfolio.

The Council provide this advice to the Minister for Transport and Main Roads, the Department of Transport and Main Roads, and Queensland Rail (QR), to ensure Queensland delivers a single integrated transport network accessible to everyone. The Council is jointly administered by the department and QR and supported with a department appointed Secretariat.

The Council is chaired by retired District Court Judge Michael Forde. Mr Forde led the New Generation Rollingstock Train Commission of Inquiry and his recommendations highlighted the importance of early and authentic engagement with people with disability to deliver functional and compliant design solutions.

Mr Forde's report was welcomed by the disability sector as the recommendations demonstrated his understanding of the community's concerns and requirements.

In March 2021, the Minister for Transport and Main Roads appointed seven members to the Council for a term of up to three years. The council members are Dr Emily Steel , Mr John Mayo, Ms Sarah Hartley, Ms Wendy Lovelace, Ms Natalie Naumann, Mr Shannon Wandmaker, and Dr Kelly Bertolaccini.

Through their combination of lived experiences, involvement in peak disability groups, and technical and academic knowledge, the Council members will deliver and provide an informed input to assist the Queensland Government make informed decisions about accessibility and building an inclusive society for all Queenslanders.

For more information  
<https://www.tmr.qld.gov.au/About-us/Our-organisation/Accessibility-and-inclusion/Queensland-Accessible-Transport-Advisory-Council>

#### Changes to the Disability Parking Permit Scheme

The Disability Parking Permit Scheme provides access to conveniently located and wider parking bays for permit holders. In 2020, the Queensland Government implemented important changes to the scheme, effective from 31 August, meaning that people diagnosed as legally blind are now eligible for a permit. It also increased the police-issued penalty for parking in a disability parking bay without a permit, from $266 to $533, sending a strong message to the community about the impact of this anti-social behaviour.

On 14 September 2020, the Disability Parking Virtual Summit, hosted by the Minister for Transport and Main Roads, brought almost 50 stakeholders together to discuss further strategies to improve access to disability parking bays for permit holders. The summit demonstrated all participants were enthusiastic supporters of the scheme, with a shared view that awareness, education, and enforcement are central to its success.

#### Providing consistent technical advice to inform decisions

The Accessible Transport Network continues to provide consistent technical accessibility advice to inform decisions across the development, implementation and upgrading of all the department’s products, services, information and infrastructure. It provides ongoing reviews of major projects for access and inclusion, for example Cross River Rail, Brisbane Metro, Gold Coast Light Rail Stage 3A (technical review of proposed rollingstock modifications) and Gold Coast Infill Station.

Specific technical advice on accessibility and inclusion has also been provided by the Accessible Transport Network on more than 60 departmental transport projects across Queensland.

#### Third Disability Action Plan to improve accessibility on the state network

The department continued to implement actions contained in the Disability Action Plan 2018–2022 to improve the accessibility of the passenger transport network for customers with a disability.

Key updates included:

* updated the Public Transport Infrastructure Manual to include all transport modes
* refreshed TransLink's accessibility web pages for consistency and to ensure information was easy to find
* published two Auslan videos about accessibility of the network and the use of mobility scooters
* held four Accessibility Reference Group meetings which included representatives from government, industry and disability advocacy groups, including out-of-session engagements on key infrastructure projects.

In 2020–21, the department undertook the mid-term review of the Disability Action Plan to monitor progress on implementation of the actions. Outcomes will be published on the department's website.

For more information  
<https://www.tmr.qld.gov.au/Travel-and-transport/Disability-access-and-mobility/Disability-Action-Plan>

#### School Transport Assistance Scheme

The School Transport Assistance Scheme (STAS) helps eligible students to travel to and from school on rail, bus, ferry, and tram services. In 2020–21, the $179.03 million funded scheme assisted approximately 130,000 recipients, making it one of the largest state government schemes.

The scheme can cover all or part of a student’s transport costs between home and school, with the focus of assisting those students who do not have a school in their local area, students living in isolated areas of the state, and for low income families.

The department works with 451 delivery partners, providing more than 1402 school routes using approximately 1959 buses. In July 2020, the department commenced a program of work to achieve a simpler, more customer-focused STAS through targeted amendments to the policy. This work will continue into 2021–22.

For more information  
[www.qld.gov.au/transport/public/school/school-transport-assistance](http://www.qld.gov.au/transport/public/school/school-transport-assistance)

#### School transport operator payments

The department provided funding assistance to 451 private operators to deliver school transport services. School services for South East Queensland are paid as part of integrated urban and school transport service contracts and published in the Queensland Government Open Data Portal.

Total payment for the 2020–21 financial year to deliver school transport services in regional Queensland was $149.2 million (GST exclusive).

A full list of school transport operators in regional Queensland and payments is available on the Queensland Government Open Data Portal  
www.data.qld.gov.au

#### Concessional fares for disadvantaged community members

The department continued to provide concessional fares on rail, ferry, bus, and light rail services to ensure mobility and access across Queensland for those in the community who are disadvantaged.

In 2020–21, $277.22 million was provided in concessions and assistance to pensioners and seniors, veterans, students, people with a disability and their carers, job seekers, and asylum seekers to make public transport more affordable. Assistance ranges from public transport concessions, ticketing products, and subsidised transport schemes.

For more information   
 <https://translink.com.au/tickets-and-fares/tickets-and-fares/concessions>

#### Safeguarding Heavy Vehicle Rest Areas

In September 2020, the department amended the Transport Infrastructure (State-controlled Roads) Regulation to address misuse of heavy vehicle rest areas by recreational vehicles and increased unlawful camping as a result of COVID-19.

The amendments safeguard heavy vehicle rest areas for use by fatigue regulated drivers who have mandatory rest obligations. They also clarify rules for rest area use, and camping on state-controlled roads, and provide more effective enforcement mechanisms.

The department remained focussed on education and awareness, rather than enforcement. A communications campaign was executed across Queensland to raise awareness of the new rules. The campaign reinforced that the primary purpose of rest areas and permitted camping is for managing driver fatigue, one of the Fatal Five causes of road crashes. The amendments and campaign have been effective in addressing these issues and were well received by the heavy vehicle industry and road users.

For more information   
<https://www.qld.gov.au/transport/safety/holiday-travel/stops/rest>

## Digitising customer interactions

#### Passenger real-time technology

Real-time information provides accurate predictions for the next service departing from the customer’s stop or station. This feature improves the user experience and enables customers to utilise and access transport services, improving frequency and accuracy of information. While this technology is widely available across South East Queensland and Cairns, the department is focussed on bringing the technology to regional customers.

During 2020–21, public transport services at Minjerribah (North Stradbroke Island), Hervey Bay, and Maryborough joined Innisfail and Bowen in accessing real-time service information.

For more information  
<https://translink.com.au/plan-your-journey/real-time>

#### MyTransLink app

The department continued to improve the user experience of the MyTransLink app with regular updates based on customer feedback. Throughout 2020–21, the number of customers using the app increased, with an average of 124,000 active users each week.

For more information  
<https://translink.com.au/plan-your-journey/mytranslink>

#### Digital Licence App

The Digital Licence App is a Queensland Government initiative providing a modern approach that allows customers to utilise their open licence credentials through a mobile device. The Digital Licence will make it easier and safer for Queenslanders to share their information and give the holder control about how much information they share with others. Digital Licence is not just a digitised version of existing credentials.

In March 2020, the department undertook a pilot of digital licences on the Fraser Coast which received strong positive feedback from participants. More than 780 participants in the Fraser Coast region helped inform the pilot, including more than 120 local businesses. The platform received a 94 per cent satisfaction rating from customers.

The Digital Licence is not only pioneering the technology used to present credentials such as a driver licence, it has set also standards on how digital services can be designed, and delivered, with the customer at the centre of its approach. Importantly, the pilot has also successfully demonstrated the department's ability to establish itself as a trusted Digital Identity Provider (IdP) for Queenslanders.

On 14 July 2020, the Transport and Other Legislation (Road Safety, Technology and Other Matters) Amendment Bill 2020 was passed by Parliament, providing the legal authority for digital licences to be used in lieu of their physical counterparts. The regulation changes were passed in Parliament in March 2021.

For more information   
<https://www.qld.gov.au/transport/projects/digital-licence/digital-licence>

#### Realigning our data to new National datums

Since 2018, the department has been preparing for a full transition of geospatial data and systems to Australia's new national datum – Geocentric Datum of Australia 2020 (GDA2020).

Datum is the base information that Australian coordinates are derived from and is used across the department. Australia is on one of the fastest moving tectonic plates and has moved nearly two meters north-east since the last datum update more than 20 years ago.

Precise positioning is a vital part of everyday life and the demand for accurate spatial data is increasing. In late 2020, the department's GDA2020 Transformation commenced migrating systems and data to better align with global satellite positioning systems. By migrating the department's geospatial and survey systems and data, to the new datum, ensures a seamless transfer and use of spatial data to plan, construct, and maintain Queensland's transport network.

#### Buoy mooring fees go digital

MSQ continued to provide more flexibility and options for Queensland's boat users.

In January 2021, MSQ introduced online payment options for buoy mooring fees. Customers are now invoiced for their 12 month occupancy/renewal fees a month prior to renewal date. The invoice online payment options in addition to paying in person or sending a cheque/money order through the mail after confirming the buoy mooring has been inspected and is in good condition.

Since the initiative launched, more than 70 per cent of fee renewal payments were made online.

#### Robotics Process Automation

Robotics Process Automation (RPA) is the application of technology that allows a business to configure computer software or a 'robot' to capture and interpret existing applications for processing a transaction, manipulating data, triggering responses and communicating with other digital systems.

The department identified RPA as a potential key tool and capability to not only generate efficiencies for the department and improve customer experience, but to enable the organisation to focus on implementing more customer value activities.

Benefits of the RPA include:

* increased efficiencies in service delivery including quicker response times for customers
* capacity gains through automation of manual processes
* increased internal capability through upskilling and redirecting resources to more complex value adding tasks.

In 2019, the department successfully tested RPA for the Learner Logbook Assessment process. Once a manual task for employees to assess and process, the Learner Logbooks are now processed for customers via an app and approved with limited human intervention. From early-June 2020, more than 50,995 learner logbooks have been submitted and approved through the app in comparison to 32,584 in the same period of 2019–20.

The department is committed to exploring more business opportunities to utilise this technology and increase efficiencies in service delivery for customers.

#### Improving online experience for customers

In response to COVID-19, a number of online service improvements were made to allow an increased number of customers to transact online. Between March 2020 and March 2021, more than 55,000 customers were able to complete their transaction online where they would have previously needed to visit a Service Centre in person.

The changes included allowing expired driver licences and learner licences to be renewed online, extending the customer image for one year, allowing a licence to be renewed online without the requirement for a new image, and simplifying the online licence renewal eligibility questions.

Using employee and customer feedback, the department implemented two significant changes making it easier for Queenslanders to update their details online and confirm their identity using an Online Access Code.   
  
As a result of these two changes alone:

* more than 180,000 customers changed their address faster, taking an average of 10 seconds less
* more than 2 million customers authenticated online faster, taking an average of 30 seconds less
* an additional 250,000 customers authenticated online.

The department remains focussed on improving the online experience for all customers.

## Engaging with Industry

#### Heavy Vehicle National Law Review

The National Transport Commission (NTC) continued to lead a comprehensive review of the Heavy Vehicle National Law (HVNL). The review aims to deliver safety and productivity benefits for industry and the broader community through the development of a new law that is fit for purpose to meet the challenges of the future.

On 25 June 2020, the NTC released a Consultation Regulation Impact Statement accompanied by a short-form Complementary Guide for public consultation. After seeking views from industry representatives across the state, the department lodged its own submission, with feedback from these Queensland specific consultation sessions reflected in the departmental response.

With the initial stages of the review complete, the NTC will progress the reforms under the Heavy Vehicle Safety and Productivity Program. The NTC continue to work with industry and governments to develop reforms to support the overarching framework. The program of work is comprised of six distinct projects including operator assurance, technology and data, duties and driver health, fatigue management, vehicles and access, and the legislative approach.

As host jurisdiction for the national law, Queensland remained committed to working collaboratively with all stakeholders to deliver a modern, performance-based, and outcome-focussed law. In particular, the department continued to emphasise the views of Queensland's industry stakeholders in shaping a safe, sustainable, and innovative approach to a new national law. Once delivered, the law will improve safety for all road users and support increased economic activity and innovation.

#### Heavy Vehicle Notices

The department has worked closely with the National Heavy Vehicle Regulator and industry in the development of national notices to assist heavy vehicle operators with safe and improved access efficiencies. A notice is an authorisation that allows a restricted access vehicle to travel on the road network. It also has the power to exempt vehicles from requirements (for example, mass and dimension), under the Heavy Vehicle National Law and its regulations.

In 2020–21, several key notices were implemented including the National Class 2 Tier 1 Performance Based Standards Notice; National Class 3 Road Train Prime Mover Dimension and Mass Exemption Notice; and a replacement notice for Special Purpose Vehicles (SPVs).

The Performance Based Standards (PBS) notice provides certain PBS vehicles with access to appropriate road networks across Australia. This provides industry a level of confidence that vehicles may operate as soon as a vehicle approval is issued.

The Road Train Prime Mover Dimension and Mass Exemption Notice provide road train prime movers with mass and dimension exemptions when travelling to couple or de-couple into road train combinations. The SPVs Notice, includes vehicles such as cranes and concrete pumps, and is simplified to provide clearer and simpler operating conditions.

#### Industry relationships

In 2020–21, the department worked closely with industry groups to develop new and updated specifications and technical notes to assist industry in delivering effectively for all Queenslanders.

The department continued to engage with, and consult, different stakeholders on an ongoing basis. Stakeholders include:

* Australian Flexible Pavement Association
* Cement and Concrete Aggregates Australia
* Civil Contractors Federation
* Waste Recycling Industry Association of Queensland
* Consult Australia
* Queensland Major Contactors Association
* RACQ
* ITS Australia
* Roads Australia
* AustStab
* Engineers Australia
* Australian New Car Assessment Program
* Queensland Trucking Association and Livestock Carriers
* Institute of Public Works Engineers Australia.

The department worked closely with Queensland industry partners at a national level via Austroads. The collective is comprised of Australian and New Zealand transport agencies which represent all levels of government.

Through the National Asset Centre of Excellence, an initiative by the department and the Australian Roads Research Board (ARRB), a range of new collaborative research activities are underway. This includes the Western Australian Road Research and Innovation Program (Main Roads Western Australia) and ARRB.

#### Rest Area Trial for heavy vehicles

In November 2020, a rest area management pilot project was initiated on the Bruce Highway at Ogmore heavy vehicle rest area. The project trialled intelligent transport system technology to prevent and reduce fatigue-related crashes on Queensland's roads. Heavy vehicle drivers were provided with real-time information about the availability of rest areas, allowing them to better plan their journeys and rest breaks.

The rest area upgrades included:

* advanced LED roadside warning signs approximately 10 kilometres ahead of the rest area to provide real-time parking availability information
* solar powered lighting and power
* closed-circuit television cameras
* automatic number plate recognition cameras to increase safety and security for drivers at the rest area.

Feedback from heavy vehicle drivers who have used the Ogmore rest area, show more drivers are using the rest area to take a break from driving than before the upgrades. Based on the trial's success, upgrades will be installed at an additional five rest areas on the Bruce Highway at Christmas Creek, Helens Hill, Miriam Vale, Waverley Creek and Gin Gin. In 2020–21, the technology was installed at the Gatton Bypass on the Warrego Highway, Cape River on the Gregory Developmental Road, Crawford Creek on the Landsborough Highway, and Scrubby Creek on the Flinders Highway.

#### Temporary traffic management harmonisation

The department remained committed to ensuring the safety of temporary traffic management road workers across Queensland.

In 2020–21, key achievements included:

* harmonised existing Queensland guidance document (Manual Uniform of Traffic Control Devices, Part 3) with the new nationally recognised Austroads Guide to Temporary Traffic Management (AGTTM)
* created a new Queensland Guide to Temporary Traffic Management document – to advise how the AGTTM should be applied in Queensland and identifies where Queensland's practices exceed those in the AGTTM national standard
* worked closely with the Queensland temporary traffic management industry to prepare for the mandatory adoption of this AGTTM in Queensland (scheduled for 1 December 2021).

## Delivering with partners

#### Wheelchair Accessible Taxi Grant Scheme

In its second year, the four year Wheelchair Accessible Taxi Funding program aims to modernise Queensland’s fleet of wheelchair accessible taxis. The $21 million program supports the taxi industry by providing accessible transport options for people with reduced mobility. Funding was provided for new wheelchair accessible taxis to replace ageing vehicles or those written off by an accredited insurance provider, such as unrepairable or too costly, to repair. The program also offers funding for replacing a conventional taxi with a wheelchair accessible taxi in some areas. Eligible taxi operators can apply for 50 per cent funding (a maximum of $45,000) towards the purchase of a new vehicle.

The scheme is administered by the Queensland Rural and Industry Development Authority. A total of 99 applications were received from across Queensland in 2020–21, of which, 78 were approved.

For more information  
<https://www.tmr.qld.gov.au/business-industry/Taxi-and-limousine/Industry-information/Taxi/Wheelchair-accessible-taxis>

#### Bus driver safety initiatives

The Queensland Bus Driver Safety Scheme was a key initiative under the government's five-point plan, allocating up to $5.47 million in grant funding for contracted urban bus service operators. Upgrades included installation of driver barriers and anti-shatter window film in eligible fleet vehicles, to reduce the risk and impact of violence against bus drivers, and property vandalism. In June 2020, installations were completed, and the rebate was paid to the delivery partners in order to finalise the scheme. A fleet survey in late-2020 estimated more than 80 per cent of Queensland's contracted urban bus fleet was fitted with a driver barrier.

The department worked with the bus industry to ensure improved safety measures such as driver barriers are incorporated in the renewal of the fleet in coming years. From August 2020 to June 2021, the department commissioned an independent review of bus driver barriers by PricewaterhouseCoopers to identify and assess future barrier approaches.

Other safety initiatives included:

* introduced and evaluated the delivery of partner-led enforcement trials on bus services
* developed a de-escalation training resource for drivers in partnership with the Queensland Bus Industry Council
* refreshed 'Step Up' initiative in schools to promote appropriate behaviour on public transport
* ongoing deployment of TransLink Senior Network Officers to areas where incidents are occurring.

The department continued to engage with industry and other key stakeholders on bus safety issues and best practice initiatives to keep bus travel safe for everyone.

For more information  
www.translink.com.au/about-translink/projects-and-initiatives/bus-driver-safety-review

#### Regional Roads and Transport Groups

The Roads and Transport Alliance (Alliance) is a partnership between the department, the Local Government Association of Queensland, and Queensland local governments. Regional Roads and Transport Groups (RRTGs) are central to the Alliance. There are 17 RRTGs across Queensland, representing 65 local governments including five First Nations local governments.

RRTG members include local government elected representatives and District Directors from the department. They are the primary decision-making bodies that determine regionally prioritised improvements to their communities’ transport infrastructure utilising Transport Infrastructure Development Scheme (TIDS) funding.

RRTGs work collaboratively to develop and agree on a four year program of works, based on regional investment strategies and priorities, capacity to match TIDS funding, and the ability to deliver within the financial year.

In 2020–21, 252 projects were delivered across Queensland through the RRTGs, with joint investment of more than $120 million in local roads, safer school drop-off areas, and active transport infrastructure.

Projects that utilised TIDS funding include:

* South West RRTG, Murweh Shire Council: Killarney Road, pave and seal; $1.9 million
* Wide Bay Burnett RRTG, Bundaberg Regional Council: Monduran Road, One Mile Creek, replace timber bridge; $1.2 million
* North West RRTG, Flinders Shire Council: Glentor Road, Flinders River, install floodway; $1 million
* Northern SEQ RRTG, Sunshine Coast Regional Council: Blaxland Road (Nambour), Burnside school precinct, construct footpaths; $400,000
* Brisbane City Council: Manly Road (Wakerley), widen for on-road cycle facility; $1.6 million.

For more information   
<https://www.tmr.qld.gov.au/rrtg>

#### Transport Academic Partnership

The Transport Academic Partnership 2020–25 is a $3.7 million agreement between the department, Motor Accident Insurance Commission, Queensland University of Technology (QUT), Griffith University, and The University of Queensland (UQ).

In July 2020, a new agreement was established to extend the partnership for another five years and continue to facilitate innovative transport research and development to build mutual capability across government, industry, and academic sectors. The partnership supports the mutual delivery of an annual work program of projects across various transport topics.

In 2020–21, research projects included:

* viability of hydrogen and electric heavy (freight) vehicles
* travel behaviour research utilising socio-economic data
* uptake of low emission private vehicles in Queensland
* customer behaviour for Mobility as a Service (MaaS) in South East Queensland
* causes of heavy vehicle crashes
* future options for the use of electric buses.

A work program was developed and includes 11 new research and development projects. These include:

* psychology of how people make transport choices (behavioural economics)
* fatigue in the rideshare industry
* accessible designs for automated passenger transport vehicles
* advanced computing research to better use the department's digital video data
* recycling options for derelict ships.

The agreement also facilitates an internal procurement strategy to ensures eligible research and development projects can be delivered quickly and efficiently. The established partnerships provide prompt and innovative benefits for all parties.

For more information   
[Transport Academic Partnership 2020-2025 (Department of Transport and Main Roads) (tmr.qld.gov.au)](http://www.tmr.qld.gov.au/Community-and-environment/Research-and-education/Transport-Academic-Partnership)

#### New Generation Rollingstock

The New Generation Rollingstock (NGR) fleet has provided reliable public transport for South East Queensland since it was introduced in 2017, delivering more than 340,000 passenger services. The fleet consistently achieves more than 99 per cent availability for day-to-day passenger services.

NGR trains have played an important part in delivering public transport throughout COVID-19, allowing the standard timetable services to continue throughout the year. Early on during COVID-19, the Queensland Government ramped up efforts to provide additional cleaning and sanitisation of our public transport, including on the NGR fleet.

Early works are underway for the implementation of European Train Control System (ETCS) upgrades on-board the NGR trains to allow them to travel on the Cross River Rail infrastructure. The $335.7 million NGR Accessibility Upgrade program has delivered the most accessible rail fleet Queensland has seen to date.

The accessibility upgrades included:

* addition of a second accessible toilet module on every NGR train
* 10 per cent increase in circulation space inside the toilet modules
* improved sink design
* more grab/handrails
* priority seats increased from 24 to 88 per train.

The fleet upgrade is being delivered at the Downer facility in Maryborough. Once the program is in full production mode, up to eight trains at a time will be upgraded at the facility. The design of the upgrades came after intensive consultation with a Project Working Group from the disability sector, using an innovative co-design process.

NGR fleet are scheduled to be upgraded and back in service by 2024. The department will continue to engage with the disability sector throughout the upgrade process.

For more information  
<https://www.tmr.qld.gov.au/projects/New-Generation-Rollingstock>

#### Rollingstock Expansion Program

The Rollingstock Expansion Program was established to meet the increasing demand on rail transport in South East Queensland over the next 10 years. The Queensland Government committed $600 million to deliver 20 six-car passenger trains and a purpose-built manufacturing facility.

To support the development of the project, the department undertook a market sounding process in mid-2020. In December 2020, an Expression of Interest was issued for the supply of trains and construction of the manufacturing facility, which closed in February 2021.

The department undertook initial site investigations into a location for the purpose-built manufacturing facility in Maryborough. A Project Working Group was established with members of the disability sector to undertake a co-design process on the design of the trains to ensure compliance, accessibility and functionality for passengers with a disability.

#### European Train Control System

A project to introduce European Train Control System (ETCS) signalling technology is underway to significantly improve safety and support more efficient services. The Queensland Government invested $635 million in ETCS technology to make the rail network work smarter and build future capacity for more services.

Benefits of ETCS technology include increased safety, capacity, efficiency, and reliability for the inner-city rail network. It is also necessary for the safe operation of the Cross River Rail’s twin tunnels.

Queensland Rail (QR) trains will be upgraded with the ETCS and involves the delivery and integration of new trackside equipment, data radio systems, a rail traffic management system, and onboard train equipment. The technology includes axle sensors that detect the train’s speed and new touchscreens in the driver's cabin.

In April 2021, the first train arrived at a specialised facility in Redbank for upgrade. By the end of 2021, the facility is expected to facilitate up to four trains and support up to 30 jobs as contract work ramps up. Signalling equipment will be installed on the Shorncliffe line so the technology can be tested on trains while not in service.

Up to 64 trains are planned to receive ETCS technology by late-2023 and operational in South East Queensland ahead of Cross River Rail’s planned opening in 2025.

#### Geosciences Australia data sharing

In 2020–21, the department negotiated and commenced a data sharing agreement with Geosciences Australia that will better enable global positioning services across Queensland. The data sharing agreement will increase broader use of spatial data, generated from the department's Continually Operating Reference Stations (CORS) network, and enhance ongoing operation and maintenance.

More than 20 CORS were installed across the state to predominately assist in the delivery of surveying services. The department's CORS network provide reliable, accurate spatial data which supports surveying, mapping, construction and cooperative vehicle trials.

The agreement supports Geoscience Australia's vision to ensure accurate and reliable positioning information is available to all Australians and enable innovation in technologies, such as autonomous vehicles.

#### Spray sealing pilot

Sprayed sealing is a vital part of maintaining Queensland’s road network with about three quarters of the state-controlled network surfaced using this method. Sprayed seals are a durable, safe, and cost-effective solution. In late-2019, the department commenced a review of the management of spray seals, providing contractors more flexibility to decide how and when seals are to be used.

In April 2020, an initial pilot contract was successfully completed in the Fitzroy District, providing contractors with more control over the delivery of sprayed sealing works and ensuring quality outcomes. Given the success of the first pilot, another seven pilot projects are scheduled across Queensland in 2020–21.

The department is evaluating all the information gathered through research, industry engagement and pilot projects to determine the next steps and a way forward for the delivery of spray seals.

## Preserving our history and heritage

#### Building sustainable roads

The department remained committed to supporting the Queensland government's Waste Management and Resource Recovery Strategy, using recycled materials in the construction and maintenance of the state-controlled road network.

In 2020–21, key achievements included:

* updated asphalt specifications to help increase use of reclaimed asphalt pavement in new asphalt
* published a new specification for recycled glass for aggregate and updated current requirements to allow for increased use in asphalt, unbound pavements and earthworks
* continued to use recycled tyres (crumb rubber) in sprayed seal surfacing
* undertaken trials using recycled tyres (crumb rubber) in asphalt
* constructed more, larger demonstration projects using recycled tyres
* continued research into the expansion of approved materials for recycling
* commenced research into using recycled plastics for road furniture for example, bollards, posts or retaining walls
* continued to use insitu stabilisation techniques by pulverising the road and mixing various stabilising agents (including cement, bitumen, fly ash and slag) to strengthen and rejuvenate pavement.

