

TransLink Transit Authority |
Annual Report 2011-12



**Queensland
Government**



TransLink Transit Authority

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24 September 2012

The Honourable Scott Emerson MP
Minister for Transport and Main Roads
GPO Box 2644
Brisbane Qld 4001

Dear Minister Emerson

**TransLink Transit Authority Annual Report 2011–12:
Letter of Compliance**

I am pleased to present the Annual Report 2011–12 and financial statements for the TransLink Transit Authority and the TransLink Transit Authority Employing Office.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- the detailed requirements set out in the Annual Report Requirements for Queensland Government Agencies for 2011-12.

A checklist outlining the annual reporting requirements can be found on pages 159-160 of this annual report or accessed at translink.com.au.

Yours sincerely



Neil Scales

Chief Executive Officer
TransLink Transit Authority



Introducing this report

Welcome to the TransLink Transit Authority Annual Report for 2011–12 and the final full annual report for the TransLink Transit Authority. On 31 July 2012, the Queensland Government announced that the *Transport Operations (TransLink Transit Authority) Act 2008* would be repealed and the functions of the Authority transitioned into the Queensland Department of Transport and Main Roads from 6 August 2012. The *Transport Operations (TransLink Transit Authority) Act 2008* will be repealed through a change process over the next six months.

For the purposes of this report, content has been included to reflect the governance and structural requirements of TransLink as a statutory authority as at 30 June 2012.

The TransLink Transit Authority Annual Report for 2011–12 has been developed for the Queensland Minister for Transport and Main Roads, the Honourable Scott Emerson MP, and our other key stakeholders including our customers, delivery partners, government, employees and members of the broader community.

This report contains financial statements and a summary of TransLink's financial and non-financial performance for 2011–12, in line with the targets and objectives outlined in the *TransLink Transit Authority Strategic Plan 2010–2015* and the *2011–12 Queensland State Budget — Service Delivery Statements*. It complies with TransLink's legislative reporting requirements under the *Financial Accountability Act 2009*, *Financial Performance Management Standard 2009*, *Transport Operations (TransLink Transit Authority) Act 2008* and the Queensland Government's Annual Report Requirements for Queensland Government Agencies for 2011–12.

This report also outlines the broader environmental, social and economic performance of our activities, using the Global Reporting Initiative (GRI) reporting framework.





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Message from the Chair

The past year has been one of significant change, challenge and development for TransLink and 2012–13 will signal even further changes for the organisation.

The Queensland Government has decided that TransLink will be incorporated into the Queensland Department of Transport and Main Roads with an expanded role as TransLink Division, responsible for the delivery of passenger transport across the state of Queensland. This is a positive development for the work that TransLink has undertaken as a statutory authority since 2008 and that will hold them in great stead as they meet the challenges and opportunities of an expanded regional network.

During 2011–12 we also welcomed a new Chief Executive Officer to TransLink and a new State Government to Queensland.

Neil Scales joined TransLink as our new Chief Executive Officer in March 2012, bringing with him a wealth of knowledge from more than 30 years of work in the transport industry and an impressive resume of achievements including an Order of the British Empire for his services to transport. Neil's vision is to provide a single integrated network accessible to everyone. Our annual report this year outlines many of our strategies for achieving this vision.

March 2012 also saw the election of a new State Government for Queensland, bringing with it a new Premier and a new Minister for Transport and Main Roads to whom we are accountable. This annual report outlines the progress TransLink has already made in addressing the new government's objectives for the community. In the public transport arena, these objectives are to provide a more affordable, reliable and frequent public transport network for South East Queensland, through better planning, cutting waste and delivering more front line services for families.

I feel very fortunate to have been part of an organisation that is so dynamic, innovative and customer focussed – this is reflected in the way we do business and the things we have been able to achieve this past year. I am also grateful to our many stakeholders – delivery partners, our local governments, community organisations, other government agencies and our transport industry partners. TransLink's vision of *making travel easy* requires a true team effort and I believe the foundations to achieve this goal have been well established to enable the new TransLink Division to deliver this vision on a larger scale.

This is my final message as Chair of the TransLink Transit Authority Board, an organisation I have been proud to represent since its beginning. I would like to thank my fellow board members for their commitment and their excellent service and contribution to public transport in South East Queensland.

I would also like to take this opportunity to thank TransLink's dedicated staff, delivery partners and stakeholders for the contribution they have made to the TransLink Transit Authority over the past three to four years. In my first ever annual report message, I wrote that together with the TransLink team, we would continue to deliver the best possible public transport service for the South East Queensland community. I am confident that TransLink Division will be well placed to achieve this aim as it takes on its expanded role across the State of Queensland.

I hope you enjoy reading this report and discovering how TransLink is continuing to work towards this ultimate goal and our vision of *making travel easy*.

Geoff Harley
Chair



Chief Executive Officer's report

It is with great pleasure that I present the 2011-12 Annual Report for the TransLink Transit Authority – my first at the helm of this dynamic organisation.

I come to Queensland with a wide-ranging and relevant work history with more than thirty years experience in the transport industry. The opportunity to lead one of the world's largest public transport networks – a multi-modal network spanning 23 zones and more than 10 000 square kilometres in service area – is truly a dream job.

Our annual report this year highlights our efforts over the past twelve months to deliver a better public transport system for our 21st century customers through our investment in new technologies, more reliable and frequent services and better infrastructure. Some of the exciting developments you will read about in this year's report include the introduction of TransLink's '9 and free' fare incentive, the trial of an innovative new passenger information system delivering real-time information on bus locations direct to customers, and the rollout of an additional 383 554 seats across the network over the year.

Customers are our priority

TransLink has continued to embrace new and better technology in helping our customers travel across the network. With more than 40 million visits to the TransLink website, it is important that we are continually improving our online offering. The new journey planner introduced in May 2012 has now made it even easier to plan and complete your journey through the use of new features such as interactive maps and more detailed route information. We have also been preparing for our first real time passenger information system trial which will revolutionise the way customers receive information on board, at stations and online.

I am particularly pleased with the significant increase in customer satisfaction this financial year particularly in the areas of reliability, frequency and accessibility of services. Through our independently conducted customer survey, this information provides valuable customer feedback and allows us to understand, monitor and continually improve our services, ticketing and infrastructure.

Restoring confidence in public transport

The new Queensland Government has made it clear that improving service reliability, frequency and affordability is the key way we can restore customers' confidence in our public transport system. For TransLink, this has meant understanding and managing some of the challenges that we face in balancing affordability with increased demand and productivity.

January to March 2012 saw satisfaction with public transport affordability drop to its lowest ever rating – an indication that cost of living pressures were impacting our customers more than ever. Coupled with a levelling out of patronage across all modes, this financial year means we need to work even harder to ensure that our fares are priced at a level that encourages customers to use our public transport services while ensuring we can meet increased demand for better services and infrastructure. The Queensland Government's new '9 and free' fare incentive, as well as the decision to halve the annual fare increase from 15 per cent to 7.5 per cent from next January, will provide fare relief for customers.

The coming year will see TransLink focus on the implementation of a major review of the South East Queensland bus network aimed at improving the reliability and frequency of services by eliminating duplication, managing the capacity of some of our major infrastructure and simplifying the network to ensure better connectivity between services and modes.

Our people – Our values

One of the unique attributes I have discovered about TransLink is the staff – individuals who each and every day contribute to building a better public transport network for our community. We truly value our staff and we seek to develop them professionally and personally, help them balance work and other priorities in their lives, and support them in building their knowledge and skills. I am proud that in our annual Values Survey, 77 per cent of our staff rate their satisfaction as “good” or “better” – a three per cent increase on our results in 2011.

Our seven core values — collaboration, committed to making a difference, customer focus, enjoy your work, getting things done, professionalism and respect for others and self — are not just words on paper. They are supported by our staff and our Leadership Team and will continue to influence the kind of workplace we create in the future.

The future

On 31 July 2012, the Queensland Government announced that it was changing the way public transport is to be delivered to the people of Queensland. TransLink will be transitioning into the Department of Transport and Main Roads with a new division – TransLink Division – created to coordinate the delivery of passenger public transport services across Queensland.

I would like to thank Geoff Harley, Chair of the Board for the TransLink Transit Authority. He, along with the other members of the TransLink Board, has provided the energy, strong business acumen and wise counsel in supporting and leading our organisation.

I would also like to thank our Minister, the Honourable Scott Emerson MP, for his continued support and advocacy.

The year ahead will see a significant change for TransLink but we are confident it is an endorsement of the work we have undertaken since the beginning of the TransLink Transit Authority in 2008 to deliver a high-quality public transport network for the people of South East Queensland. We will be operating on a much bigger scale but always with the customer and the community at the forefront of our planning and delivery.

Neil Scales

Chief Executive Officer

2011-12 highlights

\$1.5 BILLION

invested to deliver the
TransLink network in 2011-12

\$40 MILLION

invested in new and improved
public transport infrastructure

**over 40
MILLION**

visitors to the
TransLink website

383 554 new
weekly public transport seats
across the network

Up to 81.4%
of trips now made
using *go* card

**2.86
MILLION**
go cards now issued across
South East Queensland

**178.3
MILLION**

public transport trips across
South East Queensland — the
equivalent of 148.5 million
fewer car trips on our roads

Finalist

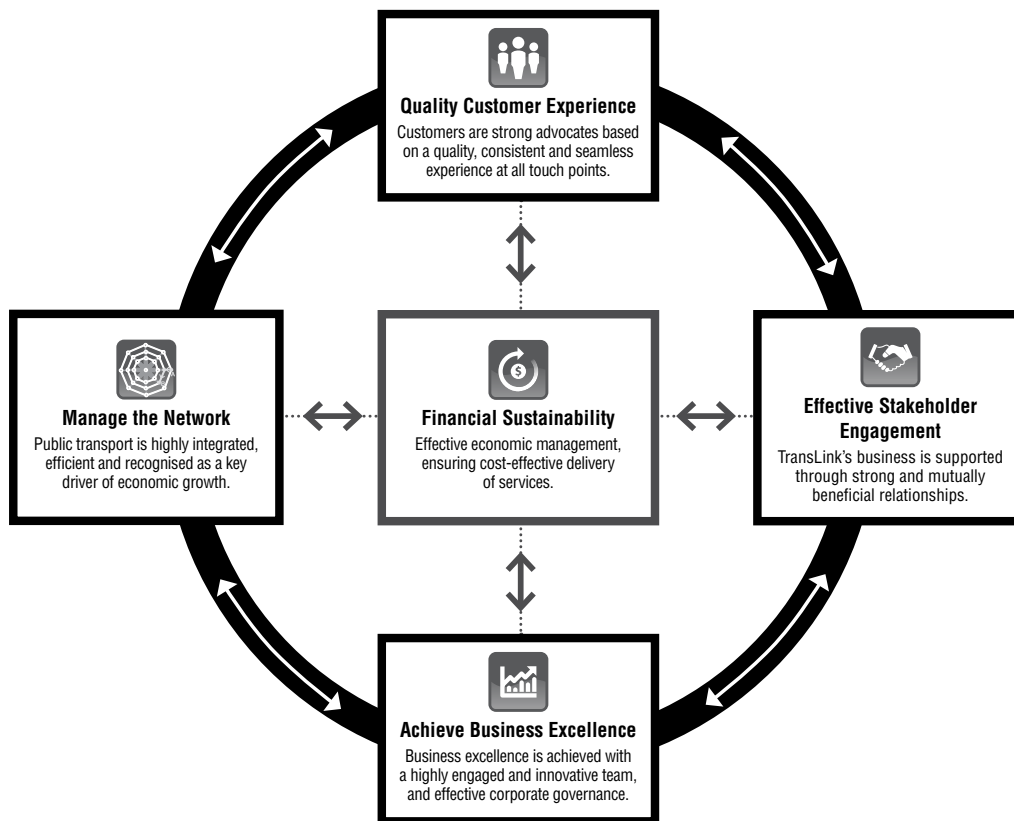
in Employer of Choice
(public sector) category for
Australian HR Awards 2011

**Staff
satisfaction
at 77%**
— up 3% from 2010-11

Our strategic plan

Our vision: *Making travel easy*

Our purpose: *Lead, plan, specify and provide mass transit for the people in South East Queensland*



The *TransLink Transit Authority Strategic Plan 2010–2015* guides TransLink's strategic direction and informs the development of our annual operational plan and budget. Our vision for the TransLink network is *making travel easy*. Our strategic plan outlines five pillars, or objectives, that guide our business activities to help us deliver this simple, yet ambitious vision.

A full copy of the *TransLink Transit Authority Strategic Plan 2010–2015* is available on the TransLink website (translink.com.au).

TransLink's contribution to the Queensland Government's objectives for the community:

Getting Queensland back on track

- **Grow a four-pillar economy:** Support strong economic growth, by making responsible financial decisions and generating economic prosperity by providing access to housing, retail, recreation, education and health services.
- **Lower the cost of living:** Improve the affordability of public transport options while ensuring the cost-effective delivery of our services.
- **Deliver better infrastructure and use better planning:** Work closely with our industry and local government partners to deliver more cost-effective, better-integrated public transport solutions.
- **Revitalise frontline services:** Deliver a quality frontline customer service experience across the network.
- **Restore accountability in government:** Achieve business excellence through good governance and continual performance improvement.



2011–12 performance snapshot

Pillar 1: Quality Customer Experience

"Customers are strong advocates based on a quality, consistent and seamless experience at all touch points"

Key performance indicators

Key measures	Target	2010–11 actual	2011–12 actual	Comments
Customer satisfaction	>70	70	69	Despite satisfaction with affordability falling after the January fare change, a successful result was achieved overall. Efficiency, reliability and comfort of ride remain the most important factors influencing satisfaction.
Customer advocacy	6.7	6.6	6.7	Customer advocacy continued to gradually rise, particularly with ferry customers (8.6).
Brand awareness (prompted)	>90	N/A	90	TransLink's brand achieved strong recognition among the general population, well above Brisbane Transport (75) and slightly below Queensland Rail (93).

Pillar 2: Effective Stakeholder Engagement

“TransLink’s business is supported through strong and mutually beneficial relationships”

Key performance indicators

Key measures	Target	2010–11 actual	2011–12 actual	Comments
Stakeholder advocacy	65%	N/A	67%	Twelve out of 18 (67%) stakeholders rate co-operation with TransLink as “good” to “excellent”. TransLink supported local government stakeholders through formal partnership funding agreements (e.g. Gold Coast City Council and Sunshine Coast Regional Council).
Advertising space rate	\$77 000	\$62 000	\$95 000	Achieved a better result than expected, with positive responses as well as television coverage of the ten-and-free and nine-and-free fare incentives and opening of busways.
Operating funding from local government	\$7.7 million	\$7.7 million	\$8.4 million	Target exceeded primarily due to the addition of Service Improvement Program funding of \$650 000.
Scope 1 and 2 emissions for TransLink operations from 420 George Street and the TransLink Centre for Service Excellence [excludes HVAC]	25% reduction by 2015-16	376 tCO ² -e	406 tCO ² -e	Increase is a result of the inclusion of the TransLink Centre for Service Excellence in 2011-12 calculations. The emissions for operations at 420 George Street was 355 tCO ² -e (a reduction of 5%)





Pillar 3: Business Excellence

“Business excellence is achieved with a highly engaged and innovative team, and effective corporate governance”

Key performance indicators

Key measures	Target	2010–11 actual	2011–12 actual	Comments
Employee satisfaction index	75%	74%	77%	Staff Values Survey conducted in March 2012 achieved a 97% participation rate and a near to best-practice result of 77% overall satisfaction. As with last year, staff are very satisfied with the supportive nature of their teams and TransLink as a whole.



Pillar 4: Manage the Network

“Public transport is highly integrated, efficient and recognised as a key driver of economic growth”

Key performance indicators

Key measures	Target	2010–11 actual	2011–12 actual	Comments
Cost recovery	25.3%	22.5%	23.6%	Expenses met target, yet revenue was \$24 million less than expected due to lower than anticipated TransLink Network Plan growth (\$9 million), revenue protection measures (\$5 million), ten-and-free fare incentive (\$3.1 million) and other contributing events (e.g. weather).
Mode share	8.5%	N/A	N/A	Survey completed with analysis yet to be finalised.
Patronage	186 million	178.6 million	178.3 million	Decrease in patronage attributable to lower growth as a result of demand contracting due to fare increases and changes to implementation timeframes for major service packages.
Capacity enhancement (seats added)	318 000	308 000	383 554	Number of seats added exceeded target, with opening of Eastern Busway in Q1, delivery of High Frequency Priority routes in Q2, delivery of new services to coincide with the opening of the Northern Busway extension in Q4 and additional train seats.



Pillar 5: Financial Sustainability

“Effective economic management, ensuring cost-effective delivery of services”

Key performance indicators

Key measures	Target	2010–11 actual	2011–12 actual	Comments
Subsidy per passenger trip	\$6.12	\$6.06	\$6.57	Expenses met target, yet revenue and patronage actuals achieved less than forecast, raising the required subsidy.
Average revenue per passenger trip	\$2.07	\$1.76	\$2.02	Revenue was \$24 million less than expected due to lower than anticipated TransLink Network Plan growth (\$9 million), revenue protection measures (\$5 million), ten-and-free fare incentive (\$3.1 million) and other contributing events (e.g. weather).
Fare evasion	To be determined	N/A	N/A	Further work to be undertaken to define the measure accurately. Currently, TransLink estimates that more than \$18 million per annum is lost in fare revenue due to fare evasion.
Cost per seat capacity	\$8 573	\$8 313	\$8 615	Weighted average of seats is up marginally from target (by 122 seats).

Our plan for the future

In 2012-13, the TransLink Transit Authority will become the TransLink Division of the Department of Transport and Main Roads. The new Division will be responsible for the coordination and management of public transport across Queensland. TransLink Division will be led by Neil Scales, as Deputy Director-General, and supported by a strong team of staff committed to *making travel easy*.

TransLink Division's focus in the next year will be to support the Queensland Government's priorities in providing affordable, reliable and frequent public transport across the state. This will include:

- Creating a new division of the Department of Transport and Main Roads, to oversee all passenger transport services across Queensland. This includes urban bus, train and ferry public transport services, regional air, taxis, long-distance coaches, the *qconnect* bus network, Traveltrain services and school bus services, along with subsidised regional air, coach and ferry services
- Continuing the popular '9 and free' fare incentive in South East Queensland where *go* card users receive their tenth trip – and each subsequent trip that week – for free
- Introducing a 7.5 per cent fare increase in January 2013 that will support the Queensland Government's continued investment in improved public transport services and infrastructure each year
- Conducting a comprehensive review of the South East Queensland bus network to eliminate service duplication, manage infrastructure capacity, simplify the network and get better connectivity between services and modes
- Commencing a two-year trial of 15 minute off-peak rail services on the Ferny Grove line.
- Completing new and improved park 'n' ride facilities in Capalaba, Slacks Creek and The Gap (Enoggera Reservoir).
- Opening the new Logan Central and North Lakes bus stations
- Rolling out the next phase of the real-time customer information pilot across the Brisbane Transport CityGlider bus fleet.

About TransLink

The TransLink Transit Authority delivers bus, train and ferry services, information, ticketing and infrastructure across South East Queensland. We work collaboratively with 19 primary delivery partners to deliver services across one of the largest integrated public transport networks in the world, stretching from Gympie in the north to Coolangatta in the south and west to Helidon. Managing a record \$1.5 billion investment in the public transport network, we catered for more than 178.3 million passenger trips in 2011–12 to deliver TransLink's vision of *making travel easy*.

On 31 July 2012, the Queensland Government announced that the *Transport Operations (TransLink Transit Authority) Act 2008* will be repealed. From 6 August 2012, the TransLink Transit Authority has transitioned into the Department of Transport and Main Roads as TransLink Division responsible for the delivery of passenger transport services across the whole of Queensland.

TransLink Transit Authority, is responsible for:

■ Mass transit services:

We plan, co-ordinate and deliver integrated bus, train and ferry services across South East Queensland. We also manage and ensure the standard of service provided by our 19 contracted delivery partners.

■ Customer Information:

We provide customers with a central point of contact to source journey planning information, make an inquiry or provide feedback via the TransLink 24-hour Contact Centre (13 12 30) and website (translink.com.au).

■ Ticketing and fares:

We set fares and manage TransLink's ticketing products including the *go card*

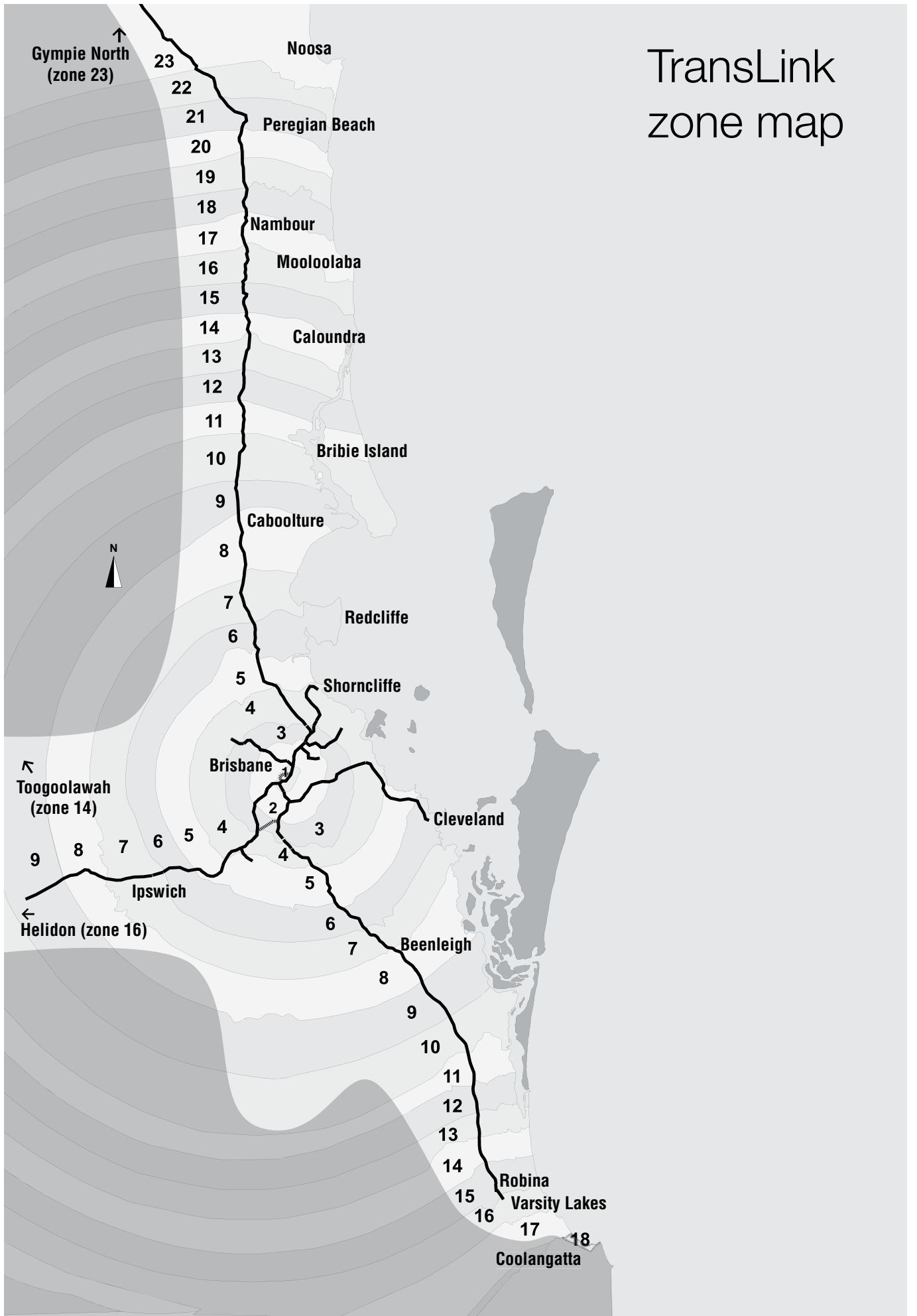
■ Public transport infrastructure:

We prioritise and specify the delivery of train and bus station upgrades, park 'n' ride facilities, and bus stops, and the operation of the South East Queensland busway network*. We also work with local government to upgrade bus stops.