#### Minimising impacts on native fauna

The department continued to implement initiatives, during the design and construction of transport infrastructure, to minimise impacts on native fauna and ensure compliance under state and federal legislation.

In 2020–21, key achievements included:

* a koala shield designed for sound barriers on the Pacific Motorway Upgrade–Varsity Lakes to Tugun project, to prevent koalas accessing the road and reducing the risk of koala-vehicle collisions. The project will also plant more than 10,000 habitat plants for threatened butterfly species
* five kilometres of koala and frog exclusion fencing and supporting connectivity logs have been installed on the Caloundra to Sunshine Motorway project
* use of a remotely piloted drone for pre-clearance vegetation checks of animal breeding places as part of the Bruce Highway Upgrade–Maroochydore and Mons Road Interchange project
* 1.7 kilometres of exclusion fencing installed on Tin Can Bay Road to reduce the incidence of koala-vehicle collisions
* a dedicated fish ladder to enable movement of fish under the road installed as part of the Mackay Northern Approaches
* upgrade project publication of a Cassowary Conservation Management Plan, formalising the department's cassowary management arrangements and detailing how the department will identify and manage the risk of cassowary-vehicle collisions in Far North Queensland.

#### Electric buses roll onto the TransLink network

In April Yarrabilba 587 route became the first fully electric bus route on the department's TransLink network. ​As part of working towards zero-emission public transport, two battery electric buses are being operated by Logan Coaches along the route from Yarrabilba to Loganlea station.

These electric buses are just the start, with new zero-emission buses being rolled out in North Lakes, Logan, Sunshine Coast, Cairns, and the Gold Coast.

Transdev's new electric bus operates in the Redland Bay/Capalaba area and is partially powered from solar energy generated from the solar PV system installed on the roof of the Capalaba bus depot.

Each bus is being evaluated by the department over 12 months to better understand how the buses perform on the network to assist in the implementation of large-scale rollouts.

#### Waste and recycling calculator

As Queensland progresses to a circular economy where materials are valued and managed as finite resources, the department continues to invest in ways to reduce waste and increase the use of recycled materials in infrastructure projects.

Working with industry stakeholders in road design, construction, waste management, and recycling, the department is focused on improving performance in waste minimisation and resource efficiency, and developed an industry-first waste and recycling calculator, allowing designers and constructors of transport infrastructure to estimate and report on waste and recycling performance.

This tool is now mandatory on all department projects and captures waste volumes and associated costs as well as volumes and types of materials that are reused and recycled on projects. The department also launched the Building Sustainable Roads website and published a technical note highlighting the recycled materials approved for use on department roads. Research continues and additional tools are in development to ensure the infrastructure sector gets the support to progress the efficient use of resources and divert waste from landfills.

For more information   
<https://www.tmr.qld.gov.au/Community-and-environment/Planning-for-the-future/Building-sustainable-roads>

#### Indigenous artefacts located at Howard Creek Causeway

The department continues to recognise the significance of different cultures and the importance of managing cultural, historical, and natural heritage.

An assessment identified the $10 million Howard Creek Causeway upgrade area as having high potential for Aboriginal cultural heritage and a survey by Traditional Owners of the area identified more than 100 surface artefacts. Six days of excavations were undertaken to mitigate the impact to this material. More than 2000 artefacts were identified during the excavations, including the discovery of a knapping floor and stone tools such as hammerstone, blades, and scrapers.

A further 13 days of excavations were required due to the extensive cultural finds. More than 1000 artefacts per square metre were recovered at one point. 10,000 artefacts were discovered at the culmination of site works demonstrating a long period of occupation at the site with preliminary theories that the site was a seasonal Aboriginal camp site.

The department continues to work alongside First Nations communities and other stakeholders on many projects to deliver infrastructure while considering important cultural considerations for the community.

#### Works in Townsville uncover World War II artefacts

The department's dedicated cultural heritage staff undertook a historical assessment and preliminary excavation works for the $99.8 million Townsville Northern Access Intersections upgrade project.

The assessment and preliminary excavation uncovered significant historical material and shone a light on part of the Townsville region’s history.

The project is near the site of the old United States Army Hospital at Black River that was situated on the northern outskirts of Townsville in the later stages of World War II. The site was a 4000 bed hospital, which was an attempt by the US military to centralise the previously widespread medical corps for the Pacific Theatre. The site was also the first waypoint for prisoners of war.

The project is progressing with work alongside the site and there has been a significant amount of material found from earlier occupation as well as more recent use of the site. The earliest find was a lock mechanism from a door that has been dated to the mid-1800’s. Further excavations will be undertaken as part of the project by cultural heritage staff and a local WWII expert historian.

#### Yarrabah Jetty Project

Construction commenced on a $11.5 million new jetty at Yarrabah Aboriginal Community, 60 kilometres south of Cairns. The jetty will be approximately 165 metres long and located at Gribble Point in Mission Bay.

This area contains significant natural and cultural heritage values as it is located within the Great Barrier Reef Marine Park and is adjacent to the native title determined area of the Gunggandji Aboriginal Corporation (Gunggandji).

In the pre-construction phase several cultural assessments of the area were conducted with the Gunggandji, and a Cultural Heritage Management Agreement was executed with the Gunggandji People and Yarrabah Aboriginal Shire Council. The Cultural Heritage Management Agreement ensures that sensitive values and locations have been identified and appropriate management processes and responsibilities are agreed. An ongoing process of community engagement and consultation with residents has been undertaken.

The department worked closely with the Gunggandji People and Yarrabah Aboriginal Shire Council to form a committee and working groups to develop and approve artwork, interpretative signage, naming, and landscaping as part of the overall design. This included a local artist to design stencils for the jetty using traditional motifs and culturally significant stories and animals.

#### Reconnecting the community after natural disasters

The department remained committed to ensuring the recovery and safety of Queenslanders following natural disasters. In 2020–21, the department undertook the following works:

* repaired 226 earthworks and batter locations
* reconstructed 481.29 kilometres of road pavement
* repaired 40 structures (including bridges and culverts)
* cleared 241 silt and debris locations.

Repairs were completed on roads damaged by Monsoon Trough flooding in 2019, along with flood immunity projects in the 2019 Betterment Program. In November 2020, works to stabilise damaged slopes on Binna Burra Road were completed following severe bushfires in the Gold Coast hinterland in 2019. Design is also underway on significant slope repairs at Cunninghams Gap on the Cunningham Highway.

Emergency works were completed to safely reopen roads after eight heavy rainfall and flooding events. In early-2021, large sections of the Burke, Peninsula, Gulf, Gregory and Kennedy Developmental Roads were damaged by flooding. Repairs are underway after heavy rainfall in the Gold Coast hinterland in December 2020 and March 2021 caused landslips.

#### Woorabinda community

The Director-General has continued in his role as Government Champion for the Woorabinda Aboriginal community, which is situated on the traditional lands of the Wadja Wadja/Wadjigal Aboriginal people, about 170 kilometres south-west of Rockhampton.

This marks the seventh year of the department working with the community under the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships led program. With a strong regional presence, the department continued working in partnership with neighbouring councils and government agencies to progress the community’s agenda.

In 2020–21, department updates included:

* recommitted to the Memorandum of Understanding and a revised works program to continue to build the community's capacity and capability in road construction
* saw the completion of a repurposed community outpost as a multipurpose facility for training and events, which the department has assisted with over several years
* facilitated upgraded football ground lighting
* conducted road safety and learner licensing workshops and installed safety treatments around the state school
* supported funding requests for internet upgrades and a new community centre
* department employees were engaged through awareness events and fundraising activities

The department will continue to work with partners to achieve improved economic and social outcomes, and address barriers to effective service delivery in the region.

## Road safety

#### Targeted Road Safety Program

The Targeted Road Safety Program delivers cost-effective, high-benefit infrastructure safety treatments on the state-controlled and local government road networks, to treat locations with a significant crash history or other identified safety problems.

The program has 13 sub-programs including Safer Roads Sooner, Black Spot Program, Mass Actions, Route Actions, and Vulnerable Users. As at 30 June 2021, the Targeted Road Safety Program significantly exceeded previous delivery benchmarks by achieving a record delivery of more than 700 Targeted Road Safety Program projects across Queensland.

Major projects delivered in 2020–21 also included the upgrade of key intersections, installation of wide centre line treatments, safety barriers and audio tactile line marking on the Kennedy Highway and pavement widening and guardrail installation on the Warrego Highway.

#### Community Road Safety Grants

The Community Road Safety Grants has awarded more than $21 million since 2013, with the grants supporting Queensland communities with the development and delivery of effective road safety education and awareness initiatives.

In 2020–21, the program received its biggest response since the inception of the grants, with more than $1.350 million awarded to 88 community organisations. Several successful applications focused on our diverse and inclusive communities, including people with a disability and from culturally and linguistic diverse backgrounds, as well as First Nations communities.

Throughout COVID-19, existing grant recipients were supported by the department through contractual flexibility to ensure continuity of service delivery which will continue whilst COVID-19 restrictions remain in place.

For more information  
[www.tmr.qld.gov.au/roadsafetygrants](http://www.tmr.qld.gov.au/roadsafetygrants)

#### Road Safety Data Bureau

To better understand the social and economic costs of road trauma, a team was established to analyse road crash and trauma data from various government agencies to help reduce road trauma.

The team includes representatives from the department, Queensland Police Service, Queensland's Motor Accident Insurance Commission, and Queensland Health's Jamieson Trauma Institute. The Bureau's purpose is to consolidate, integrate, and analyse road crash related data from all member agencies. The results will inform whole-of-government decision making and approaches to road safety policy.

#### Road Safety Action Plan

The Queensland Road Safety Action Plan is a key deliverable towards the Queensland Government’s ongoing commitment to the vision of the Queensland Road Safety Strategy 2015–21 for zero deaths and serious injuries on Queensland roads.

It features 50 actions, including six ‘showcase’ action areas highlighting complex, multi-layered projects targeted at having the highest impact on road trauma across health, culture and behaviour, environment and infrastructure.

The initiatives target driver distraction and drink driving, licensing reforms such as the new hazard perception test, and a multi-agency partnership between the department, the Motor Accident Insurance Commission, Queensland Health, and Queensland Police Service to collaboratively improve road safety.

Work is underway on the next Queensland Road Safety Strategy and Action Plan, expected to launch in early-2022.

For more information  
https://www.tmr.qld.gov.au/Safety/Road-safety/Strategy-and-action-plans

#### StreetSmarts campaign

StreetSmarts is the Queensland government's road safety public education program to positively influence attitudes, behaviour, and culture on Queensland roads through strategic, targeted campaigns and activities that encourage safer road use.

As a result of COVID-19, the department executed new campaigns to address changes in road use behaviour and domestic travel trends and encourage Queenslanders to stay safe on our roads.

Campaigns included:

* 'Stay safe this road trip' during July 2020
* 'Dangerous driving habits' during August and September 2020
* 'Regional road safety' during September to December 2020
* 'All good, all bad drink driving' during December 2020 to February 2021
* 'Anywhere, anytime' during Easter 2021 school holidays
* National Road Safety Week during May 2021
* Fatality Free Friday during May 2021
* 'Crash test' during June to July 2021
* an ongoing social media program that reached up to 1.5 million individuals each month, during 2020–21 with a thriving online community of 164,000 followers on Facebook, Twitter, Instagram, and YouTube.

Events and sponsorships included:

* continuation of the Queensland Cricket Sponsorship (2019–23) to raise public awareness about road safety as an important social issue throughout Queensland.
* new one-year partnership for 2021 with the Gold Coast SUNS and AFL Queensland providing an opportunity to promote road safety to the Queensland AFL community
* National Road Safety Week during May 2021
* Fatality Free Friday during May 2021.

For more information   
<https://streetsmarts.initiatives.qld.gov.au/>

#### Road Safety Education Blueprint

In January 2021, the Queensland Road Safety Education Blueprint: Guiding Queensland's Approach to Road Safety Education from birth to Young Adulthood (the Blueprint), was published and provides a framework and actions for embedding a whole-of-life approach to road safety education across childhood and adolescence. The Blueprint was developed following consultation with community organisations, industry, and government agencies which represent the many elements that can influence the design and delivery of road safety education.

There are 27 actions across six pillars that represent separate, but equally important, areas of focus for the delivery and coordination of road safety education for children and young people.

Several actions have been completed, including a review of the department's Indigenous Driver Licensing Program and releasing explanatory guides for educators on the National Practices for Early Childhood Road Safety Education.

For more information  
<https://www.tmr.qld.gov.au/roadsafetyblueprint>

#### Queensland Road Safety Week

The sixth Queensland Road Safety Week was held from 24 to 28 August 2020.

Public health guidelines restricted face-to-face engagement activities, however an online activation enabled Queenslanders to 'Sign up for road safety' by sharing their road safety messages via social media and the StreetSmarts website. A social media campaign raised awareness and encouraged participation with resources available online to help participants to join the activation or simply to promote road safety in their community. Submissions were received from a wide range of schools, businesses, community groups, training providers, and individuals across Queensland.

Queensland Road Safety Week was supported by Queensland Police Service as delivery partner, along with the Royal Automobile Club of Queensland and the Motor Accident Insurance Commission.

#### Flashing school zone signs

School children across Queensland are safer with flashing school zone signs installed at more than 1100 school zones since the program began in 2012.

Funded by the 2020–21 Camera Detected Offence Program, the program installed flashing school zones signs at sites across South East Queensland including Darling Downs, Charleville, Longreach, Mackay, Mount Isa, Townsville, Mareeba, and Thursday Island. An additional 100 school zones are scheduled to have signs installed during 2021–22.

#### Helping keep school children safe

The School Crossing Supervisor Scheme (SCSS) enhances the safety of primary school children in the school traffic environment by ensuring supervisors are in place to assist them in safely crossing the road, to and from school. It allows for school crossings, located on roads around primary schools and special needs schools, to be supervised for a short period prior to the commencement and completion of the school day, for approximately 30 minutes.

In May 2019, the Cabinet Budget Review Committee approved further expenditure of $4.2 million to employ 50 new school crossing supervisors across the state over the 2019–20 and 2020–21 financial years, promoting further expansion of the scheme.

In 2020–21, 24 new school crossing supervisors were recruited at 21 new crossings, in addition to 26 new school crossing supervisors across 23 new crossings in 2019–20. The scheme currently costs $12.62 million per year.

The program along with standardised school times, the School Transport Infrastructure Program, and the flashing school zone light program, play an important part in helping keep Queensland school children safe.

#### Takata Airbag recall

The department has been working with the Australian Competition and Consumer Commission, government agencies, and the automotive industry to assist in removing faulty Takata airbags from Queensland roads by taking action against the registration of vehicles subject to the compulsory Takata recall.

After a series of escalating actions focussed initially on higher-risk vehicles, the department is now in the final leg of its strategy to remove all these dangerous vehicles from the road network.

Approximately 800,000 Queensland vehicles were originally subject to the compulsory recall and the final 6000 vehicle owners were sent a final warning in May to June 2021. Vehicle owners who fail to act will have their vehicle registration cancelled later this year.

#### Written Off Vehicle Scheme

In March 2021, changes were announced to laws governing repair standards for written-off vehicles to help reduce the number of unsafe vehicles on Queensland roads.

These changes will bring Queensland further into line with other states to improve safety and increase consumer protection for Queenslanders buying second-hand vehicles. The changes mean that all light and heavy vehicles would be classified against nationally agreed damage assessment criteria. Light vehicles, which are considered uneconomical to repair, will be categorised as statutory written-off vehicles and become ineligible for re-registration unless exempt. The reforms will also help ensure any written-off vehicle that is eligible for re-registration is repaired to the appropriate standard before being allowed back on the road.

The changes will come into effect progressively from 2022.

#### Distracted driver reforms

It has been a significant year for driver distraction reform, with the delivery of cutting edge initiatives as part of the department's commitments under the Queensland Road Safety Action Plan 2020–21 and National Roadmap on Driver Distraction.

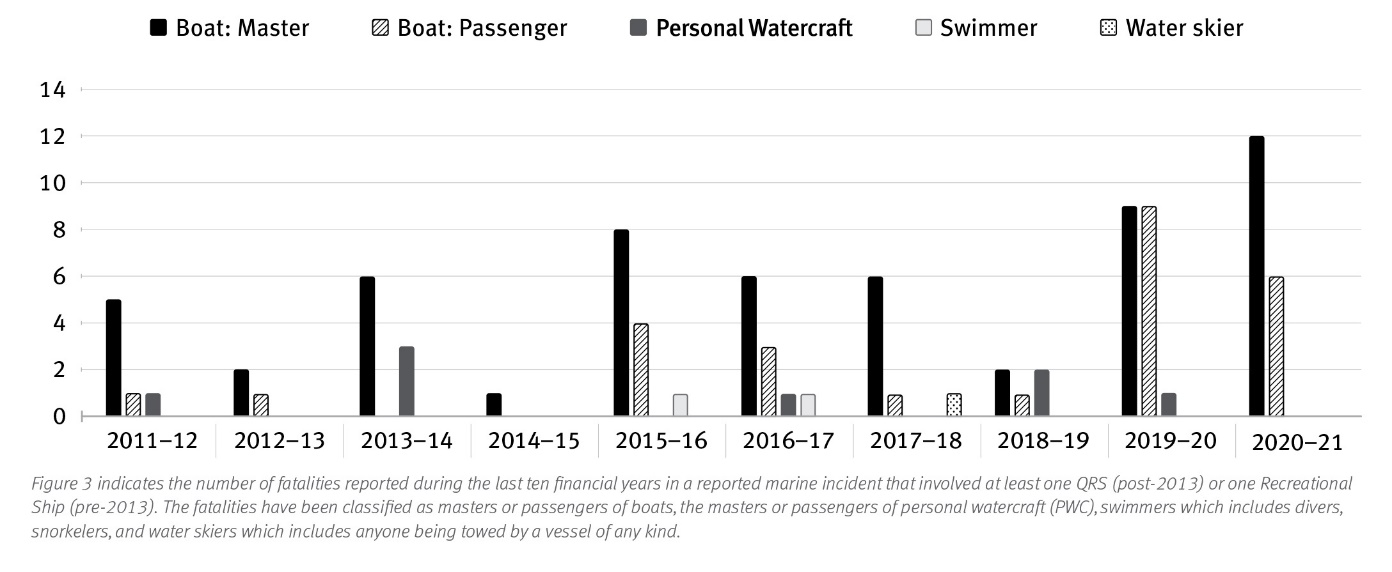
In partnership with Queensland Police Service, the department successfully trialled enforcement cameras targeting mobile phone and seatbelt offences. During the trial fixed and portable cameras monitored 4.8 million vehicles across Queensland and identified more than 15,000 drivers illegally using their mobile phones and more than 2200 front seat vehicle occupants not wearing a seatbelt. These enforcement cameras will be rolled out across the state during 2021–22 to actively deter dangerous behaviours.

Seeking to encourage behaviour change, the department is investigating the development of advanced technology in the form of a Phone Awareness Monitor (PAM). Like Speed Awareness Monitors, PAMs will detect when a driver is illegally using a mobile phone and display a message in real-time message prompting them to put their phone down.

## Marine safety

#### Fatalities and injuries

In 2020–21, reported marine incidents in Queensland included 18 fatalities and 40 serious injuries. The number of reported marine incidents involving at least one Queensland Regulated Ship (QRS) has substantially increased from 307 to 398 and the number of fatalities has remained high as the result of an uncommon number of persons overboard incidents resulting in a fatality.

**Figure 3: Marine fatalities (in Queensland)**Figure 3 indicates the number of fatalities reported during the last ten financial years in a reported marine incident that involved at least one QRS (post-2013) or one Recreational Ship (pre-2013). The fatalities have been classified as masters or passengers of boats, the masters or passengers of personal watercraft (PWC), swimmers which includes divers, snorkelers, and water skiers which includes anyone being towed by a vessel of any kind.

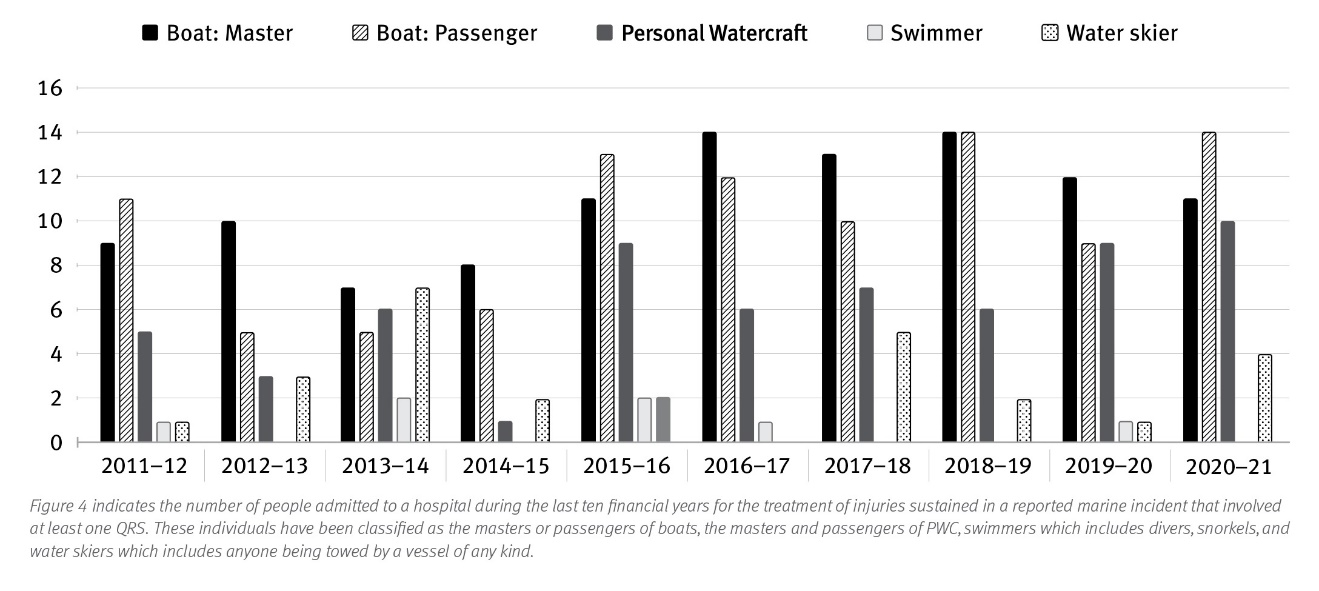
**Figure 4: Serious injuries from maritime incidents (in Queensland)**

Figure 4 indicates the number of people admitted to a hospital during the last ten financial years for the treatment of injuries sustained in a reported marine incident that involved at least one QRS. These individuals have been classified as the masters or passengers of boats, the masters and passengers of PWC, swimmers which includes divers, snorkels, and water skiers which includes anyone being towed by a vessel of any kind.

Marine safety in Queensland continues to be addressed through safety education initiatives and monitoring of recreational boating activities in the state.

#### Responsible boat ownership

Along with a commitment of $20 million in 2018, a War on Wrecks Taskforce was established to address the issue of derelict and abandoned vessels in Queensland waterways. The Taskforce undertook community consultation and made recommendations in 2019 which collectively sought to develop a culture of responsible boat ownership to reduce derelict vessels into the future.

Given the broad range of maritime matters the recommendations address, licensing, vessel registration, and identification have been prioritised.

In August and September 2020, MSQ supported parliamentary and industry members of the Taskforce in delivering their second series of community forums across the state. MSQ continued to support the Taskforce in their work to monitor derelict removals, implement the recommendations, and engage with their community on ways to enhance safety on Queensland’s waterways.

By 30 June 2021, Queensland’s waterways had 834 fewer derelict and abandoned vessels. Including derelicts that were removed or made seaworthy by their owners, approximately $5.982 million was expended from the War on Wrecks funding for removals.

#### Vessel Traffic Services decision support tool

In December 2020, a project to upgrade ship traffic monitoring systems that protect the Great Barrier Reef, Torres Strait, and Queensland trading ports from shipping incidents went live.

Known as the Vessel Traffic Services Decision Support Tool, the system features extensive software and hardware upgrades to the systems monitoring shipping through the Torres Strait and Great Barrier Reef and into and out of Queensland ports.

The system is monitored by MSQ Vessel Traffic Services Operators (VTSO) on a 24/7 basis. It incorporates information from a multitude of sensors, including ships' Automatic Identification System responders, radar tracking stations, closed-circuit television (CCTV), and very high frequency (VHF) radio to produce a real time surface picture of shipping.

The upgrade improved the quality and accuracy of the surface picture while introducing an automated alarm function that will alert VTSOs when there is potential for a shipping incident to occur.

#### BoatSafe Program Review

The BoatSafe Program Review ensures that BoatSafe Training Organisations and Providers are provided with clear and transparent expectations in relation to delivering BoatSafe training and assessment for Recreational Marine Driver Licences and Personal Watercraft Licences. The content and methods of training are effectively teaching safety on the water and influencing behaviours accordingly.

The BoatSafe team has completed the consultation and review of the scheme management documentation. The number of documents for trainers to comply with has been reduced by almost half of what was previously required.

The BoatSafe Compliance and Audit Framework has been developed and implemented, with the auditor now observing the actual class delivery for the students. More than 50 audits have been completed and has shown benefits in shifting the trainers' focus to ensuring broader participation in the demonstration of practical on water skills.

Provision of practical assessment focused tools, including videos created by the BoatSafe team, has shifted the focal point for the BoatSafe trainer to student competence. The videos demonstrating the competencies and practical assessment statements to ensure that each activity in the competency standards have been completed. The BoatSafe team engaged and consulted extensively with the BoatSafe trainers to ensure the requirements were relevant and demonstrated the competence at hand.

#### Smartship Australia

Smartship’s services to mariners are traditionally face-to-face. With the onset of COVID-19, Smartship reassessed its training and simulation services with the objective to continue to provide as many services as possible to Australia’s maritime industry.

Smartship implemented remote ‘mirrored’ simulations of ship handling and development projects. Some courses were also redesigned to provide remote learning options including Advanced Marine Pilot Training (AMPT). In 2020, AMPT was redesigned to be delivered as a webinar, focussed solely on remote delivery. In early 2021, Smartship redesigned the course again to provide for both distance and face-to-face learning.

In 2020–21, approximately $400,000 worth of services were delivered remotely, and remote delivery remains a viable element of Smartship’s service delivery, particularly for international customers or customers with a broad stakeholder base. Smartship expects that demand for these services will continue to develop and evolve, providing opportunities for more stakeholder engagement in simulation activities.

#### Maritime Enforcement Team

After a successful pilot program, the Maritime Enforcement Team (MET) has become a permanent team with MSQ employing three full time MET officers and a manager. MSQ has increased its fleet of personal watercraft from four to six and trained an additional seven Marine Officers to assist the permanent team and enhance the MET capability.