* Future delivery of major public transport infrastructure projects will be centralised in the new Department of Transport and Main Roads structure



TransLink zone map

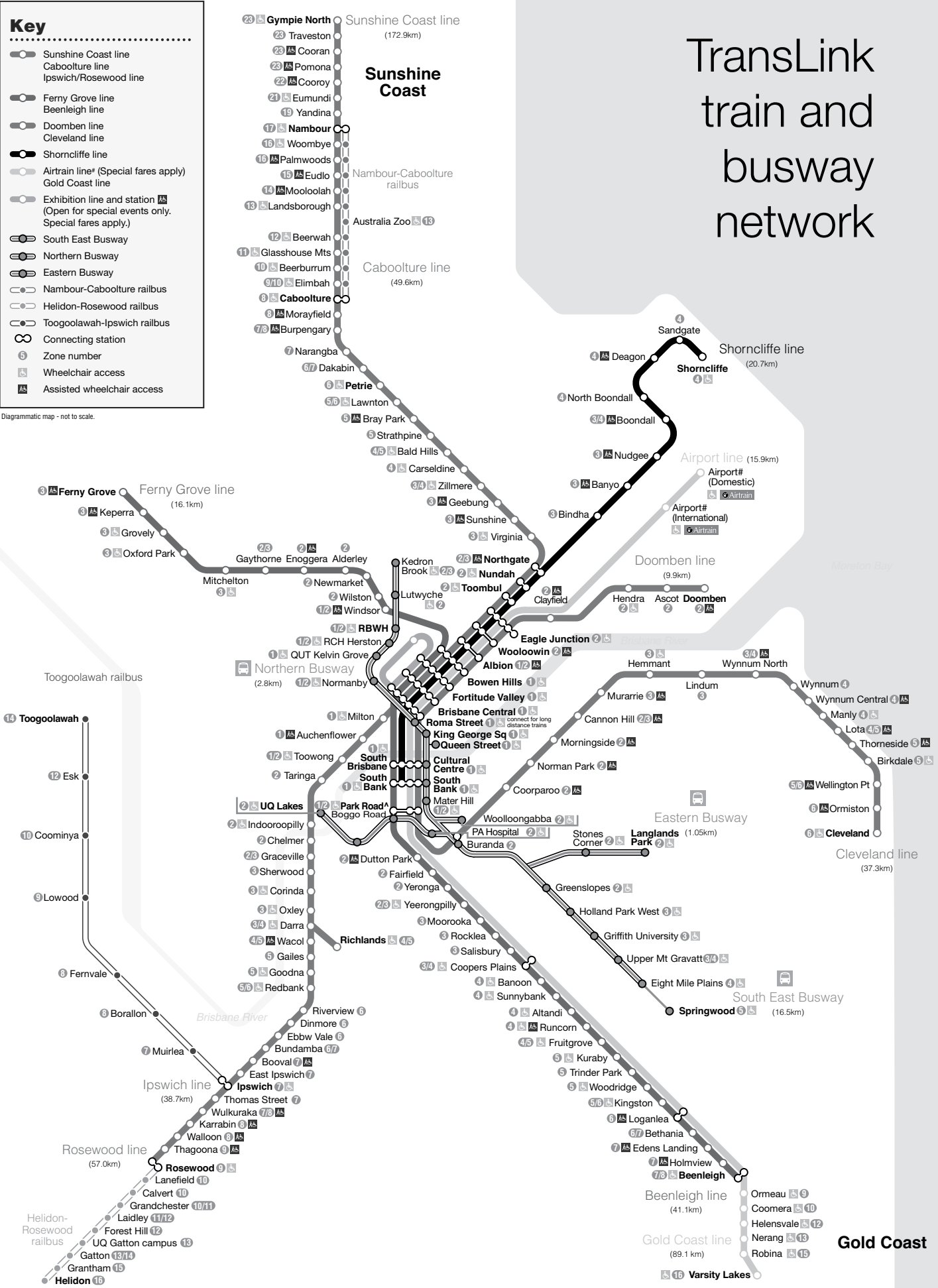


TransLink train and busway network

Key

- Sunshine Coast line
- Caboolture line
- Ipswich/Rosewood line
- Ferny Grove line
- Beenleigh line
- Doomben line
- Cleveland line
- Shorncliffe line
- Airtrain line* (Special fares apply)
- Gold Coast line
- Exhibition line and station (Open for special events only. Special fares apply.)
- South East Busway
- Northern Busway
- Eastern Busway
- Nambour-Caboolture railbus
- Helidon-Rosewood railbus
- Toogoolawah-Ipswich railbus
- Connecting station
- 5 Zone number
- Wheelchair access
- Assisted wheelchair access

Diagrammatic map - not to scale.



Our structure

The TransLink Transit Authority was established under the *Transport Operations (TransLink Transit Authority) Act 2008* with a non-executive, seven-member Board tasked with steering the strategic direction of the organisation. TransLink's Board reported directly to the Minister for Transport and Main Roads, the Honourable Scott Emerson MP.

TransLink's Board delegated responsibility for the day-to-day management of TransLink to our Chief Executive Officer. A formal Instrument of Delegation exists to ensure a clear delineation between the roles of the Board and management. This instrument specifies those items for which the Board has reserved decision-making authority, and the specific decisions and thresholds that have been delegated to the Chief Executive Officer.

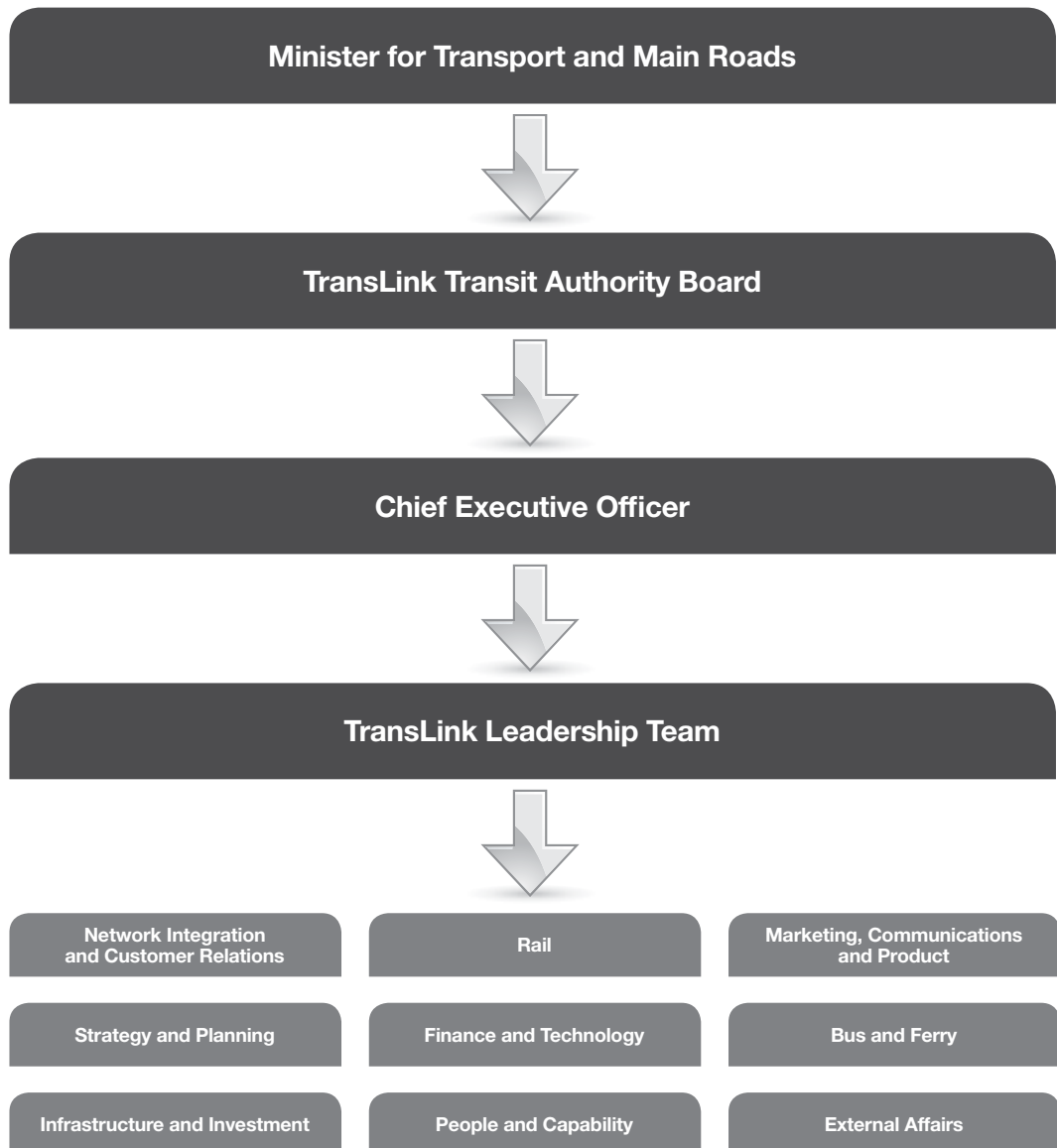
During 2011–12, there were a number of organisational changes from a reporting perspective:

- In November 2011, the Gold Coast Directorate became part of the Finance and Technology Directorate.
- In March 2012, a new Network Integration Project Unit was established.
- In May 2012, TransLink separated the Customer Service and Communications directorate and created two new areas within the business - Network Integration and Customer Relations and Marketing, Communications and Product.

On 31 July 2012, the Queensland Government announced that the *Transport Operations (TransLink Transit Authority) Act 2008* would be repealed. From 6 August 2012, TransLink began its transition to the TransLink Division within the Queensland Department of Transport and Main Roads. As a result, the TransLink Board was dissolved and, from the 2 August 2012 the TransLink Board comprises one standing member who is also the chief executive of the Queensland Department of Transport and Main Roads. This structure will remain in place until the *Transport Operations (TransLink Transit Authority) Act 2008* is repealed.



TransLink's structure during 2011-12



Our Board

TransLink’s Board membership and process is prescribed in Part 4 of the *Transport Operations (TransLink Transit Authority) Act 2008*. As per this legislation, during 2011-12 the TransLink Board consisted of seven members, six of which were appointed by the Governor in Council, and one standing member, being the chief executive of the *Transport Operations (Passenger Transport) Act 1994*. All appointees were non-executive Board members.

In selecting members for the TransLink Board, the Governor in Council must have regard to the person’s knowledge and experience specifically related to TransLink’s core functions, including

public transport planning, transport co-ordination and operational planning, public transport sector employee interests, customer relations, business management, law, economics or accounting, social policy, and commercial and marketing development.

On 28 March 2012, David Stewart ceased his role as Director-General of the Department of Transport and Main Roads and his TransLink Transit Authority Board membership. Michael Caltabiano became the standing member of the TransLink Board due to his appointment as the new Director-General of the Department of Transport and Main Roads on 28 March 2012.

Mr Geoff Harley (RFD, LLB, FAICD) Chair	Mr Chris Freeman (AM, BCom, FAICD) Member
<p>Period of most recent appointment: 13 June 2011 – 2 August 2012</p> <p>Geoff Harley is a consultant in the Brisbane Office of Clayton Utz and is an Adjunct Professor of Law at the University of Queensland Law School.</p> <p>Geoff has previously served as Chair of CS Energy. He is a Director of Brisbane Marketing Pty Ltd and a Member of the Advisory Board at Rowland Pty Ltd. His board experience covers fields as diverse as electricity generation, communications, information technology, investment and agribusiness.</p> <p>Geoff has practised law for more than 40 years. His role as a company director and as Chief Executive of Clayton Utz in Queensland has given him invaluable experience in strategy, operational management and governance.</p> <p>Geoff was Chair of the TransLink Board and a member of both the Audit and Risk Management Committee and the Remuneration and Succession Committee.</p>	<p>Period of most recent appointment: 13 June 2011 – 2 August 2012</p> <p>Chris Freeman is a company director holding board positions in the property, arts and sporting sectors. He consults to the Mirvac Group and is a Director within the Mirvac UK operations. His directorships and appointments include Chairman of Watpac Limited, Director of Tennis Australia Ltd, Chairman of Major Brisbane Festivals Pty Ltd, Member of the Federal Government’s Major Performing Arts Group and Member of Brisbane City Council’s Urban Futures Board.</p> <p>Chris has previously held the positions of Chairman, UAE, United Kingdom and Queensland and Chief Executive Officer, Queensland, for Mirvac Limited. He is an Adjunct Professor at the University of Queensland.</p> <p>Chris has 30 years’ experience in the finance and property sectors.</p> <p>Chris was Chair of the Audit and Risk Management Committee.</p>





Mr Colin Jensen (BE) Member	Mr Richard Mathews (BCom, BSc, ACA) Member
<p>Period of most recent appointment: 13 June 2011 – 2 August 2012</p> <p>Colin Jensen is the Chief Executive of Brisbane City Council.</p> <p>Prior to joining the council in August 2010, Colin had a career in the Queensland Government, including the role of Co-ordinator-General and Director-General of the Department of Infrastructure and Planning. Colin was responsible for overseeing the delivery of the largest infrastructure program in Queensland's history, modernising the State's planning and development system, reforming Queensland's local government system and shaping a new organisation following a departmental restructure in 2007.</p> <p>In 2011, for the fourth year running, Colin was named one of Australia's top 100 most influential engineers by <i>Civil Engineers Australia</i> magazine.</p> <p>From 31 May 2012, Colin was a member of the Remuneration and Succession Committee.</p>	<p>Period of most recent appointment: 13 June 2011 – 2 August 2012</p> <p>Richard Mathews is currently the Chairman of eServGlobal, an information technology telecommunications company listed in both Australia (ASX) and the United Kingdom (AIM), and the Managing Director of MHB Holdings, a company which either fully owns or invests in both public and private software companies around the world.</p> <p>Richard was the Chief Executive Officer of Mincom Limited (Australia's largest and oldest Enterprise Resource Planning software company) before its sale to a United States Private Equity Fund in 2007. Prior to leading Mincom, Richard spent several years engaged in senior positions with JD Edwards, including Senior Vice President International.</p> <p>Richard was Chair of the Remuneration and Succession Committee.</p>

Ms Adrienne Ward (BA, MAICD) Member	Mr David Barbagallo (BSurv, MTM, MAICD) Member
<p>Period of most recent appointment: 13 June 2011 – 2 August 2012</p> <p>Adrienne Ward is currently Government and Business Relations Advisor with Leighton Contractors and is a former Telstra Business Woman of the Year award winner. She has a background in corporate and government strategy with past state and national roles with Accenture, Optus Vision and Westpac. For the past 10 years, she has been a co-director of McDonald's franchises in South East Queensland.</p> <p>Adrienne is active on several boards, including Deputy Chair of Gold Coast Institute of TAFE. An avid contributor, Adrienne is the former Chair of the Institute of Modern Art and previous board member of Queensland Events Corporation, The Premier's Queensland Business Round Table, The ICT Ministerial Advisory Group, Griffith University Council and Brisbane/North Point Institute of TAFE.</p> <p>Among her many achievements, Adrienne was awarded the Centenary Medal in 2003 for distinguished service and achievement in business and commerce.</p> <p>Adrienne was a member of the Audit and Risk Management Committee.</p>	<p>Period of most recent appointment: 13 June 2011 – 2 August 2012</p> <p>David Barbagallo previously served as Chairman of the Queensland Minister for Tourism, Regional Development and Industry's Ministerial Advisory Council on ICT, and of Microgenx Pty Ltd. He was also a member of the Board of the Australian Centre for Interaction Design and Auscript Ltd.</p> <p>David has extensive experience in many business functions including information technology, strategic planning, research and development, and commercialisation, including as Executive Vice-President Solutions Development for Mincom Ltd, Chief Executive Officer of Distributed Systems Technology Centre Pty Ltd and Chief of Staff to the former Premier of Queensland, the Honourable Wayne Goss.</p> <p>In 2003, David was awarded the inaugural Queensland Pearcey Award for his contribution to Queensland's ICT industry and he has been made a Fellow of the University of Texas IC2 Institute.</p>



<p>Mr Michael Caltabiano (BE(Hon), MPhil, GDBA, FIEAust, FAICD, RPEQ, IAMA) Standing Member</p>	<p>Mr David Stewart (BEng, MBA, MEngSc, FIEAust) Previous Standing Member</p>
<p>Michael Caltabiano is the Director-General of the Department of Transport and Main Roads. In this position, he manages an operating budget of \$4.467 billion (2011–12), capital budget of \$3.828 billion and assets worth \$50.257 billion, serviced by more than 10 000 staff across Queensland.</p> <p>Michael started his distinguished engineering career with the former Department of Main Roads in Queensland in 1985. He moved to the private sector in 1993 and worked across Australia and internationally providing technical design and support to some of Australia's largest road projects.</p> <p>Michael joined the Brisbane City Council as an elected representative in 1996, and then entered state politics in 2005 as Member for Chatsworth, Shadow Minister for Roads and Shadow Treasurer. In 2006, he established his own engineering firm Infrastructure Delivery Australia Pty Ltd. As Managing Director of this firm, he has taken on the development of large infrastructure projects across Australia with staff operating in three states.</p> <p>Michael has recently returned to government to take up the role of Director-General of the Department of Transport and Main Roads, with a wealth of experience and knowledge in the delivery of major projects and specialist qualifications in the field of road infrastructure.</p>	<p>Period of most recent appointment: 13 June 2011 – 28 March 2012</p> <p>David Stewart is the Interim Head of Projects Queensland. He has been seconded to this role from Ernst & Young, where he is a Partner in the Advisory practice.</p> <p>Formerly Director-General of the Department of Transport and Main Roads, David has been recognised by Engineers Australia as one of the country's most influential engineers and was awarded a fellowship by the Transport and Logistics Institute.</p> <p>David has led the development of many of Queensland's major transport projects (including Public Private Partnerships), has facilitated infrastructure for state development and has delivered a significant government capital works program.</p> <p>Through the Australian Transport Council, he has been influential in national road, rail and maritime safety and regulatory reform.</p>



Our leadership team

Under the direction of the TransLink Board, the TransLink Leadership Team is the senior executive management body of our organisation. Led by our Chief Executive Officer, Neil Scales, each Director is responsible for managing one of the functional streams within TransLink.

Mr Neil Scales
Chief Executive Officer

Date of appointment: March 2012

As Chief Executive Officer, Neil Scales leads TransLink's management of the public transport network across South East Queensland. He is responsible for managing an annual budget of more than \$1.5 billion and ensuring effective partnerships with TransLink's 19 service delivery partners.

Neil brings to TransLink more than 30 years experience in public transport, having worked previously for the World Bank, the European Commission and for the last 12 years as the Chief Executive and Director-General of Merseytravel in England.

In 2005, Neil was appointed an Officer of the Most Excellent Order of the British Empire (OBE) for services to transport. Neil has an unbridled passion for passenger transport and logistics. His current appointment draws upon his vast experience in engineering together with an underlining vision of delivering excellent customer service.





<p>Mr Mark Hope Chief Financial Officer, Project Director Ticketing, Director Gold Coast Date of appointment: June 2009</p>	<p>Mr Matthew Longland Director Network Integration and Customer Relations Date of appointment: June 2009</p>
<p>Mark Hope joined TransLink in June 2009 and is responsible for management and financial reporting, planning and analysis, corporate funding, procurement, business systems and revenue assurance in TransLink. In 2011, Mark's responsibilities were expanded to lead TransLink's ticketing reform project and to oversee TransLink's involvement in the Gold Coast Rapid Transit project.</p> <p>Mark has more than 20 years experience working in chartered and commercial financial roles in the finance sector.</p>	<p>Matthew Longland started with TransLink in 2006 and has held various senior management and planning roles throughout the business. Recently, Matthew was TransLink's Interim Chief Executive Officer, prior to the arrival of TransLink's new Chief Executive Officer.</p> <p>In his current role, Matthew is responsible for network integration across bus, rail and ferry services, in addition to leading TransLink's customer relations team.</p> <p>Matthew has undergraduate and postgraduate degrees in Urban and Regional Planning at the Queensland University of Technology and holds memberships with the Australian Institute of Company Directors, the Planning Institute of Australia and the Institute of Public Administration Australia.</p>
<p>Mr Stephen Banaghan Director Rail Date of appointment: September 2009</p>	<p>Mr Simon Cook Director Infrastructure and Investment Date of appointment: October 2011</p>
<p>Stephen Banaghan is responsible for managing TransLink's contract with Queensland Rail, monitoring rail performance and managing TransLink's revenue protection and special event activities.</p> <p>Stephen has more than 30 years of international experience in the transport sector and has been on the boards of several train operating companies in the United Kingdom.</p>	<p>Simon Cook leads the planning, delivery and management of TransLink's infrastructure and investment programs, as well as being responsible for establishing and maintaining strong governance for all TransLink infrastructure projects and investments. In his role, Simon leads the Busway Operations team that monitors and patrols South East Queensland's busway network.</p> <p>Simon has eight years of international experience in rail operations and previously held a commission in Britain's Royal Navy.</p>

<p>Ms Pierina Curties Director People and Capability Date of appointment: June 2009</p>	<p>Mr Michael McGee Director Bus and Ferry Date of appointment: June 2009</p>
<p>Pierina Curties leads the People and Capability team and is responsible for people management, capability development, internal communication, governance, compliance and legal services. In her role, Pierina is responsible for maintaining TransLink’s unique culture, including guiding our values and leadership development.</p> <p>Pierina has worked in human resources and organisational development roles in the private and public sectors for more than 15 years. Pierina has been with TransLink since 2005.</p>	<p>Michael McGee oversees the management of the largest number of service delivery commercial contracts within TransLink. Michael is responsible for collaborating with our bus and ferry delivery partners to ensure business investments benefit public transport into the future and managing contract governance, including monitoring contractual performance.</p> <p>Michael joined TransLink in 2009 and brought with him a wealth of commercial experience from previous roles in auditing, financial services and venture capital industries; within the private and public sectors.</p> <p>Michael is a Graduate Member of the Australia Institute of Company Directors and is a member of the Australian Institute of Management.</p>
<p>Ms Nicole Moy Director Marketing, Communications and Product Date of appointment: March 2011</p>	<p>Sally Stannard Director Strategy and Planning Date of appointment: April 2010</p>
<p>Nicole Moy is responsible for the strategic development and delivery of TransLink’s customer-centred marketing, communications, online, go card product development, retail and distribution as well as ticketing policy and commercial initiatives.</p> <p>Nicole joined TransLink in March 2011, bringing more than 20 years’ experience in the commercial application of marketing across a diverse range of industries including travel, premium whitegoods, wine, petroleum and publishing, both in Australia and overseas.</p>	<p>Sally Stannard is a strategic planning specialist who leads TransLink’s strategic planning, service delivery and business strategy. Sally oversees the development and implementation of all new and additional public transport services, as well as acting as the principal interface with other state and local government agencies in the long-term planning of the public transport network. Sally has been with TransLink since 2007.</p>

- Peter Strachan resigned as TransLink’s Chief Executive Officer and departed in October 2011.
- Margot Dickie was the Director Customer Service and Communications from January 2011 to May 2012.
- Matthew Longland temporarily replaced Sally Stannard in the role of Director Strategy and Planning from 22 February to 3 October 2011 (maternity leave).
- Matthew Longland was Interim Chief Executive Officer from October 2011 to March 2012.