The team conducted educational and safety awareness campaigns on Queensland waterways, in schools, and at industry gatherings, improving safety through inspections and discussions directly with the public. Working with compliance partners, the MET has led nine cross-agency safety campaigns during 2020–21.

Since July 2020, the MET has conducted more than 1400 intercepts which have resulted in 145 Marine Infringement Notices and 208 Marine Cautions. The MET will be a visible presence on Queensland's waterways enhancing public safety on the water.

#### Exercise - Fortitude II

MSQ implemented several strategies to manage the threat of COVID-19 within Queensland's shipping industry. In September 2020, MSQ and the Australian Maritime Safety Authority co-hosted 'Exercise - Fortitude II'.

The exercise focussed on a response to a ship-sourced marine pollution incident in the context of COVID-19, and aimed to identify the issues, barriers, and potential solutions required to safely respond to a maritime emergency. Participants explored the logistical challenges involved with implementing any additional COVID-19 safe requirements in a field and Incident Management Team setting, including contingencies for outbreaks.

Participants also identified alternative response strategies to mitigate the COVID-19 risk with consideration of strategic communication and community engagement. Alternate ways of working, for example isolation hubs, that mitigate risk of transmission between responders, the community, and different cohorts of responders were also identified and evaluated.

MSQ remains proactively engaged with industry stakeholders in testing potential interventions and testing the holistic sustainability of proposed initiatives.

#### Safety Messaging

MSQ continued to deliver marine related education and safety messaging to support a vision of safe, clean seas and waterways in the state.

In 2021, MSQ executed campaigns that influenced and increased safe behaviours within the recreational boating community. Personal Watercraft (PWC) were a focus area due to a significant increase in PWC ownership over the last 12 months. MSQ focused on educating skippers on best practice operations to ensure the safety of everyone on board. The campaign was welcomed by the department's stakeholders including local PWC clubs, volunteer marine rescue groups, and the boating industry.

MSQ also responded to many weather events including cyclones in the north of the state, with targeted social media alerts helping ensure safe passage of both commercial and recreational vessels. The MSQ team supports the creation of boating safety content on the department's social media platforms.

#### Trainee Marine Officers

In April 2021, the department welcomed four MSQ trainees based in Cairns, Townsville, Mackay, and Hervey Bay. The Marine Officer traineeship program offers employment opportunities for young Queenslanders to immerse themselves in the maritime industry.

The 12 month traineeship program develop the skills needed to be successful in the maritime industry with participants completing a Coxswain Certificate of Competency. Additional training is acquired during the program to boost employment opportunities for trainees once the program has been completed.

Trainees work alongside MSQ Marine Officers, servicing and maintaining the maritime network, participating in maritime pollution exercises and training, and contributing towards safer, cleaner seas in Queensland.

## Designing solutions that create value

#### Smart LED road lighting

The department continued replacing existing road lighting luminaries with Smart LED Road Lighting and remote monitoring devices. The rollout of this technology is expected to reduce energy consumption by up to 40 per cent and reduce the department's ongoing CO2 emissions footprint and maintenance costs.

In partnership with the Endeavour Foundation, the department is recycling up to 97 per cent of the material from old luminaires.

As of 30 June 2021, 12,500 luminaires and 1500 remote monitoring devices have been installed across the state. This will reduce energy usage by 4750 MWh and CO2 emissions by 3670 tonnes per year. The project aims to replace and install remote monitoring devices to approximately 35,000 luminaires across Queensland by 2026.

#### Ipswich Connected Vehicle Pilot

The Ipswich Connected Vehicle Pilot is Australia's largest trial of connected vehicle technologies and involved retrofitting the vehicles of approximately 350 Queenslanders with connected vehicle technology.

The technology, aligned with European standards, allows vehicles to talk with other vehicles, roadside infrastructure, and transport management systems. Messages received are combined with the vehicle's data and used to generate warnings relevant to the driver. Drivers receive warnings for red lights, roadworks, road hazards, congestion, and pedestrians at intersections. Vehicle data and participant feedback will be used for a safety evaluation.

The pilot was delivered in partnership with the Queensland University of Technology; Motor Accident Insurance Commission; Telstra; iMOVE Australia; Ipswich City Council; and the Department of Infrastructure, Transport, Regional Development and Communications.

Lexus Australia have also tested their connected vehicle technology and performance in the Ipswich pilot area with approximately 80 participants experiencing their onboard systems.

#### Cooperative and Highly Automated Driving Pilot

During March 2021, as part of the Cooperative and Highly Automated Driving pilot, 72 members of the public had the opportunity to sit behind the wheel of automated research vehicle 'ZOE2' while it navigated a test track with a variety of typical road features. While ZOE2 carried out the driving tasks, participants were encouraged to engage in non-driving activities, such as reading a book and to also take back control of the vehicle.

The pilot project was delivered in partnership with Queensland University of Technology and iMOVE Australia and sought to identify the potential impacts of introducing connected and automated vehicles on Queensland roads. There was a focus on the safety of interactions between the driver and the vehicle when it hands back control to the driver.

In May 2021, ZOE2 was taken to the Charleville Show, where it collected data on how automated vehicles interact with rural and dirt road features.

#### Traffic intelligence solution

The Addinsight traffic intelligence solution uses data from approximately 700 department Bluetooth detectors and 400 local government detectors to share near real-time travel times. Placed across various locations on Queensland’s roads, the detectors also identify where network performance is abnormal and suggests potential incidents.

In 2020, functionality enabling the connectivity between STREAMS (the department's intelligent transport system platform) and Addinsight was trialled in North Queensland. This allowed Addinsight to automatically publish travel times on road condition information signs, alerting travellers in the north of network delays and has been rolled out across South East Queensland.

New data from this integration can be used for automated actions within STREAMS, such as adjusting the timing of signal plans to suit varying traffic conditions. This will enable network control devices to be better adjusted to suit traffic demands in real time.

## Reduce the impact of network disruption

#### Queensland Disaster Management Arrangements

The Disaster Management Act (2003) forms the legislative basis for the Queensland Disaster Management Arrangements.

These arrangements recognise partnerships between government, non-government organisations, industry, and the community working collaboratively to ensure the effective coordination of planning, services information, and resources necessary for comprehensive disaster management. The department provides functional support in the area of transport systems and is the hazard specific lead agency for ship sourced pollution events.

As a member of the Queensland Disaster Management Committee, the Leadership Board Recovery Sub-Committee and Chair of the Roads and Transport Functional Recovery Group, the Director-General leads the recovery and reconstruction support for disaster affected communities and provides strategic oversight for implementation and delivery of resilience initiatives.

As a core member of the State Disaster Coordination Group, the department's continued membership enables it to contribute to protocols to improve planning for, and response to, disruptive events in Queensland.

The department provided input into several key documents in 2020-21 including the Royal Commission into National Natural Disaster Arrangements, the Queensland Emergency Risk Management Framework State Risk Report, and the Journey to Recovery (Australia's national bushfire recovery plan).

The 2020-21 severe weather season was dominated by the COVID-19 response, and entailed multiple disruptive events including Tropical Cyclone's Kimi and Imogen, both occurring in January 2021. In addition, the department responded to Tropical Cyclone Niran in February 2021 and the Southern Queensland Severe Weather event in March 2021. District staff assisted the management of bushfire and Tropical Cyclone impacts and supported the state led response through the State Disaster Coordination Centre. The department also provided liaison provisions at the State Health Emergency Coordination Centre in response to COVID-19. The department continues to provide relevant input into key disaster planning and recovery documents including the Queensland Flood Risk Management Framework and the Queensland Recovery Plan.

#### Queensland Transport Security Program and Queenslander Counter-Terrorism Strategy

Under the Council of Australian Governments’ (COAG) Intergovernmental Agreement on Surface Transport Security 2005, Transport Ministers are accountable for delivering transport security outcomes, which includes the threat of terrorism.

The department works in partnership with Queensland Police Service, the surface transport industry, and state and Australian governments’ partners to help prepare for, prevent, respond to, and recover from significant security incidents. Operating under the guidance of the National Surface Transport Security Strategy, Australia’s Strategy for the Protection of Crowded Places from Terrorism, the National Counter-Terrorism Plan and the Queensland Counter-Terrorism Strategy, Protecting Critical Infrastructure and Systems of National Security Regulatory Reforms, the Transport Security Program includes:

* national and state surface transport counter-terrorism policy coordination
* regulation of Queensland’s Security-Identified Surface Transport Operations
* security guidance and support to Queensland's Surface Transport Operations
* facilitation of Queensland’s Transport Precinct Security Program
* support to State Major Event Security Planning and police operations
* facilitation of intelligence and information sharing events for transport and transport hub operators
* critical infrastructure protection.

#### ICT Asset Disaster Recovery Plan

It is vital for the department to maintain resilient and highly available Information and Communications Technology (ICT) systems that support frontline employees and ensure essential services are provided to the community. The department continually assesses the capability of vital systems that support business continuity requirements.

In 2020–21, a key focus was adapting and scaling ICT systems and services to meet the increasing demand for online engagement and to support service delivery with a significant uptake of remote working arrangements.

Key achievements included:

* renewal of core switches that manages all of the department's network traffic
* upgrade of key network security infrastructure
* invested in maturing the Information Security Management System, including security tools, processes, and the risk management framework.

The department has also invested in cloud delivered desktop productivity solutions which has enabled more than 60 per cent of employees to work remotely without disruption when required.

# Our People

## Highlights

* Held the annual CUBIES Awards.
* Held the Australia Day Achievement Awards.
* Held a White Ribbon Day Event.
* Held Queensland Women’s Week event.
* Launched our second year of the TMR Wonder Women program.
* Released our Flexible Work statement.
* Launched the Be Your Best You Challenge.
* Took part in the Darkness to Daylight Challenge.
* Launched LinkedIn Learning.
* Released the Learning Strategy.
* Launched an online SES induction tool.
* Delivered the TMR mentoring program (Women in Leadership and OneTMR).
* Welcomed 46 new graduates in 2021 as a part of the department's graduate program. This intake brings the department's graduate program total to 69 across 18 disciplines. The department has also seen positive representation in the number of graduates identifying as Aboriginal and Torres Strait Islander (two per cent) of and living with disability (6.5 per cent).
* Developed and delivered COVID-19 workforce reports to assist management in managing the workforce during COVID-19.
* Delivered workshops to uplift the capability of workforce reporting across the department.
* The department’s executive leaders endorsed a forward plan that includes improvements in safety governance, systems and process and capability to ensure safety is a core value in the way we do business. Refreshed safety governance arrangements include the formation of an executive Safety Board and divisional safety leadership teams to provide governance and direction for managing safety within TMR.
* The department conducted a research project with Griffith University to better understand how employees use our safety management system and to form the basis for a refreshed safety system that is user centric and fit-for-purpose.

## Chief People and Culture Officer's Report

### Alarna Lane-Mullins, Chief People and Culture Officer

It has been a year of clarity and renewal. COVID-19 highlighted the importance of our people and revealed what we are capable of, as individuals and as an organisation. I am incredibly proud of how we have seamlessly adapted to new ways of working and delivering our many services for the people of Queensland.

My key objective in 2021 has been in supporting our organisation’s overall strategic direction in a COVID-normal world. We have focussed on recruitment, talent and performance management, succession planning, learning and development, and—most importantly—employee health, safety and wellbeing.

In response to COVID-19, the Public Service Commission (PSC) formed the Employee Mobilisation Service (EMS), to effectively mobilise sector employees into essential and critical services across all agencies, when needed. TMR was proud to support this process and mobilised over 170 staff to various agencies, including over 130 Transport Inspectors to support border patrol activities. We continue to support the EMS, releasing our group of trained Contact Tracing Officers when called upon.

The implementation of the Queensland Savings and Debt Plan meant we needed to reduce recruitment for non-essential roles and prioritise our resources to meet frontline demand. This required streamlining of processes and agile mindsets. We continue to deliver on business continuity while meeting this objective.

COVID-19 has brought with it major changes including in the ways we work. Our workforce is now working more flexibly, with 42.6 per cent of TMR employees currently using formalised flexible work options to better balance their work and home commitments. Our leadership is proud to support flexible work options where possible with a performance and development plan in place and believe this is a key feature of a future-ready workforce.

We continue to listen to our employees through our annual Working for Queensland survey. Despite a challenging year, our recent survey results show we continue to score positively in the areas of employee engagement, organisational leadership and perceptions of wellbeing. These results are promising and improving year-on-year.

We commenced a safety transformation program, which involved working with the department’s executive leaders to develop a forward plan to improve safety governance, systems and process, and safety capability to ensure safety is a core value in the way we do business. We also partnered with Griffith University to better understand how employees use our safety management system, forming the basis for a refreshed safety system that is user-centric and best fit-for-purpose.

The department knows our people perform best when they feel safe and valued to bring their whole selves to work. We have continued the delivery of our diversity and inclusion program, embracing initiatives that support the wellbeing of all our people, to ensure no one is left behind. Initiatives include the Indigenous Employee Assistance Program, Domestic and Family Violence prevention training, Be Your Best You campaign, Pride Network, suicide prevention training for managers and supervisors, Women in Leadership mentoring program, to name just a few. Our holistic focus on wellbeing will remain a key priority going forward.

If the past year has taught us anything, it is to expect the unexpected and to grow from change. To do this successfully, we continue to invest in our greatest asset—our people.

## Establishing an agile and future ready workforce

#### Workforce profile

At 30 June 2021, there were 7382 full-time equivalent (FTE) (see page 184) employees within the department, representing an increase of 40 on last year’s total FTEs. Our workforce composition is complex and includes 79 occupational groups spread across trade, professional, technical and administrative disciplines throughout Queensland.

Table 4: Workforce statistics as at 18 June 2021

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 2020–21 | 2019–20 | 2018–19 | 2017–18 | 2016–17 | 2015–16 | 2014–15 | 2013–14 |
| Full-time equivalent employees\* | 7382 | 7333 | 7199 | 7180 | 7192 | 7032 | 6891 | 6857 |
| Employee headcount | 9460 | 9446 | 9186 | 9181 | 9112 | 7788 | 8737 | 8721 |
| Permanent | 72% | 70% | 70% | 70% | 70% | 71% | 73% | 73% |
| Temporary | 7% | 8% | 7% | 8% | 8% | 7% | 5% | 4% |
| Casual | 21% | 22% | 22% | 22% | 22% | 22% | 22% | 23% |
| Permanent employee separation rate | 5.4% | 5.6% | 6.1% | 6% | 5% | 5.5% | 5% | 8% |
| Non-corporate roles | 84% | 82% | 82% | 82% | 82% | 82% | 81% | 81% |
| Average age | 48.5 | 48.3 | 48.1 | 47.6 | 47.1 | 46.2 | 45.8 | 45.1 |
| Manager to employee ratio | 1:6.8 | 1:7.2 | 1:7.3 | 1:7.2 | 1:7.5 | 1:7.9 | 1:8.2 | 1:10.8 |
| SES/SO eligible to retire\*\* | 20% | 29% | 29% | 25% | 22% | 22% | 23% | 23% |
| SES/SO women | 34% | 32% | 30% | 32% | 30% | 27% | 27% | 25% |
| Located outside SEQ | 31% | 31% | 32% | 32% | 36% | 36% | 37% | 38% |
| Average retirement age | 64.5 | 64.2 | 63.9 | 64.3 | 62.9 | 63.8 | 63.1 | 62.7 |
| Average length of service | 10.58 | 10.29 | 10.26 | 10.08 | 9.84 | n/a | n/a | n/a |
| Occupational groups | 79 | 79 | 79 | 79 | 80 | 79 | 80 | 80 |
| Permanent Retention Rate | 94.9% | 94.7% | 94.1% | 94.4% |  |  |  |  |

Note: Percentages have been rounded to the nearest whole number. Data source: TMR SAP business warehouse.   
\*From 1 July 2019, the methodology for calculating the number of public sector full-time equivalent (FTE) workers has been amended. The Review into Queensland Public Sector Workforce Stage 1 – Reporting, undertaken by Professor Peter Coaldrake recommended a shift in methodology from calculating the number of public sector workers by their substantive appointment, to calculating the number of public sector workers by where they are actually paid.

\*\*SES/SO employee’s birth date and the preservation age has been interrogated to provide the most accurate information on retirement date.  
MOHRI FTE data for fortnight ending 18 June 2021

**Table 5: Comparative Workforce data as at 18 June 2021**

**Headcount**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Headcount | | | |  | Full Time Equivalent (FTE) | | | |
| Gender | FULL TIME | PART TIME | CASUAL | Total |  | FULL TIME | PART TIME | CASUAL | Total |
| Female | 2686 | 814 | 1518 | 5018 |  | 2626 | 563 | 234 | 3423 |
| Male | 3845 | 95 | 502 | 4442 |  | 3805 | 67 | 87 | 3958 |
| Grand Total | 6531 | 909 | 2020 | 9460 |  | 6431 | 630 | 321 | 7382 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | | | |  |  | | | |
| Age | FULL TIME | PART TIME | CASUAL | Total |  | FULL TIME | PART TIME | CASUAL | Total |
| < 25 years | 193 | 16 | 62 | 271 |  | 190 | 10 | 17 | 217 |
| 25–34 Years | 1040 | 125 | 120 | 1285 |  | 1011 | 82 | 35 | 1128 |
| 34–44 Years | 1688 | 352 | 225 | 2265 |  | 1664 | 246 | 37 | 1947 |
| 44–54 Years | 1920 | 204 | 398 | 2522 |  | 1903 | 149 | 63 | 2115 |
| 55–64 Years | 1460 | 171 | 515 | 2146 |  | 1439 | 116 | 73 | 1628 |
| > 65 Years | 230 | 41 | 700 | 971 |  | 224 | 26 | 96 | 346 |
| Grand Total | 6531 | 909 | 2020 | 9460 |  | 6431 | 630 | 321 | 7382 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | | | |  |  | | | |
| Equivalent Salary Level | FULL TIME | PART TIME | CASUAL | Total |  | FULL TIME | PART TIME | CASUAL | Total |
| AO1 | 10 | 3 | 1 | 14 |  | 10 | 1 | 0 | 10 |
| AO2 | 665 | 53 | 1968 | 2686 |  | 656 | 32 | 291 | 979 |
| AO3 | 1312 | 443 | 33 | 1788 |  | 1287 | 302 | 18 | 1607 |
| AO4 | 926 | 78 | 0 | 1004 |  | 914 | 55 | 0 | 969 |
| AO5 | 936 | 87 | 0 | 1023 |  | 916 | 63 | 0 | 979 |
| AO6 | 886 | 106 | 10 | 1002 |  | 875 | 76 | 7 | 958 |
| AO7 | 872 | 89 | 8 | 969 |  | 859 | 65 | 5 | 928 |
| AO8 | 588 | 43 | 0 | 631 |  | 581 | 32 | 0 | 612 |
| SO | 225 | 5 | 0 | 230 |  | 223 | 4 | 0 | 227 |
| SES | 111 | 2 | 0 | 113 |  | 110 | 2 | 0 | 111 |
| Grand Total | 6531 | 909 | 2020 | 9460 |  | 6431 | 630 | 321 | 7382 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | | | |  |  | | | |
| Comparison |  |  |  |  |  |  |  |  |  |
| Jun-21 | 6531 | 909 | 2020 | 9460 |  | 6431 | 630 | 321 | 7382 |
| Jun-20 | 6487 | 844 | 2115 | 9446 |  | 6404 | 583 | 346 | 7333 |

#### Strategic workforce planning

The department is people-focused and strives to build, grow and inspire our workforce to be agile, capable, purpose driven, safe, healthy and resilient. The department understands the importance of creating a safe, supportive and inclusive work environment and having a positive culture where people feel supported and empowered.

#### Strategic Workforce Plan

The OneTMR Strategic Workforce Plan: Future workforce 2020–2024 was reviewed to consider changes to the workplace as a result of COVID-19. The review considered:

* Queensland Government's Advancing Queensland Priorities
* Queensland Government's 10-year human capital outlook
* the department's Strategic Workforce Plan 2019–2023 (revised for 2020–2021)
* the department's Working for Queensland survey results
* research on organisational responses to COVID-19
* the department's operating context.

The department's Human Resources branch established five priority projects to support the development of the future workplace and employees. These included Positive Performance Engagement; TMR Learning Strategy; Talent Mobility; Future of Work, and Transforming Safety.

#### Cloud Enablement

In 2020–21, the department continued to invest in public cloud platforms from Microsoft, Amazon and Oracle. Adoption of cloud-based services enables enhanced agility, resiliency, security and cost transparency to deliver digital online solutions for Queenslanders.

This year, the department partnered with public cloud vendors to uplift its cloud capability to support delivery of new and innovative cloud-based digital solutions and enable at-scale migration of traditional data centre-based services to the cloud. New cloud-based solutions have increased by 65 per cent in 2020–21, with works in the pipeline to migrate existing data centre services to public cloud providers.

The department will continue to adopt a cloud first approach for new services and seek to significantly increase the rate of data centre migration to the cloud.

#### Digital capability uplift

In 2020–21, the department released the Digital Strategic Plan 2021–25 outlining the vision for a digitally-enabled, integrated and inclusive transport network connecting all Queenslanders.

Aligned with the department's Strategic Plan, the strategy identifies five priority areas to assist in delivering customer-centric, secure and reliable, data-driven, seamless and future-focused transport solutions and digital customer experiences.

Having a digitally capable workforce is important for all areas of the department, where an approach to develop an easy to use, research-based tool for staff to build digital capabilities has been implemented.

Developed in partnership with industry, the 'DigiCAT' app provides staff an ability to self-assess against the department's Digital Capability Framework's core capabilities and competencies. Based on the results, the app provides tailored learning and development recommendations to ensure staff are equipped to contribute to the department's digital vision.

#### Industrial and employee relations

During 2020–21, the department continued to experience an increase in complex case management issues. This increase can be attributed to the reporting requirements under the Public Service Commission’s Conduct and Performance Excellence (CaPE) framework, as well as supervisors and managers meeting their obligations under the revised Public Service Act 2008 and specifically the new positive performance management directive, to proactively manage employee performance.

The Human Resources (HR) Case Management team proactively engages with the HR Network to provide multidisciplinary analysis on complex matters and strategic advice and guidance on early intervention strategies to mitigate cases from escalating to investigation and potential disciplinary process. This approach has resulted in a decrease in external investigations, and an uptake of alternative dispute resolution strategies being implemented.

There was an increase in the number of appeals made to the Queensland Industrial Relations Commission. The increase can be attributed to amendments made to the Public Service Act 2008 and related directives in September 2020. The amendments now provide the ability for employees to appeal a decision on requests for appointment to the higher classification following a period of higher duties and conversions of temporary and casual employees to permanent. The majority of these matters have been resolved with no detrimental outcomes.

The Industrial Relations team continues to work closely with senior management, key departmental employees, central agencies and its union partners to implement the department’s Certified Agreements applicable to the majority of employees within the department.

The department continues to engage and work collaboratively with other Queensland Government departments, the Public Service Commission, the Office of Industrial Relations and applicable unions to ensure compliance with whole-of-government policies, directives and Award provisions.

#### Redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the 2020–21 financial period.

## Digital uplift in our information processes

#### ICT resources strategic planning

An Information Communication Technology (ICT) asset register is used to uphold a consistent and evidenced-based approach for managing ICT assets and planning. In conjunction with the ICT portfolio of work, it provides details on current and planned activities that impact the ICT resources of the organisation, and the effectiveness and efficiency of those resources in supporting the delivery of departmental services.

The ICT asset register records functional, financial, and lifecycle information about the application, technology, and information assets that the department has investment authority over. The register supports business capability planning and ICT portfolio investment analysis at the department and whole-of-government level. Additionally, it is the enterprise source of information for the Queensland Government Customer and Digital Group ICT Resources reporting which contributes to improving Whole-of-Government ICT policies and custodianship.

The department has robust planning processes supported by an ICT Portfolio Management Framework. The ICT Portfolio of Work is determined by the Information and Systems Committee using a portfolio definition cycle to set the direction of the ICT portfolio over a planning horizon of three years aligned to the department's strategic plan.

#### Accelerating TMR's modern digital workplace

The department continued evolving to a digital workplace, with a range of flexible ICT services available to all employees to improve productivity and enhance personal work environments.

In December 2020, the department successfully migrated more than 10,000 devices to Windows 10 and has continued to invest in digital workplace capabilities. In March 2021, the migration of email services to the cloud was completed with more than 168.7 terabytes of data migrated, comprising of 14,136 mailboxes – 9769 staff mailboxes, 3675 shared mailboxes, 372 equipment room mailboxes and 320 room mailboxes.

Other key improvements included:

* increasing the Virtual Private Network capability by 733 per cent
* increasing internet services by 300 per cent
* introducing new remote access services, such as Remote Desktop Protocol to support flexible work arrangements
* expansion of collaboration services such as Skype for Business and Microsoft Teams to support the digital workplace that saw a peak of 55,000 Microsoft Skype and Teams calls and 2458 meetings per day during COVID-19 lockdowns.

## Creating a diverse and inclusive workforce

#### Cultural Capability Action Plan and Indigenous Training

To continue work in raising the cultural capability of staff, cultural walking tours continued on both Stradbroke Island and in the Brisbane CBD.

The department onboarded 25 new graduates in 2020, and as part of their induction, they participated in a cultural awareness program on North Stradbroke Island. The Minjerribah/Moorgumpin Elders-In-Council provided an on-site experience for the graduates. The Elders shared personal accounts of their experiences with the graduates to build understanding of the complexity of the events experienced by Aboriginal people.

The graduates work in areas such as policy development, cultural heritage and planning. The experience provided them with a knowledge base to ensure their contribution to the work of the department is informed and reflects the diversity of our communities and customers' needs. The experience was well received by the graduates and assisted in building a productive, culturally capable and diverse workforce. A new administration traineeship program also welcomed 10 new Aboriginal and Torres Strait Islander trainees in early 2021.

#### Indigenous Employee Network

In early-2021, the department's Indigenous Employee Network (IEN) increased collaboration by moving from annual to quarterly forums. COVID-19 necessitated a move to Skype which saw an increase in participation by members. After the introduction of 10 new Indigenous trainees to the network, numbers have been boosted to 60 members.

The forums provide development for members of the IEN and an opportunity to come together and learn about their collective history and co-design what cultural safety ‘looks like’ for the department.

Attendees identified several priorities that can be addressed to break down barriers for Aboriginal and Torres Strait Islander staff. This included:

* creation of a formal committee to progress Aboriginal and Torres Strait Islander issues
* IEN members sharing and supporting the cultural development of individuals
* mental health training, specifically designed to support Aboriginal and Torres Strait Islander staff
* IEN members to work together to actively promote and support the growth of the network and cultural capability within their respective workgroups
* regional forums.

#### NAIDOC Week

In 2020, COVID-19 restrictions postponed NAIDOC Week from July to November and meant the Musgrave Park Family Fun Day did not take place. To commemorate the annual event, a flag raising ceremony was hosted by a cross-agency group consisting of the Department of Child Safety, Youth and Women; Department of Transport and Main Roads; Department of Communities, Disability Services and Seniors; Department of Health; Department of Housing and Public Works; and Department of Youth Justice.

NAIDOC week is one of the most significant events on the Indigenous calendar and participation by the department provides an opportunity to demonstrate commitment to Aboriginal and Torres Strait Islander communities.

#### National Reconciliation Week

In 2021, the theme of Reconciliation Week was More than a word. Reconciliation takes action. The department encouraged employees to take action by completing the Starting the Journey public sector-wide online course which builds the cultural capability of employees and provides better service delivery outcomes for Aboriginal and Torres Strait Islander Queenslanders.

The department's work with First Nations peoples and communities is an integral part of the vision to 'create a single integrated transport network accessible to everyone'. The department has a long, rich history of working with First Nations peoples and communities to deliver critical road infrastructure, providing employment, education, and training opportunities for individuals and communities.

To celebrate Reconciliation Week, the Director-General launched the First Nations Partnerships Gallery to tell the story of how the department has embraced the knowledge and wisdom of First Nations peoples. Employees also came together to raise money for the Gumbi Gunyah Women’s and Children’s Centre in Woorabinda. The Director-General is the Government Champion for Woorabinda and the centre provides a safe place for women and children escaping domestic and family violence and those who may be at risk of homelessness.

Members of the IEN and Human Resources team coordinated a music trivia event with monies raised going towards the purchase and installation of an outdoor kitchen at the centre. The new space is designed to encourage residents to cook healthy meals while the children play outdoors.

For more information  
<https://www.tmr.qld.gov.au/firstnationspartnerships>

Table 6: Equal employment opportunities (EEO) as at 18 June 2021

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | | EEO Group | | | |
|  | | Aboriginal and/or Torres Strait Islander | People from a No-English speaking background | People with a disability | Women |
|  | Target | 3% by 2020 |  |  |  |
| 2020–21 | Headcount | 146 | 698 | 440 | 5018 |
| % of TMR | 0.015 | 0.074 | 0.047 | 0.530 |
| 2019–20 | Headcount | 131 | 674 | 470 | 4993 |
| % of TMR | 0.014 | 0.071 | 0.050 | 0.529 |
| 2018–19 | Headcount | 132 | 600 | 480 | 4892 |
| % of TMR | 0.014 | 0.065 | 0.052 | 0.533 |
| 2017–18 | Headcount | 122 | 596 | 543 | 4885 |
| % of TMR | 0.013 | 0.065 | 0.059 | 0.532 |
| 2016–17 | Headcount | 97 | 524 | 663 | 4844 |
| % of TMR | 0.011 | 0.058 | 0.073 | 0.53 |
| 2015–16 | Headcount | 106 | 525 | 718 | 4703 |
| % of TMR | 0.012 | 0.059 | 0.081 | 0.528 |
| 2014–15 | Headcount | 107 | 535 | 771 | 4639 |
| % of TMR | 0.012 | 0.061 | 0.088 | 0.531 |

Data source: TMR SAP Business Warehouse

\* no formal target but we aim for 50/50 - noting this is different to Women in Leadership target.

\*\* Headcount is the actual number of employees at a point in time.

#### Women in Leadership Mentoring Program

The Women in Leadership Mentoring Program is now in its seventh year and is a key initiative within the department's Gender Equity Plan 2019–21.

The mentoring continues to support the department's commitment to increasing women in senior leadership positions (SES/SO). The program provides participants with support to achieve their goals and offers an exciting opportunity to further develop leadership skills and create broader networks.

In 2021, the program matched 34 pairs with participation from across the department's divisions. The program runs from June to December and launched with virtual workshops in late May with a mid-program webinar planned for September, followed by an end-of-program event in December.

#### Gender equity

In 2020–21, a number of initiatives were launched that support the department's goal of valuing gender diversity under the Gender Equity Plan 2019–2021.

The Queensland Women's Week (QWW) event was held in March. Keynote speaker, Dr Michael Flood, a world-renowned speaker and author on gender issues and the role of men in feminism, delivered a thought-provoking message highlighting the benefits of gender equity for men. At the event, the second cohort of the department's Wonder Women was announced, recognising inspiring women in the workplace that make a positive difference at work or in their communities. The department's Wonder Women program is made up of visible role models who are actively involved in gender equity initiatives and lead change across the department.

A Flexible Work Statement was endorsed by the Director-General in November 2020 supporting an adaptive, diverse and future-focussed workplace. Along with changes to the Paid Parental Leave Policy, flexible work arrangements support both women and men to balance their employment obligations alongside their family commitments. These policies support the department's priority of economic and financial security for all women.

Women's health, safety and wellbeing has been strengthened with the launch of Griffith University's MATE Bystander Program in early 2021. The training is education and intervention based, addressing gender inequality and was made available to all employees online, and in-person across the state.

The number of women in leadership roles in the department increased from 32.5 per cent in Quarter 1 of 2020 to 35 per cent in Quarter 2 of 2021, with a target of 38 percent by 2022. The department will continue to make progress in the area of participation and leadership for women in the workplace through the Women in Leadership mentoring program and through delivery of our Gender Equity Plan 2019–21.

#### Women in Engineering

The Women in Engineering Program aims to attract, support, retain, and celebrate women in engineering by focusing on:

* early awareness – providing an opportunity for primary and secondary school students to engage with science, technology, engineering, and mathematics (STEM) through relevant activities
* continued engagement – supporting female high school and university students to consider or continue studies in engineering and STEM
* professional support and development – retaining, promoting, and celebrating females in the engineering profession.

In 2020–21, the department supported initiatives including:

* awarded two bursaries to female undergraduate students supported by National Council of Women of Queensland
* sponsored two school STEM initiatives through the Engineering Link Group, The Engineering Link Project workshops and Spaghetti Bridge Competition with more than 300 students participating across the two initiatives.

#### Prevention of domestic and family violence

In 2020–21, the department continued to raise awareness of domestic and family violence (DFV) for employees and the public through internal and external communication channels. This included hosting the Domestic and Family Violence Awareness Event, and sponsorship of the Darkness to Daylight challenge which raised funds for DFV prevention. The department also participated in the Road to Respect event with keynote speeches from Simone O’Brien, employee, domestic violence survivor and ambassador for Beyond DV; Brad Chilcott, White Ribbon Australia; and the department's Director-General.

The department partnered with Griffith University to make the MATE bystander prevention program available to all staff across the state in an accessible online format and in-person. The program empowers people to take action when they witness problematic behaviours in the workplace, home or community.

## Attracting talented people

#### OneTMR Graduate Program

In 2020–21, the department onboarded 46 new graduates, marking the largest cohort since the program's inception in 2016. The addition brought the graduate program total to 69 across 18 disciplines.

The initial applicant pool for the 2021 intake was 619. Accordingly, the department's recruitment and selection processes were designed to select a group of diverse high calibre graduates for roles in both south east and regional Queensland. This resulted in 30 per cent female representation, 56 per cent located outside of the south east region, two per cent identifying as Indigenous and 6.5 per cent living with a disability.

For more information  
 <https://www.tmr.qld.gov.au/About-us/Employment-and-careers/Graduate-program>

#### OneTMR Induction Program

The department's Induction Program delivers six online learning modules over a six month period. The program is designed to connect new employees to the department's corporate values. As leaders of our organisation, our Senior Executive Service cohort have traditionally received a face-to-face induction specific to their responsibilities and learning opportunities. In 2020–21, Human Resources Branch developed a self-paced online modulated SES induction that is accessible any time and on any device.

#### The Big Event

The Big Event is a key component of the department's broader onboarding program providing new employees the opportunity to engage with senior leaders about the department's core values. In 2020–21, 292 employees attended two virtual sessions of the Big Event in response to COVID-19 and face-to-face in Brisbane. 83 new employees across the state participated via the livestream service and provided positive feedback.

#### Leadership Program

Personal and professional growth of departmental employees continued through leadership development initiatives across all levels of the organisation. A range of corporate programs and initiatives were delivered which focused on developing agile, dynamic and flexible leaders who are available to team leaders, program leaders and executives. Key programs include Australia and New Zealand School of Government's (ANZSOG); Executive Master of Public Administration (EMPA); QUT's Public Sector Management Program (PSMP); and the department's blended learning program for middle management, Passport2Leadership (P2L).

In 2020–21, the department sponsored three executives to undertake EMPA. The ANZSOG's Leadership Series saw 57 participants over six programs. The department sponsored 17 leaders QUT's PSMP program.

The department also continued the Public Service Commission's (PSC) leadership assessment tool, LEAD4QLD, which aims to assess individual leaders' capability strengths and opportunity areas. The pilot had 433 participants complete the program with 87 individual contributors, 160 team leaders, 120 program leaders and 66 senior executives. The department will use the insights to develop targeted development initiatives aimed at uplifting leadership capability. The department also sponsored 219 participants to undertake five leadership short courses, facilitated by Hudson Global aimed at providing capability uplift in response to the insights.

The P2L program continued to be very successful, with another cohort of 60 participants that commenced in February 2021. To date, 328 managers have participated in this program since its inception, providing targeted development through a blended learning approach, both modular and interactive. P2L utilises the PSC’s People Matters program as core content.

Formal training as well as coaching, mentoring, job shadowing, networking, individual research and on-the-job learning opportunities, and relieving in senior roles was also offered to eligible employees.

#### Learning Strategy

The department's TMR Learning Strategy supports a healthy, purpose driven, capable and mobile workforce. This strategy offers employees continuous learning opportunities to support employee engagement and overall wellbeing as a lifelong learning organisation. Having a workforce which is empowered to learn allows the department to be future skills ready and able to deliver on a single integrated transport network accessible to everyone.

There are six priority areas for the department's future of work that include digital and data, portfolio, program and project management, safety and wellbeing, leadership and management, general business skills, and occupational technical competencies.

#### LinkedIn Learning

LinkedIn Learning was made available to all employees and offers access to more than 9000 courses covering a wide range of technical, business, software and creative topics. In February 2021, the platform was launched by the Director-General and as at 30 June 2021, more than 2312 employees were accessing the system.

#### OneTMR Mentoring Program

The OneTMR Mentoring Program is now in its eighth year and assists employees with accessing guidance and support from experienced peers. The program drives the creation of new networks and collaborative partnerships, breaking down workplace barriers to make OneTMR a reality. The 2021 mentoring program runs from June to December, with virtual workshops in late May and September, followed by an end of program event in early December. There are 55 matched pairs for the 2021 mentoring program.

## Values and culture network

The department's Values and Culture Network has 30 permanent volunteer members and promotes the Queensland public sector values and fosters a OneTMR culture. The network meets quarterly to discuss areas of focus which has included:

* continuing to build relationships in regional and remote areas
* championing values and culture across key department initiatives, such as People 4 People Week, R U OK Day, Fly the Flag Day for Mates in Construction and the 10,000 Step Challenge
* hosting a Working for Queensland (WfQ) focus group. The event received positive feedback including 80 per cent reporting initiatives having an impact, particularly mental health and domestic and family violence prevention initiatives. Nearly 100 per cent of respondents indicated the WfQ highlights reflected their local experience.

#### Working for Queensland survey

The Working for Queensland survey provides an opportunity for the department to help shape the future of the Queensland Public Service, while improving employees' work experience. Survey results inform focus on enhancing employee engagement and building a positive workplace culture, strategy development and resource investment.

Despite the challenges of 2020, the WfQ survey results showed improvements across key areas including employee engagement, organisational leadership and perceptions of wellbeing. An increase in communications by the Executive Leadership Team members during the COVID-19 response and an increased focus on employee wellbeing have been identified by employees as key drivers in these improved results.

The department's People and Capability Board endorsed an enterprise-wide action plan in November 2020 with four focus areas including Workload and Work/Life Balance, Wellbeing, Learning and Development, and Performance and Development. Survey results continued to assist the department in identifying local opportunities to improve employee engagement.

#### CUBIE Awards 2020

In November 2020, the annual CUBIE Awards were held for the seventh year. The awards are aligned to the Queensland Public Sector values and candidates are nominated by their peers based on their commitment to these values. Winners are awarded in eight categories including Customers first, Unleash potential, Be courageous, Ideas into action, Empower people, OneTMR Individual, OneTMR Team, and the Director-General’s All-rounder. A total of 1365 submissions were received, with nominations shortlisted by the department's 17 branches before progressing to the Values and Culture Network panel and then to the final judging panel convened by the Director-General.

As a result of COVID-19, the ceremony was held as a dual-location livestream event in Brisbane and North Queensland.

**Table 7: Winners for the 2020–21 Cubie awards**

|  |  |  |
| --- | --- | --- |
| Category | Winner | Highly Commended |
| Customer First | Antonio (Tony) Dorante, CSSR, MSQ | Darryl Jones, IMD, Program Delivery and Operations |
| Unleash Potential | Luke Threlfall, IMD, RoadTek |  |
| Melissa Buchanan, Corporate, Information Technology Branch |
| Be courageous | Michelle Newell, Corporate, Information Technology Branch | Alex Milward, PPI, Transport Policy Branch |
| Ideas into Action | Andrew Oudyn, IMD, Program Delivery and Operations | Elizabeth Garbutt, CSSR, Land Transport Safety and Regulation |
| Empower people | Helen Back, TransLink, Passenger Transport Services |  |
| OneTMR Individual | Jack Langridge, PPI, Transport Strategy and Planning | Kelly Stoertzer, TransLink, Passenger Transport Integration |
| OneTMR Team | Corporate, Information Technology Branch |  |
| DG All Rounder | All TMR employees |  |

#### Daily Cargo News

In February 2021, MSQ won The Daily Cargo News Seafarers Welfare Award and The Daily Cargo News Maritime Services Award for the prioritisation of seafarer health and well-being during COVID-19.

MSQ contributed to the maritime industry by taking on a leadership role during COVID-19 and was a key influencer and driver in enabling crew changeovers in Queensland, ensuring seafarers are repatriated, relieved, and given respite. MSQ worked with individual seafarer welfare centres, the GIVIT charity, and telecommunications providers to provide communication options that enabled seafarers to contact family, friends, and mental health support services. MSQ enabled the provision of essential supplies such as toiletries, games, and snacks to lift the morale of seafarers aboard ships or in hotel quarantine.

The importance MSQ placed on seafarer welfare has ensured essential international maritime trade continues safely while preventing the spread of COVID-19 within the Queensland community.

## Health and Wellbeing

#### Wellness programs

The department developed a holistic approach to wellbeing that aligns to the five pillars of wellbeing including physical, psychological, social, financial, and work.

In 2020–21, the TMR Mental Health Strategy 2019–21 implementation continued with training for managers on 'Managing mental ill-health in the workplace' and 'Mental Health Awareness' training for employees. 1326 employees have completed this training which aims to develop mental health capabilities and increase the confidence of managers and employees to discuss mental health issues.

In Australian Mental Health week in November 2020, a 'Self-Care' initiative promoting the Queensland Government Dear Mind campaign was launched. The aim of the campaign was to educate employees in how to look after their own mental and physical health and practice self-care.

This campaign continued in 2021 with the launch of the Be Your Best You challenge, which encouraged employees to address an area of their wellbeing in alignment with six building blocks—get healthy, show kindness, connect more, keep learning, take notice, and embrace nature.

The department's Greater Leadership Team also attended a webinar in April 2021 by Graeme Cowan on 'Crew Care'—Building Caring, Resilient, and Inspired Teams. Graeme is an author, speaker, and influencer on mental health and founder of R U OK. The webinar was attended by 167 managers who received some practical tips on how to look after their own mental health and the mental health of their teams.

2020–21 has seen a focus on wellbeing at work, including supporting employees in high-stress environments with proactive wellness check-ins, embedding flexible work practices, and supporting our employees throughout COVID-19.

In August 2020, the department partnered with My Health for Life to deliver a 10,000 step challenge which saw 83 teams register and 1060 participate for a four-week challenge.

The department will continue to build a culture where employee wellbeing is embedded in all of our practices and processes.

#### Injury management

Though the Workplace Rehabilitation Policy and centralised management of rehabilitation and workers' compensation claims, the department remained committed to ensuring that rehabilitation and return to work services are provided in keeping with injury management best practice.

The department recognises that workplace rehabilitation assists in the recovery process and helps restore the employee's normal function sooner. In the event of an injury or illness, regardless of whether it is work-related, the department is committed to assisting employees to achieve a safe return to work in a way that will facilitate their best possible recovery.

This is achieved by:

* accommodating a gradual return to work, with a focus on suitable duties in accordance with medical advice
* building a positive culture around injury management and providing suitable duties to assist in employees' recovery
* working closely with WorkCover Queensland and QSuper to ensure proactive case management.

Figure 8: Comparison of workers’ compensation claims lodged over a five-year period

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2020–21 | 2019–20 | 2018–19 | 2017–18 | 2016–17 |
| Claims | 241 | 280 | 301 | 317 | 289 |

Data source: WorkCover Queensland – Online services for employers.

Note: Figures are subject to revision as more information becomes available. Captions and notes

Figure 9: Comparison of final return to work percentages

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2020–21 | 2019–20 | 2018–19 | 2019–18 | 2016–17 |
| Final FTW | 95.25% | 99.00% | 96.00% | 99.00% | 97.00% |

Data source: WorkCover Queensland – Online services for employers.

Note: Figures are subject to revision as more information becomes available. Captions and notes

## Safety for our employees

#### Safety performance

Reporting on Workplace Health and Safety demonstrates how safety is managed and where improvements are needed. Whole-of-department and branch safety performance reports are developed quarterly based on safety activities undertaken across the department and reported workplace incidents and injuries.

The statistical overview indicates that the department is expecting lost time due to reported injuries to remain steady year-on-year (64 vs. 57) and a significant increase in the severity of injuries incurred by employees, with lost working days expected to increase from 575 in 2019–20 to 1715 in 2020–21\*. A comprehensive Transforming Safety Program was developed to focus on lifting maturity across safety and moving to a risk-based approach of safety supporting a more proactive approach to workplace safety.

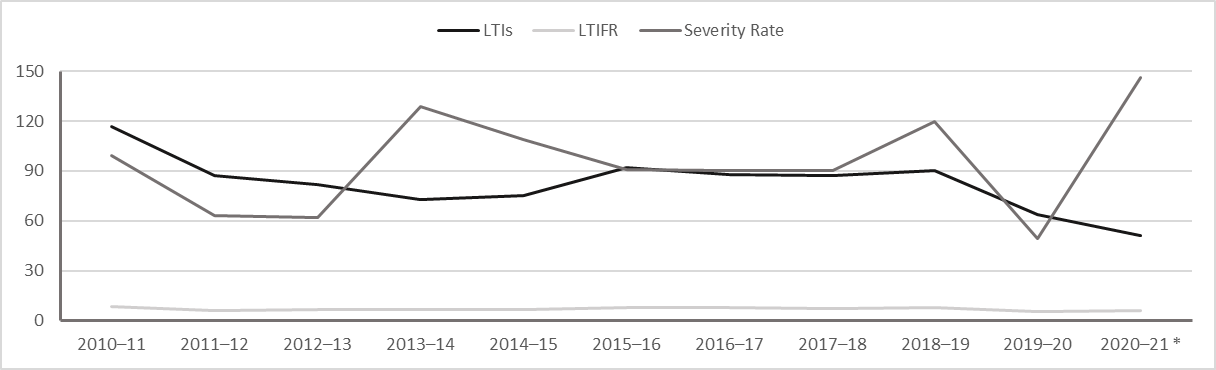
The data below is subject to change in accordance with decisions made by WorkCover Queensland regarding the determination of compensable claims. This may result in variations to historical data which have previously been published.

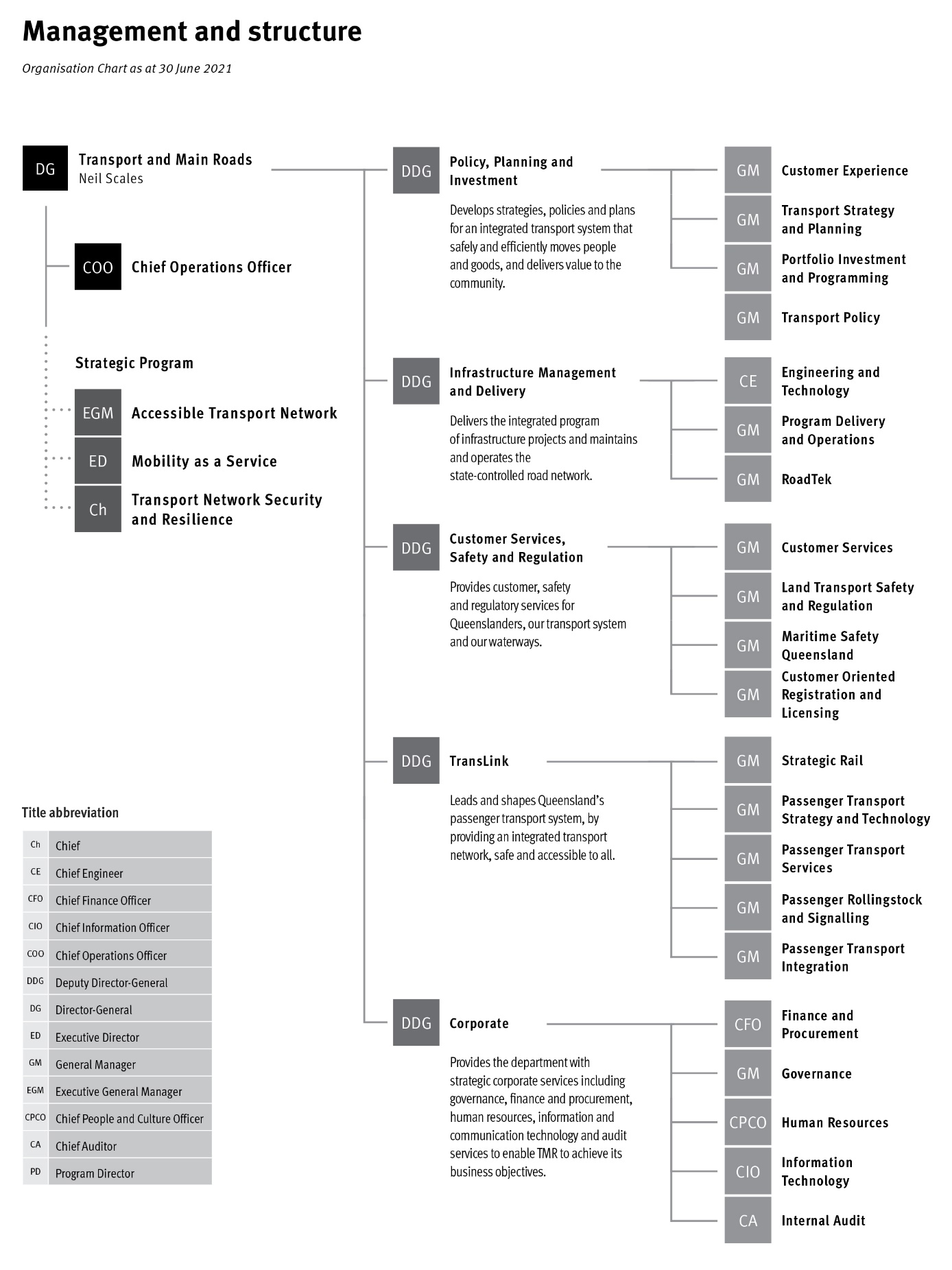
Figure 5: TMR Days Lost and Severity Rate (including School Crossing Supervisors)

\*Based on 1286 days lost from July 2020 to March 2021 extrapolated for 2020–21 FY

# Our Organisation

## Highlights

* Provided support and implemented changes in line with the Queensland Government Savings and Debt Plan, including a critical review of the department's rolling program of work.
* Reviewed and updated the Information Privacy Plan to demonstrate how obligations are met under the Information Privacy Act 2009 and provide guidelines for employees and contractors who deal with personal information.
* Launched the Strategic Procurement Plan (2021-2025) re reflect the strategic direction of the department's procurement function and incorporate Queensland Government Procurement Policy objectives.
* Commenced a project to integrate purchasing and accounts payable systems to achieve greater efficiencies through streamlined and automated processes.
* Completed 40 internal audit reports, covering assurance and improving effectiveness of controls, systems, project management, operations and risk management.
* 701 applications were received under the Right to Information and Information Privacy Acts. 688 were finalised.
* Reassessed the department's Risk Appetite Statement adjusting to accommodate for the changing operating environment brought about by COVID-19.
* Enhanced the portfolio management solution to provide a more effective repository for centrally captured and reported QTRIP project risks.



**Transport and Main Roads**Neil Scales

* **Chief Operations Officer**Anne Moffat
* **Policy, Planning and Investment**Julie Mitchell
* **Infrastructure Management and Delivery**   
  Amanda Yeates
* **Customer Services, Safety and Regulation**   
  Mike Stapleton
* **TransLink**  
  Matthew Longland (December 2016 – June 2021)  
  Sally Stannard
* **Corporate**   
  Tracy O'Bryan

### Neil Scales OBE

#### Director-General (Transport and Main Roads)

ONC (Eng), HNC (EEng), BSc (Eng), C.Eng (UK), MSc (ContEng&CompSys), DMS, MBA, FIEAust CPEng, EngExec, NER APEC Engineer Int PE (Aus), Hon FLJMU, FIMechE, FIET, FICE, FCIT, FILT, FRSA, FIRTE, FSOE, RPEQ, MAICD, VFF

* Appointed as Director-General January 2013
* Champion for Persons with Disability
* Champion for Domestic and Family Violence Awareness

Under the Financial Accountability Act 2009, the Director-General is accountable to the Minister for Transport and Main Roads and the Premier of Queensland for the efficient, effective and financially responsible performance of the Department of Transport and Main Roads. He leads the department with an operating budget of almost $10 billion, capital budget of $3.7 billion and managed assets worth $86 billion.

Former positions:

* Chief Executive Officer, TransLink Transit Authority
* Chief Executive and Director-General, Merseytravel, United Kingdom

Along with over 40 years’ experience in the transport industry, Neil received the Order of the British Empire for services to public transport in 2005 and in 2011 was awarded an honorary Fellowship from Liverpool John Moores University for his services to the region. Neil is a Vincent Fairfax Fellow after successfully completing a course in Ethical Leadership. In 2021, Neil was awarded the Roads Australia John Shaw Medal in recognition of his outstanding contribution to roads in Australia.

**Chief Operations Officer**   
Anne Moffat

* **Accessible Transport Network**  
  Kevin Cocks
* **Mobility as a Service**   
  Ishra Baksh
* **Transport Network Security and Resilience**  
  Don Bletchly

### Anne Moffatt

#### Chief Operations Officer

BBus

* Appointed as Chief Operations Officer in December 2018
* Gender Equity Champion

Anne supports the Director-General with the day-to-day operations of the department allowing the Director-General to focus on strategy, the government’s objectives and key stakeholder relationships.