Our partners

Our customer service partners

Serco

Serco managed and operated the 24-hour TransLink Call Centre from 1 July 2011 to 30 June 2012. With more than 55 000 employees in 35 countries around the world, Serco has grown to become one of the world's leading service companies. In South East Queensland, Serco has provided more than 15 years of customer service to the South East Queensland travelling public through the management of call centre functions as well as face-to-face enquiries in the two Brisbane city-based Transport Information Centres.



Stellar

Stellar Asia Pacific (Stellar) is TransLink's new customer service partner, taking over operation of the TransLink Contact Centre on 1 July 2012 at their Fortitude Valley offices. Stellar is a leading global provider of call centre and business process outsourcing solutions, operating outsourcing centres around the world that collectively manage more than 300 million customer interactions and 100 million transaction processes every year. In Australia since 1998, Stellar has managed customer relationships for a broad range of clients, from large and established blue-chip companies, government departments and agencies to vibrant and growing businesses.



Our ticketing partner

Cubic Transportation Systems

Cubic (jointly Cubic Transportation Systems Inc and CTS (Australia) Pty Limited) provides TransLink with customer products and operational services relating to the go card smartcard ticketing system. Cubic provides specialised automated fare collection systems and services to more than 50 countries around the world.



Our public transport delivery partners

In 2011–12, TransLink invested a record \$1.38 billion to provide bus, train and ferry services to South East Queensland. These services were delivered through contractual arrangements with TransLink’s 19 service delivery partners to provide public transport services in the TransLink region.

South East Queensland	
QUEENSLAND RAIL	
Number of train sets	207 three-car train sets
Number of routes and services	147 stations and 740 km track in the South East Queensland network
Annual service contract expense for 2011–12	\$835.5 million
Greater Brisbane	
BRISBANE TRANSPORT	
Number of buses*	1229 buses
Number of routes and services	245 urban routes, 63 859 urban services per week; 217 school routes, 1465 school services per week (school terms only)
Annual service contract expense for 2011–12	\$264.64 million
BRISBANE CITY COUNCIL	
Number and type of ferries	19 CityCats, 9 CityFerries
Number of routes and services	3604 services per week
Annual service funding agreement for 2011–12	\$19.06 million
BRISBANE BUS LINES	
Number of buses*	2 buses
Number of routes and services	1 urban route, 35 urban services per week
Annual service contract expense for 2011–12	\$97 000
Northern region	
THOMPSON BUS SERVICES	
Number of buses*	42 buses
Number of routes and services	11 urban routes, 2642 urban services per week; 35 school routes, 690 school services per week (school terms only)
Annual service contract expense for 2011–12	\$6.32 million

* Only refers to fleet used to provide TransLink services.



HORNIBROOK BUS LINES	
Number of buses*	61 buses
Number of routes and services	16 urban routes, 1959 urban services per week; 20 school routes, 205 school services per week (school terms only)
Annual service contract expense for 2011–12	\$13.37 million
KANGAROO BUS LINES	
Number of buses*	73 buses
Number of routes and services	8 urban routes, 1647 urban services per week; 53 school routes, 545 school services per week (school terms only)
Annual service contract expense for 2011–12	\$12.06 million (including Rail Bus)
CABOOLTURE BUS LINES	
Number of buses*	37 buses
Number of routes and services	6 urban routes, 668 urban services per week; 35 school routes, 331 school services per week (school terms only)
Annual service contract expense for 2011–12	\$6.34 million
BRIBIE ISLAND COACHES	
Number of buses*	28 buses
Number of routes and services	5 urban routes, 736 urban services per week; 33 school routes, 175 urban services per week (school terms only)
Annual service contract expense for 2011–12	\$5.07 million
Western region	
BUS QUEENSLAND (Lockyer Valley)	
Number of buses*	4 buses
Number of routes and services	1 urban route, 144 urban services per week
Annual service contract expense for 2011–12	\$1.09 million
BUS QUEENSLAND (Westside Bus Company)	
Number of buses*	90 buses
Number of routes and services	18 urban routes, 3944 urban services per week; 80 school routes, 400 school services per week (school terms only)
Annual service contract expense for 2011–12	\$18.38 million (including Rail Bus)

* Only refers to fleet used to provide TransLink services.

<i>SOUTHERN CROSS TRANSIT</i>	
Number of buses*	15 buses
Number of routes and services	12 school routes, 120 school services per week (school terms only)
Annual service contract expense for 2011–12	\$140 000
Southern region	
<i>CLARKS LOGAN CITY BUS SERVICE</i>	
Number of buses*	123 buses
Number of routes and services	28 urban routes, 4509 urban services per week; 66 school routes, 365 school services per week (school terms only)
Annual service contract expense for 2011–12	\$27.33 million
<i>BUS QUEENSLAND (PARK RIDGE TRANSIT)</i>	
Number of buses*	79 buses
Number of routes and services	8 urban routes, 1394 urban services per week; 120 school routes, 510 school services per week (school terms only)
Annual service contract expense for 2011–12	\$12.64 million
Eastern region	
<i>VEOLIA TRANSDEV QUEENSLAND</i>	
Number of buses*	119 buses
Number of routes and services	31 urban routes, 3394 urban services per week; 63 school routes, 455 school services per week (school terms only)
Annual service contract expense for 2011–12	\$25.45 million
<i>MT GRAVATT BUS SERVICE</i>	
Number of buses*	34 buses
Number of routes and services	4 urban routes, 235 urban services per week; 23 school routes, 230 school services per week (school terms only)
Annual service contract expense for 2011–12	\$4.13 million

* Only refers to fleet used to provide TransLink services.

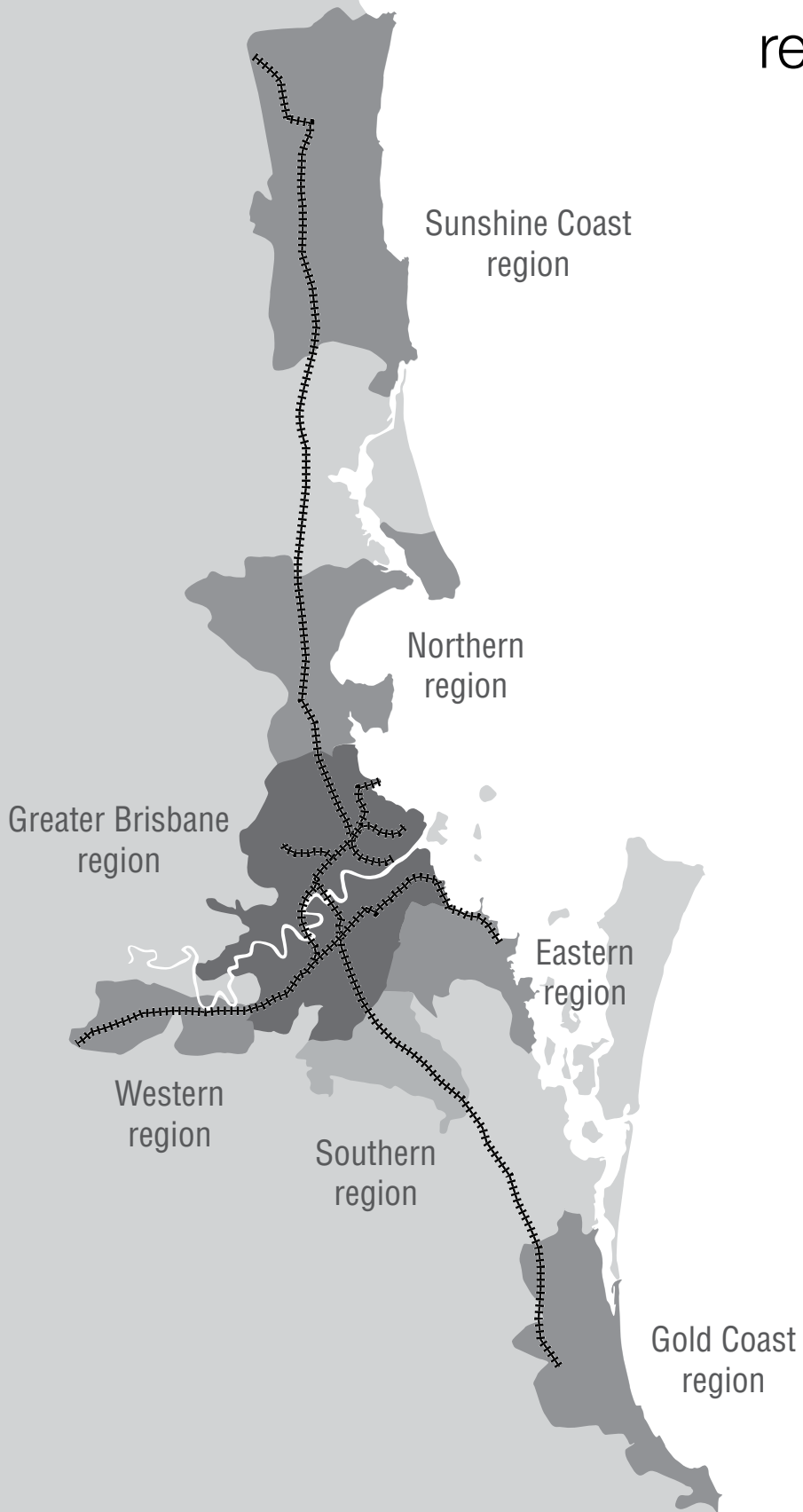


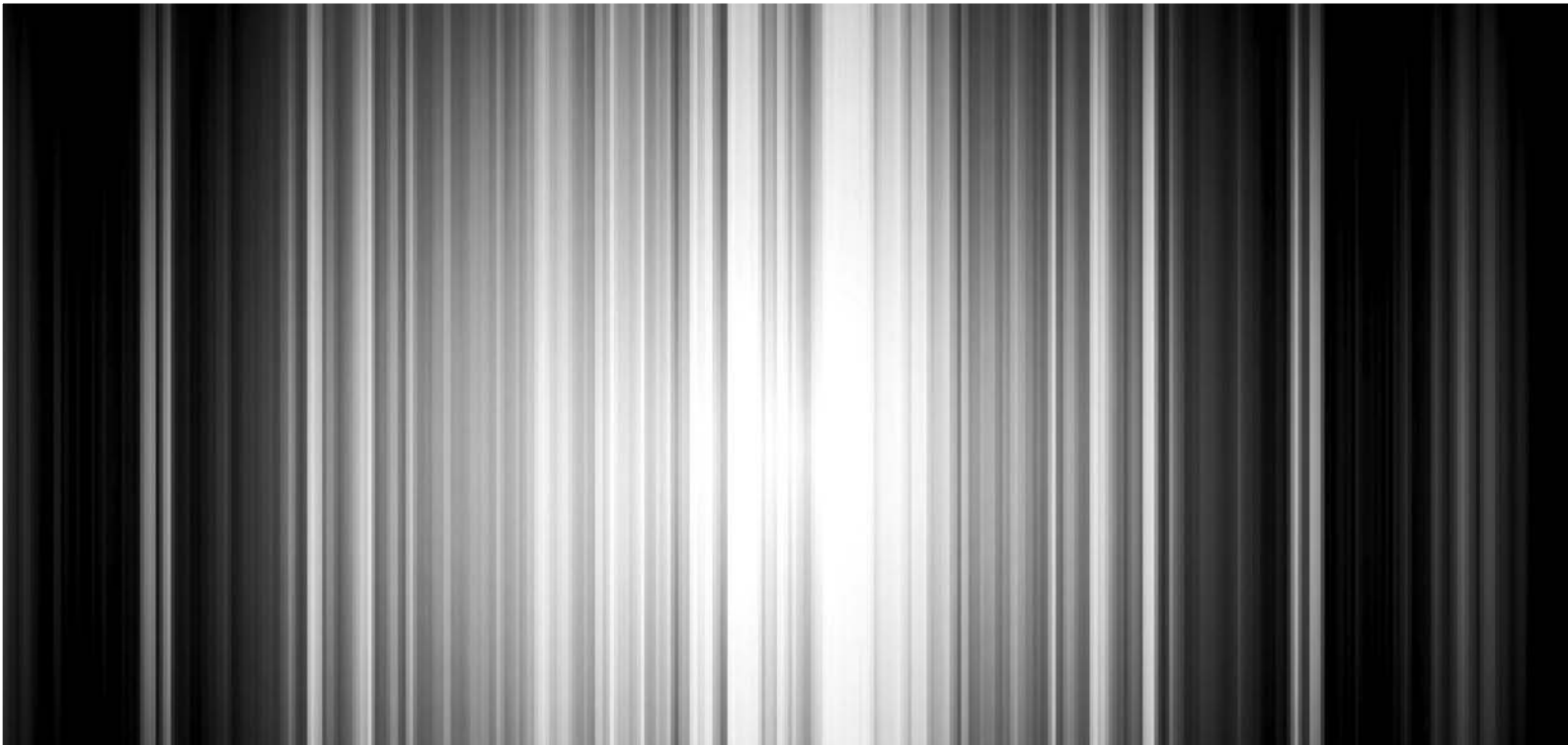
Gold Coast region	
SURFSIDE BUSLINES	
Number of buses*	306 buses
Number of routes and services	53 urban routes, 13 274 urban services per week; 209 school routes, 1395 school services per week (school terms only)
Annual service contract expense for 2011–12	\$75.91 million
Sunshine Coast region	
SUNBUS SUNSHINE COAST	
Number of buses*	90 buses
Number of routes and services	28 urban routes, 6023 urban services per week
Annual service contract expense for 2011–12	\$32.25 million
BUSLINK QUEENSLAND	
Number of buses*	125 buses
Number of routes and services	117 school routes, 1150 school services per week (school terms only)
Annual service contract expense for 2011–12	\$12.94 million

* Only refers to fleet used to provide TransLink services.



TransLink regional map





Our key achievements 2011-12

Pilot of *Trip Tracker*, our real-time passenger information system, on all 125 of Clarks Logan City Bus Service fleet

Release
of our improved website and journey planner

Overall customer satisfaction index rating of **69**

Successful
TransLink Transport Technology and Innovation Forum in March 2012

Our customers and community

Our year

The past year saw TransLink heighten engagement with our customers and community by enhancing our online journey planner and preparing to pilot our real-time passenger information system. TransLink also made significant changes to our contact centre arrangements to streamline information delivery to customers. In 2011-12, we surveyed more than 14 000 customers to better understand their public transport needs and priorities and assist TransLink with delivering a good quality service with a high level of satisfaction.

Our future direction

With TransLink expanding across Queensland, we will continue to focus on initiatives that put customers at the forefront of our decision making. Our real-time information system, *Trip Tracker*, will be expanded to include CityGlider services, providing direct benefits to our customers by providing more reliable travel information. While investment in better information systems technology will be important, TransLink will also ensure that contact with our customers through our enhanced contact centre and our network of Customer Liaison Officers continues to improve.



OUR CHALLENGES / OUR STRATEGIES

Engaging better with our customers



Boosting community dialogue

By enhancing our customer feedback process and engaging with the community on key public transport issues and major changes to the network, TransLink will ensure that our customers and community are at the forefront of everything we do.

Catering for the needs of all customers



Improving accessibility and comfort

By improving our infrastructure, services and information campaigns to meet the needs of seniors, culturally and linguistically diverse customers, and people living with a disability, all members of the community can feel confident using public transport in South East Queensland.

Protecting customers across the network



Prioritising safety and security

By continuing to focus on safety and security enhancements at all of our stations and waiting environments, we can empower customers to feel safe and confident when using the public transport network.

Our key activities in 2011–12

Technology transforming customer information

In March 2012, TransLink commenced a 12-month pilot for our new real-time passenger information system - *Trip Tracker* - that will deliver real-time bus arrival times and information to customers. The pilot works by communicating the exact location of a bus to a central system that can then relay that information to customers online, on board buses and via announcements at stations, terminals and bus stops. The system will also provide TransLink with data about on-time running of individual services and will assist TransLink and our delivery partners in improving network efficiency and reliability.

The *Trip Tracker* is being trialled on all 125 buses in the Clarks Logan City Bus Service fleet. The system was switched on in March 2012, went live to the public on 24 July 2012 and will continue for 12 months. It will also be trialled on Brisbane Transport's CityGlider fleet from late 2012 for six months. Depending on the success of the pilots, TransLink hopes to expand *Trip Tracker* across more services on the network.

German technology company Init were chosen to implement the system. Init is a world leader in real-time systems, with more than 400 sites worldwide and more than 25 years in the industry.

Contact centre going Stellar

This year saw TransLink sign with a new partner, Stellar Asia Pacific (Stellar), to operate our customer contact centre. Stellar took over TransLink's contact centre operations from 1 July 2012 and is set to revitalise one of TransLink's most important services. Customers will begin to see the benefits through faster response times, better use of our Interactive Voice Response (IVR) system and improved first call resolution – all aimed at improving our customer service outcomes for our passengers.

Connecting with our customers

TransLink is committed to providing excellent customer service, from our frontline service delivery to the customer information we provide and our responses to customer enquiries and feedback. In 2011–12, our customer connections included:

- **Website:** more than 40 million visits to the TransLink website
- **Customer service:** responded to more than 15 000 emails submitted via our online feedback form
- **Contact centre:** more than 1.322 million calls to our customer contact centre
- **Correspondence:** responded to more than 3200 pieces of written correspondence
- **Community education sessions:** more than 20 community education workshops delivered to familiarise customers with *go card* and our new journey planner
- **Community consultation:** 23 community consultations and 42 information sessions held for major service and infrastructure projects, including Northern and Eastern region restructures, the Noosa Junction station service change and the Northern Busway opening
- **Helping Hands:** 56 Customer Liaison Officers provided 10 102 hours of assistance to customers and provided support at four major service changes and 34 events, including the UQ Lakes bus station opening, university orientation weeks and the Multicultural Festival.

Strengthening safety and security

In 2011–12, TransLink continued to improve safety across the network with:

- **Safety and security officers:** 71 TransLink Transit Officers, 31 Senior Network Officers and 66 Rail Squad Police patrolling the TransLink network
- **Mobile security dog patrols:** 11 mobile security dog units patrolling train stations, car parks and other Queensland Rail property
- **Emergency telephones:** emergency help telephones available on station platforms as well as multiple emergency phones on board all Queensland Rail city services. Help telephone buttons are located near the doorways in every train carriage and throughout carriages in some newer models
- **Guardian trains:** 40 per cent of Queensland Rail services after 6pm Sunday to Thursday carry private security guards, with 100 per cent of scheduled trains after 7pm on Friday and Saturday nights covered, including NightLink bus services
- **CCTV security cameras:** more than 850 closed-circuit television (CCTV) cameras across the TransLink busway network monitored 24 hours per day, seven days per week, by the TransLink Busway Operations Centre
- **More lighting:** upgraded lighting installed at key locations across the network
- **After-dark security:** an after-dark security program for 34 train stations on the suburban network, with staff present until the last scheduled train on selected days.

Meaningful engagement with stakeholders

TransLink has continued our strong engagement of community interest, industry and government stakeholders to meet the needs of our broader community. In 2011–12, we engaged with the following organisations:

- Carers Queensland
- Council on the Ageing (Qld)
- Disabilities Council Queensland (Queensland Government)
- Federation of Ethnic Communities Council of Queensland
- Older People Speak Out
- Queensland Council of Social Services
- Queensland Council of Parents and Citizens Association Inc
- Rail Back on Track
- Returned and Services League of Australia (Qld Branch)
- Tertiary student representatives
- Vision Australia.

TransLink recognises the importance of building strong relationships with peak industry bodies to gain valuable input from their members on proposed public transport strategies.

TransLink engages with these valued stakeholders via professional memberships, industry forums, conferences and discussion groups, and through direct meetings with representatives. In 2011–12, TransLink engaged with:

- Brisbane Development Association (BDA)
- Committee for Economic Development (CEDA)
- CRC for Rail Innovation
- Institute of Public Administration Australia (IPAA)
- International Association of Public Transport (UITP)
- Planning Institute of Australia (PIA)
- Queensland Bus Industry Council (QBIC)
- Tourism and Transport Forum (TTF)
- Urban Development Institute of Australia (UDIA).

TransLink also brought together more than 140 local, national and international public transport professionals to share their collective knowledge and experience at the second annual TransLink Transport Innovation and Technology Forum in March 2012. This year's forum was centred on the question "How can new technology and design innovation create a better public transport experience for our 21st century customers?" Through this annual forum, TransLink takes a leading role in creating opportunity for discussion and debate on strategies to improve public transport systems not only in South East Queensland but across Australia.

Tracking customer satisfaction

In 2011-12, more than 14 000 customers from across South East Queensland participated in TransLink's independently conducted customer satisfaction survey. The survey records changes in customer satisfaction and captures changes in customers' priorities by assessing and benchmarking our customers' satisfaction with their public transport experience throughout the year.

Based on a set of 10 weighted key performance indicators (KPIs), customer satisfaction levels are calculated as a score out of 100, with a level of 60 representing satisfaction and 70 representing strong satisfaction. The annualised overall Customer Satisfaction Index recorded a satisfaction level of 69.

There have been significant increases in satisfaction this year with six out of the 10 KPIs. This includes increases to key service delivery areas, such as the Reliability and Frequency KPI, which was mainly driven by increased importance and high satisfaction with the departure times of services, and an increase in satisfaction with the Comfort of Ride KPI. Other KPIs with increased satisfaction included Safety and Security, Information, Proximity and Accessibility of Services. Satisfaction with the Ease of Use and Staff KPIs remained high and stable.