Former positions:

* Project Director South East Queensland Asset Management (Infrastructure Management and Delivery)
* Executive Director, State Services (Department of the Premier and Cabinet)
* Executive Director (Planning Management, Planning and Investment)
* Executive Director, Strategy and Policy (Passenger Transport)

Anne has more than 20 years’ experience across both state and local government in Queensland. She has held a number of senior roles across the infrastructure programming and delivery areas, as well as urban and regional planning. She has delivered a number of large policy and engagement projects, plus reform agendas.

**Policy, Planning and Investment**   
Julie Mitchell

* **Customer Experience**   
  Julie Salsbury
* **Transport Strategy and Planning**   
  Joshua Hannan
* **Portfolio Investment and Programming**   
  Tony Philp
* **Transport Policy**   
  Lucinda Hoffman

### Julie Mitchell

#### Deputy Director-General (Policy, Planning and Investment)

BE, MBA, MEnvMan, FIEAust, RPEQ, GAICD, PSM

* Appointed as Deputy Director-General (Policy, Planning and Investment) March 2018
* Champion for Innovation
* Registered Professional Engineer, Fellow of Engineers Australia
* Public Service Medal Recipient 2018

Julie sets the future direction of the transport system in Queensland. She defines and shapes key strategies, policies and plans for an integrated transport system that supports the safe and efficient movement of people and goods, while driving value for the community. She ensures the investment across road, rail and public transport, active transport, and freight networks is balanced as part of a single integrated transport network.

Julie is a highly respected leader with over 30 years’ civil engineering experience which covers a broad range of transport related engineering and leadership roles including Chief Engineer for eight years.

**Infrastructure Management and Delivery**   
Amanda Yeates

* **Engineering and Technology**   
  Dennis Walsh
* **Program Delivery and Operations**   
  Les Dunn
* **RoadTek**   
  Bill Lansbury

### Amanda Yeates

#### Deputy Director-General (Infrastructure Management and Delivery)

BE (Civil), RPEQ, FIEAust, CPEng, EngExec, NER, APEC Engineer, IntPE(Aus), MAICD

* Appointed Deputy Director-General July 2018
* Registered Professional Engineer, Fellow of Engineers Australia
* Champion for Health, Safety and Wellbeing

Amanda oversees the delivery of the integrated program of infrastructure projects and the maintenance and operation of the state-controlled road network. This includes delivery of the majority of the department’s $23 billion program of works over four years (QTRIP).

Former positions:

* General Manager (Program Delivery and Operations)
* General Manager (Integrated Transport Planning)
* Regional Director (North Coast and Wide Bay Burnett)
* Deputy Regional Director (Metropolitan Region)

With over 20 years’ civil engineering experience, Amanda sets and leads the strategic direction for best practice infrastructure management and delivery and the department’s role in driving economic vibrancy and shaping local communities.

**Customer Service, Safety and Regulation**   
Mike Stapleton

* **Customer Services**   
  Geoff Magoffin
* **Land Transport Safety and Regulation**   
  Andrew Mahon
* **Maritime Safety Queensland**   
  Angus Mitchell
* **Customer Oriented Registration and Licensing**   
  Chris Goh

### Mike Stapleton

#### Deputy Director-General (Customer Services, Safety and Regulation)

BBus, MPA, MANCAP, MNRSS, MAustroads, MQLCSG

* Appointed as Deputy Director-General (Customer Services, Safety and Regulation) January 2016
* Champion for Cultural Diversity and Values and Culture Network

Mike oversees the delivery of safety, regulatory and transactional transport services for the department. This division is critical to our current and future transport system, managing the State’s regulation, marine, road safety and frontline services for Queenslanders.

Former positions:

* Deputy Director-General (Infrastructure Management and Delivery)
* General Manager (Land Transport Safety)

Mike has worked in the state public transport sector in finance, general management, and transport safety roles for more than 20 years, delivering key road safety initiatives including graduated licensing, alcohol interlocks and immediate suspension for reoffending drink drivers, and the expansion of the Camera Detected Offence Program.

**TransLink**  
Matthew Longland

* **Strategic Rail**   
  Jane Brander
* **Passenger Transport Strategy and Technology**   
  Martin Bradshaw
* **Passenger Transport Services**   
  Graham Davis
* **Passenger Rollingstock and Signalling**  
  Tim Dighton
* **Passenger Transport Integration**   
  Peter Milward

### Matthew Longland

#### Deputy Director-General (TransLink)

BBltEnv (URP), GDURP, MBA (Exec), MPIA, GAICD

* Appointed as Deputy Director-General (TransLink) December 2016 to 11 June 2021
* Champion for Active Transport
* Board member of the International Association of Public Transport (Australia/New Zealand)

Matt led the delivery of customer-focused passenger transport services across Queensland including policy, planning, ticketing, contract management and customer services.

TransLink Division is responsible for the integrated rail, bus, ferry and tram network in South East Queensland and long-distance rail, coach and aviation services in regional, rural and remote Queensland, in addition to school transport, personalised transport and on demand services.

Former positions:

* Deputy Director-General (Policy, Planning and Investment)
* General Manager (Passenger Transport Integration)

Matt has worked in a range of roles across the department for almost twenty years. He has undergraduate and postgraduate qualifications in Urban and Regional Planning, and completed an Executive Master of Business Administration at the Australian Graduate School of Management. Matt has accepted the role of Chief Executive of Sydney Trains.

**TransLink**  
Sally Stannard

* **Strategic Rail**   
  Jane Brander
* **Passenger Transport Strategy and Technology**   
  Martin Bradshaw
* **Passenger Transport Services**   
  Graham Davis
* **Passenger Rollingstock and Signalling**  
  Tim Dighton
* **Passenger Transport Integration**   
  Peter Milward

### Sally Stannard

#### A/Deputy Director-General (TransLink)

BE/BA Hons, Dip Eng Prac, GAICD

* Appointed as Acting Deputy Director-General (TransLink) 4 June 2021
* Champion for Active Transport

Sally leads the delivery of customer-focused passenger transport services across Queensland including policy, planning, ticketing, contract management and customer services.

TransLink Division is responsible for the integrated rail, bus, ferry and tram network in South East Queensland and long-distance rail, coach and aviation services in regional, rural and remote Queensland, in addition to school transport, personalised transport and on demand services.

Former positions:

* Executive Director (Service Planning and Infrastructure)
* Director (Strategy and Planning)

Sally is a public transport professional with almost twenty years of experience in both public and private sectors. She is passionate about public transport and developing sustainable communities. Sally has qualifications in Engineering and International Studies and is a Graduate Member of the Australian Institute of Company Directors.

**Corporate**   
Tracy O'Bryan

* **Chief Finance Officer**   
  Nick Shaw
* **Human Resources**   
  Alarna Lane-Mullins
* **Information Technology**   
  Sandra Slater
* **Governance**   
  Wietske Smith (A)
* **Internal Audit**   
  Brydie Bodnar

### Tracy O'Bryan

#### Deputy Director-General (Corporate)

LLB, LLM, EMPA (ANZSOG), ANZSOG Alumni Advisory Council Member, GAICD, Solicitor of Supreme Court of Queensland and High Court of Australia.

* Appointed Deputy Director-General May 2017
* Customer Champion

Tracy leads the department’s corporate services, including governance (legal and communications), finance and procurement, ICT, human resources and internal audit to enable TMR to achieve its business objectives.

Former positions:

* Executive Director (Department of National Parks, Sport and Racing)
* Acting Deputy Director-General, Corporate (Department of Environment and Heritage Protection)

Tracy has over 20 years’ experience in the Queensland public sector in the fields of law, policy, governance, major projects and program design and delivery, and stakeholder engagement. She has also led major reform and commissions of inquiry for government and worked in a number of Queensland Government departments including the Department of the Premier and Cabinet. Tracy has also won ministerial awards and been nominated for a Premier’s Excellence Award.

#### Key organisational changes

The following structural changes occurred within the department during the 2020–21 period:

* September 2020: Customer Services, Safety and Regulation Division, Maritime Safety Queensland (MSQ) Branch realigned maritime functions to correctly reflect the roles and responsibilities of MSQ
* September 2020: Corporate Division, Governance Branch – creation of the Social Media unit to align with resourcing and functional structure
* October 2020: Corporate Division created the Corporate Hub
* December 2020: TransLink Division realignment of five units to reflect the synergies of network events, busway operations and revenue protection team
* January 2021: TransLink Division realignment to accurately reflect Gold Coast Light Rail as section rather than a team
* February 2021: Corporate Division, Finance and Procurement Branch, created a new unit, Source 2 Pay, to use contemporary cloud-based digital solutions and to streamline and standardise procurement and payment processes and improved experience for customers and suppliers
* April 2021: The department's Strategic Rail Branch and Passenger Rollingstock and Signalling Branch were repositioned under TransLink Division to improve coordination and collaboration on rail investment priorities and create better service integration for customers.
* May 2021: Policy, Planning and Investment Division realigned the roles and responsibilities of Transport Analysis to now sit under Transport Planning Projects.

### Audit and Risk Committee

The Audit and Risk Committee (ARC) plays a key advisory role by ensuring the department's risk systems and processes are effective. The committee monitors the effectiveness of the department's risk management and internal frameworks and compliance with legislative and regulatory requirements and control.

ARC members are appointed based on their skills and experience, and not by their position in the department. They are nominated by the Director-General to provide oversight of:

* the integrity of the department's financial statements and internal controls
* compliance with legislative and regulatory requirements, including the department's ethical standards and policies
* process relating to internal audit risk management and control systems
* performance of the internal audit function.

Committee Members as at 30 June 2021:   
Chair: Julie-Anne Schafer LLB (Honours) FAICD  
Members:

* Ian Webb BA (Honours), Post graduate development program AGSM
* Abi Cheadle BBus, CA
* Ms Tracy O'Bryan (see page X)
* Michelle Connolly, Executive Director (Government Partnerships), BSocSc
* William Lansbury, General Manager (RoadTek) - FIEAust, MAICD, RPEQ, EMPA, MTech (Pavements), BTech(Civil), AdvDipPM, JP(Qual)
* Andrew Mahon, General Manager (Land Transport, Safety and Regulation) BJus (Justice Policy), GAICD
* Graham Davis, General Manager (Passenger Transport Services) - GAICD, FCIL.

During 2021–21, the committee reviewed its charter with updated roles and responsibilities to align with the oversight and coordination of assurance activities under the department's internal control framework. The committee continued a review of:

* the integrity of the department's financial statements and internal controls
* compliance with legislative and regulatory requirements, including the department's ethical standards and policies
* the process relating to performance management, internal risk management and control systems
* the performance of the internal audit function.

The committee convened six times in 2020–21 and had due regard to Queensland Treasury's Audit Committee Guidelines. All costs associated with external members' fees as at 30 June 2021 totalled $63,915.28 (including GST).

### Governance Committees

#### Finance and Procurement Committee

The Finance and Procurement Committee monitors financial and procurement performance across the department to ensure all entities operate within departmental budget parameters as specified by the government, and that the procurement function operates effectively to achieve value for money.

A key role of the committee is to ensure the department’s resources are directed towards delivering on the government’s Unite and Recover - Queensland's Economic Recovery Plan through Building Queensland; Growing our Regions; and Backing our frontline services through responsible fiscal management.

The committee also ensures that Transport and Infrastructure Services Category spend is aligned with the Queensland Procurement Policy, which is aimed at prioritising Queensland business by focussing on local economic and employment opportunities. The finance and procurement functions operate in a centre-led model with the business operations carried out locally in line with the standards, policies and procedures established in the centre.

The key role of the committee is to:

* ensure all financial resources are allocated consistently with approved strategic direction, priorities and ongoing commitments
* identify reform initiatives and associated savings
* realise savings in line with government savings targets
* ensure cost control and longer-term funding sustainability
* approve procurement strategic direction, priorities, and ongoing commitments
* provide strategic oversight of the procurement policy environment
* monitor functional performance and category benefits realisation.

Chair: Deputy Director-General (Corporate).   
Members:

* Director-General
* Deputy Director-General (TransLink)
* Deputy Director-General (Customer Services, Safety and Regulation)
* Deputy Director-General (Infrastructure Management and Delivery)
* Deputy Director-General (Policy, Planning and Investment)
* Chief Operations Officer
* Chief Finance Officer.

In 2020–21, the committee provided:

* oversight of the development of the 2021–22 budget ensuring the overall budget aligns to agreed business plans to contribute towards creating a single integrated transport network accessible to everyone
* monthly monitoring of the department’s financial position and workforce, ensuring that cost pressures, trends and future opportunities are well understood
* continual review of the department’s key financial related risks and taken necessary action to mitigate these risks where required
* monitoring of progress in implementing the department’s Financial Sustainability Plan
* oversight in the continued implementation of the Queensland Procurement Policy
* approval of the new TMR Strategic Procurement Plan 2021–2025
* the approved Transport Infrastructure and Services (TIS) Category Strategy (2020–23) proposal, designed to support the department in maturing category management across all procurement categories of spend. The strategy maximises value from its procurement activities and ensures alignment with the Queensland Procurement Policy objectives and outcomes.

#### TMR Safety Board (TSafe)

The department's Safety Board (TSafe) is a governance board of the Executive Leadership Team (ELT) and meets bi-monthly. It is responsible for setting and enabling clear strategic direction and priorities that will build and maintain an effective safety culture and systems across the department, and includes:

* monthly monitoring of the department’s financial position and workforce, ensuring that cost pressures, trends and future
* compliance with the Work Health and Safety Act 2011 (the Act) and associated regulations, codes of practice and advisory standards
* the exercising of due diligence by Transport and Main Roads officers, as defined by the Act
* that meaningful safety performance objectives and targets are developed and published at an organisational level
* the department's safety performance including the achievement of safety, health and wellbeing objectives and targets
* strategic monitoring of the department's safety, health and wellbeing risk profile
* the identification, discussion and implementation of strategies to reduce the incidence of work-related death, injury and illness at an organisational level
* appropriate policies, procedures, systems and accountabilities to meet its safety, health and wellbeing responsibilities and objectives
* communication of safety, health and wellbeing information, consultation with workers on the impact of safety in their workplace.

Chair: Director-General (TMR)  
Members:

* Office of Director-General
* Deputy Director-General (Corporate)
* Deputy Director-General (Policy, Planning and Investment)
* Deputy Director-General (Infrastructure Management and Delivery)
* Deputy Director-General (Customer Service, Safety and Regulation)
* Deputy Director-General (TransLink)
* Chief People and Culture Officer (Corporate) - Deputy Chair.

In 2021–20, key achievements included:

* endorsement of the Transforming Safety Plan, a suite of 17 business improvement initiatives that collectively are designed to move the department towards becoming an innovative and leading safety organisation
* approval of the Safety Audit Plan 2021, developed to provide assurance to leaders in meeting Workplace Health and Safety obligations
* endorsement of the Safety Reporting Framework which outlines strategic performance measures, operational performance measures and baseline datasets to provide opportunities for improvement and ensure alignment to the department's safety management system
* championed the Safety Leadership Charter which outlines the department's Senior Leadership Team (SLT) and a commitment to putting people first and driving safety as a core value across the business.

#### People and Capability Board

The department's Transport People and Capability Board (TPaC) provides governance to the Executive Leadership Team on the attraction, development, engagement and wellbeing of people. TPaC seeks to ensure a strategic, coordinated approach to setting and driving people strategies and ensuring the success of strategic workforce capability, culture and wellbeing objectives, that will foster the department as an employer of choice.

Chair: Director-General (TMR)  
Secretariat: Director (HR Connect)  
Members:

* Chief Operations Officer
* Deputy Director-General (Corporate)
* Deputy Director-General (Customer Services, Safety and Regulation)
* Deputy Director-General (Infrastructure Management and Delivery)
* Deputy Director-General (Policy, Planning and Investment)
* Deputy Director-General (TransLink)
* Chief People and Culture Officer (Human Resources Branch).

In 2020–21, key achievements included:

* approval for Working for Queensland enterprise-wide action plan focus areas, including workload and work life balance, wellbeing, learning and development, performance and development
* considered the department's rapidly changing operating context due to COVID-19, and revised Strategic Plan 2019–2023 for 2020–21. The themes included COVID-19 impacts, department successes to embed and changing employee expectations
* supported the 2021 Wellbeing program with a focus on self-care, including sleep hygiene and psychosocial risk.

#### Information and Systems Committee

The Information and Systems Committee (ISC) meets monthly and is formed by members of the Executive Leadership Team, the Chief Finance Officer and the Chief Information Officer. As the peak Information and Communication Technology (ICT) governance board for all business-led ICT and ICT-enabled investments, the committee helps ensure the department achieves maximum value for investments.

The committee also acts as the information security governance body, ensuring the information security strategy and related policies are established and compatible with the department’s strategic direction, and effective governance is in place to ensure information security objectives are achieved.

The Chair is rotated annually at the start of each calendar year between the Deputy Director-General, (Customer Services, Safety and Regulation) and Deputy Director-General, (TransLink).

Members:

* Director-General
* Deputy Director-General, (Corporate)
* Deputy Director-General, (TransLink)
* Deputy Director-General, (Customer Services, Safety and Regulation)
* Deputy Director-General, (Infrastructure Management and Delivery)
* Deputy Director-General, (Policy, Planning and Investment)
* Chief Operations Officer
* Chief Information Officer
* Chief Finance Officer.

In 2020–21, key achievements included:

* continued to strengthen and mature ICT delivery through improved governance, practices, methods and tools
* continued to embed project assurance processes in line with whole of government gated assurance practices, working closely with the Queensland Government Customer and Digital Group
* provided support and implemented changes in line with the Queensland Government Savings and Debt Plan, taking a critical review of the rolling program of work with some initiatives paused and stopped across the portfolio
* continued to focus on improving capability across the ICT portfolio, program and project environments with board members participating in executive overview training opportunities and the digital project board governance masterclass during the year
* digital project board benefits management processes embedded across the portfolio including tracking of ICT benefits
* deeper oversight and management of divisional and portfolio risks including oversight of the performance of critical department ICT systems
* board induction packs and inductions, standardised project highlight reporting, enhanced dashboard reporting for better decision making
* continued its focus on strategic governance of the department’s ICT information security, supported by the information security management board and information security reference and working groups.

#### RoadTek Performance Committee

The RoadTek Performance Committee meets twice a year and provides strategic guidance and assessment while reviewing RoadTek’s performance against the annual performance contract, strategic and business plans and performance indicators.

Chaired by the Director-General, members include:

* Deputy Director-General (Corporate)
* Deputy Director-General (TransLink)
* Deputy Director-General (Customer Services, Safety and Regulation)
* Deputy Director-General (Infrastructure Management and Delivery)
* Deputy Director-General (Policy, Planning and Investment)
* Chief Operations Officer
* Chief Finance Officer
* General Manager (RoadTek).

In 2020–21, key achievements included:

* considered the performance of RoadTek against the Service Delivery Statement measures and forecast end of year results
* reflected on the safety incidents, notifications, and improvement notices and the drive for improving the overall safety of the roadworker workforce
* recognised the success of the many entry pathway programs such as the Women in Construction program
* facilitated the reprised Transport and Main Roads Commercialisation Framework
* ensured ambitious environmental targets and regular wildlife rescues that are featured.

### Robust management standards

#### Information management

The department recognises the importance and value of information in the digital information economy and is committed to protecting the information assets in its custody in accordance with its obligations under the Public Records Act 2002.

The Information Management 2020–22 Strategy is continuing to successfully drive business benefits, inform decision-making, improve operational efficiency and build organisational knowledge through the following four objectives:

* information governance by design—value based, standardised, compliant and future focussed controls
* information Asset Register as the single source of truth
* corporate knowledge building improving the capability of custodians, managers and operations resources
* further embedding the paper-lite culture.

#### Information privacy

The department is committed to protecting the personal information it holds in accordance with its obligations under the Information Privacy Act 2009 (IP Act). The IP Act regulates how personal information is collected, stored, used and disclosed by all Queensland Government agencies and their contracted service providers. The department remains committed to continually improving its guidelines, policies and procedures to support the effective management of personal information, to meet community expectations and compliance obligations.

In 2020–21, the department reviewed and updated the Information Privacy Plan to demonstrate how obligations are met under the IP Act, provide a guideline for employees and contractors who deal with personal information, and to illustrate the department's commitment to respecting the privacy rights of employees and members of the public.

The department is increasingly turning to emerging technologies to carry out functions, inform policy and deliver services. With the adoption of new technologies comes the emergence of new challenges. To ensure compliance with the Information Privacy Principles, the department actively conducts Privacy Impact Assessments to factor in privacy when planning and delivering projects and programs which involve the management of personal information.

The Director-General is the dedicated Privacy Champion and continues to provide and support mandatory awareness campaigns and resources to employees to assist in promoting a culture that respects the personal information of staff and customers.

For more information  
<https://www.tmr.qld.gov.au/Help/Privacy>

#### Information security management system

The department is heavily reliant on digital technologies, devices, applications and business systems to deliver a range of core and critical services to our customers. Organisations are becoming increasingly exposed to information security breaches and cyber threats.

The department has a responsibility to comply with the Queensland Government Information Security Policy (IS18:2018) by ensuring security by design, appropriate controls and having an Information Security Management System (ISMS) in place to manage and protect information, application, technology and critical infrastructure assets. The department is continuing to mature its ISMS that conforms with the International information security Standard ISO/IEC 27001:2013. The ISMS forms the basis of the governance, processes, and controls necessary to ensure risks to systems and information are understood and effectively managed.

In 2020–21, significant progress and improvements included:

* ongoing cyber security education and awareness campaigns supported by mandatory annual training for all staff
* effective governance responsible for the implementation of strategy, policy, standards and processes
* actively reporting, monitoring, mitigating and ongoing management of information security and cyber risks.

### Internal accountability

#### Strategic Procurement Plan

In 2020–21, the department launched the Strategic Procurement Plan 2021–25 that reflects the strategic direction of the department's procurement function and incorporates Queensland Government Procurement Policy objectives.

The plan positions the department's procurement function to provide clear procurement outcomes that support social, regional and environmental initiatives and deliver value for money. It provides the vision for high quality, responsive and innovative procurement solutions driven by a highly capable and committed workforce.

The plan also demonstrates achieving value goes beyond financial savings and provides procurement delegates and buyers with a clear vision on how to deliver value for Queensland.

#### Procurement plan for significant procurement

The department is committed to delivering social, environmental, and economic outcomes to support Queensland industries and suppliers through our $7.571 billion procurement spend.

Putting Queenslanders first, the department leverages the Queensland Procurement Policy (QPP) to incorporate a range of local, social and innovative procurement objectives that create opportunities for local, regional and Queensland suppliers. Since 2016, the department has awarded 90 per cent of contracts to Queensland suppliers. In 2020–21, the department awarded 925 contracts to Queensland suppliers and injected $7.1 billion directly to local economies. This included $2.1 billion to 2827 regional suppliers and $32 million directly to Indigenous businesses.

In addition, to further support the department's commitment to deliver sustainable social, economic and environmental outcomes, the department's Indigenous (Aboriginal and Torres Strait Islander) Procurement Guide was launched to support buyers applying best practise when engaging Indigenous businesses across each of the procurement frameworks.

Table 10: Transport and Main Roads addressable spend with Aboriginal and Torres Strait Islander, Regional and Queensland vendors by financial year

|  |  |  |  |
| --- | --- | --- | --- |
|  | 2018–19 | 2019–20 | 2020–21 |
| ATSI | $37,426,322 | $33,574,379 | $32,257,234 |
| Regional | $1,737,229,367 | $1,818,628,488 | $2,121,476,520 |
| Qld | $5,708,850,556 | $6,154,066,846 | $7,122,693,376 |
| Total Spend | $6,933,960,900 | $7,176,219,465 | $7,571,206,324 |
| Regional spend as % | $25.05% | 25.34% | 28.02% |

Data source: Aboriginal and Torres Strait Islander vendor list supplied by the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships. Regional and Queensland vendors identified by applying SAP Vendor Master Data. Spend data sourced from TMR Spend Cube.

#### Aboriginal and Torres Strait Islander Employee Assistant Program Pilot

The department identified a need for culturally sensitive and gender specific counselling services and support for Aboriginal and Torres Strait Islander staff, including the need for therapeutic counselling support. Leveraging the Queensland Indigenous Procurement Policy, the department developed a procurement strategy and significant market research to identify Indigenous Businesses to tender.

The department supports businesses through the tender process and included:

* contacting each business directly (where possible) to advise them of the opportunity
* held an online Industry Briefing in partnership with the former Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) to share insight into the intent of the pilot program and present the benefits it will offer to identified staff and the broader community
* arranged for DATSIP to support, review and provide feedback to businesses on their draft response (excluding price) prior to the tender closing.

The procurement process led to the execution of contracts with two Indigenous business that deliver an EAP program that offers gender-based, culturally sensitive services across the whole of Queensland for staff and their families who are seeking support in a safe environment.

#### Strategic sourcing solution

The department commenced a transformational project that will integrate the department's purchasing and accounts payable systems using SAP Ariba to achieve greater efficiencies through streamlined and automated processes. The project will transform the way goods are procured and services by moving away from current manual, paper based and complex procurement processes toward a more contemporary, online, streamlined and customer-focused solution.

#### Best Practice Industry Conditions

In 2021–21, best practice industry conditions were applied to relevant contracts valued greater than $100 million by ensuring workplace health and safety standards, a commitment to apprentices and trainees, best practice industrial relations and compliance with procurement tendering and other government policy are considered as part of the value for money evaluation.

#### Performance management and monitoring

The department monitors performance against service standards in the Service Delivery Statements (SDS) (see Appendix 3) and progress of strategic initiatives through quarterly performance reports to the Executive Leadership Team.

The internal quarterly performance reports inform strategic decisions, drive improvements and allow course correction or re-evaluation of objectives, to ensure value is continually delivered to our customers, stakeholders, and the community. These reports also fulfil the requirements of the Queensland Government’s Financial and Performance Management Standard 2019 and Financial Accountability Act 2009. The department’s commitment to continuous improvement is affirmed through the Planning and Performance Network, which connects regularly to strengthen planning and performance capability and to champion a performance culture across the department.

#### Data and Business Analytics Strategy

The department's Data and Business Analytics Strategy details the approach to becoming an insight driven organisation, utilising the rapidly expanding availability of data to develop new and improved customer services, improve service delivery and better connect Queenslanders through our transport network.

Underpinned by the Transport Data Exchange (TDx), a strategic data analytics framework, the department continued to implement cloud-based analytics solutions to solve complex business and customer challenges. Examples included:

* a Service Capacity Tracker that predicts space available on urban public transport services, empowering customers to make decisions about how and when they travel
* a pavement layer analytics enabling road inspectors to access pavement depth data when onsite to save time and effort
* a TDx Data Catalogue a central repository to discover and manage access to the department's cloud-based data assets.

For more information   
<https://www.tmr.qld.gov.au/About-us/Corporate-information/Publications>

#### Complaints management

Feedback from our customers is central to providing Queenslanders with responsive government services.

The department's complaints management system complies with the Public Service Act 2008 (Section 219A), is compatible with the Human Rights Act 2019 and meets the guiding principles of the Australian/New Zealand Standard AS/NZS 10002:2014 Guidelines for complaint management in organisations.

In 2020–21, the department reported 25,853 customer complaints of which 11,243 were substantiated. The nature of these complaints related to servicing, transport network and facilities. The department remained committed to learning from customer feedback to innovate and enhance services, improve decision-making, and increase government accountability.

Table 11: Complaints received

|  |  |  |
| --- | --- | --- |
| Year | Customer Complaints Volume | Customer Interactions Volume |
| 2016–17 | 48,642 | 11840000 |
| 2017–18 | 45,820 | 12600000 |
| 2018–19 | 45,057 | 16000000 |
| 2019–20 | 35,159 | 15500000 |
| 2020–21 | 18,850 | 17500000 |

Data source: TMR Complaints Management System

#### Internal Audit

Internal Audit is a key component of the department's corporate governance. The function operates under a charter consistent with the Institute of Internal Auditors' international standards and approved by the Director-General.

The Chief Auditor is directly accountable to the Director-General for leading an effective and efficient internal audit function and for ensuring the internal audit activity meets the objectives and adds value to the department. This includes the implementation of risk-based strategic and annual internal audit plans, and coordinating internal audit activities with the external auditors, Queensland Audit Office (QAO), to best achieve appropriate objectives for the department.

The Chief Auditor reports regularly to the Audit and Risk Committee (see page 108), which reviews the work of the internal audit function. The relationship with the committee is based on Queensland Treasury's Audit Committee Guidelines.

The Internal Audit team has a central role in improving operational processes and financial practices by:

* assessing the effectiveness and efficiency of the 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 the risk and internal control environments
* bringing a broad range of issues to management's attention, including performance, efficiency and economy
* monitoring whether agreed remedial actions are undertaken.

In 2020–21, key achievements included:

* developed and delivered an annual plan of internal audits approved by the Director-General and completed 40 internal audit reports, covering assurance and improving effectiveness of controls, systems, project management, operations and risk management
* engaged with the Audit and Risk Committee about proposed internal audit plans and their alignment to the risks of the department
* provided advice and assistance on key projects and initiatives
* monitored and reported on the implementation of agreed audit recommendations
* maintained an effective working relationship with Queensland Audit Office.

### External accountability

The department's operations are subject to regular scrutiny from external oversight bodies.

#### Integrity Commissioner

The Queensland Integrity Commissioner, who administers the Integrity Act 2009 (the Act) is a statutory office holder and officer of Queensland Parliament.

The role of Integrity Commissioner includes:

* providing confidential advice on ethics and integrity matters to Ministers, members of the Legislative Assembly, ministerial employees, senior public servants, and other persons or classes of persons nominated by a Minister
* regulating lobbyist activity and maintaining the lobbyists register
* raising public awareness of ethics and integrity matters
* standard-setting on ethics and integrity matters at the request of the Premier.

In accordance with the provisions under the Act, the department maintains a lobbyist contact register, and upon request, reports lobbyist contact with employees to the Integrity Commissioner. In order to encourage integrity principles within the workplace, the department provides advice, training and awareness to the department and manages conduct matters pertaining to conflicts of interest.

#### Auditor-General reports

In addition to the audit of the department's financial statements, during 2020–21 the Auditor-General conducted audits where recommendations were either specifically addressed to the department, were for agencies to consider, or included learnings potentially applicable to the department.

These audits included:

* Report 7: 2020–21 Delivering successful technology projects
* Report 10: 2020–21 Transport 2020
* Report 13: 2020–21 State entities 2020.

For more information   
[www.qao.qld.gov.au](http://www.qao.qld.gov.au)

#### Protecting the public interest: Queensland Ombudsman

The Queensland Ombudsman plays a pivotal role in ensuring public agencies make fair and accountable decisions in the delivery of services—a critical element of open and transparent public administration. The Ombudsman has wide powers and authorities outlined within the Ombudsman Act 2001 which facilitate the investigation of administrative actions with the view to improving the quality of decision making and administrative practices in agencies. The Ombudsman also has oversight of the Public Interest Disclosure Act 2010.

During 2020–21, the department responded to 31 Ombudsman matters referred to the Director-General for administrative review or investigation. Of these matters, 29 were concluded following review, while two matters remained active and continued to be addressed by the department.

The department works closely with the Queensland Ombudsman to enhance agency decision-making and administrative practices and readily implements appropriate recommendations based on Queensland Ombudsman advice to advance the shared commitment to continuous improvement in public administration. The outcomes of investigations or reviews can identify significant opportunities for organisational improvement.

#### Transparency and the right to information

Queensland Government remains committed to open and transparent government through compliance with the information access provisions under the Right to Information Act 2009 (the RTI Act) and the Information Privacy Act 2009 (the IP Act).

The department’s website contains various publications and pages detailing services and business operations. Applications for documents not containing an applicant’s personal information are processed under the RTI Act, and requests for documents for an applicant’s personal information being processed under the IP Act.

In 2020–21, the department received 701 applications under the RTI and IP Acts. 688 applications were completed, with the remaining applications to be finalised in 2020–21. Details of the applications received under the RTI Act are published on department's disclosure log together with a copy of the released documents.

For more information   
<https://www.tmr.qld.gov.au/About-us/Right-to-Information>

#### Human Rights Act

The department is committed to ensuring all actions and decisions compatible with the Human Rights Act 2019 (the Act), and fosters a human rights culture, providing internal resources and training to build workforce capability. Human rights resources are updated quarterly from learnings gained from customer interactions. In 2020–21, 2030 employees completed the mandatory online Human Rights Act 2019 training, and another 39 completed the human rights complaints training.

The department continues to play a vital role in protecting Queenslanders human rights by reviewing portfolio legislation, services, policies, and procedures to ensure our regulatory framework, service delivery, and operations align with the government's human rights obligations. In addition, our commitment to furthering the objectives of the Act is demonstrated through continued education and training, system enhancements, and stakeholder engagement processes, evident across various divisions.

The department's future direction is inclusive of remaining compatible with the Act, and seeking continuous improvement to its processes, policies, and procedures. Accordingly, the Ethical Standards Unit has commenced an extensive review of all its policies and procedures relevant to the work of the Ethical Standards Unit, which supports the department's direction of continuous improvement in its compatibility with the Human Rights Act 2019.

TransLink continued to embed human rights in all work undertaken, evident through discussions and continued education of third-party providers through the provision of information concerning responsibilities under the Act. In addition, the implementation of CustomerLink system enhancements has provided mechanisms to identify potential breaches or engagement of customers' human rights, guiding discussions and training of third-party providers.

The continuation of staff development in respective Customer Services Branch teams' is guided by recent customer interactions and communications. Customer Services Branch's workforce capability is driven by assessing and recognising human rights impacts to all escalated customer issues not covered under specific policy.

The Program Delivery and Operations Branch utilised the opportunity to engage in meaningful discussion and tailored staff education at their Cultural Heritage Forum. Compatibility under the Human Rights Act 2019 was closely examined, focusing on applying the rights to Indigenous Cultural Heritage.

The department actively contributed to various external agencies human rights Statements of Compatibility, supporting the Queensland Government's direction in protecting Queenslanders human rights. Since 1 July 2020, the department managed 51 customer-related human rights complaints and one employee-related human rights complaints. Of the 51 complaints, 21 were substantiated based on actions or decisions deemed incompatible with the Act. These complaints were predominantly related to seeking improvements to service delivery, performance relating to access concerns, and allegations of discrimination relating to race, religion and/or disability. The complaints provided the department with an opportunity to review, reflect and improve on decision-making processes.

For more information   
<https://www.qld.gov.au/law/your-rights/human-rights>

#### Open data

The department is one of the largest contributors to the Queensland Government’s open data portal, with a collection of 279 published datasets in 2020–21, up from 270 in 2019–20. Datasets empower Queenslanders to make informed decisions about how and when they travel and enable business partners and industry to help deliver better traffic and transport services for the community.

For more information   
<http://www.data.qld.gov.au/dataset?organization=transport-and-main-roads>

#### Coronial inquests and recommendations

Under the whole-of-government coronial reporting arrangements, Ministers are required to inform the Attorney-General within six months of coronial findings being handed down as to whether the recommendations are supported. Ministers must also provide progress updates every six months until the recommendation is implemented.

Where recommendations are directed to more than one department, the government is required to produce a single, coordinated response to the recommendation. These responses are published on the coroner's website by the Department of Justice and Attorney-General.

The department's response for the period January–June 2021 is required to be provided to the Attorney-General by 30 September 2021. Five new recommendations were directed to the department in 2020–21. The department's report for the period January–June 2021 will provide an update on 22 recommendations in total.

For more information   
[www.courts.qld.gov.au/courts/coroners-court/findings](http://www.courts.qld.gov.au/courts/coroners-court/findings)

#### Crime and Corruption Commission

The Crime and Corruption Commission (CCC) is a statutory oversight body accountable to the Parliamentary Crime and Corruption Committee, set up to combat and reduce the incidence of major crime and corruption in the public sector. Its functions and powers are set out in the Crime and Corruption Act 2001.

In discharging the statutory obligations contained in the Crime and Corruption Act 2001, the Director-General has a duty to notify the CCC when there is a reasonable suspicion of suspected corrupt conduct and an obligation to thoroughly investigate allegations of suspected corrupt conduct, afford any person involved in a corruption investigation natural justice and provide timely outcome advice to the complainant.

The department has a zero tolerance to corrupt conduct. To support this, a robust Integrity framework and investigative capacity is in place which underpins a holistic approach to ethical culture. Dedicated policies for dealing with suspected corrupt conduct and serious misconduct are in place to ensure consistent application of open and honest investigations. In addition to reacting to any allegation of wrongdoing via investigation, the department provides all employees with mandatory ethical awareness training, both on-line and in face to face presentations in order to maintain a strong prevention-focus.

#### Parliamentary Committees

Parliamentary committees are responsible for the review of legislation, investigating specific issues, and reporting to the Parliament and can have continuing roles to monitor and review public sector organisations or keep areas of the law or activity under review. The committee which relates to the department's portfolio is the Transport and Resources Committee.

The committee was responsible for:

* examining bills and subordinate legislation to consider the policy to be enacted and the application of the fundamental legislative principles set out in section 4 of the Legislative Standards Act 1992 and compatibility with the Human Rights Act 2019
* examining the budget estimates of the department
* assessing public accounts in its portfolio area regarding integrity, economy, efficiency and effectiveness of financial management and
* assessing the public works of each department in regard to the suitability of the works for the purpose.

The committee may initiate an inquiry into any matter it considers appropriate within its portfolio area. In 2020–21, the committee either conducted or commenced the following parliamentary inquiries relating to the department's portfolio:

* Inquiry into Vehicle Safety, Standards and Technology, including Engine Immobiliser Technology
* Inquiry into Motor Recreational Activities
* Inquiry into Transport Technology.

### Risk Management

Risk management is a key element of good corporate governance and is a fundamental component of managing the department's business operations. In accordance with the Financial Accountability Act 2009, overall accountability for risk management resides with the Director-General, is exercised through the Executive Leadership Team (ELT), and is the responsibility of everyone throughout the department. The department's Audit and Risk Committee (ARC) assists the Director-General in oversight of the effective performance of the department's risk management framework and practices.

The risk management policy and framework, based on the international standard ISO 31000:2018 Risk management—guideline, ensure risks are managed effectively and consistently across the department and minimised through a robust system of internal controls.

#### Strategic risk and risk appetite

Strategic risks are those that could affect the department’s ability to deliver its vision and purpose outlined in the department's strategic plan, requiring executive oversight and sponsorship. Strategic risks have the potential to materially impact our strategic objectives and require management at the departmental, cross-agency or state levels. Strategic risks are considered in our strategic planning process with review workshops held regularly to validate the risks against strategic objectives, suitability of treatment strategies, and assessment of the risk exposure.

In 2020–21 the ELT reframed some of the department's strategic risks to better align with the revised Strategic Plan 2019–23 (revised for 2020–21). It also took the opportunity to reassess the department's Risk Appetite Statement (RAS), adjusting the risk statement to accommodate the changing operating environment brought about by COVID-19. The ELT also continued to develop and implement the enterprise operating risks, which are the core operational risks considered worthy of regular executive attention and having the lowest risk appetite.

#### Risk achievements

In 2020–21, key achievements included:

* ELT focused on strengthening its strategic risk management through commitment to regular strategic risk review workshops and meetings
* ELT's strategic risks were reframed to better align with TMR's Strategic Plan
* risk owners and subject matter experts implemented several Enterprise Operating Risks (EOR)
* Risk Management System (RMS) was re-configured to reflect the inclusion of EOR within the hierarchy of risk categories
* the department's RAS was revised to reflect ELT's changing attitude towards risk, proactively responding to COVID-19
* developed risk dashboard reporting for presentation to the ELT and ARC, providing interactive graphical and statistical information, including the provision of risk insights
* revised and updated various risk management guides for use across the department
* enhanced the portfolio, program, project, and contract management (3PCM) solution to provide a more effective repository for centrally captured and reported QTRIP project risks.

# Appendices

## Appendix 1 – Legislation administered by the department

The Department of Transport and Main Roads administers a range of Acts for transport-related purposes listed below:

#### Minister for Transport and Main Roads

* Air Navigation Act 1937
* Century Zinc Project Act 1997 (sections 5(2) to (7), 11, 12 and 13)
* Civil Aviation (Carriers’ Liability) Act 1964
* Cross River Rail Delivery Authority Act 2016
* Gold Coast Waterways Authority Act 2012
* Heavy Vehicle National Law Act 2012
* Maritime Safety Queensland Act 2002
* Personalised Transport Ombudsman Act 2019
* Photo Identification Card Act 2008
* Queensland Rail Transit Authority Act 2013
* Rail Safety National Law (Queensland) Act 2017
* State Transport Act 1938
* State Transport (People Movers) Act 1989
* Sustainable Ports Development Act 2015
* Thiess Peabody Mitsui Coal Pty Ltd Agreements Act 1965\*
* Tow Truck Act 1973
* Transport Infrastructure Act 1994
* Transport Operations (Marine Pollution) Act 1995
* Transport Operations (Marine Safety) Act 1994
* Transport Operations (Marine Safety – Domestic Commercial Vessel National Law Application) Act 2016
* Transport Operations (Passenger Transport) Act 1994
* Transport Operations (Road Use Management) Act 1995
* Transport Planning and Coordination Act 1994
* Transport (South Bank Corporation Area Land) Act 1999
* Transport Security (Counter-Terrorism) Act 2008

\*Except to the extent administered by the Treasurer and Minister for Investment and the Minister for Resources.

## Appendix 2 – Associated authorities

The department works collaboratively with two statutory authorities, four government-owned corporations (GOC) and one publicly owned private (Pty Ltd) company. The department provides strategic advice to the Minister for the Ports and Gold Coast Waterways Authority.

#### Statutory authorities

* Gold Coast Waterways Authority
* Queensland Rail

#### Government-owned corporations

* Far North Queensland Ports Corporation Limited (Ports North) \*
* Gladstone Ports Corporation (GPC)\*
* North Queensland bulk Ports Corporation (NQBP)\*
* Port of Townsville Limited (POTL)\*.

\*Government-owned corporation with shareholding Ministerial obligations.

#### Publicly-owned private company

* Transmax Pty Ltd\*\*

\*\*Director-General of the Department of Transport and Main Roads is the company's sole shareholder.

#### Gold Coast Waterways Authority

The Gold Coast Waterways Authority was established to strategically plan for, facilitate and manage the development and use of the Gold Coast waterways. The authority manages the waterways south of the Logan River to the New South Wales border. The Gold Coast Waterways Authority operates in accordance with the Gold Coast Waterways Authority Act 2012.

For more information  
[www.gcwa.qld.gov.au/about/our-publications](http://www.gcwa.qld.gov.au/about/our-publications)

#### Queensland Rail

Queensland Rail is a statutory authority and operates in accordance with the Queensland Rail Transit Authority Act 2013. It is responsible for the operation of passenger rail services and ensuring that supporting rail infrastructure remains safe, reliable and at a fit-for-purpose standard.

The Rail Transport Service Contract between the department and Queensland Rail governs the funding arrangements for new rail infrastructure, maintenance of the existing rail network and the provision of both South East Queensland and regional long distance passenger rail services.

For more information  
[www.queenslandrail.com.au/aboutus/governance/annualreports](http://www.queenslandrail.com.au/aboutus/governance/annualreports)

#### Transmax

Transmax Pty Ltd is an unlisted Australian company incorporated in 2002. Transmax is wholly owned by the department and is governed by a board that includes independent directors.

For more information  
[www.transmax.com.au/who-we-are/media/](http://www.transmax.com.au/who-we-are/media/)

#### Cross River Rail Delivery Authority

The Cross River Rail Delivery Authority was created to plan, carry out, promote and coordinate activities to facilitate economic development, and development for community purposes, in a cross river rail priority development area, and to facilitate the efficient delivery of the cross river rail project and transport-related projects. The Cross River Rail Delivery Authority Act 2016 has been administered by the department's Director-General from 12 November 2020 who is the Chair of the Cross River Rail Delivery Board.

For more information  
<https://crossriverrail.qld.gov.au>

#### Shareholding ministers

The listed ports corporates are GOC governed under the Government Owned Corporations Act 1993 (GOC Act). Each GOC must fulfil its obligations and keep the shareholding minister(s) reasonable informed of the operations, financial performance, financial position, and governance of the company and its subsidiaries. The companies must report in a timely manner on all issues likely to have a significant financial or operating impact. Each must also develop a Corporate Plan, Statement of Corporate Intent and table an annual performance report each year which are available on their website.

## Appendix 3 – Performance Statements 2020–21

### Service area: Transport System Investment Planning and Programming

#### Service area objective

To provide policy, planning and investment frameworks to deliver an integrated transport network accessible to everyone.

|  |  |  |
| --- | --- | --- |
| Service standards | 2020–21 Target / Estimate | 2020–21 Actual |
| Road system condition (the percentage of urban and rural State-controlled roads with condition better than the specified benchmark): |  |  |
| Urban | 97-99 | 98.5 |
| Rural | 95-97 | 96.2 |
| Road ride quality – Traffic weighted roughness (percentage of the network in very poor/poor condition) | 11.0-12.0 | 11.2 |
| Administrative cost to plan, develop and manage the QTRIP as a percentage of the overall value of the program1 | 1 | 0.30 |

Notes

1. The 2020–21 Actual result of below one per cent is considered on target and demonstrates how efficiently the QTRIP is being developed and managed. This has been achieved by managing administration costs through efficiencies and savings.

### Service area: Transport Infrastructure Management and Delivery

#### Service area objective

To construct, maintain and operate an integrated transport network accessible to all.

|  |  |  |
| --- | --- | --- |
| Service standards | 2020–21 Target / Estimate | 2020–21 Actual |
| Service: Transport Infrastructure Management | | |
| SEQ road network efficiency – Average travel time per 10km: |  |  |
| AM peak | 9.5 | 9.1 |
| Off peak | 9.2 | 9.1 |
| PM peak | 10.0 | 10.1 |
| SEQ road network reliability – Percentage of the road network with reliable travel times: |  |  |
| AM peak | 86 | 86 |
| Off peak | 90 | 88 |
| PM peak | 79 | 76 |
| SEQ road network productivity – Percentage of the road network with good productivity: |  |  |
| AM peak | 75 | 76 |
| Off peak | 75 | 75 |
| PM peak | 71 | 71 |
| SEQ arterial intersection performance – Percentage of intersections congested less than 20 minutes per hour: |  |  |
| AM peak | 87 | 89 |
| Off peak | 91 | 91 |
| PM peak | 81 | 82 |
| Administration/staff costs of operating and delivering the department's Road Operations Program as a percentage of the total value of the Road Operations Program (including operations, maintenance, and projects)1 | 12.5 | 15.2 |
| Service: Transport Infrastructure Delivery | | |
| Number of fatal crashes on State-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be a strong contributing factor | 0.05 | 0.05 |
| Administration costs of managing and delivering the QTRIP as a percentage of the current financial year QTRIP allocation2 | <5.1 | 3.0 |

Notes

1. The 2020–21 Actual is higher than the 2020–21 Target/Estimate due to additional internal staff effort required in preparing for the rollout of network-wide road operations treatments and maintenance.

2. The 2020–21 Actual was below the 2020–21 Target/Estimate due to relatively stable administrative costs being maintained, compared to an increase in QTRIP.

### Service area: Transport Safety and Regulation

#### Service area objective

To enhance the safety of the transport system through quality regulation, road and maritime safety programs.

|  |  |  |
| --- | --- | --- |
| Service standards | 2020–21 Target / Estimate | 2020–21 Actual |
| Fatalities per 100,000 population on State-controlled roads1 | 2.60 | 3.70 |
| Road fatalities per 100,000 population1 | 4.30 | 5.66 |
| Hospitalised road casualties per 100,000 population1 | 110 | 134.16 |
| Marine fatalities per 100,000 registered vessels regulated in Queensland2 | 3.51 | 6.63 |
| Percentage of vessel movements without serious incidents: |  |  |
| Pilotage areas | 100 | 100 |
| ReefVTS area | 100 | 100 |
| Direct operational cost of Vessel Traffic Services per monitored vessel movement3 | $509 | $596 |

Notes

1. Variances between 2020–21 Target/Estimates and 2020–21 Actuals are based on a number of societal influences that can vary throughout the year resulting in changes in numbers of road crashes. The department continues to implement various road safety programs aimed at reducing fatalities and hospitalisations.

2. The 2020–21 Actual reflects an increase in marine fatalities relative to registered vessels regulated in Queensland. The department continues to refine compliance and education strategies, including increasing the number of audits on BoatSafe Organisations and providers, as well as undertaking enforcement campaigns, including issuing of Marine Infringement Notices and providing warnings and directions. A Maritime Enforcement Team is now a permanent initiative consisting of specially recruited and trained officers who work across Queensland's waterways in response to safety concerns.

3. The 2020–21 Actual was higher than the 2020–21 Target/Estimate attributable to a reduction in vessel movements largely due to COVID-19 restrictions and the additional costs associated with the new Vessel Traffic Services solution to improve safety on Queensland's waterways.

### Service area: Customer Experience

#### Service area objective

To understand evolving customer needs and expectations, to improve customer experiences and reduce complaints.

|  |  |  |
| --- | --- | --- |
| Service standards | 2020–21 Target / Estimate | 2020–21 Actual |
| Overall customer satisfaction with transactional services (on a scale of 1 to 10) | 8 | 8.5 |
| Customer experience ratings of passenger transport service by type (on a scale of 1 to 5): |  |  |
| South East Queensland bus | ≥ 3.5 | 4.2 |
| South East Queensland rail | ≥ 3.5 | 4.2 |
| South East Queensland ferry | ≥ 3.5 | 4.5 |
| South East Queensland tram | ≥ 3.5 | 4.5 |
| Regional urban bus | ≥ 3.5 | 4.2 |
| Customer service complaints in SEQ per 10,000 trips | < 3 | 1.9 |
| Average unit cost per transaction in a Customer Service Centre1 | $20.62 | $21.70 |
| Average cost per customer enquiry – TransLink Contact Centre2 | $6.77 | $7.02 |

Notes

1. The variance between the 2020–21 Target/Estimate and the 2020–21 Actual is primarily due to a higher volume of lengthier and more complex transactions occurring in the Customer Service Centres (as more simple transactions are transitioned to self-service channels).

2. The variance between the 2020–21 Target/Estimate and the 2020–21 Actual is associated with lower volume of calls, due to the impacts of COVID-19, resulting in a higher average cost per customer enquiry.

### Service area: Passenger Transport Services

#### Service area objective

To connect Queensland through the delivery of customer focused passenger transport services.

|  |  |  |
| --- | --- | --- |
| Service standards | 2020–21 Target / Estimate | 2020–21 Actual |
| Patronage on Government contracted services (millions): |  |  |
| SEQ1: | 120.60 | 119.06 |
| Bus | 79.13 | 76.35 |
| Rail | 31.88 | 32.65 |
| Tram | 5.68 | 6.12 |
| Ferry | 3.91 | 3.94 |
| Rest of Queensland:2 | 11.16 | 10.95 |
| Regional air | 0.09 | 0.11 |
| Long distance bus | 0.06 | 0.06 |
| Regional urban bus | 9.20 | 8.76 |
| Traveltrain | 0.11 | 0.20 |
| Regional ferry | 1.70 | 1.82 |
| Average on-time running performance in peak times – Citytrain | 95.0% | 96.51% |
| Percentage of scheduled services delivered - Citytrain | 99.5% | 99.78% |
| Cost per passenger trip to administer state-wide Government contracted passenger transport services3 | $22.45 | $22.95 |

Notes

1. The 2020–21 Actual for total South East Queensland patronage is 1.54 million trips lower than the 2020–21 Target/Estimate. While patronage has partially recovered since the start of the COVID-19 pandemic in early 2020, patronage continues to be affected by the continuing pandemic.

2. The 2020–21 Actual for total Rest of Queensland patronage is 0.21 million trips lower than the 2020–21 Target/Estimate, due to slower than expected recovery of the regional urban bus patronage partly contributed by concerns about COVID-19 and the move to private transport; economic hardship reducing the ability to travel; and the loss of international backpacker tourists.

3. The 2020–21 Actual was above the 2020–21 Target/Estimate of $22.45, due to increases in the cost of providing public transport services across the state combined with the reduction in state-wide patronage associated with the ongoing impacts of COVID-19.

### Service area: RoadTek – Transport Infrastructure Construction and Maintenance

#### Service area objective

To provide transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on Queensland Government priorities and outcomes for the community.

|  |  |  |
| --- | --- | --- |
| Service standards | 2020–21 Target / Estimate | 2020–21 Actual |
| Lost Time Injury Frequency Rate1 | <10 | 13.0 |
| Customers’ and stakeholders’ value of RoadTek (on a scale of 1 to 5) | >4 | 4.7 |
| Long term debt / equity | 10.9% | 9.8% |
| Long term debt / total assets | 7.7% | 7.1% |
| Return on equity2 | 8.1% | 16.3% |
| Return on revenue (after tax) 2 | 2.5% | 4.2% |
| Profit margin (earnings before income tax / user charges) 2 | 3.5% | 6.0% |

Notes

1. The variance between the 2020–21 Actual and the 2020–21 Target/Estimate is due to RoadTek recording a small number of incidents resulting in long-term injury to employees during this financial year. RoadTek's program of safety initiatives is focused on preventing serious injuries and managing critical risks.