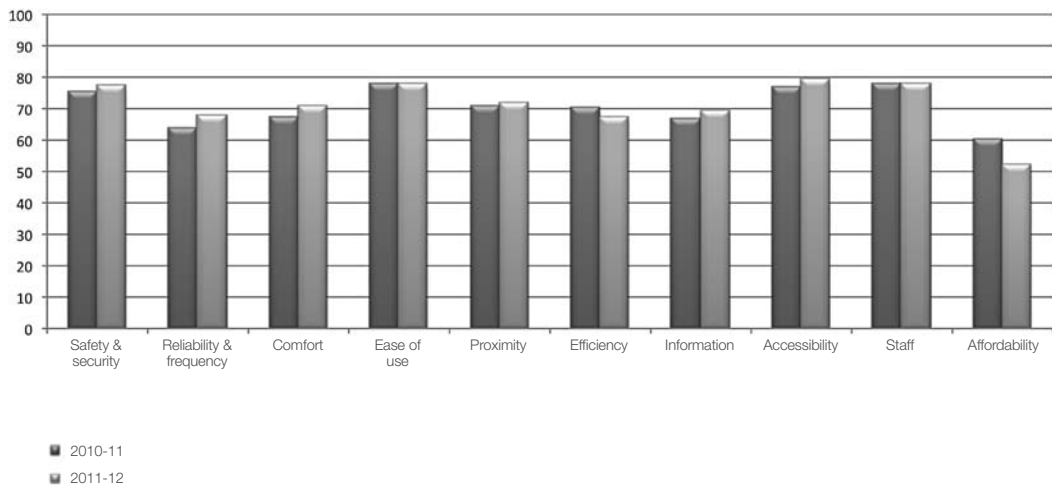
A decrease in satisfaction with two of the 10 KPIs provided us with valuable insights — a decrease in satisfaction with the cost of the journey impacted the Affordability KPI, and a shift towards greater importance of the coordination of connections resulted in a decreased score for the Efficiency KPI. With the introduction of the Queensland Government's nine-and-free fare incentive, improved journey planning information and the real-time passenger information pilot, we have made affordability



TransLink customer satisfaction

Customer satisfaction KPIs

- **Safety and security:** safety at stops, stations and onboard vehicles.
- **Reliability and frequency:** ability to meet departure times, frequency of services and reliability of *go* card readers.
- **Comfort of ride:** cleanliness, availability of seats, temperature on board and facilities at stops and stations.
- **Ease of use:** using and understanding ticketing, including transferring between modes, purchasing, topping up and using *go* card, ease of using stops.
- **Proximity:** convenience of available routes, distances from stops and stations, and proximity of *go* card outlets.
- **Efficiency:** door-to-door travel time, connections with other services and avoidance of congestion.
- **Information:** ability to understand onboard and at-station information, timetables, maps and journey planning information.
- **Helpfulness of staff:** knowledge, conduct, presentation and helpfulness of staff.
- **Affordability:** cost of tickets and benefits of not having to pay for parking.
- **Accessibility:** ease of getting on and off the platform, and on and off the vehicles, and reliability of escalators and elevators.
- **Overall satisfaction:** a combination of all reported categories.



About



Journey planning made easy

TransLink launched its next generation website journey planner in May 2012 to make journey planning even easier for our customers. The new journey planner allows customers to visualise the network and the travel options available to them with the use of interactive route maps. Features and enhancements of the new journey planner include:

- interactive maps that enable customers to see nearby stops, go card purchase and top-up locations, and nearby landmarks using Google Maps “street view”
- a summary of every journey result shown on options tabs to make it easier to select the best journey
- an option to change journey parameters (date, time, etc.) on the same page as journey results
- detailed information including timetables, maps, any service updates and all bus stops along the relevant route driven by state of the art scheduling software, HASTUS.



Our performance

Activity	2009-10	2010-11	2011-12	Comment
Overall Customer Satisfaction Index	69	70	69	Decrease in satisfaction with the Affordability and Efficiency KPIs has led to an overall decrease from 2010-11.
Hours of service delivered by Customer Liaison Officers (CLOs)	21 500	19 426	10 102	Reduction in hours of service reflects efficiencies in rostering and placement of CLOs during campaigns, with improved placement for more effective communication directly with relevant customers.
Total visits to TransLink website	14 257 962	31 600 889	40 859 943	The increase has been driven by a range of factors, including the introduction of 9 and free incentive and launch of the new journey planner.
TransLink Contact Centre calls offered (including information enquiries and customer feedback)	1 685 274	1 077 940	1 375 715	This figure constitutes all calls offered to TransLink in 2011–12 and includes validated data from both the previous and new contact centre providers.
Number of customer complaints per 10 000 passenger trips	4.88	4.46	4.61	This service standard is based on performance of non-go card related activity. 2011-12 figure is calculated using an average of the monthly results.



> Our customers & community >

Our network

> Our fares & ticketing

> Our social responsibility

> Our people

> Our governance



Our key achievements 2011-12

\$28.7m
of new bus services and
\$965 000 of new
train services providing
an extra **383 554**
seats per week

Major restructures
of the Northern and
Eastern bus networks to
improve efficiency and
on-time running
for customers

Opened the
award-winning
\$10m
Noosa Junction bus
Station in August 2011

record \$10m
Northern Busway
Services Package

Completed more than
\$4.5m
of upgrades to bus stop
infrastructure across
South East Queensland

Our network

Our year

This year saw TransLink continue to expand infrastructure and introduce improvements to public transport services. More than 124 200 kilometres per week in extra services and more than 354 300 seats per week were added to the bus network over the year with a further 29 250 seats per week added to the rail network. TransLink also completed major infrastructure projects including Noosa Junction, UQ Lakes and Redbank Plaza bus station upgrades.

Our future direction

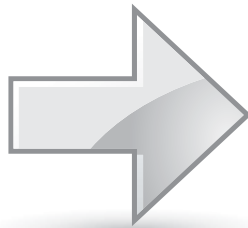
TransLink is committed to delivering on the new Queensland Government's priorities to improve the reliability, frequency and affordability of public transport in Queensland. Through improved planning, TransLink will ensure services and infrastructure are delivered strategically and cost effectively, assisting to lower cost of living pressures.

In line with the priorities of the new Queensland Government in 2012-13 Translink will undertake a comprehensive review of the South East Queensland bus network to improve the productivity of services, and will deliver a 15 minute off peak trial on the Ferny Grove rail line. Key infrastructure projects to be delivered include park 'n' ride facilities in Capalaba, Slacks Creek and The Gap (Enoggera Reservoir). TransLink will also begin the process of expanding its brand across passenger transport services throughout the whole of Queensland.



OUR CHALLENGES / OUR STRATEGIES

Improving productivity across the network



Streamline current services and maximise existing assets

By further streamlining services and capitalising on existing infrastructure, TransLink will continue to improve efficiency and reliability for customers.

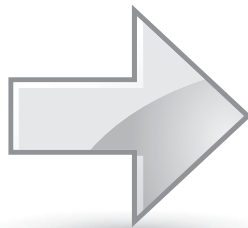
Managing peak constraints



Reorienting the network to encourage off-peak travel

By acknowledging and addressing changing off-peak travel requirements, TransLink will help manage peak demand and improve the overall cost-recovery of the network.

Increasing mode share



Making use of public transport easy

TransLink will provide a single integrated transport network accessible to everyone.

Our key activities in 2011–12

Revamped services to boost patronage

This year, TransLink added 383 554 weekly seats to the public transport network for our customers. Two of the most important service changes occurred in the Northern and Eastern regions of the network.

In February 2012, TransLink rolled out a new bus network across the Northern region with our delivery partner, Thompson Bus Services. These new services provided more direct connections between key destinations, provided public transport services to customers in new areas for the first time and have improved connectivity between the Northern suburbs. The service restructure was designed to improve reliability, accessibility and connectivity, and to support future infrastructure. Thanks to four completely new routes and six newly designed routes provided in the restructure, Northern region customers now benefit from approximately 41 000 more seats per week.

February 2012 also saw TransLink restructure the Eastern region bus services with our delivery partner, Veolia Transdev Queensland. The Eastern region restructure has improved current routes and timetables by making them easier for our customers to understand and by reallocating some services to help alleviate overcrowding. Each of the 31 routes that provide both local and city-bound services to the area were changed during this restructure.

Using *go* card data to inform our planning

In 2011–12, *go* card use accounted for approximately 81.4 per cent of all trips on the TransLink network. Thanks to its popularity, *go* card is providing increasingly accurate, detailed information on how, where and when customers access and use public transport. This information is invaluable for helping us plan new and enhanced services and infrastructure. In 2011–12, we used *go* card to plan a better network by:

- more accurately determining patronage figures
- restructuring service routes and times based on patterns of demand
- identifying overcrowding on services and allocating resources to reduce it
- providing stop-specific analyses of routes and services to understand the key locations at which our customers choose to board and alight services
- identifying key locations at which passengers transfer between different services and modes of transport
- identifying key areas of growth on the network to assist with long-term service and infrastructure planning
- understanding travel time variability to help measure and counteract the effects of traffic congestion.

Strengthening our local council partnerships

In 2011–12, TransLink continued to work with South East Queensland councils to upgrade local bus stops through TransLink's Bus Stops Upgrade Program (BSUP), with TransLink providing approximately \$4.6 million worth of funding to councils. These grants assist local councils to upgrade local stop infrastructure to better meet the Disability Standards for Accessible Transport 2002 (DSAPT) requirements. TransLink also worked with local councils on:

- **Community transport services:** assisting with planning for council and community-run flexible transport services, including Council Cabs and YourBus services
- **Local council planning:** advising on transport matters for local area development, growth management and transport plans
- **Major infrastructure projects:** consulting with local councils during the planning and construction of public transport infrastructure and associated civil works.

Brisbane City Council

TransLink continued to work in close partnership with Brisbane City Council, who control TransLink's bus service delivery partner Brisbane Transport and as the operators of CityCat and CityFerry services and infrastructure.

In 2011–12, Brisbane City Council and TransLink jointly delivered 67 growth buses into the network, and continued to co-fund CityGlider services at a combined cost of \$4.38 million. In total, Brisbane City Council subsidised services provided by Brisbane Transport to the amount of \$67.31 million via a Community Service Obligation payment.

Gold Coast City Council

In 2011–12, the Gold Coast City Council committed more than \$7.54 million to improving public transport services in the region including:

- funding the extension of bus route 15 to service Arundel Plaza and Seachange Village
- funding the extension of bus route 726 to service The Lodge Assisted Living and Community Cottages
- continued funding for trial services:
 - NightLink services N21 from Surfers Paradise and Nerang, N750 from Surfers Paradise to Mudgeeraba, and N798 from Kingscliff to Coolangatta until 20 November 2011
 - YourBus service between Helensvale Town Centre and Helensvale train station.

Sunshine Coast Regional Council

The Sunshine Coast Regional Council committed more than \$583 000 in 2011–12 through its public transport levy to jointly fund public transport improvements including:

- providing free bus services during the Christmas holiday period across the Sunshine Coast Sunbus network
- continued funding for trial services:
 - route 619 from Kawana to Maroochydore
 - route 623 from Coolum to Nambour.

Expanding our busway network to cut journey times

Two new additions to TransLink’s busway infrastructure in 2011–12 are improving affordability, reliability and frequency of bus services for commuters. The \$465 million Eastern Busway extension was opened in August 2011, linking Buranda to Coorparoo via two tunnels and two new stations at Stones Corner and Langlands Park. The \$444 million Northern Busway was opened in June 2012, connecting communities in Brisbane’s northern suburbs to Brisbane City, major shopping centres and workplaces. Following the official opening of each busway, TransLink implemented a new package of services to make best use of the new busway infrastructure, delivering significant improvements to bus service reliability and frequency.

The \$4.56 million Eastern Busway bus service package was rolled out on 29 August 2011 and included:

- an extra 101 742 weekly seats for customers via the busway and eastern corridor
- 2159 buses per week stopping at the new Stones Corner busway station and 1752 buses per week stopping at Langlands Park busway station
- 12 new bus stops and four new bus routes, including two new high-frequency bus routes.

The \$10 million service package rolled out on 18 June 2012, which incorporated the opening of the Northern Busway, included:

- more than 2000 additional weekly bus trips added across northern Brisbane, with peak-hour buses operating every two to three minutes between Chermshire and Brisbane City
- two additional high-frequency routes and several changes to routes
- a new high-frequency cross-town service.
- the introduction of higher capacity buses (14.5m vehicles) on specific routes through the network to address over crowding issues.

Infrastructure programs improving access to the network

TransLink coordinates the planning and construction of bus stops and key nodal infrastructure through three major programs – the TransLink Station Upgrade Program (TSUP), the Citytrain Station Upgrade Program (CSUP) and the Bus Stops Upgrade Program (BSUP). These programs are aimed at providing customers with high quality infrastructure that has a consistent look and feel and makes accessing public transport easier, safer and more comfortable.

TransLink also informs and guides the planning and design of public transport infrastructure through our recently updated *Public Transport Infrastructure Manual*. The guiding principles presented in TransLink’s *Public Transport Infrastructure Manual* aim to ensure that public transport infrastructure is designed and delivered by TransLink and our local government stakeholders with a consistent approach, providing high quality customer access, convenience, safety and comfort.



TransLink Station Upgrade Program (TSUP)

This program delivers new and enhanced bus hub infrastructure including:

- bus stations
- bus stops at key activity nodes along major service corridors
- Park 'n' ride and kiss 'n' ride
- bus layover and driver facilities
- end-of-trip facilities.

Bus Stops Upgrade Program (BSUP)

This program delivers upgrades of:

- Existing bus stops to meet TransLink's design standard and *Disability Discrimination Act 1992 (DDA)* and DSAPT requirements
- Funding for 2011-12 is provided on a tiered basis with local government.

Citytrain Station Upgrade Program (CSUP)

This program delivers improvements to existing train infrastructure including:

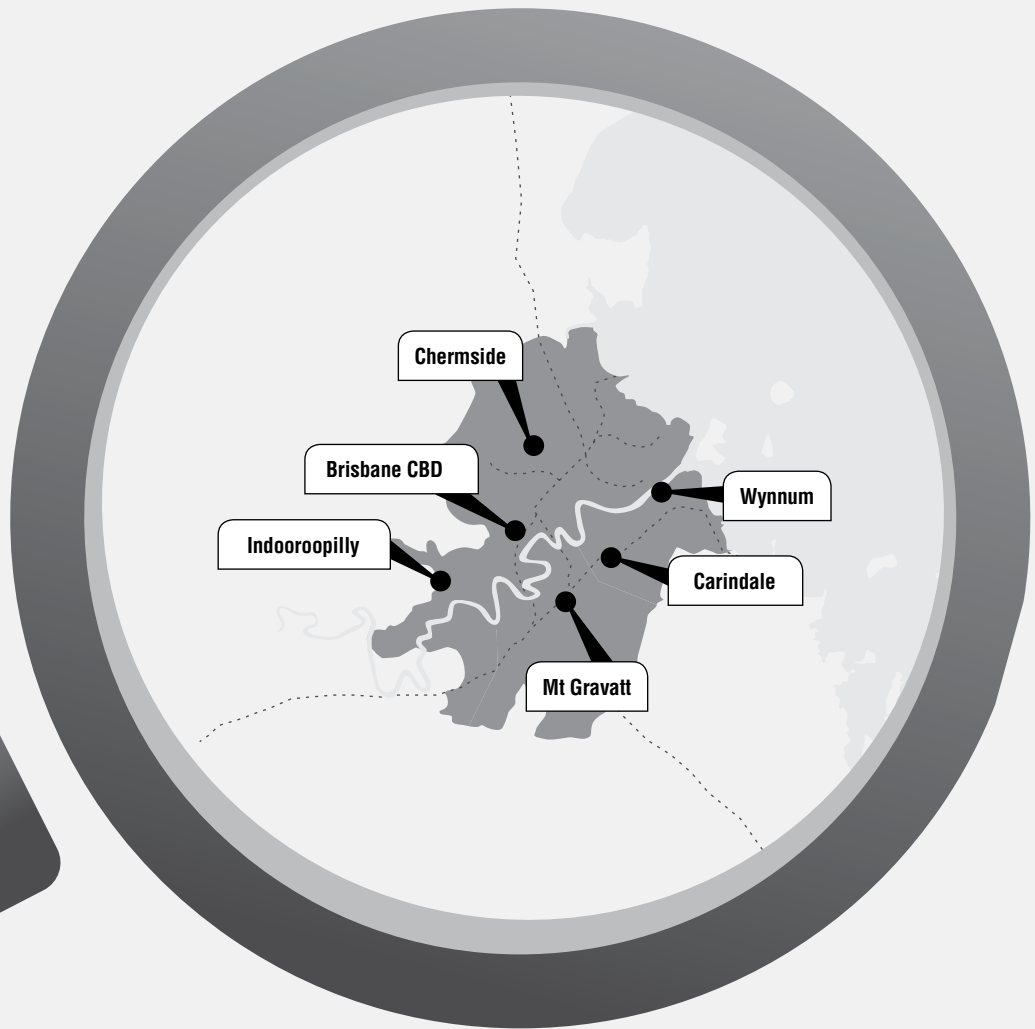
- Upgrades to stations to achieve DDA compliance
- Station enhancements (e.g. signage, shelter, seating)
- Replacement and rectification works (e.g. lifts, safety upgrades)
- New and expanded park 'n' ride, kiss 'n' ride and bus interchanges
- Installation of new bicycle facilities.

About



Award winning infrastructure for the Sunshine Coast

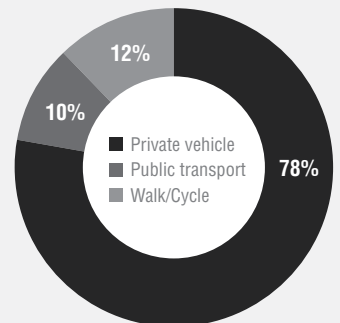
Delivered in August 2011, TransLink's \$10 million Noosa Junction bus station is a major boost to public transport for Noosa and the Sunshine Coast. The architecturally designed station provides residents and visitors with a contemporary and comfortable transport interchange. The station features seven bus bays, drop-off and pick-up facilities for tourist buses, public toilets, three layover bays, a go card ticketing machine, short-term car parks, loading bays for the adjoining shops, public plazas and bicycle storage. It provides improved safety and accessibility for passengers and will assist TransLink in catering for future public transport requirements on the Sunshine Coast.



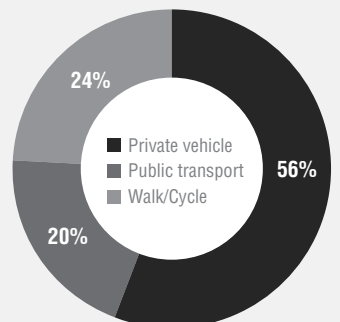
Greater Brisbane region

Local government	Brisbane City Council and small parts of Moreton Bay Regional Council
Local government contribution to TransLink*	\$1 742 047 for infrastructure \$295 465 for services
Demographics[^]	<ul style="list-style-type: none"> Population of 1 080 000 56 per cent of people travelling to the Central Business District use public transport 55 per cent of workers travel less than 10 kilometres to get to work
Transport operators in region	Queensland Rail, Brisbane Transport, Brisbane City Council Ferries, Brisbane Bus Lines
Infrastructure investment in 2011-12[†]	\$11 million
Public transport usage	<ul style="list-style-type: none"> 78.2 million bus trips 5.2 million ferry trips On an average weekday, Greater Brisbane train stations cater for an estimated 194 600 station entries.[‡]

Transport usage across region[‡]



Transport usage target for 2031



* This is in addition to the \$68.1 million direct Community Service Obligation payment made by Brisbane City Council towards Brisbane Transport services. It includes \$4.38 million to co-fund CityGlider services.

[^] Source: Australian Bureau of Statistics, 3218.0 - Regional Population Growth, Australia, 2010-11

[†] Does not include Citytrain Station Upgrade Program.

[‡] Source: Passenger Transport Origin - Destination Survey 2010.

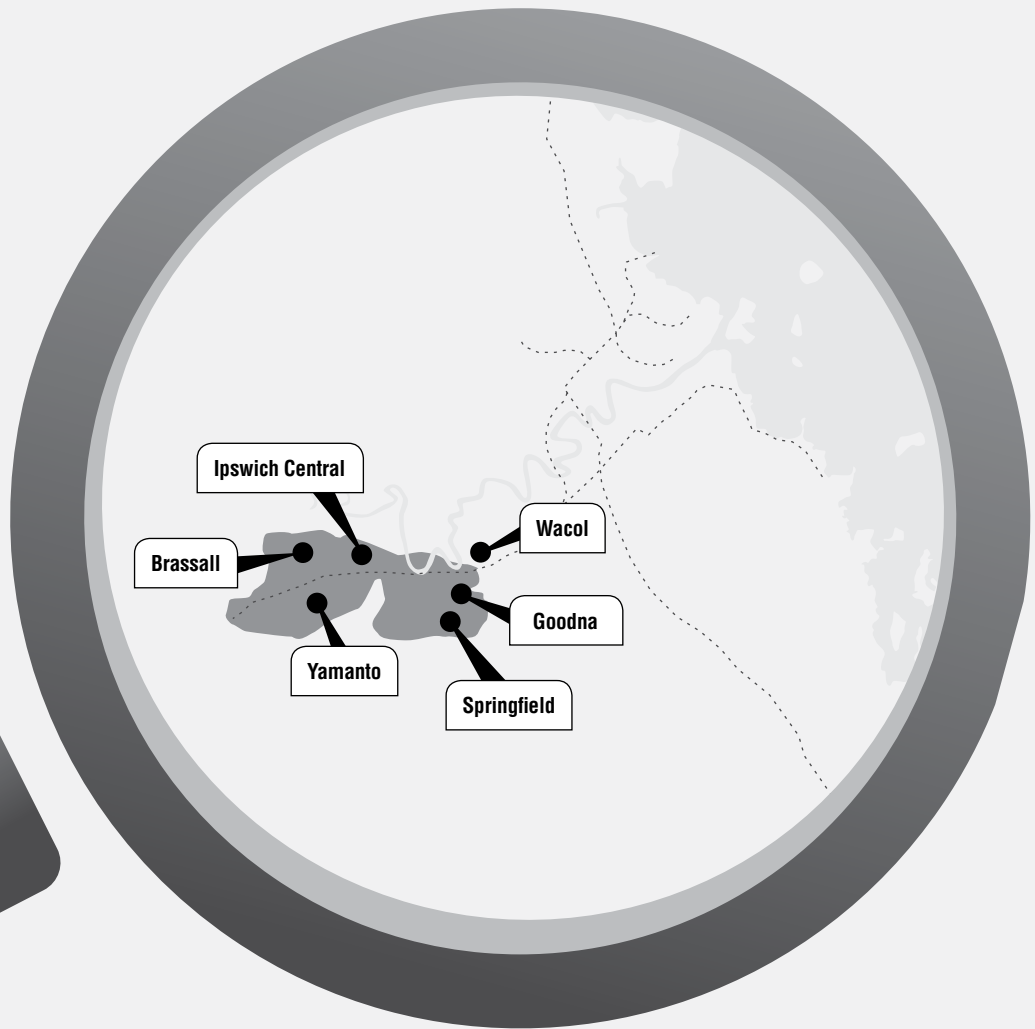


Key highlights in 2011–12

Project	Progress in 2011–12	Total cost of project	Features
<p>The Gap park 'n' ride</p> <p>New bus park 'n' ride facility on Waterworks Road at The Gap</p>	Construction commenced in April 2012	\$6.1 million	<ul style="list-style-type: none"> ■ approximately 85 parking bays including motorcycle and disability bays ■ bus station with four bus bays ■ sheltered and secure platforms with comfortable seating and lighting ■ direct pedestrian and bicycle access with bicycle storage ■ security cameras and lighting ■ 48 jobs created in the community over the life of the project
<p>Jindalee park 'n' ride</p> <p>New park 'n' ride facility on the corner of Sinnamon and Burrendah Roads and Koorringal Drive at Jindalee</p>	Construction completed in August 2012	\$3.25 million	<ul style="list-style-type: none"> ■ 69 parking bays, including motorcycle and disability parking bays ■ new bus shelter on Burrendah Road ■ security cameras and lighting ■ improved access for pedestrians and cyclists ■ bicycle storage facilities ■ 24 jobs created in the community over the life of the project
<p>UQ Lakes bus station</p> <p>Upgrade to existing UQ Lakes facilities</p>	Construction completed in June 2012	\$5.5 million	<ul style="list-style-type: none"> ■ upgrade of existing bus platform and construction of new bus platform ■ improved lighting and security cameras with 24-hour recording ■ sheltered seating for customers ■ 43 jobs created in the community over the life of the project
<p>Rail Station Upgrade Program</p>	Program ongoing	\$20 million (total program)	<ul style="list-style-type: none"> ■ upgrades completed at Enoggera, Newmarket, Zillmere, Morningside, Coorparoo, Wynnum and Banyo stations
<p>Toowong train station upgrade</p>	Completed in June 2012	\$3 million	<ul style="list-style-type: none"> ■ wall, floor and ceiling finishes replaced ■ improved lighting and bench seating ■ improved accessibility with tactiles, tap rails, accessible toilets and low-height ticket windows ■ improved safety and security ■ stairs to the station platforms renovated
<p>Sandgate park 'n' ride</p> <p>Expansion of existing facilities at Sandgate train station</p>	Completed in March 2012	\$3 million	<ul style="list-style-type: none"> ■ additional 100 car parking spaces on the eastern side of the station ■ improved lighting, drainage and security camera coverage

Project	Progress in 2011–12	Total cost of project	Features
Bicycle Shelters Program	Completed in 2011-12	\$1 million (total program)	<ul style="list-style-type: none"> ■ new bicycle shelters installed at Darra and Zillmere train stations
South Brisbane train station upgrade	Construction commenced in November 2011	\$10 million	<ul style="list-style-type: none"> ■ raising the height of all platforms ■ new accessible toilet and baby-change table ■ new accessible ticket window ■ improved signage and hearing loops ■ new electronic passenger information screens ■ additional security cameras
Eagle Junction train station upgrade	Construction commenced in November 2011	\$10 million	<ul style="list-style-type: none"> ■ new station building and ticket office ■ reconfiguration of Junction Road car park ■ storage for 38 bicycles
Keperra and Ferny Grove train stations upgrade	Construction commenced in November 2011	\$100 million	<ul style="list-style-type: none"> ■ new station building with plaza entry ■ wider and higher island platform with shelters ■ new second track ■ approximately 1000 new car parking bays, including disability car parking bays ■ two bus interchanges and kiss 'n' ride facilities ■ improved safety and security through additional security cameras and lighting
Sandgate train station accessibility upgrade	Construction commenced in May 2012	\$20 million	<ul style="list-style-type: none"> ■ improved access paths to and from the station platforms via new lifts ■ new footbridge, stairs and ramps ■ improved navigation measures including tactile ground surface indicators, signage, passenger information displays and audible communications ■ platforms raised to avoid need for access ramps

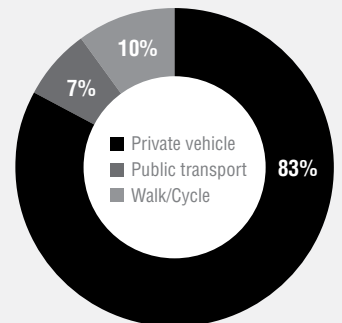
Project	Progress in 2011–12	Total cost of project	Features
Eastern Busway Service Package (August 2011)	Implemented 29 August 2011	\$4.56 million	<ul style="list-style-type: none"> ■ new services and improvements on Route 222, Route 213, Route P205 and Route 29 ■ 101 460 additional weekly seats
Route 100 and 180 peak services	Implemented 31 October 2011	\$6.6 million	<ul style="list-style-type: none"> ■ expansion of existing services ■ 57 102 additional weekly seats.
20 February 2012 Service Package	Implemented 20 February 2012	\$3.5 million	<ul style="list-style-type: none"> ■ new services and improvements on Route 138, Route 29 and Route 209 ■ 35 238 additional weekly seats.
Northern Busway Service Package (June 2012)	Implemented 18 June 2012	\$10 million	<ul style="list-style-type: none"> ■ new services and improvements on Route 330, Route 340, Route 369, Route 302, Route 398 ■ 121 862 additional weekly seats.
Bus Stops Upgrade Program	Completed in 2011-12	\$3.68 million	<ul style="list-style-type: none"> ■ 181 minimum boarding points upgraded ■ 352 street furniture and/or suburban shelters installed



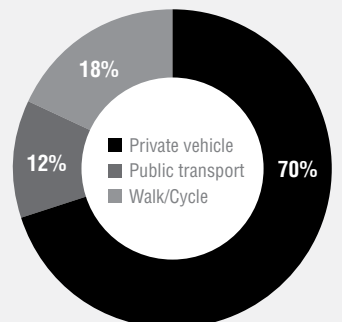
Western region

Local government	Ipswich City Council and Lockyer Valley Regional Council
Local government contribution to TransLink	\$281 462 for infrastructure (Ipswich City Council \$275 717; Lockyer Valley Regional Council \$5 745)
Demographics*	<ul style="list-style-type: none"> Population of 173 000 Average distance travelled to work is 18 kilometres
Transport operators in region	Queensland Rail, Bus Queensland (Lockyer Valley), Bus Queensland (Westside Bus Company), Southern Cross Transit
Infrastructure investment in 2011-12†	\$4.7 million
Public transport usage	<ul style="list-style-type: none"> 2.4 million trips On an average weekday, Western region train stations cater for an estimated 11 000 station entries‡

Transport usage across region ‡



Transport usage target for 2031



* Source: Australian Bureau of Statistics, 3218.0 - Regional Population Growth, Australia, 2010-11

† Does not include Citytrain Station Upgrade Program or Darra to Springfield Transport Corridor Project.

‡ Source: Passenger Transport Origin - Destination Survey 2010.

Key highlights in 2011–12

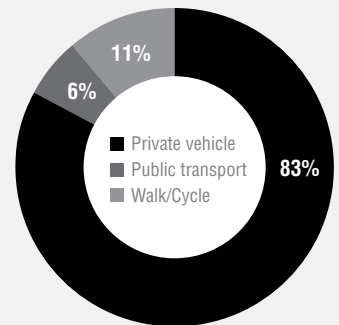
Project	Progress in 2011–12	Total cost of project	Features
Redbank Plaza bus station upgrade	Construction completed in February 2012	\$2 million	<ul style="list-style-type: none"> ■ new fully sheltered passenger waiting platform with two bus bays ■ new bus turnaround facility to provide direct access for buses servicing the new station ■ improved lighting and security with 24-hour recording ■ 29 jobs created in the community during the life of the project
Riverlink bus station upgrade	Construction completed in June 2012	\$1.2 million	<ul style="list-style-type: none"> ■ increased capacity from six to nine buses, plus a dedicated minibus bay ■ improved passenger shelter and seating ■ nine jobs created in the community during the life of the project
Rail Station Upgrade Program	Program ongoing	\$20 million (total program)	<ul style="list-style-type: none"> ■ renovation project completed at Bundamba train station
Darra to Springfield Transport Corridor Stage Two — Richlands to Springfield New rail lines between Richlands and Springfield	Construction commenced in November 2011	\$475 million	<ul style="list-style-type: none"> ■ 9.5 km of new dual track ■ two new train stations — Springfield and Springfield Central ■ more than 7 km of new bicycle pathways connecting Springfield to the Brisbane cycle network ■ new 900 m long, 15 m high rail bridge to carry the new rail line over the Logan Motorway interchange
Trial bus service — Springfield to Richlands	Implemented 27 February 2012	\$858 710	<ul style="list-style-type: none"> ■ trial Rail Bus service from Springfield to Richlands train station Monday to Friday ■ provide a connection ahead of train services starting in 2013 ■ 6 571 new weekly seats
Bus Stops Upgrade Program Ipswich City Council	Completed in 2011-12	\$570 842	<ul style="list-style-type: none"> ■ two minimum boarding points upgraded ■ 29 street furniture and/or suburban shelters installed
Bus Stops Upgrade Program Lockyer Valley Regional Council	Completed in 2011-12	\$22 981	<ul style="list-style-type: none"> ■ four minimum boarding points upgraded



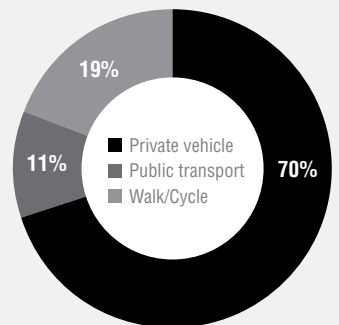
Northern region

Local government	Moreton Bay Regional Council
Local government contribution to TransLink	\$183 950 for infrastructure
Demographics*	<ul style="list-style-type: none"> Population of 390 000
Transport operators in region	Queensland Rail, Bribie Island Coaches, Caboolture Bus Lines, Hornibrook Bus Lines, Kangaroo Bus Lines, Thompson Bus Services
Infrastructure investment in 2011-12†	\$1.5 million
Public transport usage	<ul style="list-style-type: none"> 7.1 million bus trips On an average weekday, Northern region train stations cater for an estimated 16 800 station entries‡

Transport usage across region ‡



Transport usage target for 2031



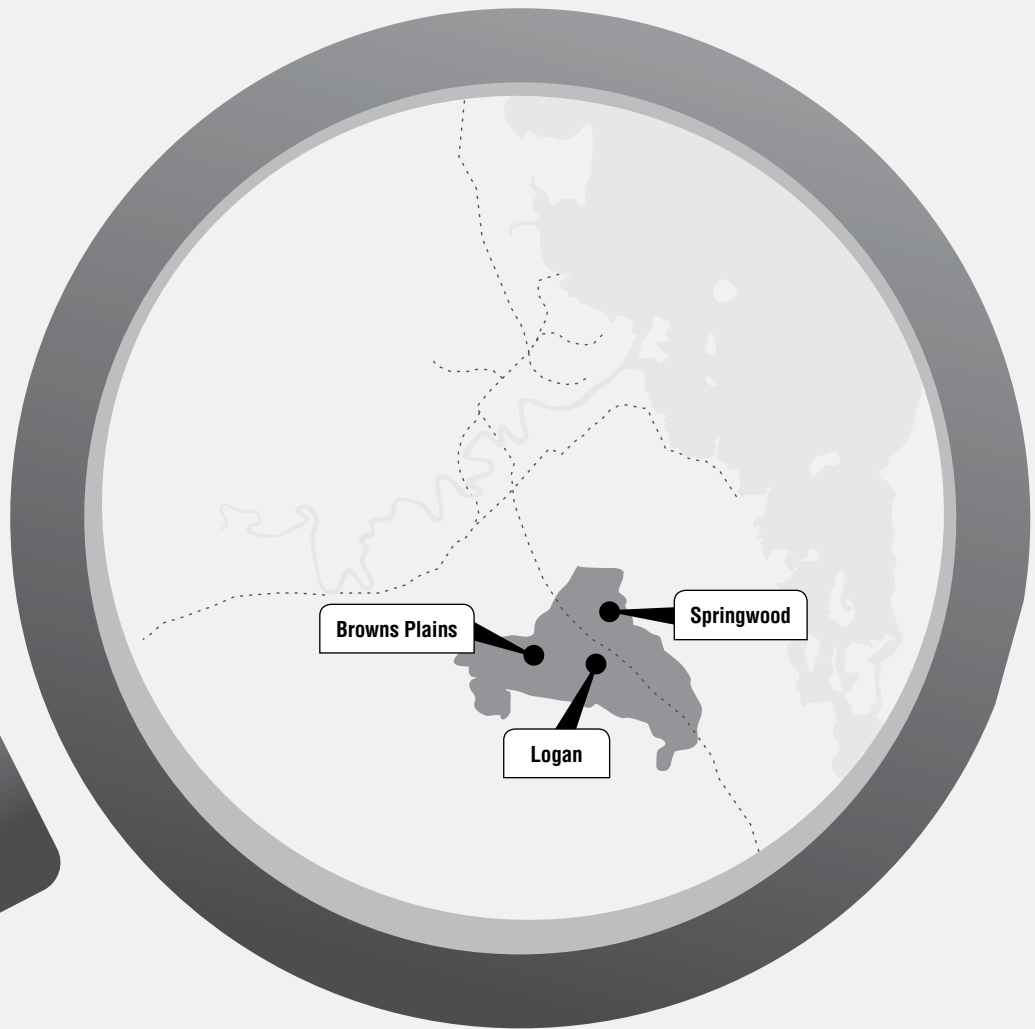
* Source: Australian Bureau of Statistics, 3218.0 - Regional Population Growth, Australia, 2010-11

† Does not include Citytrain Station Upgrade Program.

‡ Source: Passenger Transport Origin - Destination Survey 2010.

Key highlights in 2011–12

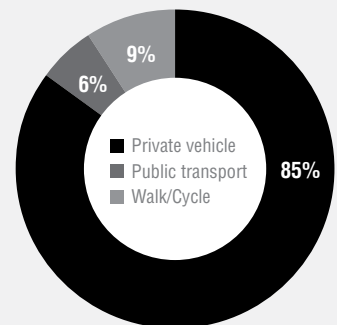
Project	Progress in 2011–12	Total cost of project	Features
North Lakes bus station New bus station at North Lakes	Construction commenced in May 2012	\$7 million	<ul style="list-style-type: none"> ■ capacity for six buses ■ sheltered seating, security cameras and lighting ■ improved access for cyclists and secure bicycle storage ■ 55 jobs created in the community over the life of the project.
Rail Station Upgrade Program	Program ongoing	\$20 million (total program)	<ul style="list-style-type: none"> ■ renovation of facilities at Strathpine train station.
Bicycle Shelters Program	Completed in 2011-12	\$1 million (total program)	<ul style="list-style-type: none"> ■ new bicycle shelter installed at Petrie train station.
Narangba rail station upgrade	Construction commenced in April 2011	\$26 million	<ul style="list-style-type: none"> ■ additional 60 car parking bays ■ new platform on the Main Street side of the station ■ improved accessibility and way finding ■ raised platforms.
Restructure of Northern region services (Thompson Bus Services)	Implemented 27 February 2012	\$1.08 million	<ul style="list-style-type: none"> ■ improved bus services in the Northern region ■ 41 663 additional weekly seats.
Airport Line service improvements	Implemented 12 December 2011	\$683 039	<ul style="list-style-type: none"> ■ additional airport services extending the hours of operation from 8pm to 10pm, seven days per week ■ 25 200 additional weekly rail seats.
Bus Stops Upgrade Program	Completed in 2011-12	\$477 574	<ul style="list-style-type: none"> ■ 126 minimum boarding points upgraded ■ 60 street furniture and/or suburban shelters installed.



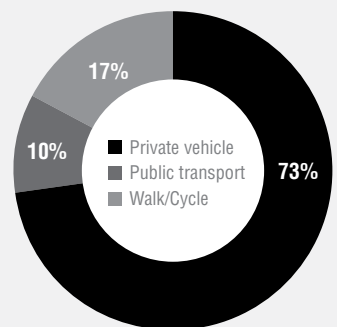
Southern region

Local government	Logan City Council
Local government contribution to TransLink	Nil for infrastructure*
Demographics†	<ul style="list-style-type: none"> ■ Population of approximately 287 000 ■ Average distance travelled to work is 19.4 kilometres ■ 12 per cent of residents do not have a driver's licence
Transport operators in region	Queensland Rail, Clarks Logan City Bus Service, Bus Queensland (Park Ridge Transit)
Infrastructure investment in 2011-12‡	<p>\$11 million</p> <ul style="list-style-type: none"> ■ 7.5 million trips ■ On an average weekday, Southern region train stations cater for an estimated 12 300 station entries‡
Public transport usage	

Transport usage across region ^



Transport usage target for 2031



* Logan City Council requested withdrawal of their approved bus stop upgrades from the 2011-12 Bus Stops Upgrade Program.

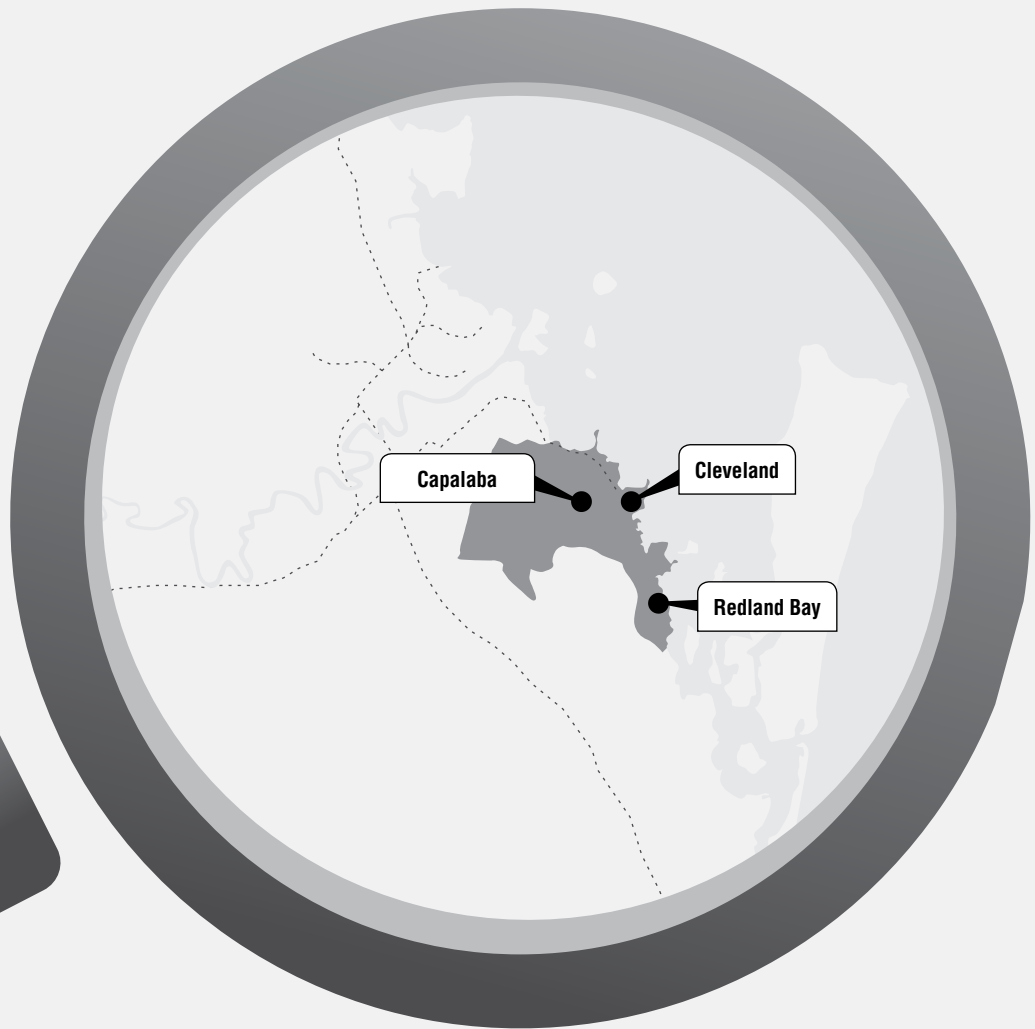
† Source: Australian Bureau of Statistics, 3218.0 - Regional Population Growth, Australia, 2010-11

‡ Does not include Citytrain Station Upgrade Program.

^ Source: Passenger Transport Origin - Destination Survey 2010.

Key highlights in 2011–12

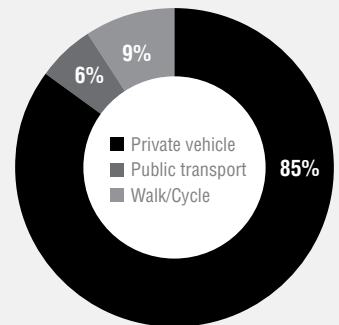
Project	Progress in 2011–12	Total cost of project	Features
<p>Logan Central bus station</p> <p>New bus station in Logan Central</p>	Construction commenced in January 2012	\$5.6 million	<ul style="list-style-type: none"> ■ two bus platforms, one on each side of Wembley Road ■ sheltered waiting areas with comfortable seating ■ dedicated priority bus lanes ■ improved pedestrian access and provision for cyclists across Wembley Road ■ improved lighting and security with 24-hour recording ■ 44 jobs created in the community over the life of the project
<p>Slacks Creek park 'n' ride</p> <p>New park 'n' ride facility at Slacks Creek</p>	Construction commenced in February 2012	\$9.6 million	<ul style="list-style-type: none"> ■ approximately 200 car parking bays, including motorcycle and disability bays ■ improved bicycle and pedestrian access ■ bicycle storage facility ■ improved lighting and security with 24-hour recording ■ 75 jobs created in the community over the life of the project
<p>Browns Plains bus station</p> <p>Upgrade of existing bus station facilities</p>	Design and community consultation ongoing in 2012–13	\$11 million	<ul style="list-style-type: none"> ■ improved station layout to allow for efficient bus operations and more space for waiting passengers ■ four new indented on-road bus stops along Browns Plains Road ■ fully sheltered passenger waiting platforms with comfortable seating, security cameras and lighting ■ better pedestrian and cyclist connectivity between the bus station, the shopping centre and Browns Plains Road ■ bicycle storage facilities ■ 86 jobs created in the community over the life of the project
<p>Rail Station Upgrade Program</p> <p>Upgrade of existing station facilities</p>	Program ongoing	\$20 million (total program)	<ul style="list-style-type: none"> ■ renovation projects completed at Loganlea and Woodridge train stations
<p>Bus timetable review (Park Ridge Transit)</p>	Implemented 31 October 2011	\$350 187	<ul style="list-style-type: none"> ■ review of existing bus timetable to improve service reliability ■ 2 626 additional weekly seats.