2. The 2020–21 Actuals shows improved results against 2020–21 Target/Estimates due to the additional works program, particularly the pandemic-related Australian and Queensland Government economic stimulus packages.

## Appendix 4 – Camera Detected Offence Program

Table 12: Camera Detected Offence Program (CDOP) financial overview for 2020–21

Note: Total 2020–21 expenditure on CDOP related activities includes funding from prior year and expenditure brought forward.

|  |  |
| --- | --- |
| Revenue | '000 |
| Department of Transport and Main Roads | 145,141 |
| Queensland Treasury | 55,477 |
| Total Revenue | 200,618 |

|  |  |
| --- | --- |
| Administrative/operational costs |  |
| Department of Transport and Main Roads - operating | 13.293 |
| Department of Transport and Main Roads - equity | 2037 |
| Queensland Police Service - operating (including road safety and enforcement initiatives) | 45,537 |
| Queensland Police Service - equity | 1309 |
| Queensland Treasury | 9365 |
| Total administrative/operational costs | 71,541 |

|  |  |
| --- | --- |
| Expenditure from remaining revenue |  |
| Road Safety education and awareness |  |
| Department of Transport and Main Roads - operating | 16,993 |
| Department of Transport and Main Roads - equity | 32347 |
| Public Safety Business Agency | 827 |
| Road accident injury rehabilitation programs |  |
| Queensland Health - to support the purchase of blood products used in the treatment of victims of road trauma | 4500 |
| Improvements to the safety of state-controlled roads |  |
| Department of Transport and Main Roads - operating | 67 |
| Department of Transport and Main Roads - equity | 250,255 |
| Total Expenditure from remaining funds | 275,876 |
| Total Expenditure 2020-21 | 347,414 |
| Total Revenue less Total expenditure | -146799 |

### Community attitudes

The following results were drawn from recent research\* indicating that the community regards speeding, and in particular low-level speeding, as a dangerous and unacceptable behaviour.:

* 75 per cent agreed with the statement 'Speeding is unsafe in most circumstances'.
* 42 per cent agreed with the statement ‘Low-level speeding is a major contributor to crashes'.
* 82 per cent agreed with the statement 'The faster you drive, the more severe the crash'.
* 78 per cent agreed with the statement 'If I drive 10 km/h over the speed limit, I have a greater risk of being in a crash, than if I was driving at the speed limit'.
* 36 per cent were classified as compliant with speed limits, while 46 per cent engaged in low-level speeding at least some of the time.

\* Each year, Transport and Main Roads commissions a study investigating road safety attitudes and behaviours, which is conducted by an independent market research company. The 2020 survey asked transport-related questions of a sample of 900 Queensland motorists.

Figure 6 shows the average number of vehicles that were monitored for every mobile speed camera notice that was issued between January 2014 and December 2019

Figure 6: Mobile speed cameras - vehicles monitored per notice issued

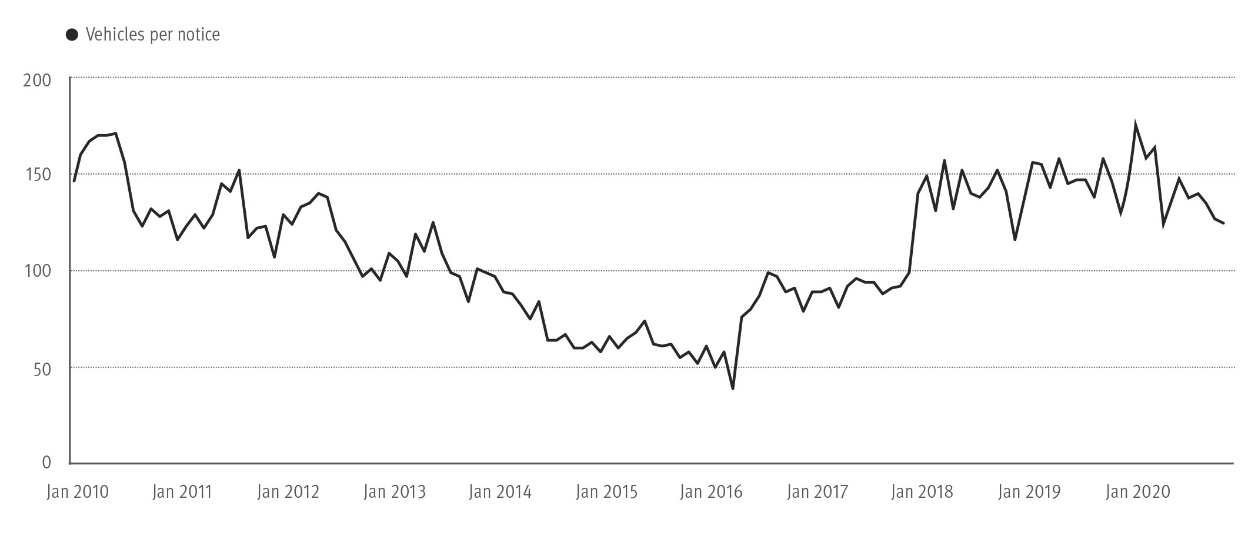
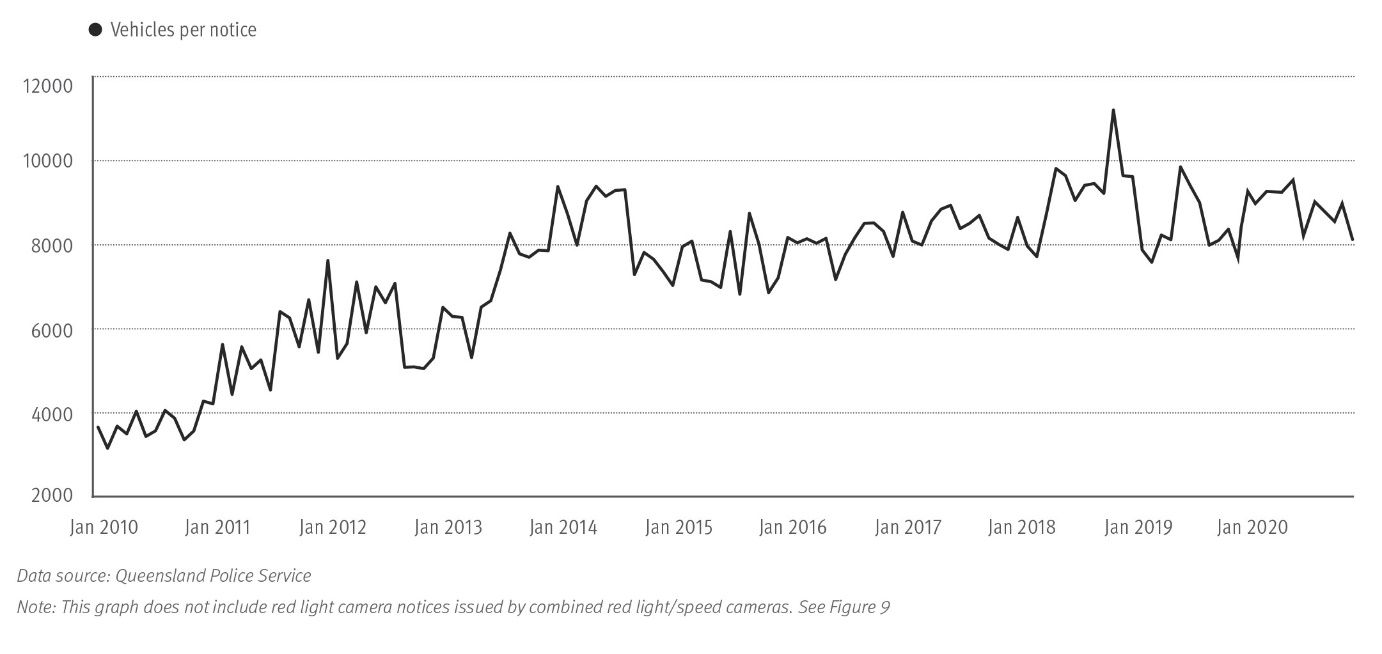


Table 13: Number of mobile speed camera infringements per penalty bracket for 2020

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| penalty bracket | < 13 km/h | 13–20 km/h | 21–30 km/h | 31–40 km/h | > 40 km/h | Total |
| Number of mobile speed camera infringements | 352,890 | 77,951 | 11,129 | 1,659 | 669 | 444,298 |
| Percentage | 79.43% | 17.54% | 2.50% | 0.37% | 0.15% |  |

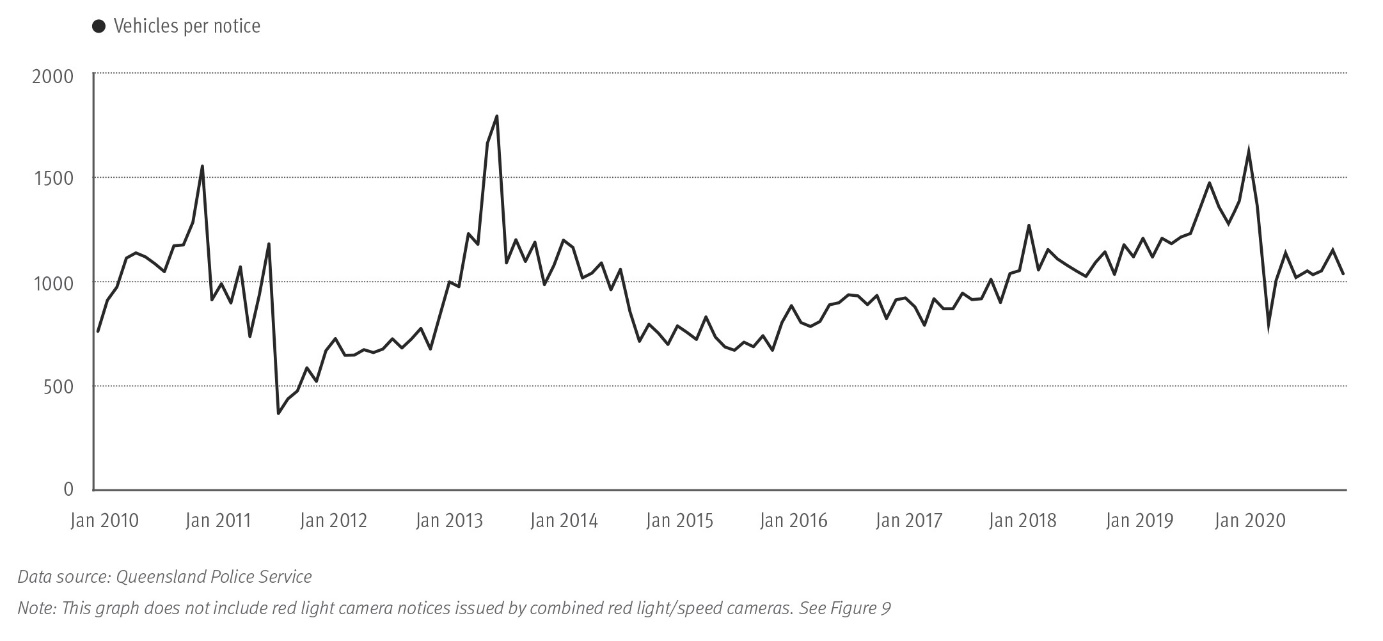
In the 2020 calendar year 28,677 red light camera infringement notices were issued. This includes red light camera notices detected by combined red light/speed cameras.

Figure 7 shows the average number of vehicles that were monitored for every red light camera notice that was issued between January 2014 and December 2019.

Figure 7: Red light cameras - vehicles monitored per notice issues

Data source: Queensland Police Service

Note: This graph does not include red light camera notices issued by combined red light/speed cameras. See Figure 10

Figure 8: Fixed speed cameras - vehicles monitored per issues noticed

Data source: Queensland Police Service

Note: This graph does not include red light camera notices issued by combined red light/speed cameras. See Figure 10

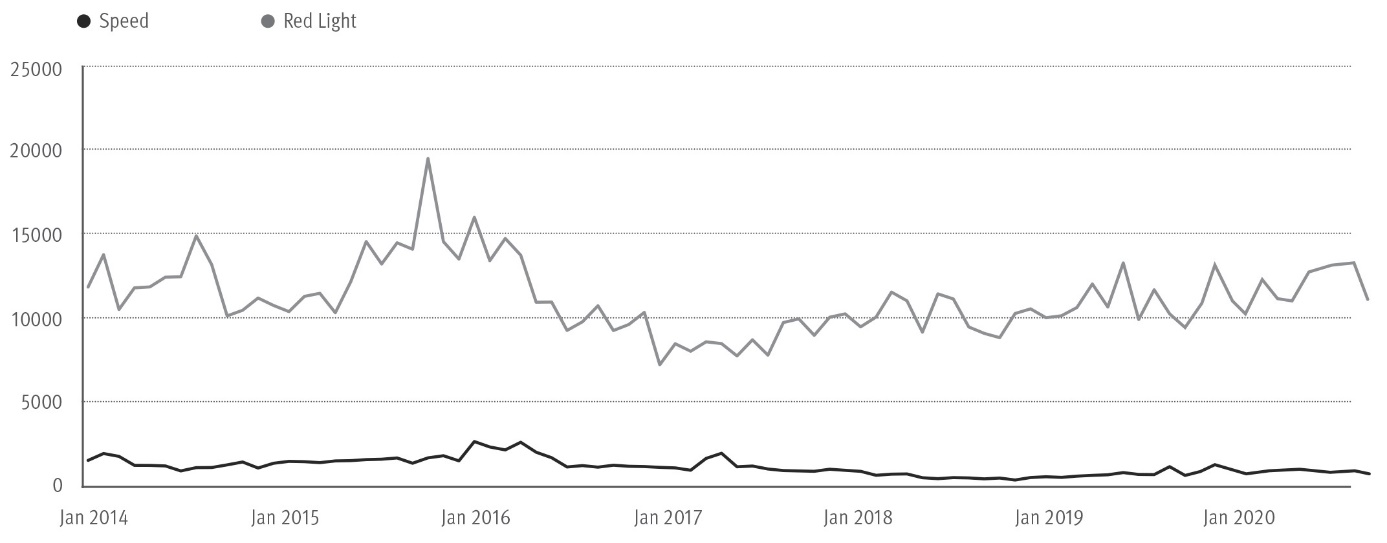
Table 14: Number of fixed speed camera infringements per penalty bracketing for 2020

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| penalty bracket | < 13 km/h | 13–20 km/h | 21–30 km/h | 31–40 km/h | > 40 km/h | Total |
| Number of fixed speed camera infringements | 80,454 | 23,642 | 3,852 | 897 | 605 | 109,450 |
| Percentage | 73.51% | 21.60% | 3.52% | 0.82% | 0.55% |  |

Data source: Queensland Police Service

Notes: Penalty bracket is vehicle exceeding the speed limit by this amount.  
This data includes fixed speed camera notices detected by combined red light/speed cameras.

A combined red light/speed camera is placed at a signalised intersection and is able to detect both failure to obey the red signal and/or speeding. The speed detection component of the camera can operate on the red, yellow and green signal. Figure 9 shows the average number of vehicles that were monitored for every red light or speed camera notice issued from combined red light/speed cameras between January 2014 to December 2020.

Figure 9: combined red light/speed cameras ­– vehicles monitored per notice issued 

Data source: Queensland Police Service

Notes: Combined red light/speed cameras were introduced on 2 August 2011  
Between 2 August 2011 and 31 December 2013, data was captured from two combined red light/speed cameras.

Table 15: number of point-to-point speed camera infringements per penalty bracket for 2020

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| penalty bracket | < 13 km/h | 13–20 km/h | 21–30 km/h | 31–40 km/h | > 40 km/h | Total |
| Number of point-to-point speed camera infringements | 2,524 | 2,313 | 366 | 75 | 50 | 5,328 |
| Percentage | 47.37% | 43.41% | 6.87% | 1.41% | 0.94% |  |

Data source: Transport and Main Roads Data Analysis Team

Notes: Penalty bracket is vehicle exceeding the speed limit by this amount.

A point-to-point (or average) speed camera system uses a number of cameras over a length of road to measure a vehicle’s average speed. The system uses the time it takes for a vehicle to travel between the two points to calculate the average speed of the vehicle: Speed = Distance ÷ Time.

Distance ÷ Time.

## Appendix 5 – Transport Operator Payments

Table 16: Passenger transport operator payments: South East Queensland

Payments are for the period of 1 July 2020 to 30 June 2021 and are GST exclusive.

|  |  |
| --- | --- |
| Operator | 2019-2020 Amount $ |
| **Bus** | |
| Brisbane Bus Lines Pty Ltd ACN 009 739 593 | 153,572 |
| Brisbane City Council (Transport for Brisbane) ABN 72 002 765 795 | 340,142,138 |
| Bus Queensland Pty Ltd ACN 010 516 757 t/a Park Ridge Transit | 16,140,727 |
| Bus Queensland (Lockyer Valley) Pty Ltd ACN 140 535 888 | 1,597,925 |
| CDC South East Queensland Pty Ltd ACN 085 000 693 formerly known as Buslink Sunshine Coast Pty Ltd | 15,434,216 |
| Caboolture Bus Lines Pty Ltd ACN 010 974 599 | 13,254,389 |
| Reginald Graham Clark & Yvonne Hazel Clark t/a Clarks Bus Service ABN 26 755 113 656 | 32,582,050 |
| GK & JM Thompson Pty Ltd ACN 064 465 176 t/a Thompson Bus Services | 10,268,683 |
| Hornibrook Bus Lines Pty Ltd ACN 010 013 224 | 19,217,812 |
| Mt Gravatt Bus Service Pty Ltd ACN 010 232 827 atf The L G Cole Family Trust | 5,271,205 |
| S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines | 17,227,354 |
| Southern Cross Transit (QLD) Pty Ltd ACN 097 130 615 atf the G. Oliveri Family Trust (QLD) | 222,951 |
| Surfside Buslines Pty Ltd ACN 010 957 552 | 95,534,784 |
| Transdev Queensland Pty Ltd ACN 087 046 044 | 28,446,938 |
| Transit Australia Pty Ltd ACN 065 794 943 t/a Sunshine Coast Sunbus | 38,153,029 |
| Westside Bus Co Pty Ltd ACN 083 497 312 atf Westside Unit Trust | 25,344,067 |
| Cavbus Pty Ltd ACN 096 924 677 | 552,659 |
|  | $659,544,499 |

|  |  |
| --- | --- |
|  |  |
| **Ferry** | |
| Brisbane City Council (Transport for Brisbane) ABN 72 002 765 795 | 20,615,604 |
| Amity Trader Pty Ltd ACN 146 155 204 atf the trustee for the Scorpio Trust t/a Coochiemudlo Island Ferry Service | 274,503 |
| Kellstar Pty Ltd ACN 073 449 439 t/a Stradbroke Flyer | 1,268,433 |
| Stradbroke Ferries Pty Ltd ACN 009 725 713 | 891,612 |
| TSA Ferry Group Pty Ltd ACN 108 664 848 t/a Bay Islands Transit System | 8,282,861 |
|  | $31,333,013 |

|  |  |
| --- | --- |
|  |  |
| **CityTrain** | |
| Queensland Rail Limited ACN 132 181 090 | 1,431,540,848 |

|  |  |
| --- | --- |
|  |  |
| **Rail Bus replacement Service** | |
| CAV Queensland Pty Ltd ACN 115 410 725 | 1,597,595 |
| S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines | 3,622,619 |
| Brisbane Bus Lines Pty Ltd ACN 009 739 593 | 4,984,791 |
| GK & JM Thompson Pty Ltd ACN 064 465 176 t/a Thompson Bus Services | 2,564,794 |
| Yellow Cabs Australia Pty Ltd ACN 620 658 871 | 6,755 |
| Black & White Cabs Pty Ltd ACN 054 497 353 | 5,659 |
| Suncoast Cabs Ltd ACN 010 183 892 | 2,621 |
|  | $12,784,834 |

|  |  |
| --- | --- |
|  |  |
| **Light Rail** | |
| Goldlinq Pty Ltd ACN 147 815 441 | 60,810,044 |

|  |  |
| --- | --- |
|  |  |
| **On Demand Transport** | |
| Yellow Cabs (Australia) Pty. Ltd. ABN 45 620 658 871 | 999,368 |

|  |  |
| --- | --- |
|  |  |
| **Flexilink Taxi Services** | |
| Yellow Cabs (Australia) Pty. Ltd. ABN 45 620 658 871 | 148,018 |

|  |  |
| --- | --- |
|  |  |
| **Total Payments** | **$2,197,160,624** |

Table 17: Passenger transport operator payments: Rest of Queensland

Payments are for the period of 1 July 2020 to 30 June 2021 and are GST exclusive.

|  |  |
| --- | --- |
| Operator | 2019-2020 Amount $ |
| **Regional Urban Bus** | |
| Astronomical Chillagoe Pty Ltd ACN 107 487 972 atf Seven Bridges Unit Trust | 7,512 |
| Bowen Transit Pty Ltd ACN 105 749 602 | 166,971 |
| CDC Gladstone Pty Ltd ACN 612 803 406 | 1,906,268 |
| Campsie Bus Co Pty Ltd ACN 000 953 328 t/a Whitsunday Transit | 1,616,160 |
| Cavglass Pty Ltd ACN 124 444 711 t/a Glasshouse Country Coaches | 598,876 |
| Complete Golf Coaching Pty Ltd ACN 101 380 116 t/a Kerry's Bus Service | 3,778 |
| D.G. Young & P.J Young & P.J Young ABN 77 078 657 186 t/a Youngs Bus Service | 2,803,615 |
| Duffy's City Buses Pty Ltd ACN 053 761 023 atf The Duffy Trust | 1,930,328 |
| Fultonlawn Pty Ltd ACN 010 489 068 atf NHPriebbenow Family Trust t/a Wide Bay Transit | 3,981,711 |
| GJ & LE Christensen ABN 50 204 765 641 t/a Christensens Bus and Coach | 496,259 |
| Haidley, Donald Joseph ABN 42 699 316 830 t/a Haidley's Panoramic Coaches & Motors | 17,799 |
| CD & JM Haidley ABN 90 759 103 183 t/a Haidley's Panoramic Coaches & Motors | 219,908 |
| Hubbards Coaches Pty Ltd ACN 076 988 120 atf Hubbard Family Trust | 3,794 |
| Kuhle Pty Ltd ACN 093 136 317 atf The Khlewein Family Trust t/a Coast & Country Buses | 5,483 |
| L.G. Stewart Family Co. Pty Ltd ACN 009 971 617 atf LG Stewart Family Trust | 200,065 |
| Mackay Transit Coaches Pty Ltd ACN 050 416 227 | 4,367,528 |
| Polleys Coaches Pty Ltd ACN 134 694 992 | 760,360 |
| Stradbroke Island Buses Pty Ltd ACN 151 219 420 | 703,837 |
| Toowoomba Transit Pty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba | 8,145,232 |
| Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service | 251,326 |
| Transit Australia Pty Ltd ACN 065 794 943 t/a Marlin Coast Sunbus | 17,144,898 |
| Transit Australia Pty Ltd ACN 065 794 943 t/a Capricorn Sunbus | 3,271,510 |
| Transit Australia Pty Ltd ACN 065 794 943 t/a Townsville Sunbus | 13,662,987 |
|  | $62,266,205 |

|  |  |
| --- | --- |
|  | |
| **Ferry** | |
| Sea-Cat Charters Pty Ltd ACN 010 551 925 t/a Peddells Thursday Island Tours | 105,118 |
| Sealink Queensland Pty Ltd ACN 148 811 170 | 2,330,269 |
|  | $2,435,387 |

|  |  |
| --- | --- |
|  | |
| **Long Distance Rail** | |
| NSW Trains ACN 325 560 455 ( XPT Contract Price) | 2,823,556 |
| Cairns Kuranda Steam Limited Partnership ACN 997 390 112 (Savannahlander) | 1,745,708 |
| Queensland Rail Limited ACN 132 181 090 | 509,101,061 |
|  | $513,670,325 |

|  |  |
| --- | --- |
|  | |
| **Regional Air** | |
| Qantas Airways Ltd ACN 009 661 901 | 3,176,373 |
| Regional Express Pty Ltd ACN 101 325 642 | 8,847,161 |
| Skytrans Pty Ltd ACN 100 751 139 | 929,466 |
| Hinterland Aviation Pty Ltd ACN 010 617 893 | 39,327 |
|  | $12,992,327 |

|  |  |
| --- | --- |
|  |  |
| **Long Distance Coach** | |
| Bowen Transit Pty Ltd ACN 105 749 602 | 115,091 |
| Greyhound australia Pty Ltd ACN 104 326 383 | 630,825 |
| Mackay Transit Coaches Pty Ltd ACN 050 416 227 | 512,161 |
| North Burnett Regional Council ABN 23 439 388 197 | 362,074 |
| Toowoomba TransitPty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba | 5,115,916 |
| Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service | 342,105 |
|  | $7,078,172 |

|  |  |
| --- | --- |
|  | |
| **Regional Railbus** | |
| TD & GR Eckel Pty Ltd ACN 074 098 114 | 194,763 |
| Outback Aussie Tours Pty Ltd ACN 010 813 313 | 101,829 |
|  | $296,592 |

|  |  |
| --- | --- |
|  |  |
| **Total Payments** | **$598,739,008** |

## Queensland Government bodies (statutory bodies and other entities)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Public Transport Fares Advisory Panel | | | | | |
| Act or instrument | Terms of Reference | | | | |
| Functions | The purpose of the Panel is to provide independent expert advice to the Queensland Government on changes it may propose to public transport fares, products, and ticketing in the future. | | | | |
| Achievements | The Panel met twice during 2020–21 to consider and provide advice on fare policy proposals. | | | | |
| Financial reporting | Transactions for the Public Transport Fares Advisory Panel are accounted for as part of the Department of Transport and Main Roads Financial Statements process. | | | | |
| Remuneration | | | | | |
| Position | Name | Meetings/sessions attendance | Approved annual, sessional or daily fee | Approved sub-committee fees if applicable | Actual fees received |
| Chair | Paul Low | 2 | $390 daily | N/A | $780 |
| Member | Matthew Burke | 2 | $300 daily | N/A | $0 |
| Member | Julie Castle | 2 | $300 daily | N/A | $150 |
| Member | Blaise Itabelo | 2 | $300 daily | N/A | $150 |
| Member | Gail Ker | 2 | $300 daily | N/A | $150 |
| Member | Adrienne Ward | 2 | $300 daily | N/A | $150 |
| No. scheduled meetings/sessions | 2 | | | | |
| Total out of pocket expenses | $0 | | | | |