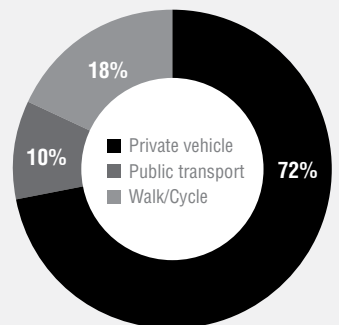
Eastern region

Local government	Redland City Council
Local government contribution to TransLink	\$10 231 for infrastructure
Demographics*	<ul style="list-style-type: none"> Population of approximately 145 000 45 per cent of trips to work are more than 20 kilometres 5.7 per cent of households do not own a car
Transport operators in region	Queensland Rail, Mt Gravatt Bus Service, Veolia Transdev Queensland
Infrastructure investment in 2011-12†	\$5.53 million
Public transport usage	<ul style="list-style-type: none"> 2.8 million bus trips on an average weekday Eastern region train stations cater for an estimated 4400 station entries‡

Transport usage across region ‡



Transport usage target for 2031



* Source: Australian Bureau of Statistics, 3218.0 - Regional Population Growth, Australia, 2010-11

† Does not include Citytrain Station Upgrade Program or Gold Coast Rapid Transit Project.

‡ Source: Passenger Transport Origin - Destination Survey 2010.

Key highlights in 2011–12

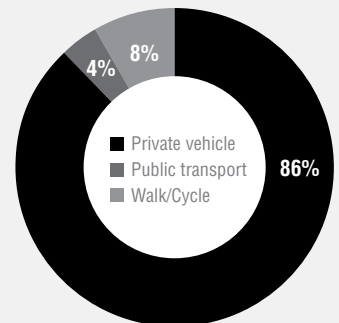
Project	Progress in 2011–12	Total cost of project	Features
Capalaba park 'n' ride New park 'n' ride facilities at Capalaba	Construction commenced in October 2011	\$11.8 million	<ul style="list-style-type: none"> ■ approximately 210 customer car parking bays in Stage One, with up to 100 more car parking bays in Stage Two ■ comfortable waiting area with high-quality shelters and seating for passengers ■ improved access for pedestrians and cyclists, including bicycle storage ■ 92 jobs created in the community over the life of the project
Redland Bay Marina bus station	Project announced in August 2011 with preliminary design finalised in June 2012 for consultation	\$6 million	<ul style="list-style-type: none"> ■ architecturally designed, sheltered new bus station with capacity for three buses ■ transit lounge for bus and ferry passengers ■ ticketing office for ferry operators and passengers ■ improved lighting and security cameras with 24-hour recording ■ bicycle racks ■ 47 jobs created in the community over the life of the project
Bicycle Shelters Program	Project completed in 2011-12	\$1 million (total program)	<ul style="list-style-type: none"> ■ bicycle shelter installed at Cleveland train station
Cleveland train station upgrade	Commenced construction May 2012	\$1.2 million	<ul style="list-style-type: none"> ■ new entrance and ticket counter ■ new fare gates and lighting ■ upgraded closed-circuit television (CCTV) system
Eastern Region structure (Veolia Transport)	Implemented 27 February 2012	\$606 592	<ul style="list-style-type: none"> ■ review and improvement of bus services in the Eastern region
Bus Stops Upgrade Program	Completed in 2011-12	\$40 924	<ul style="list-style-type: none"> ■ 13 minimum boarding points at bus stops upgraded



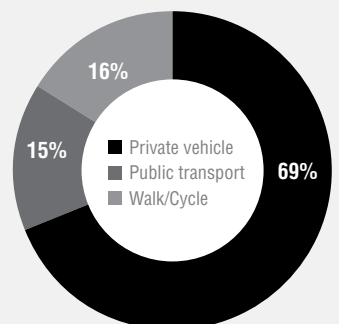
Gold Coast region

Local government	Gold Coast City Council
Local government contribution to TransLink	\$7 540 000 for services \$861 308 for infrastructure
Demographics*	<ul style="list-style-type: none"> ■ Population of approximately 536 000 ■ 49 per cent of work trips are less than 10 kilometres
Transport operators in region	Queensland Rail, Surfside Buslines
Infrastructure investment in 2011-12†	\$423,802
Public transport usage	<ul style="list-style-type: none"> ■ 16.6 million bus trips ■ On an average weekday, Gold Coast region train stations cater for an estimated 9900 station entries‡

Transport usage across region ‡



Transport usage target for 2031



* Source: Australian Bureau of Statistics, 3218.0 - Regional Population Growth, Australia, 2010-11

† Does not include Citytrain Station Upgrade Program.

‡ Source: Passenger Transport Origin - Destination Survey 2010.

Key highlights in 2011–12

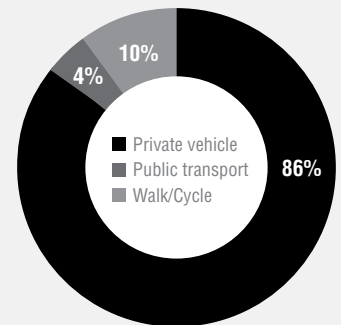
Project	Progress in 2011–12	Total cost of project	Features
Gold Coast Rapid Transit Project New light rail system for the Gold Coast	Stage One- GoldLinQ's construction of the light rail system - began in January 2012.	\$1.2 billion (includes 15 years of systems operation/ maintenance)	<ul style="list-style-type: none"> ■ when completed, the project will transport approximately 50 000 passengers per day into Southport, Surfers Paradise and Broadbeach by 2016 ■ Construction and operations of Stage One will create almost 6300 direct and indirect jobs. ■ Stations will become activity centres for the region, attracting new business and development
Nerang and Coomera train station upgrade	Completed in July and August 2011	\$1.306 million	<ul style="list-style-type: none"> ■ new fare gates installed
Route 740 new service	Implemented 7 November 2011	\$1.138 million	<ul style="list-style-type: none"> ■ new direct bus service operating between Nerang train station and Surfers Paradise Transit Centre ■ 18 608 additional weekly seats
Extension of Trial services - Gold Coast	Implemented 2011-12	\$2.9 million	<ul style="list-style-type: none"> ■ extension of services including NightLink Services (N21, N750, N798) ■ extension of services (Route 15 and Route 726) ■ funded jointly with Gold Coast City Council
Bus Stops Upgrade Program	Completed in 2011-12	\$1.28 million	<ul style="list-style-type: none"> ■ 37 minimum boarding points upgraded ■ five street furniture and/or suburban shelters installed ■ 19 street furniture and advertising shelters installed.



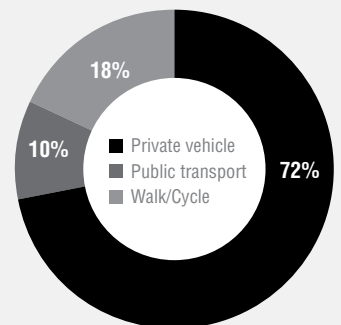
Sunshine Coast region

Local government	Sunshine Coast Regional Council
Local government contribution to TransLink	\$582 693 for services \$603 189 for infrastructure
Demographics*	<ul style="list-style-type: none"> Population of approximately 335 000 50 per cent of journeys to work are less than 10 kilometres
Transport operators in region	Queensland Rail, Sunbus Sunshine Coast, Buslink Queensland
Infrastructure investment in 2011-12†	\$6.12 million
Public transport usage	<ul style="list-style-type: none"> 5.5 million bus trips On an average weekday, Sunshine Coast region train stations cater for an estimated 1900 station entries‡

Transport usage across region ‡



Transport usage target for 2031



* Source: Australian Bureau of Statistics, 3218.0 - Regional Population Growth, Australia, 2010-11

† Does not include Citytrain Station Upgrade Program.

‡ Source: Passenger Transport Origin - Destination Survey 2010.

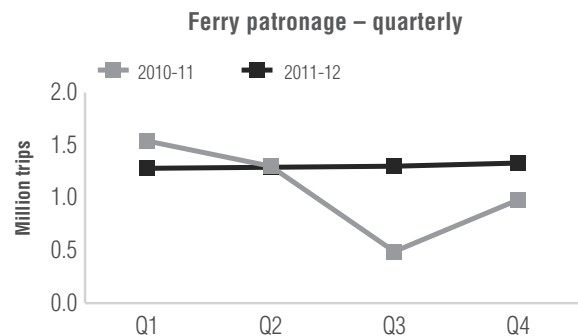
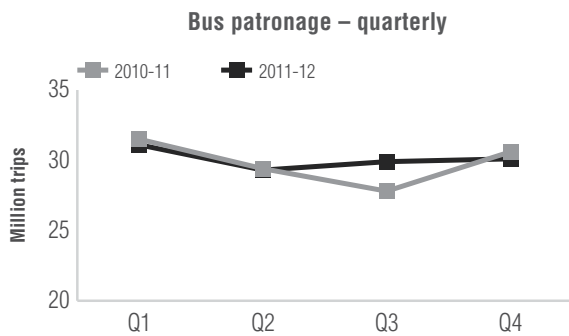
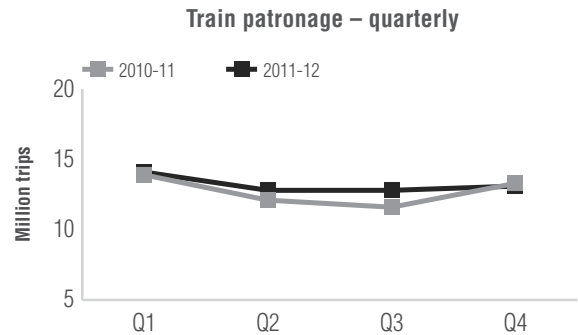
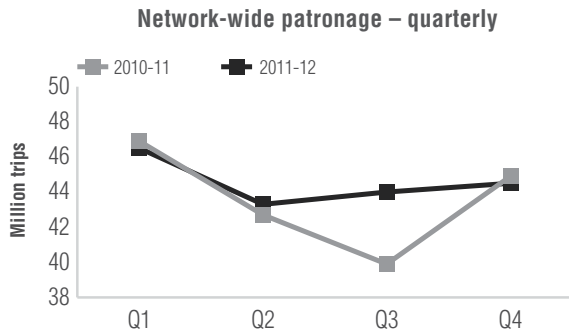
Key highlights in 2011–12

Project	Progress in 2011–12	Total cost of project	Features
Buderim Private Hospital bus stop upgrade	Completed in January 2012	\$1 million	<ul style="list-style-type: none"> ■ wider access road and larger turnaround area ■ improved signage, road pavement, lighting and landscaping ■ shared zone with a 10 km/h speed limit for pedestrian safety ■ eight jobs created in the community over the life of the project
Noosa Junction bus station (See Page 47)	Completed in August 2011	\$10 million (joint funding)	<ul style="list-style-type: none"> ■ five bus bays for TransLink services and two bus bays for inter-city coaches ■ new public plazas, upgraded streetscapes and footpaths ■ pick-up/set-down area for tourist courtesy buses ■ 78 jobs created in the community over the life of the project
Maroochydore bus station New bus station in Maroochydore	Site clearing and construction works commenced in 2011–12	\$8.3 million	<ul style="list-style-type: none"> ■ six bus bays (three on either side of Horton Parade) ■ high-quality bus shelters with seating and timetable information and secure bicycle storage ■ improved lighting and security with 24-hour recording ■ convenient, safe pedestrian links to Sunshine Plaza, with provision for a pedestrian overpass in the future ■ 64 jobs created in the community over the life of the project
Cooroy train park 'n' ride upgrade	Completed in July 2012	\$100 000	<ul style="list-style-type: none"> ■ additional 40 car parking bays ■ improved lighting, drainage system and security cameras
Landsborough train park 'n' ride upgrade	Completed in October 2012	\$100 000	<ul style="list-style-type: none"> ■ additional 23 car parking bays ■ improved drainage system
Sunshine Coast rail service improvements	Implemented 11 July 2011	\$190 580	<ul style="list-style-type: none"> ■ one new afternoon peak service added from Roma Street train station to Nambour train station ■ 2 250 additional weekly seats
Route 605 and 615 service improvements	Implemented 11 July 2011	\$119 078	<ul style="list-style-type: none"> ■ improved rail connections with bus services to and from Nambour and Buddina. ■ 515 additional weekly seats
Extension of Trial services – Sunshine Coast	Implemented in 2011-12	\$983 700	<ul style="list-style-type: none"> ■ extension of services including Route 619 and 623) ■ funded jointly with Sunshine Coast Regional Council
Bus Stops Upgrade Program	Completed in 2011-12	\$1.22 million	<ul style="list-style-type: none"> ■ 14 minimum boarding points upgraded ■ 62 street furniture and/or suburban shelters installed

Our performance

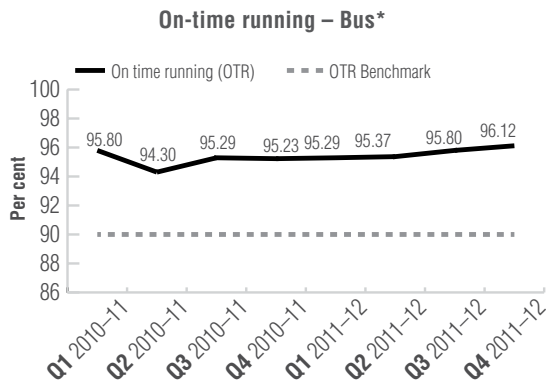
Activity	Target 2011–12	2009–10	2010–11	2011–12	Comment
Patronage — all modes	186.1 million	181.8 million	178.6 million	178.3 million	Decrease in patronage from target to actual is attributable to lower than anticipated growth as a result of demand contracting due to fare increases, and changes to implementation timeframes for major service packages.
Bus patronage	125.4 million	117.9 million	119.2 million	120.3 million	
Train patronage	55.1 million	57.6 million	55 million	52.8 million	
Ferry patronage	5.6 million	6.4 million	4.3 million	5.2 million	
Additional seats delivered (per week)	305 000	301 000	308 000	383 554	Increase as a result of major bus service packages delivered in the Eastern and Northern regions – see page 46.
On-time running — train	93.77%	92.72%	93.07%	92.51%	Rail OTR performance was below target – see page 66.
On-time running — bus	90%	98.94%	98.09%	95.65%	Bus OTR was above target – see page 66.
Services running without cancellation — train	99.75%	99.75%	99.86%	99.78%	see page 66.
Incidents on busways as proportion of passenger trips (figures as per 100 000 journeys)	0	0.48 per 100 000 journeys	0.62 per 100 000 journeys	0.57 per 100 000 journeys	Numbers of customer injuries on the busways remain low.



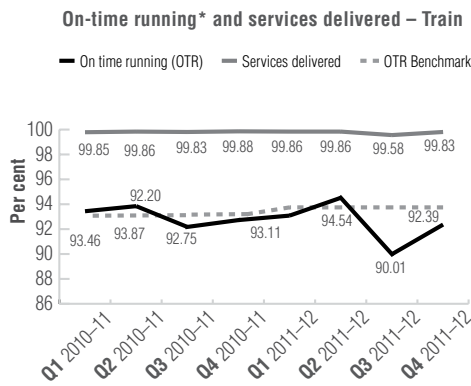


*Q3 2010-11 decrease as a result of 2011 floods.





* Within six minutes (after) or two minutes (before) the scheduled arrival time.



* Less than four minutes (before or after) the scheduled arrival times on all lines except Gold Coast and Sunshine Coast, where the benchmark is within six minutes.

Rail performance

Major disruptions occurred on the rail network on 28 February 2012 when a clamp holding a high-voltage power line failed at Roma Street station. This caused unprecedented peak hour disruption to the entire TransLink network with the former Queensland Government announcing a day of free public transport travel for all commuters (29 February 2012) as compensation.

Queensland Rail's failure to meet its on-time running target for a third consecutive month (January – March 2012) led to TransLink invoking a Performance Improvement Plan notice under the Citytrain contract. Queensland Rail was required to provide a Performance Improvement Plan by 4 May 2012 addressing operational reliability.

In April 2012, the Queensland Government announced an independent audit of the Citytrain network to assess its reliability and integrity of the network. The audit report has made 26 recommendations to be delivered by a Transport Executive Committee consisting of the Director-General and two Deputy Directors-General of the Department of Transport and Main Roads and Chief Executive Officer of Queensland Rail, reporting directly to the Minister for Transport and Main Roads.

Improving the reliability of the rail network has been identified as a key priority for the Queensland Government and will be a primary focus for TransLink Division in 2012-13.

> Our customers & community

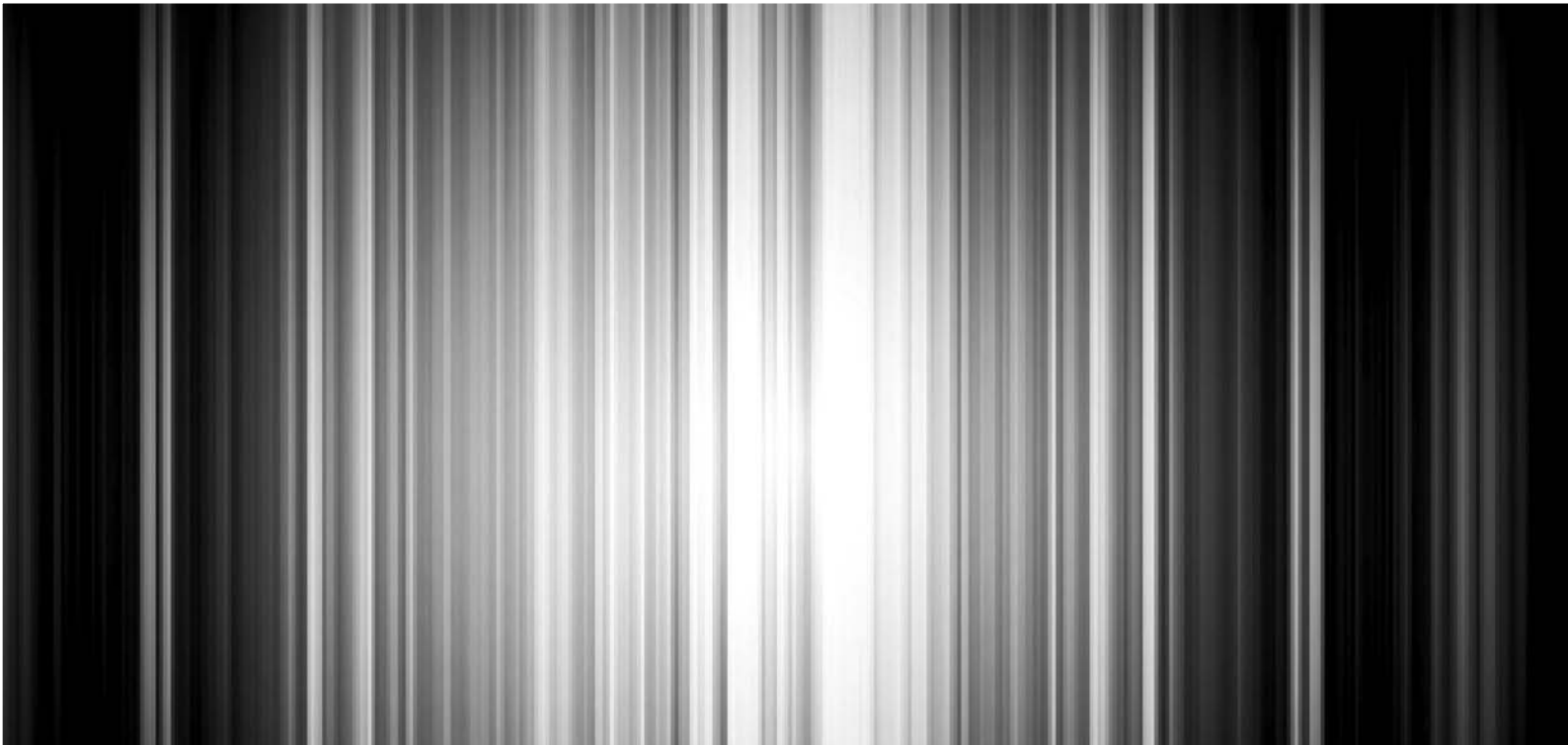
> Our network

> **Our fares & ticketing**

> Our social responsibility

> Our people

> Our governance



Our key achievements 2011-12

81.4%
go card usage
on the network

Rollout of the
nine-and-free
fare incentive to
improve affordability

More
Senior Network Officers
recruited to prevent
fare evasion

79.9
customer satisfaction
index with *go card*

Our fares and ticketing

Our year

More customers selected go card as their ticket of choice for public transport travel in 2011-12 catering for an average of 81.4 per cent of all trips compared with 70 per cent in the last financial year. Public transport affordability was made a priority following the 15 per cent fare increase across the network (the third planned annual increase) in January 2012. TransLink introduced a number of fare changes with the '10 and free' and the '9 and free' incentives proving popular with our customers. We continued rolling out our revenue protection strategy to ensure a fairer system for all.

Our future direction

TransLink will continue to support the Queensland Government's priority of making public transport even more affordable. The '9-and-free' fare incentive was launched on 25 June 2012 and the Government has decided to halve the planned 15 per cent fare increase down to 7.5 per cent in 2013 and 2014. Coupled with new targeted revenue protection activities to address deliberate fare evasion, these initiatives will also assist with minimising lost revenue and putting funding back into essential services. TransLink will continue to encourage more people onto the public transport system with new products aimed at meeting the needs of specific user groups.



OUR CHALLENGES / OUR STRATEGIES

Improving affordability



New fare incentives to deliver value for money

By providing new *go* card products and discounts, we plan to grow public transport use and help lower the cost of living for families.

Reducing fare evasion



Improved revenue protection measures

By progressing with our revenue protection strategy, TransLink will maximise fare revenue and reinvest this back into services on our network.

Increasing *go* card's reach



Maximising *go* card's potential

By developing new *go* card products that meet the needs of different user groups and expanding the *go* card network, TransLink will ensure that *go* card remains Australia's best transport smartcard.

Our key activities in 2011–12

Improving affordability for our customers

In January 2012, TransLink introduced a 15 per cent fare increase across the network. This was the third planned annual fare increase, with the additional fare revenue invested back into more frequent and reliable services, and more accessible and comfortable public transport infrastructure. In line with the new Government's commitment to lowering the cost of living for families, next year's fare increase will be reduced from 15 per cent down to a 7.5 per cent increase to be rolled out each year for the next two years. This reduction in the annual fare increase will assist in improving affordability for our customers.