## Glossary

|  |  |
| --- | --- |
| Term | Definition |
| App / Application | An application (application software) is a set of computer programs designed to permit the user to perform a group of coordinated functions, tasks or activities. |
| Australian Roads Research Board | Provides research, consulting and information services to the road and transport industry. |
| Black Spot Program | Black spots are locations where high-severity crashes occur. The Australian Government-funded Black Spot Program targets known crash sites through cost-effective, high-benefit engineering works to reduce accidents on Australian roads. |
| Busway | A dedicated roadway that separates buses from general traffic. |
| Camera Detected Offence Program (CDOP) | A joint partnership between TMR and QPS, the CDOP comprises revenue collected from mobile speed cameras, fixed speed cameras, red light cameras, combined red light/speed cameras and point-to-point speed camera systems and trailer mounted speed cameras. CDOP revenue is used as a partial source of funding for the Safer Roads Sooner Program and a number of other safety-related state-funded special initiatives. |
| Cross River Rail Delivery Authority | Established under the Cross River Rail Delivery Authority Act 2016, the Cross River Rail Delivery Authority lead the development, procurement and delivery of the Cross River Rail project. |
| Cycling infrastructure | Facilities such as on-road and off-road cycling networks, and end-of-trip facilities to promote increased use of cycling through safe direct and connected routes and increased transport choices. |
| Disability Discrimination Act | The federal Disability Discrimination Act 1992 (DDA) provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people. |
| Disaster Recovery Funding Arrangements | A joint Commonwealth/state government funding initiative providing financial assistance and infrastructure restoration to help communities recover from the effects of disasters . The DRFA apply to disaster events that occurred on or after 1 November 2018. |
| Diverging Diamond Interchange design | Diverging Diamond Interchange design allows right-turning traffic and through traffic to move through the interchange simultaneously reducing delays and improving safety. |
| Engagement | Measures the amount of interest in a social media post. It is determined by the number of people a post reaches who then like, comment, share or click on the post. |
| Facebook | Facebook is an online social networking service where users can post comments, share photographs and post links to news or other interesting content on the web, chat live, and watch short-form video. |
| European Train Control System | European Train Control System is an automatic train protection system. |
| Flashing School Zone Signs | Consists of a standard school zone sign that incorporates a flashing red circle and twin alternate flashing yellow lights mounted above the 'school zone' plate. |
| Full-time equivalent | 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. |
| go card | TransLink’s smartcard (a thin, compact card about the size of a credit card) which stores up to $250 of electronic credit. |
| Impressions | Measures the amount of time a social media page’s content is displayed. |
| Insitu | A stabilisation technique involving mixing of cementitious additives or foamed bitumen and lime using a stabiliser with the existing pavement material, which is then compacted with dedicated rollers. |
| Intelligent Transport System (ITS) | Intelligent Transport Systems (ITS) describe technology applied to transport and infrastructure to transfer information between systems for improved safety, productivity and environmental performance. |
| LinkedIn | LinkedIn is an online social networking service designed specifically for the business community and as a online platform |
| Local Government Association of Queensland (LGAQ) | for connecting with other professionals. |
| Maritime Safety Queensland (MSQ) | A branch of TMR responsible for: improving maritime safety for shipping and small craft through regulation and education; minimising vessel-sourced waste and responding to marine pollution; providing essential maritime services such as aids to navigation and Vessel Traffic Services; and encouraging and supporting innovation in the Queensland maritime industry. |
| National Land Transport Network | The National Land Transport Network is a network of nationally important road and rail infrastructure links and their intermodal connections as identified by the Australian Government. |
| Natural Disaster Relief and Recovery Arrangements | A joint Commonwealth/state government funding initiative providing financial assistance and infrastructure restoration to help communities recover from the effects of natural disasters. The NDRRA apply to disaster events that occurred on or before 31 October 2018. |
| New Generation Rollingstock project | The NGR project involves the delivery of 75 six-car trains and the construction of a new purpose-built maintenance centre to maintain the new trains for the next 30 years. |
| Northern Australia Roads Program | Australian Government program delivering upgrades to high priority roads in northern Australia essential to the movement of people and freight to support the north's economic development. |
| OneTMR | A Department of Transport and Main Roads-wide culture and way of operating. |
| Outback Way Upgrade Program | The Outback Way provides a route from Laverton, Western Australia to Winton, Queensland. The Queensland section of this road link is 599 kilometres. The funding commitment for the program of works is made up of Australian Government, Queensland Government and local governments. The funding is directed towards both the Outback Way and other road priorities identified by the Outback Regional Roads and Transport Group. |
| Park ‘n’ ride | A dedicated car park located at bus and train stations for customers to park their car and then catch public transport to their destination. |
| QLDTraffic | QLDTraffic is the official source of traffic and travel information from the Queensland Government. It includes a website, 13 19 40 phone service, social media and the QLDTraffic smartphone app, enabling motorists and commuters to check traffic conditions and plan their journeys before they go. |
| Queensland Government Open Data | A Queensland Government searchable portal that allows visitors to view datasets on a range of government activities and responsibilities. |
| Queensland Transport and Roads Investment Program | An annually published program of works TMR plans to deliver over the next four-year period. |
| Rail infrastructure | All physical rail-related assets, including tracks, trains (often referred to as rollingstock), stations and associated infrastructure. |
| Regional Roads and Transport Group (RRTG) | The primary decision-making bodies of the Roads and Transport Alliance. RRTGs regionally prioritise investments in their communities’ transport infrastructure. Each RRTG comprises representatives from TMR, and local governments. |
| Roads and Transport Alliance | A cooperative governance arrangement between TMR, the Local Government Association of Queensland (LGAQ) and local governments to invest in and regionally manage the Queensland transport network. |
| Roads Australia | A not-for-profit, non-political industry association with membership drawn from the Australian road sector. |
| Road corridor | The road corridor comprises the space alongside, under and over the travelled way. |
| Road infrastructure | All physical road-related assets, including roads and pavements, bus and cycling facilities, tunnels, complex bridges, rest areas, signage, landscaping, animal crossings under and over roads, noise barriers, traffic signals and lighting. |
| RoadTek | A commercial business within TMR, RoadTek is a major provider of transport infrastructure solutions throughout Queensland. |
| 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). |
| Rollingstock | Rail locomotives and wagons. |
| 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. |
| Service Delivery Statements | Budgeted financial and non-financial information for the Budget year. In addition to financial statements, the SDS includes TMR’s achievements, highlights for the forthcoming year and performance statements. |
| Stakeholder | Anyone or any group who either influences or is affected by our business. |
| State Infrastructure Plan | Outlines the Queensland Government’s strategic direction for the planning, investment and delivery of infrastructure in Queensland. |
| 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). |
| Strategic plan | A high level document used to communicate departmental vision, purpose and objectives to provide a foundation for operational delivery. |
| TransLink | TransLink is the brand name for passenger transport services in Queensland, including TransLink buses, trains, ferries and trams. |
| Transport System Planning Program | Aimed at funding transport planning, modelling and investment proposal activities for all modes of transport across all regions of Queensland. The program plans an integrated transport system that promotes the right investment at the right time and drives better transport outcomes for Queensland. |
| Twitter | Twitter is an online social networking service that enables users to send and read short 140-character messages called ‘tweets’. |
| Wide centre line treatments | Painting two white lines one metre apart in the centre of the road to provide greater separation for opposing traffic. |
| Yammer | A private social network used within organisations for internal communication and collaboration. |

## Acronyms

|  |  |
| --- | --- |
| **Acronym** | **Definition** |
| 3PCM | Portfolio, program, project, and contract management |
| AGTTM | Ausroads Guide to Temporary Traffic Management |
| AIS | Accessibility and Inclusion Strategy |
| AIS | Approved Inspection Stations |
| AISS | Approved Inspection Station Scheme |
| AMPT | Advanced Marine Pilot Training |
| ANZSOG | Australia and New Zealand School of Government's |
| ARC | Audit and Risk Committee |
| ARRB | Australian Roads Research Board |
| ARTC | Australian Road Track Corporation |
| ATIP | Active Transport Investment Program |
| ATN | Accessible Transport Network |
| BARL | Brisbane Airport Rail Link |
| BHTAC | Bruce Highway Trust Advisory Council |
| BITS | Bundaberg Integrated Transport Strategy |
| BVRT | Brisbane Valley Rail Trail |
| CaPE | Conduct and Performance Excellence |
| CAVI | Cooperative and Automative Vehicle Initiative |
| CBD | Central business district |
| CCC | Crime and Corruption Commission |
| CCTV | Closed-circuit television |
| CDOP | Camera Detected Offence Program |
| CO2 | Carbon dioxide |
| COAG | Council of Australian Government |
| COO | Chief Operations Officer |
| CORS | Continually Operating Reference Stations |
| CSIA | Customer Service Institute of Australia |
| CSO | Customer Service Officer |
| CSSR | Customer Services, Safety and Regulation Division |
| CTP | Compulsory Third Party |
| CWAR | Cairns Western Arterial Road |
| DATSIP | Department of Aboriginal and Torres Strait Islander |
| DDG | Deputy Director-General |
| DFV | Domestic and Family Violence |
| DG | Director-General |
| DRFA | Disaster Recovery Funding Arrangements |
| ELT | Executive Leadership Team |
| EMPA | Executive Master of Public Administration |
| EMS | Employee Mobilisation Service |
| EOR | Enterprise Operating Risks |
| ETCS | European Train Control System |
| EV | Electric Vehicle |
| FBT | Fringe Benefits Tax |
| FTE | Full-time equivalent |
| GOC | Government owned corporations |
| GST | Goods and services tax |
| HR | Human Resources |
| HVNL | Heavy Vehicle National Law |
| ICSS | International Customer Service Standard 2020–2025 |
| ICT | Information and Communication Technology |
| IdP | Digital Identity Provider |
| IEN | Indigenous Employee Network |
| IP Act | Information Privacy Act 2009 |
| ISC | Information and Systems Committee |
| ISMS | Information Security Management System |
| IT | Information Technology |
| ITB | Information Technology Branch |
| ITS | Intelligent Transport Systems |
| LED | Light-emitting diode |
| LFS | Local Fare Scheme |
| M1 | Pacific Motorway |
| MaaS | Mobility as a Service |
| MET | Maritime Enforcement Team |
| MRI | Mooloolah River Interchange |
| MSQ | Maritime Safety Queensland |
| MWh | Megawatt hours |
| NDRRA | Natural Disaster Relief and Recovery Arrangements |
| NGR | New Generation Rollingstock |
| NTC | National Transport Commission |
| NTER | National Tax Equivalents Regime |
| P2L | Passport 2 Leadership |
| PAM | Phone Awareness monitor |
| PBS | Performance Based Standards |
| PDO | Program Delivery and Operations Branch |
| PPI | Policy, Planning and Investment Division |
| PSC | Public Service Commission |
| PSMP | Public Sector Management Program |
| PWC | Personal watercraft |
| QAO | Queensland Audit Office |
| QESH | Queensland Electric Super Highway |
| QML | Queensland Motorways Limited |
| QPP | Queensland Procurement Policy |
| QR | Queensland Rail |
| QRS | Queensland Regulated Ship |
| QTRIP | Queensland Transport and Roads Investment Program |
| QUT | Queensland Univeristy of Technology |
| QWW | Queensland Women's Week |
| RACQ | Royal Automotive Club of Queensland |
| RAS | Risk Appetite Statement |
| REEF | Regional Economic Enabling Fund |
| ReefVTS | Great Barrier Reef and Torres Strait Vessel Traffic Services |
| Rex | Regional Express Airlines |
| RFA | Road Franchise Agreement |
| RMS | Risk Management System |
| ROSI | Roads of Strategic Importance |
| RPA | Robotics Process Automation |
| RRTG | Regional Roads and Transport Group |
| RTI Act | Right to Information Act 2009 |
| RTP | Regional Transport Plans |
| SAP | System, application and products |
| SCSS | School Crossing Supervisor Scheme |
| SDCC | State Disaster Coordination Centre |
| SDS | Service Delivery Statements |
| SEQ | South East Queensland |
| SES | Senior Executive Service |
| SES/SO | Senior Executive Service/Senior Officer |
| SHECC | State Health Emergency Coordination Centre |
| SLT | Senior Leadership Team |
| SO | Senior Officer |
| SPVs | Special Purpose Vehicles |
| STAS | School Transport Assistance Scheme |
| STEM | Science, technology, engineering and mathematics |
| TDx | Transport Data Exchange |
| TIDS | Transport Infrastructure Development Scheme |
| TIS | Transport Infrastructure and Services |
| TMR | Department of Transport and Main Roads |
| TPaC | Transport People and Capability Board |
| TRR5 | Townsville Ring Road Stage 5 |
| TSS | Taxi Subsidy Scheme |
| UQ | University of Queensland |
| V1 | Veloway 1 |
| VHF | Very High Frequency |
| VTSO | Vessel Traffic Service Officers |
| WAT | Wheelchair Accessible Taxis |
| WBS | Work breakdown structure |
| WfQ | Working for Queensland |

## Compliance checklist

| Summary of requirement | | Basis for requirement | Annual report reference |
| --- | --- | --- | --- |
| Letter of compliance | A letter of compliance from the accountable officer or statutory body to the relevant Minister/s | ARRs – section 7 | 003 |
| Accessibility | Table of contents  Glossary | ARRs – section 9.1 | 005  184 |
| Public availability | ARRs – section 9.2 | 004 |
| Interpreter service statement | Queensland Government Language Services Policy  ARRs – section 9.3 | 004 |
| Copyright notice | Copyright Act 1968  ARRs – section 9.4 | 002 |
| Information Licensing | QGEA – Information Licensing  ARRs – section 9.5 | 002 |
| General information | Introductory Information | ARRs – section 10 | 004, 022 |
| Overseas travel | ARRs – section 33.2 | 004 |
| Non-financial performance | Government’s objectives for the community and whole-of-government plans/specific initiatives | ARRs – section 11.1 | 012–017 |
| Agency objectives and performance indicators | ARRs – section 11.2 | 011 |
| Agency service areas and service standards | ARRs – section 11.3 | 011 |
| Financial performance | Summary of financial performance | ARRs – section 12.1 | 118 |
| Governance – management and structure | Organisational structure | ARRs – section 13.1 | 103 |
| Executive management | ARRs – section 13.2 | 103–107 |
| Government bodies (statutory bodies and other entities) | ARRs – section 13.3 | 172, 183 |
| Public Sector Ethics | Public Sector Ethics Act 1994  ARRs – section 13.4 | 114–115 |
| Human Rights | Human Rights Act 2019  ARRs – section 13.5 | 115 |
| Queensland public service values | ARRs – section 13.6 | 098–099 |
| Governance – risk management and accountability | Risk management | ARRs – section 14.1 | 116–117 |
| Audit committee | ARRs – section 14.2 | 108 |
| Internal audit | ARRs – section 14.3 | 114 |
| External scrutiny | ARRs – section 14.4 | 114–115 |
| Information systems and recordkeeping | ARRs – section 14.5 | 027, 088 |
| Information Security attestation | ARRs – section 14.6 | 110, 112 |
| Governance – human resources | Strategic workforce planning and performance | ARRs – section 15.1 | 094 |
| Early retirement, redundancy and retrenchment | Directive No.04/18 Early Retirement, Redundancy and Retrenchment  ARRs – section 15.2 | 094 |
| Open Data | Statement advising publication of information | ARRs – section 16 | 004 |
| Consultancies | ARRs – section 33.1 | https://data.qld.gov.au |
| Queensland Language Services Policy | ARRs – section 33.3 | https://data.qld.gov.au |
| Financial statements | Certification of financial statements | FAA – section 62  FPMS – sections 38, 39 and 46  ARRs – section 17.1 | 163 |
| Independent Auditor’s Report | FAA – section 62  FPMS – section 46  ARRs – section 17.2 | 164 |

## Where to find us

Our principal place of business is 61 Mary Street, Brisbane, Queensland 4000.

Addresses for the department’s statewide network of Customer Service Centres are listed over the following pages. 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\*.

\*Local call charge in Australia. Higher rates apply from mobile phones and payphones. Check with your service provider for call costs. For international callers, please phone +61 7 3834 2011.

### Customer Service Centres

|  |  |
| --- | --- |
| Suburb/town | Address |
| Atherton | Shop 2, 13B Herberton Road, Atherton QLD 4883 |
| 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 |
| Brisbane (Charlotte Street) | Queensland Government Service Centre, 33 Charlotte Street, Brisbane QLD 4000 |
| Bundaberg | 9 Production Street, West Bundaberg QLD 4670 |
| Bundall | 30 Upton Street, Bundall QLD 4217 |
| Burleigh Waters | Shop 1, 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) | 82-86 Kenny Street, Portsmith, Cairns QLD 4870 |
| Caloundra | 54 Canberra Terrace, Caloundra QLD 4551 |
| Carseldine | 532 Beams Road, Carseldine 4034 |
| 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 | Floor 1, 50 River Road, 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 |
| Maroochydore | 6 Kelly Court (off Kayleigh Drive), Maroochydore QLD 4558 |
| Maryborough | Bright Street, Maryborough QLD 4650 |
| Mount Isa | Shop 1, 29 Simpson Street, Mount Isa QLD 4825 |
| Nambour | Cnr Stanley Street and Coronation Avenue, Nambour QLD 4560 |
| Proserpine | 17 Main Street, Proserpine, QLD 4800 |
| 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 |
| Sherwood | 14 Primrose Street, Sherwood QLD 4075 |
| Southport | 265 Nerang Street, Southport QLD 4215 |
| Strathpine | 43 Bells Pocket Road, Strathpine QLD 4500 |
| Tewantin | 8 Sidoni Street, Tewantin QLD 4565 |
| Toowong | 15 Lissner Street, Toowong QLD 4066 |
| Townsville (Cannon Park) | Shop 14, 31–57 High Range Drive, Thuringowa QLD 4817 |
| Toowoomba (Harristown) | Cnr Yaldwyn Street and Warwick Street, Toowoomba QLD 4350 |
| Toowoomba | Cnr Clopton and Phillip Street, Toowoomba Qld 4350 |
| 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 |

Notes:

\*\* Limited services available due to size and location of centre office.

TMR has three mobile customer service centre units operating across Queensland to deliver services to regional and remote areas.

TMR's Indigenous Driver Licensing Unit (based in Cairns, Bentley Park office) also delivers a range of licensing services to remote areas.

### Queensland Government Agency Program

|  |  |
| --- | --- |
| **Suburb/town** | **Address** |
| **Ayr QGAP** | Ayr Magistrates Court, 163 Queen Street Ayr QLD 4807 |
| **Barcaldine QGAP** | 65 Ash Street, Barcaldine QLD (temporary) |
| **Beaudesert Customer Centre\*\*** | Tenancy 2, 1 Telemon Street, Beaudesert QLD 4285 |
| **Biloela QGAP** | 60 Kariboe Street, Biloela QLD 4715 |
| **Cannonvale QGAP** | Shops 5–7, 11 Island Drive, Cannonvale QLD 4802 |
| **Childers QGAP** | Childers Magistrates Court, 67 Churchill Street, Childers QLD 4660 |
| **Chinchilla QGAP** | Chinchilla Magistrates Court, Heeney Street, Chinchilla QLD 4413 |
| **Clermont QGAP** | Clermont Magistrates Court, 44 Daintree Street, Clermont QLD 4721 |
| **Cunnamulla QGAP** | Cunnamulla Magistrates Court, 5 Stockyard Street, Cunnamulla QLD 4490 |
| **Gayndah QGAP** | Gayndah Magistrates Court, 20 Capper Street, Gayndah QLD 4625 |
| **Ingham QGAP** | Ingham Magistrates Court, 35 Palm Terrace, Ingham QLD 4850 |
| **Inglewood QGAP** | 25 Albert Street, Inglewood QLD 4387 |
| **Julia Creek QGAP** | Julia Creek Magistrates Court, 14 Burke Street, Julia Creek QLD 4823 |
| **Landsborough QGAP** | Landsborough Magistrates Court, 12 Caloundra Street, Landsborough QLD 4550 |
| **Mitchell QGAP** | Mitchell Magistrates Court, Cnr Mary and Dublin Streets, Mitchell QLD 4465 |
| **Moranbah QGAP** | Moranbah Magistrates Court, 21 Griffin Street, Moranbah QLD 4744 |
| **Mossman QGAP** | Mossman Magistrates Court, 27 Front Street, Mossman QLD 4873 |
| **Moura QGAP** | Marshall and Shirley Streets, Moura QLD 4718 |
| **Nanango QGAP** | Nanango Magistrates Court, 30 Henry Street, Nanango QLD 4615 |
| **North Stradbroke Island QGAP** | 5 Ballow Street, Dunwich QLD 4183 |
| **Oakey QGAP** | Oakey Magistrates Court, 73 Campbell Street, Oakey QLD 4401 |
| **Pittsworth QGAP** | Pittsworth Magistrates Court, 77 Yandilla Street, Pittsworth QLD 4356 |
| **Richmond QGAP** | Richmond Magistrates Court, 53 Goldring Street, Richmond QLD 4822 |
| **Sarina QGAP** | Sarina Magistrates Court, 52-54 Broad Street, Sarina QLD 4737 |
| **Springsure QGAP** | Springsure Magistrates Court, 45 Eclipse Street, Springsure QLD 4722 |
| **St George QGAP** | St George Magistrates Court, The Terrace, St George QLD 4487 |
| **Stanthorpe QGAP** | 51 Marsh Street, Stanthorpe QLD 4380 |
| **Taroom QGAP** | Taroom Magistrates Court, 33 Yaldwyn Street, Taroom QLD 4420 |
| **Texas QGAP** | 32 Cadell Street, Texas QLD 4385 |
| **Toogoolawah QGAP** | Toogoolawah Magistrates Court, Hopkins Place, Gardner Street North, Toogoolawah QLD 4313 |
| **Tully QGAP** | Tully Magistrates Court, 46 Bryant Street, Tully QLD 4854 |
| **Winton QGAP** | Winton Magistrates Court, 59 Vindex Street, Winton QLD 4735 |
| **Yeppoon QGAP** | 21–23 Normanby Street, Yeppoon QLD 4703 |

\*\*Department of Housing and Public Works are currently the lead agency for this site.

### Key regional maritime offices

|  |  |
| --- | --- |
| Suburb/town | Address |
| Brisbane | Floor 1, Pinkenba Marine Operations Base, MacArthur Avenue East, Pinkenba QLD 4008 |
| Cairns | Floor 1, Portsmith Marine Operations, 100-106 Tingira Street, Portsmith QLD 4870 |
| Gladstone | Floor 7, 21 Yarroon Street, Gladstone QLD 4680 |
| Mackay | Floor 3, Mackay Government Office Building, 44 Nelson Street, Mackay QLD 4740 |
| Townsville | 60 Ross Street, Townsville QLD 4810 |
| Townsville (Garbutt) | 21–35 Leyland Street, Garbutt QLD 4814 |

A full list of MSQ offices can be found here <https://www.msq.qld.gov.au/About-us/How-to-contact-us/Regions>

### TransLink regional contact centres

|  |  |
| --- | --- |
| Suburb/town | Address |
| Cairns | Floor 4, 15 Lake Street, Cairns QLD 4870 |
| Carseldine | Building B, Floor 3, 532 Beams Road, Carseldine QLD 4034 |
| Ipswich | 2 Colvin Street, North Ipswich QLD 4305 |
| Mackay | Floor 3, 44 Nelson Street, Mackay QLD 4740 |
| Maroochydore | Building 1, 131 Sugar Road, Maroochydore QLD 4558 |
| Maryborough | Bright Street, Maryborough QLD 4650 |
| Rockhampton | 31 Knight Street, North Rockhampton QLD 4701 |
| Roma | 56 Gregory Street, Roma QLD 4455 |
| Southport | Floor 8, 12 Marine Parade, Southport QLD 4215 |
| Toowoomba | 1-5 Philip Street (corner Clopton Street), Toowoomba QLD 4350 |
| Townsville | Floor 5, Townsville Government Office Building, 445 Flinders Street, Townsville, QLD 4810 |
|  |  |

### Traffic management centres

|  |  |
| --- | --- |
| Office | Contact |
| Brisbane Metropolitan Transport Management Centre | Phone: (07) 3292 6000 Post: GPO Box 1434, Brisbane QLD 4001 |
| Statewide Traffic Management Centre, Nerang | Phone: (07) 5561 3800 |
| Maroochydore Traffic Management Centre | Phone: (07) 5313 8737 |
| Townsville Traffic Management Centre | Phone: (07) 4421 8807 |
| Cairns Traffic Management Centre | Phone: (07) 4045 7244 |
| Toowoomba Traffic Management Centre | Phone: (07) 4639 0700 |

### Transport and traffic information

|  |  |
| --- | --- |
| Office | Contact |
| Public transport | Phone: 13 12 30 Web: www.translink.com.au |
| Traffic information | Phone: 13 19 40 Web: qldtraffic.qld.gov.au |

### Motor vehicle inspection centres (MVIC)

|  |  |
| --- | --- |
| Suburb | Address |
| South East Queensland South | Darra MVIC, Argyle Parade, Darra 4077 |
|  | Ipswich MVIC, 2 Colvin Street, North Ipswich 4305 |
|  | Bundall MVIC, 30 Upton Street, Bundall 4217 |
|  | Beenleigh MVIC, 31 Logan River Road, Beenleigh 4207 |
|  | Logan MVIC, 43-45 Jacaranda Avenue, Logan Central 4114 |
| South East Queensland North | Maroochydore MVIC, 5 Kelly Court, Maroochydore QLD 4558 |
|  | Zillmere MVIC, 69 Pineapple Street, Zillmere QLD 4034 |
| Southern | Bundaberg MVIC, 14 Production Street, Bundaberg QLD 4670 |
|  | Maryborough MVIC, Bright Street, Maryborough QLD 4650 |
|  | Warwick MVIC, 1 Parker Street, Warwick QLD 4370 |
|  | Roma MVIC, 44 Tiffin Street, Roma QLD 4455 |
|  | Toowoomba (Harristown) MVIC, Cnr Yaldwyn and Warwick Streets, Toowoomba QLD 4350 |
|  | Gympie MVIC, 17 Oak Street, Gympie QLD 4570 |
| Central | Emerald MVIC, 20 Batts Street, Emerald QLD 4720 |
|  | Mackay MVIC, Corner Endeavour and Industrial Streets, Mackay QLD 4740 |
|  | Longreach MVIC, 14 Wonga Street, Longreach QLD 4730 |
|  | Gladstone MVIC, 2 Paterson Street, Gladstone QLD 4680 |
|  | Rockhampton MVIC, 31 Knight Street, North Rockhampton QLD 4701 |
| Northern | Cairns MVIC, 82–86 Kenny Street, Portsmith 4870 |
|  | Townsville MVIC, 21–35 Leyland Street, Garbutt 4814 |
|  | Mount Isa MVIC, 17 Enterprise Road, Mount Isa 4825 |
|  | Innisfail MVIC, 12–14 Clifford Road, Innisfail 4860 |

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2. ABS – Catalogue 3101.0 [↑](#footnote-ref-2)
3. Since 2006 [↑](#footnote-ref-3)
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