Tackling fare evasion

TransLink continued to implement fare evasion strategies to maximise revenue and reinvest this back into services on our network. Our revenue protection improvements this year included:

- **More Senior Network Officers (SNOs):** recruiting more SNOs, bringing our team to a total of 31 officers tasked with reducing fare evasion and enforcing transport laws
- **New station lockdowns:** installing new *go* card gates at Nambour, Nerang and Coomera train stations
- **Reduced number of fixed fares:** fixed fares represented 2.2 per cent of total *go* card trips taken in 2011–12, down from 5.5 per cent of total *go* card trips in 2008
- **Awareness campaigns:** explaining to customers why paying the correct fare leads to more affordable, reliable and frequent services

New technology supporting the *go* card network

TransLink's reusable electronic smartcard, *go* card, allows customers to travel seamlessly across our network with travel credit stored on their *go* card. Fares are automatically calculated and deducted from the *go* card balance as customers touch their card on and off at electronic readers at the start and end of each leg of their journey. To improve the *go* card network, 2011–12 saw TransLink:

- **Strengthen the *go* card retail network:** now more than 586 purchase locations and 1600 top-up locations across the network
- **Boost our online presence:** there are now over 144 000 more registered *go* cards allowing customers to view recent transactions, auto top-up and request adjustments
- **Roll out more equipment:** 7 new *go* card fare machines were installed at busway and bus stations, 3 new *go* card gates, 24 additional Ticket Office Terminals and 3 *go* card readers were installed at train stations across the network. There were also 14 new Hand Held Readers supplied to our revenue protection team
- **Enhance *go* card availability**
 - from December 2011, *go* cards were made available for purchase at the Brisbane Airport for use on AirTrain
 - from January 2012, *go* cards were available for purchase on-board Brisbane's fleet of CityCats
 - from March 2012, credit card facilities were introduced on the rail network for *go* card transactions

- **Enable groups to buy in bulk:** in September 2011, TransLink commenced in-house payment and distribution of bulk *go* card orders, enabling businesses, schools and community groups to more easily access *go* card
- **Celebrate retail success:** to celebrate the two millionth *go* card issued, TransLink's top 10 *go* card retail agents were presented with plaques to recognise their contribution.

Further uptake of other ticketing products

Over the past year, TransLink saw continued uptake of:

- **Corporate *go* card:** the trial of a transferable corporate *go* card. Used by staff when travelling for business purposes, the corporate *go* card was taken up by 25 private and public organisations in 2011-12, with 518 cards now in use on the network.
- **U-Pass:** delivered in partnership with the University of the Sunshine Coast and the Sunshine Coast Regional Council, TransLink's U-Pass provides travel subsidies to students and staff at the University of the Sunshine Coast to encourage greater use of public transport. The university provides a funding subsidy for students and staff through the scheme and this year purchased 3000 *go* cards loaded with \$195 000 of travel credit.
- **Seniors Card + *go*:** with a Seniors Card on one side and TransLink's Seniors *go* card on the other, card holders can access a range of government concessions and business discounts as well as storing money on the card to pay for concession fares on the TransLink network. The convenient, double-sided card is free, easy to use and has all the usual savings available with the current Seniors Card. This year, we saw a 50 per cent increase with 27 369 more customers taking up Seniors Card + *go*, and 48 623 cards now in use on the network.
- **TransLink Access Pass:** the TransLink Access Pass caters for customers who have a significant permanent physical or intellectual disability and are able to independently travel on public transport, but are unable to use *go* card. TransLink received 225 applications for the pass in 2011–12 up from 129 in 2010-11.

About



Focus on affordability

TransLink's customer satisfaction survey for January to March 2012 showed our customers' satisfaction with public transport affordability had dropped to its lowest ever rating. Affordability satisfaction for train passengers for the period dropped to 45 — the first time this measure had ever dropped below 50. Affordability satisfaction for bus and ferry passengers reflected similar levels of dissatisfaction, dropping to 51 (from 57 the previous quarter) and 53 (from 61 the previous quarter) respectively. Recognising the increasing dissatisfaction among customers has set in train a string of new policies to target affordability.

Our performance

Activity	2011-12 target	2009-10	2010-11	2011-12	Comment
Total go card trips	149 252 200	81 935 436	126 674 492	145 113 206	
% of all trips made using go card	80.2%	46.4%	70%	81.4%	This figure is determined as an average across 2011-12.
Customer satisfaction with go card	N/A	76.4%	77.8%	79.9%	Customer satisfaction with go card continues to increase.
Cost recovery	30% by 2015	24%	22.5%	23.6%	
Average fare revenue per passenger	\$2.08	\$1.64	\$1.76	\$2.02	
Cost subsidy per passenger trip	\$5.92	\$5.05	\$6.06	\$6.57	Variation from target to actual is a result of increased State Government funding provided to Queensland Rail to meet increased costs of the Citytrain service and lower than anticipated patronage.



> Our customers & community

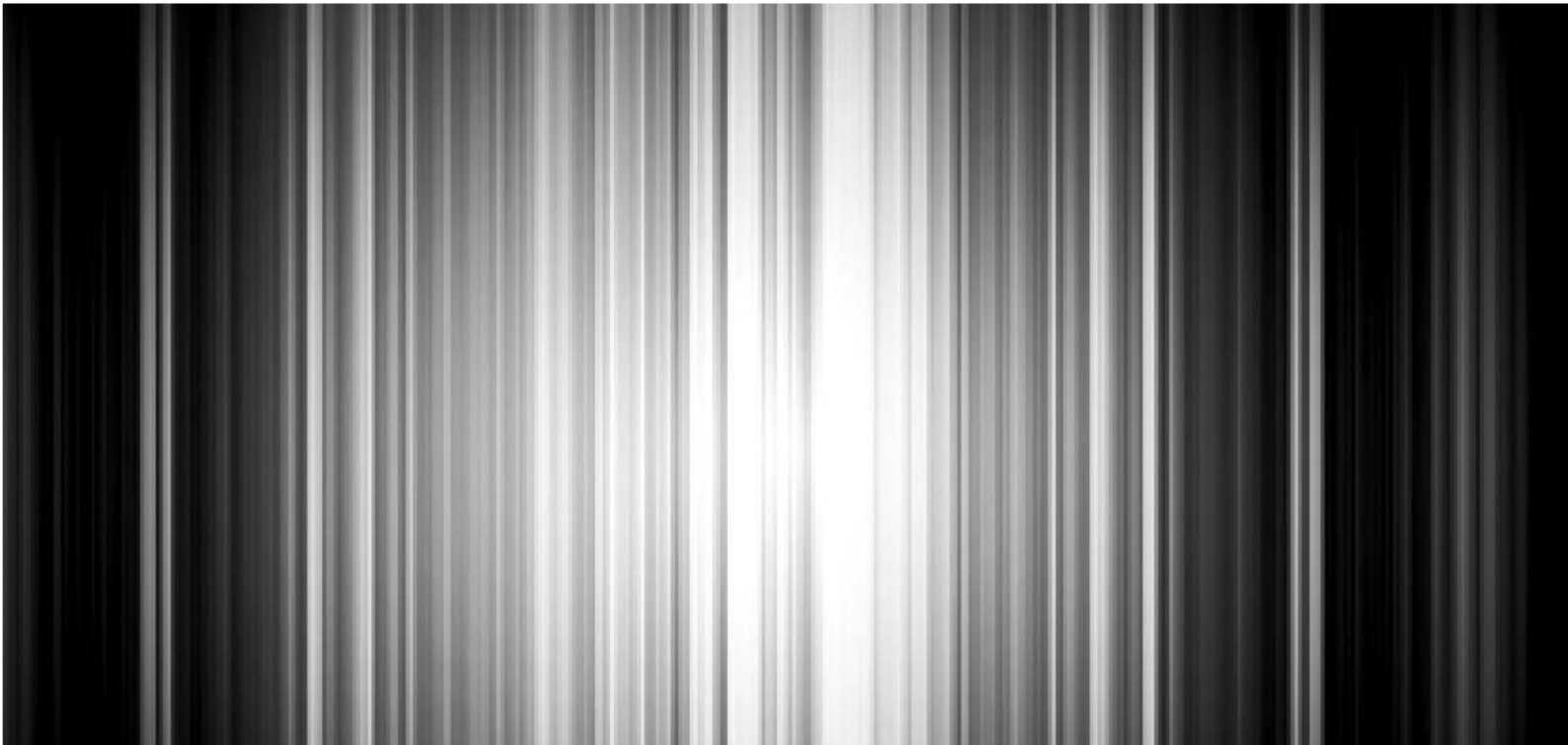
> Our network

> Our fares & ticketing

> **Our social responsibility**

> Our people

> Our governance



Our key achievements 2011-12

Completion of
“Greening the Fleet”
research into alternative fuels and technology

Development of a Sustainable Stations Policy aimed at **improving environmental performance** of our infrastructure

20% reduction in paper use and **12.5%** reduction in energy use across TransLink offices

Reduction of 5% in **carbon emissions** for TransLink operations at T-Central

Our social responsibility

Our year

This year has seen TransLink focus on improving internal business practices by supporting and promoting our Corporate Social Responsibility (CSR) Framework. By raising staff awareness and taking action on a local level, we have reduced our office energy consumption by more than 12.5 per cent in 2011-12, maintained a 20 per cent reduction in overall paper usage and delivered a new Board-endorsed CSR Policy to guide strategic decision making across our business.

We have also completed a review of our community donations policy and program and endorsed a draft Sustainable Stations Policy to improve the social, environmental and economic outcomes that our donations and infrastructure programs deliver to the broader community. We continued our investment in research and reporting through the completion of our “Greening the Fleet” alternative energy research project and continued reporting in line with the Global Reporting Initiative in this year’s Annual Report.

Our future direction

TransLink will continue to promote a sustainable transport future — a future that takes into account the important role public transport plays in securing the economic, social and environmental health of South East Queensland. By going beyond traditional measures, TransLink has the ability to assess the full impact of our business activities and make better decisions based on corporate social responsibility principles of environmental leadership, social integrity and economic accountability.

Our Corporate Social Responsibility principles

Environmental leadership

TransLink is committed to championing environmental sustainability within our business and with our delivery partners, suppliers, customers, government stakeholders, and local and global industry partners.

Social integrity

TransLink is committed to creating an organisational culture and public transport network that is inclusive and fair, and that supports positive community outcomes.

Economic accountability

TransLink is committed to generating positive economic benefits for the South East Queensland community.

Our Corporate Social Responsibility Board

The TransLink Corporate Social Responsibility Board (CSR Board) has been established to lead and promote sustainable decision making across all aspects of our business. The CSR Board provides strategic oversight of CSR activities as well as managing the annual CSR program and budget. In 2011–12, the TransLink Transit Authority Board endorsed a Level one Governance Policy for Corporate Social Responsibility, which will guide our work as it relates to our CSR objectives and activities.



OUR CHALLENGES / OUR STRATEGIES

Responding to global environmental challenges



Displaying environmental leadership with action

By ensuring that the services and infrastructure we provide are delivered as sustainably as possible and by positively influencing our stakeholders in their approach to environmental issues, TransLink will remain committed to championing environmental sustainability.

Tackling social exclusion



Connecting our community

By providing safe, affordable and accessible public transport and by engaging with our customers, community and stakeholders to ensure the decisions we make lead to positive outcomes, TransLink will continue to promote social inclusion.

Delivering value for money for Queensland taxpayers



Generating economic benefits

Through sound governance and efficient financial stewardship, TransLink will take an active role in benefitting our economy. Focussing our network on key demand areas will support the growing region. The SEQ Bus Network Review will include this focus.

Our key activities in 2011–12

Investing in best-practice approaches to transport sustainability

With one of the world's largest integrated public transport networks, TransLink has a responsibility to ensure the services and infrastructure we provide are delivered sustainably. Through our Corporate Social Responsibility Program, TransLink has made an investment in projects that promote sustainable development approaches and aim to improve environmental performance of our products and services.

TransLink's Sustainable Stations Policy provides guidance on ensuring we promote innovation in environmental design and cater for whole-of-life costs in the design and selection of materials for new and upgraded bus stations and park 'n' rides. The Noosa Junction bus station is a prime example of transport infrastructure that promotes positive social and environmental objectives through built form.

With the impending challenges of peak oil and carbon pricing, TransLink is also supporting research into more sustainable options for public transport. The "Greening the Fleet" project investigated emerging alternative fuels and technologies to consider for future use in our bus fleet. The research included analysing available options and developing recommended options for a potential hybrid bus trial based on criteria such as cost effectiveness, greenhouse gas emissions and reduced reliance on imported oil and fossil fuels.

Supporting our community

In 2011–12, TransLink provided 10 102 hours of face-to-face assistance and information to customers at train stations, busway stations and ferry terminals across our network.

Our Customer Liaison Officers also attended a number of key community events throughout the year, such as the Royal Queensland Show (Ekka) and university orientation weeks, to raise awareness and educate members of the public on public transport options and the use of go cards. Through our Special Events unit, TransLink also provided travel to and from 180 major cultural, sporting and music events throughout 2011–12, moving more than two million attendees across our network.

TransLink delivered more than 20 community education workshops aimed at helping our seniors, culturally and linguistically diverse customers, and people living with a disability to plan their journey and feel comfortable using go card. These programs were reviewed during 2011–12 to better meet the needs of priority target groups.

This year also saw TransLink review and update its External Donations Policy to ensure that we are supporting our community by investing in local programs that promote sustainability and contribute to our vision of *making travel easy*. We supported a number of community and special events in South East Queensland by providing free transport or other support to events such as Anzac Day, St John's Ambulance volunteers travelling to and from the Ekka and the Queensland Police Service's Travel Alternative Initiative, a successful program recently nominated for a Commissioner's Award for Excellence in problem-oriented policing that provides safe travel home late at night for at-risk youth on the streets.



Understanding the impacts of our business

TransLink occupies a unique place as a state government authority undertaking work in a challenging and complex commercial environment. In 2011–12, TransLink undertook a review of our procurement procedures to ensure that our activities provide best value for money to the tax payer by aligning with the objectives of the State Procurement Policy of advancing government priorities, achieving value for money, and ensuring probity and accountability for outcomes.

In 2011–12, TransLink sought to improve our reporting on the environmental, social and economic performance of our activities. Through the Global Reporting Initiative's reporting framework, we have undertaken a more detailed materiality test to determine and report on the issues of most importance to our stakeholders.

Case study

About



Short-term aims, long-term gains

In August 2011, TransLink received the final Emissions Management Plan from Ecofund Queensland — a plan which was developed to provide TransLink with guidance on how to best achieve the electricity and emissions reduction targets set for T-Central. Already, we have seen major changes in corporate behaviour with paper usage, printing and after-hours air conditioning being targeted in the first stage. Use of fuel, water and generation of waste will be targeted as we identify further ways to reduce waste, save money and allow TransLink to move closer to our goal of working green.



Our performance

Activity	2010-11	2011-12	Comment
Scope 1 and 2 emissions for TransLink operations from 420 George Street and the TransLink Centre for Service Excellence (excludes HVAC)	376 tCO ² -e	406 tCO ² -e	Increase is a result of the inclusion of the TransLink Centre for Service Excellence in 2011-12 calculations. The emissions for operations at 420 George Street was 355 tCO ² -e (a reduction of five per cent)
Disposal of waste generated by the organisation per full time employee (tonnes/FTE)	Not available	0.28 tonnes	
Use of paper in the course of business (tonnes/FTE)	10 tonnes	9.3 tonnes	
Number of reported grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	5	3	
Number of ombudsman complaints upheld	None advised	None advised	



> Our customers & community

> Our network

> Our fares & ticketing

> Our social responsibility

> **Our people**

> Our governance



Our key achievements 2011-12

Finalist
in Employer of Choice
(public sector) category
for **Australian HR Awards 2011**

Staff satisfaction at 77%
— up 3% from 2010-11

Launch
of the TransLink Centre
for Service Excellence

Rollout
of Leadership
and Management
Development Program

Our people

Our year

This year, TransLink continued to deliver on our People Strategy 2010–2015, which aims to build, manage and develop a highly skilled and engaged workforce. By supporting the four key platforms of Performance, Alignment, Capability and Engagement (PACE), we ensure we have the people, skills, performance and culture required to deliver effective, value-for-money outcomes for the people of South East Queensland. Key initiatives introduced this year included a graduate program, a Management Excellence Program and a Strategic Leaders Program. 2011-12 was also a year of significant change in our workforce with the introduction of a Voluntary Separation Program leading to the departure of a number of staff.

Our future direction

As TransLink's operations continue to grow, we will maintain our focus on continuous improvement across the business to deliver efficiencies. This includes making smart, responsible decisions about our resourcing so that our customers continue to receive the best possible service from the best people in public transport.

OUR CHALLENGES / OUR STRATEGIES

Right people to deliver customer outcomes



Attract and retain top talent

By implementing a smart Sourcing Strategy to recruit the right people with the right skills that align with our goals and values, TransLink will continue to ensure that we have the best people in public transport to serve our community.

Maintain a highly skilled, agile workforce



Enhance our current capability

By identifying organisational, team and individual development opportunities, TransLink will ensure our people have the technical training and expertise to meet our customers' expectations.

Employer of choice



Maintain our values-driven culture

By focusing on living and breathing the seven core values that underpin all that we do, TransLink will maintain our supportive and positive work environment to further build our reputation as an employer of choice.

Our key activities in 2011–12

Our organisation

TransLink staffing in 2011–12:

- at 30 June 2012, the TransLink Transit Authority Employing Office employed the equivalent of 355 full-time employees
- 77 per cent were office-based staff working at TransLink's primary place of business at 420 George Street, Brisbane, and a further 7 per cent were office-based staff working at our Kelvin Grove offices for the purpose of leading, planning specifying and providing mass transit for the people of South East Queensland
- 3 per cent of staff worked within the Brisbane Metropolitan Traffic Management Centre
- 13 per cent of staff worked as Senior Network Officers operating from our Kelvin Grove offices
- our permanent retention rate was 73.8 per cent and our permanent separation rate was 26.2 per cent
- during 2011–12, there were no voluntary early retirements and no medical retirements
- 43 staff accepted offers of voluntary separation packages under the Voluntary Separation Program

Voluntary Separation Program

A Voluntary Separation Program was introduced as part of the Mid-Year Fiscal and Economic Review in January 2011. The program was one of a number of measures designed to deliver additional saving and reprioritise spending. The program was targeted primarily at non-frontline areas, as a service reprioritisation strategy to ensure continued growth in frontline areas.

As a statutory authority, TransLink's participation in the program was optional. The Leadership Team determined that the program within TransLink would be self-funded as a means of reducing ongoing staff costs and ensuring operational efficiencies. TransLink sought expressions of interest from all permanent staff. Offers were made to eligible employees based on criteria set by the Public Service Commission. Forty-three employees accepted offers of voluntary separation packages at a total cost of \$4 304 806.

Industrial relations

During 2011–12, the TransLink Transit Authority Employment Office operated under the State Government Departments Certified Agreement 2009. Under this agreement, in place until 31 July 2012, TransLink staff were entitled to:

- a 36.25-hour working week for corporate staff. Busway Safety Officers and Senior Network Officers had a 38-hour working week
- superannuation of 12.75 per cent employer contribution based on a five per cent employee contribution
- leave loading on 20 days of annual leave per year. Busway Safety Officers received 25 days of annual leave
- 10 days of sick leave per year
- salary sacrificing.

TransLink Consultative Committee

TransLink's Consultative Committee met every six weeks to facilitate consultation between TransLink and relevant union representatives on industrial issues that have the potential to impact on our workforce. The parties to the consultative committee were as follows:

Management

- Director People and Capability
- Relevant director/s, depending on matters to be discussed
- Principal Employee Relations.

Union

- Delegates from Queensland public sector union Together
- Together member (rotating)
- Other relevant union organisers, delegates and/or members as agreed by the Committee.

Secretariat

- Employee Relations Advisor.

Organisational Change Panel

The Organisational Change Panel is the decision-making body for any organisational or workforce changes within TransLink. The panel was established to consider proposed changes holistically to ensure the right people with the right skills are available to TransLink at the right time. This approach has enabled TransLink to improve cross-functional work, remove role duplication and make best use of available resources.

The panel comprises the Chief Executive Officer, Chief Financial Officer and Director People and Capability, supported by the Human Resources Manager as secretariat.

PACE

As part of our People Strategy, TransLink continued to roll out initiatives from our four key platforms of Performance, Alignment, Capability and Engagement (PACE). The PACE platforms align with and contribute to our strategic objective of Achieving Business Excellence and help us deliver our vision of *making travel easy*. Delivery of programs and projects through PACE is directed and measured by the PACE Board, which comprises the Chief Executive Officer, senior management from the People and Capability directorate and selected leaders from across the business.

Our Performance platform reflects our aspiration of achieving business excellence underpinned by a culture of continuous improvement, innovation and learning. Our second platform, Alignment, ensures that our people are connected with TransLink's strategic business direction. Key to delivering our goals is having the right people, in the right place, at the right time — this is covered in our Capability platform. Engagement, our fourth platform, is about creating a collaborative work environment in which people feel valued and involved.

Learning and development

TransLink is committed to supporting our staff in developing their professional skills and capability by offering a comprehensive learning and development program under our Capability platform. This year saw TransLink roll out its first formal Mentoring Program, in which staff were matched with senior managers across the business to gain invaluable support, knowledge and experience from successful role models.

Other learning and development options include:

- internal and on-the-job training
- coaching and shadowing
- internal and external training programs, workshops and seminars
- supported academic study for qualification
- membership of industry and professional bodies
- participating in conferences and industry forums
- secondments and placements with other government agencies and projects.

Achievement and Development Planning

This year, TransLink launched a new Achievement and Development Planning Framework as part of our Performance platform. TransLink recognises the importance of maintaining a high level of staff satisfaction, engagement and performance to achieve our goals. This new framework was designed to:

- ensure that all staff have clear, measurable performance objectives aligned with team and business goals for the year
- ensure that all staff understand how their work links to TransLink's vision of *making travel easy*
- encourage staff to take greater ownership of their career development
- encourage regular, constructive performance appraisal and feedback
- ensure exceptional performance is acknowledged under our Rewards and Recognition Policy
- identify talent and future leaders
- identify and address opportunities for increasing staff capability.

At 30 June 2012, 59 per cent of TransLink staff had a new Achievement and Development Plan in place.



Health and safety

TransLink has a strong commitment to ensuring the safety, comfort and wellbeing of all of our employees. Through our Occupational Health and Safety Policy, we are reducing the incidence, severity and cost of work-related injuries by implementing safe working procedures in all aspects of our organisation. Compulsory OH&S sessions for all new staff support TransLink's policy, which also ensures compliance with the *Workplace Health and Safety Act 2005*. We continue to provide assistance for employees returning to work following illness or injury through TransLink's Return to Work Policy.

Flexible work opportunities

TransLink provides a range of flexible work options to help staff balance work with other life priorities. Options include accessing flexible working hours, telecommuting, compressed work weeks, paid parental leave, career breaks, purchasing additional leave and use of workplace carer facilities.

TransLink Values Framework

Our seven core values — collaboration, committed to making a difference, customer focus, enjoy your work, getting things done, professionalism and respect for others and self — are supported by the Board, the Leadership Team and the TransLink Values Committee. Our values inform our day-to-day work, set a high standard for corporate behaviour and provide the foundation for our operations.

Every year, TransLink measures staff perception of how well we are living the values across the organisation via a Values Survey. This provides us with a means of benchmarking our culture against other public and private sector organisations. The results of this survey help shape TransLink's strategic team planning and prioritise human resources activities.

Our 2012 survey saw TransLink achieve a record completion rate of 97.9 per cent of total staff — an increase of almost four per cent compared with our 2011 survey. Our Employee Satisfaction Index continued to increase, with 77 per cent of staff rating their satisfaction as “good” or better — a three per cent increase on our previous record in 2011. More than 90 per cent of respondents indicated they felt well-supported by their supervisor and team, and 74 per cent of respondents rated TransLink as “good” or “very good” in living the values. These results send a clear message that our positive culture is thriving and that TransLink remains a place where people want to work.

TransLink's Values Committee is comprised of representatives at all levels across the business who meet regularly to discuss ways of further embedding and promoting our values in our everyday work. The committee ensures that the outcomes of our Values Surveys are communicated and implemented in every team.

2011 TransLink Values Awards

Our peer-nominated annual Values Awards recognise and celebrate individuals who have demonstrated above and beyond efforts to live the TransLink values. In 2011, our winners were:

Collaboration

Steve Holmes

Committed to making a difference

Simon Cook

Customer focus

Sam Sanders

Enjoy your work

Andrea Watts

Getting things done

Alan Hawkes

Professionalism

Sarah Capstick

Respect for others and self

Anita Anderson

CEO's award

Roman Gafa

About



Case study

Leadership and Management Development Program

TransLink recognises that our success in *making travel easy* depends largely on having capable and passionate leaders at each level within our business. Our innovative Leadership and Management Development Program was created as part of our Capability platform to provide our current and future leaders at all levels with an integrated development framework that will build management and leadership capability.

In 2011–12, the following three pilot programs were successfully delivered:

- Strategic Leaders Program — 11 participants identified through our succession planning process
- Management Excellence Program — 23 participants identified through our succession planning process
- Graduate Program — five participants selected through an external application process.

Other initiatives that support these programs are a business management series, leadership networks, coaching and mentoring, job assignments and industry leadership exchanges.

Our performance

Activity	2009-10	2010-11	2011-12	Comment
Lost-time injury frequency rate	1.63	1.58	3.04	Lost-time injury frequency rate section see page 88.
Number of WorkCover claims	15	8	11	WorkCover claims section see page 88.
Days lost through lost-time injury	30.5	190	150	Lost-time injuries section see page 88. Figure is based on claims accepted by WorkCover and excludes days lost for journey claims.
Reported work-related incidents	26	21	18	Workers' compensation and injury section see page 88. Figure excludes incidents related to journeys to or from work.
Employee satisfaction index	66%	74%	77%	For more information about the employee satisfaction index, see page 85.
TransLink full time employees	290	347	355	
Permanent retention rate	89.88%	87.21%	73.8%	The Voluntary Separation Program significantly impacted our permanent retention rate this year.
Permanent separation rate	10.12%	12.79%	26.2%	The Voluntary Separation Program significantly impacted our permanent separation rate this year.
Voluntary early retirement	1	4	0	Voluntary early retirement is different to the Voluntary Separation Program, which was run only in 2011–12.
Medical retirements	0	0	0	

Workers' compensation and injury

From 1 July 2011 to 30 June 2012, there were 24 reported incidents:

- six incidents related to journeys to or from work
- four incidents involved busway operations
- four incidents involved revenue protection operations
- 10 incidents related to office staff at our corporate offices.

WorkCover claims

For the period 1 July 2011 to 30 June 2012:

- 10 claims for compensation were accepted by WorkCover
- one claim accepted by WorkCover in 2010–11 continued into 2011–12
- seven claims were for medical expenses only
- four claims were for time off work and medical expenses.

Lost-time injuries

For the period 1 July 2011 to 30 June 2012:

- 150 days in total were lost as a result of lost-time injuries (excluding journey claims)
- 116 days were lost involving office-based employees
- 34 days were lost involving revenue protection operations
- two days were lost involving journey claims.

Lost-time injury frequency rate

TransLink's lost-time injury frequency rate in 2011–12 was 3.04 in comparison with 1.58 in 2010–11. Renewed efforts are being made to reverse this upward trend.

The overall increase in lost-time injury frequency rate can be attributed to the increase in hours worked by operational teams who deliver safe waiting environments for bus, train and ferry services across the region.

> Our customers & community

> Our network

> Our fares & ticketing

> Our social responsibility

> Our people

> Our governance



Our key achievements 2011-12

Completion and testing of our **Crisis Management Plan**

Fraud and corruption awareness **training delivered** to all employees

Significant procurement reform to provide value for money and accountability for outcomes

Our governance

Our year

This year saw TransLink revise and enhance key aspects of our governance framework to ensure that we continue to achieve our objectives in an effective and responsible manner. Key initiatives completed this year included a full review of TransLink's governance policies, the finalisation of our Crisis Management and Business Continuity Plans and implementation of new fraud and corruption controls.

Our future

From 2 August 2012, the Board of the TransLink Transit Authority was dissolved. A key priority for the near future will be to manage the transition of TransLink into the Department of Transport and Main Roads. This will involve undertaking a review of our functions, policies and legislation to enable TransLink to continue its essential functions and expand the TransLink brand across the state.

OUR CHALLENGES / OUR STRATEGIES

Demonstrating strong financial control



Demonstrating accountable leadership

Our Board and Leadership Team are committed to promoting accountable leadership across all of TransLink’s business functions and projects to ensure we deliver value for money outcomes for our community.

Transparent and meaningful reporting



Ensuring ethical and responsible decision making

TransLink has established internal decision-making bodies that support the Leadership Team in delivering our core business functions. These groups provide a strong framework for consistent and rigorous decision making across the business.

Identifying and mitigating risk



Strong risk management

TransLink has a robust risk framework in place that ensures responsible risk management is embedded into our corporate culture and business processes. TransLink supports the development and continuous improvement of appropriate crisis management and business continuity plans.

Making good governance part of our identity



Quality performance reporting

TransLink is required to report to government on the performance of our functions through the Minister for Transport and Main Roads, State Budget Service Delivery Statements and through our Annual Report and financial statements. TransLink also reports on our environmental, social and economic performance through the Global Reporting Initiative (GRI) framework.

Our key activities in 2011–12

TransLink's governance framework

TransLink was established as a statutory authority and body corporate under the *Transport Operations (TransLink Transit Authority) Act 2008*, (Translink Act), and this legislation is the key source of our governance obligations.

TransLink's tailored governance framework adopts relevant principles from a range of Australian and international standards, and practices from both private and public sectors. This framework comprises the roles, policies and processes that are used to set TransLink's objectives, allocate responsibilities to the Board and management, and ensure that we achieve our objectives in an effective and responsible manner.

We are committed to continually improving our governance practices. This year we have refined our governance framework to respond to legislative changes and to ensure our framework continues to meet best-practice standards. These refinements have been made in accordance with all relevant Australian and international standards and further embedded TransLink's governance principles of:

- Integrity — upholding the highest standards of ethical and professional behaviour
- Transparency — ensuring our governance practices are conducted in an open and honest manner
- Accountability — defining clear roles and responsibilities, and ensuring that participants are accountable for their decisions and performance
- Stewardship — using TransLink's resources to deliver the best outcomes for all of our stakeholders.

Role of the TransLink Board

As prescribed by the TransLink Act, the board consists of seven members, six of which are appointed by the Governor in Council, and one standing member, being the chief executive of the *Transport Operations (Passenger Transport) Act 1994*. In selecting members for the TransLink Board, the Governor in Council must have regard to the person's knowledge and experience specifically related to TransLink's core functions. All appointed members are non-executive and the Board is independent of, and functions separately from, management. For information on TransLink Board members, see page 18.

The Board's primary function is to direct TransLink's management of mass transit services, which is our statutory purpose. To fulfil this duty, the Board takes an active role in overseeing the strategic direction, governance and performance of the organisation. The Board is accountable to the Minister for Transport and Main Roads, the Honourable Scott Emerson MP.

The Board and its committees operate under formal charters that detail their functions and responsibilities. All charters were revised and upgraded during 2011–12 to strengthen and further clarify roles, and to reflect the refinements made to our governance framework.

TransLink's Delegations Policy stipulates those matters reserved for decision making by the Board, and is supported by schedules that specify the financial thresholds and legislative powers under the *Transport Operations (TransLink Transit Authority) Act 2008* that have been granted by the Board to relevant officers. Within these limits, the Board delegates responsibility for day-to-day management of TransLink to the Chief Executive Officer. Financial decisions beyond the Board's limit of authority are referred to the Minister, and where ministerial delegations are exceeded, to the Governor in Council.

All new Board members underwent a formal induction process that enables them to participate fully and actively at the earliest opportunity. The induction process provides information on TransLink's business and the duties and operations of the Board and its committees. As part of TransLink's commitment to continuous improvement, regular education sessions are held for the Board, covering strategic issues, industry information and governance obligations. Individual members are also encouraged to undertake further education and training outside of these sessions to maintain and enhance their skills, knowledge and experience.

The Board Handbook is a comprehensive resource that describes TransLink's governance context and the duties and operations of the Board. It is an integral part of the induction process and is regularly updated to ensure that Board members have ready access to the latest Board processes and policies.

Board and committee meetings

Board meetings are held monthly, with additional meetings scheduled where necessary to ensure the Board has the time required to effectively fulfil all aspects of its role.

Ten Board meetings were held during the year, with visits undertaken to the Gold Coast, Sunshine Coast, Logan and Ipswich regions. The Board also participated in a strategy workshop and in joint board events with Brisbane Transport and Queensland Rail.

The TransLink Board has two committees to assist in the execution of its duties — the Audit and Risk Management Committee (ARMC) and the Remuneration and Succession Committee (RSC). Each committee has its own charter that sets out its roles, responsibilities, composition, delegated powers and method of operation. An overview of the Board committees is provided, see page 94.

The Board also has the capacity to establish working groups as required for specific issues. Two working groups existed in 2011–12 and held meetings throughout the year — the Ticketing System Reform Working Group and the Commercial Working Group.

Committee	Key responsibilities and activities undertaken in 2011-12	Membership	Meeting frequency
Audit and Risk Management Committee	<p>Monitor the integrity of financial reporting and internal controls</p> <p>Monitor safety performance</p> <p>Oversee the work of the internal and external auditors</p> <p>Review the effectiveness of risk management, fraud and corruption control and compliance frameworks</p>	<ul style="list-style-type: none"> ■ Chris Freeman (Chair) ■ Geoff Harley ■ Adrienne Ward 	Quarterly
Remuneration and Succession Committee	<p>Review the performance of the CEO and senior executives</p> <p>Advise the Board on the CEO's employment contract and compensation package</p> <p>Review succession plans for the CEO and senior executives</p>	<ul style="list-style-type: none"> ■ Richard Mathews (Chair) ■ Geoff Harley ■ David Stewart (from 1 July 2011 to 28 March 2012) ■ Colin Jensen (from 31 May 2012) 	Quarterly
Working Group	Key responsibilities and activities undertaken in 2011-12	Membership	Meeting frequency
Ticketing System Reform Working Group	<p>Assisting management in reviewing the commercial and contractual frameworks of the ticketing system</p> <p>Assisting the Board's oversight in relation to ticketing system reform</p>	<ul style="list-style-type: none"> ■ Geoff Harley (Chair) ■ Richard Mathews 	As required
Commercial Working Group	<p>Utilising relevant experience of the Board to add value to commercial opportunities</p> <p>Assisting the Board's oversight of commercial activities</p>	<ul style="list-style-type: none"> ■ Geoff Harley (Chair) ■ Chris Freeman ■ Richard Mathews 	As required



The table below provides details of member attendance at Board and committee meetings:

Board and committee meeting attendance*

	Board		Audit and Risk Management Committee		Remuneration and Succession Committee	
	A	B	A	B	A	B
Geoff Harley (Chair)	10	10	5	5	5	5
David Barbagallo	9	10	-	-	-	-
Michael Caltabiano#	1	4	-	-	-	-
Chris Freeman	8	10	5	5	-	-
Colin Jensen	9	10	-	-	0	1
Richard Mathews	8	10	-	-	5	5
David Stewart#	4	6	-	-	3	3
Adrienne Ward	7	10	4	5	-	-

A – Number of meetings attended

B – Number of meetings held during the time the Board or committee member held office during the year

* Includes all Board members who participated in the committee/working group during 2011–12.

David Stewart ceased his membership of the Board on 28 March 2012, with Michael Caltabiano appointed to the Board on the same day due to his appointment as the new chief executive of the Transport Operations (Passenger Transport) Act 1994.

Role of the Chief Executive Officer

TransLink's Chief Executive Officer is responsible for the day-to-day management of our business. The Chief Executive Officer is the senior decision maker for TransLink's Leadership Team and reports directly to the Board.

Key responsibilities of the Chief Executive Officer include:

- driving the strategic development of the TransLink network to deliver on TransLink's strategic plan
- ensuring the delivery of high quality integrated public transport services, customer information, ticketing, fares and infrastructure across South East Queensland
- maintaining good working relationships with the TransLink Board and other stakeholders
- managing and ensuring the standards of contracted service delivery partners
- managing organisational performance, including management of financial and other risks.

Key governance policies

We are committed to achieving the highest standards of ethical, responsible and professional conduct in carrying out all of our business activities. This commitment is supported by our governance policies, including the TransLink Code of Conduct, Fraud and Corruption Control Policy, Work Health and Safety Policy, Risk Management Policy, Delegations Policy, Corporate Social Responsibility Policy and Public Interest Disclosure Policy. These policies apply to the Board and all employees, with additional obligations of Board members outlined in the *Transport Operations (TransLink Transit Authority) Act 2008* and the Board Charter.

TransLink Code of Conduct

The TransLink Code of Conduct outlines the high standard of ethical and professional behaviour expected by Board members, employees, consultants and contractors. The code is based on the TransLink Values and the principles of the *Public Sector Ethics Act 1994*. It includes scenarios and examples to support ethical and responsible decision making.

New employees and Board members attend Code of Conduct training as part of their induction program. A copy of the code is provided at these sessions and it is made available on the TransLink intranet.

Conflict of interest

TransLink has a Declaration of Interest Policy and procedure that sets out the obligations of all employees to comply with the *Public Service Act 2008*, the *Integrity Act 2009* and Public Service Commission directives. In 2011–12, the Chief Executive Officer and all senior executives met their obligations under this policy.

In addition, to satisfy the Board members' disclosure requirements under the *Transport Operations (TransLink Transit Authority) Act 2008* and Integrity Act 2009, the Board maintains a Register of Disclosures and Interests and provides this to the Minister. Where a conflict arises, the Board observes the requirements of the *Transport Operations (TransLink Transit Authority) Act 2008* and uses the 'Guidelines for managing conflicts of interest for statutory office holders' document issued by the Department of the Premier and Cabinet to determine the appropriate course of action.

This year, TransLink undertook a significant review of our procurement procedures to strengthen disclosure requirements and mitigate potential conflicts occurring in procurement activities.

Fraud and corruption control

TransLink's Fraud and Corruption Control Policy outlines TransLink's zero-tolerance approach to fraudulent and corrupt activities and our commitment to promoting a culture in which the highest standards of ethical conduct are expected, encouraged and supported by all staff. This policy is supported by the Fraud and Corruption Control Plan that details the strategies in place for prevention, detection and response to fraud and corruption within TransLink. Both the policy and plan align with all relevant legislation, Australian standards and Crime and Misconduct Commission guidelines.

This year, TransLink conducted fraud risk assessments for all directorates and developed fraud risk registers. These risks are monitored regularly and reported to the ARMC on a quarterly basis. Comprehensive training was also undertaken across the organisation, with awareness sessions being held for the Leadership Team, each directorate and at Whole of TransLink meetings. The induction program for all new staff includes training in fraud and corruption control.

The ARMC assists the Board in overseeing fraud and corruption control by reviewing fraud risk assessments, directing auditors to investigate the adequacy of internal controls and ensuring that TransLink implements control initiatives in a timely and effective manner.

Crime and Misconduct Commission Liaison

In February 2012, TransLink assumed direct responsibility for notifying the Crime and Misconduct Commission (CMC) of any suspected official misconduct within TransLink, as defined in the *Crime and Misconduct Act 2001*. The Head of Governance manages this process as the nominated CMC Liaison Officer.

Right to advice

All Board members have unrestricted access to TransLink employees and (subject to the law) all organisational records and information. To assist Board members in carrying out their duties, each member of the Board may seek independent professional advice at TransLink's expense, subject to prior consultation with, and approval by, the Board Chair (or in the case of the Board Chair, by the Chair of the relevant Board Committee).

Public interest disclosures

Our Public Interest Disclosure Policy and procedure assists TransLink in complying with the *Public Interest Disclosure Act 2010*. The policy promotes a work culture that encourages the disclosure of any wrongdoing and protects those who make public interest disclosures. These documents outline the strategies we use to encourage, assess, manage, record and report public interest disclosures. Public reporting on such disclosures is undertaken by the Public Service Commission.

External audit

In accordance with the *Auditor-General Act 2009*, the Queensland Audit Office (QAO) is the external auditor for TransLink. In this capacity, the QAO performs the financial and compliance audits for TransLink, and provides the audit certification as part of TransLink's financial statements. It also conducts periodic performance audits and attends all ARMC meetings. The ARMC reviews the performance of the external auditors annually.

Internal audit

The internal audit function provides independent, objective assurance and advice to the Chief Executive Officer and the Board to continually improve our risk management, internal control and governance processes. The ARMC is responsible for making recommendations to the Board on the appointment of the internal auditors and for assessing the quality of work performed. TransLink's internal audit function is currently provided by KPMG, which was selected through a competitive tender process. The appointment of the internal auditor will be reviewed prior to completion of this contract.

An Annual Internal Audit Plan was established using a risk-based methodology and designed to cover TransLink's key strategic risks. In accordance with this plan, KPMG submitted written reports to the ARMC throughout the year and reported on the on the status of the plan at all ARMC meetings.

Throughout the year, KPMG also provided a range of non-audit services to TransLink which were disclosed to the ARMC in each internal audit status report. The ARMC assessed all of these additional services and determined that the auditor's independence was not compromised in each instance.

Recognising and managing risk

TransLink recognises that effective risk management practices are essential for achieving our strategic objectives and our governance responsibilities. Our Risk Management Policy sets out the approach and accountabilities for risk management, and the Enterprise Risk Management Framework supports this policy by providing an integrated risk management system across the organisation.

The risk policy and framework are based on the ISO 31000 and the Australian/New Zealand Standard for Risk Management (AS/NZS 4360:2004), and incorporate many of the risk management practices recommended by the Public Service Commission, Queensland Treasury and the Queensland Audit Office.

This year, we refined our processes for identifying and managing risks at the strategic, operational, program and project levels. Additionally, we established mechanisms for coordinating risk activities across different business areas (e.g. safety management, operations, fraud and corruption control).

The TransLink Board provides ultimate oversight of the risk management framework, regularly reviewing TransLink's risk tolerance, our strategic risk profile and risk reports provided by the ARMC. The ARMC supports the Board by undertaking detailed reviews of policies, frameworks and risk management activities to ensure their effectiveness.

Managing safety risk

TransLink is committed to ensuring the safest possible environment for employees, contractors and members of the travelling public. The TransLink Work Health and Safety Policy details this commitment and our duty of care obligations under the *Work Health and Safety Act 2011*.

TransLink meets the requirements of the policy 'Engaging trained safety advisors to meet due diligence requirements in government' (published by the Department of Justice and Attorney General) by having a trained safety advisor. This advisor assists the Chief Executive Officer in fulfilling our obligations under the *Work Health and Safety Act 2011*. TransLink's Safety Governance Group also ensures a consistent, integrated and organisation-wide approach to safety management. This group is chaired by the Chief Executive Officer and actively monitors performance against TransLink's safety objectives, targets and plans.

To assist TransLink in managing its safety obligations, a Safety Management System has been developed, which provides a systematic process for identifying and controlling safety risks and maintaining assurance that risk controls are effective. The policies that make up this system have been developed in accordance with AS/NZS 4801:2001 and ISO 31000, and are readily accessible by staff on TransLink's dedicated safety intranet site. Training on safety obligations was enhanced throughout the year, with sessions held as part of the corporate induction program and a course on occupational health and safety conducted for managers. A Due Diligence Guidance Manual was also developed to assist employees in meeting the new diligence obligations under the *Work Health and Safety Act 2011*. Safety Plans were formulated for each directorate with existing safety risk registers reviewed where appropriate.

Ensuring business resilience

Ensuring the continuity of the public transport system and customer service delivery is a priority for TransLink. Accordingly, TransLink has continued to build and refine our crisis management, business continuity and IT disaster recovery systems to enable us to effectively respond and recover from business disruptions.

TransLink has a comprehensive Crisis Management System that is aligned with all relevant standards, legislation, and state and local government plans. This system — comprising a Crisis Management Plan, Crisis Management Teams and supporting infrastructure including the Crisis Management Centre — was established after extensive consultation with both internal and external stakeholders. TransLink finalised the Crisis Management Plan during 2011–12 and tested it through a number of desktop and simulated exercises driven from the Crisis Management Centre. Over the year, we established, trained and coached crisis management teams based on key learnings from these simulations and exercises.

We also enhanced our Business Continuity System, finalising the Business Continuity Policy and Manual this year. To ensure best practice and alignment with the Australian standard, we also revised our Business Continuity Plans and tested these in line with our crisis management exercises. We then further refined the plans to address the recommendations arising from the crisis management exercises.

Ensuring legislative compliance

TransLink is committed to complying with all of its obligations specified in legislation, regulations, codes, policies, procedures and contractual obligations. Throughout 2011–12, TransLink continued to build a robust compliance system that aligns with the Australian Standard for Compliance Programs (AS 3806-2006) and contributes strongly to TransLink’s strategic objective of achieving business excellence.

Our compliance system comprises:

- a Compliance Policy
- a register of compliance obligations (from both external and internal sources)
- a compliance responsibility chart
- a program to manage incidents and breaches
- management (compliance attestations), ARMC and Board reporting
- a compliance training and communication program
- a plan of annual compliance activities.

The Board holds overall responsibility for ensuring that TransLink upholds all relevant legislative, regulatory and ethical standards. The ARMC supports the Board in fulfilling this responsibility by reviewing quarterly compliance reports and escalating any significant issues to the Board, and reviewing (at least annually) the compliance framework and procedures to ensure their effectiveness.

Evaluating Board and executive performance

TransLink’s Board is committed to continuous review and improvement of its performance. In 2011–12, the following evaluations occurred:

- review of the Board’s performance conducted by the Chair in 2011, comprising a questionnaire and discussions with each Board member
- review of the Chair’s performance by the RSC Chair, based on feedback provided by all Board members
- review of each Board committee’s performance, using a questionnaire.

The Board undertakes a comprehensive evaluation of the Chief Executive Officer’s performance annually, and the Chief Executive Officer conducts a similar annual evaluation of senior executives’ performance.

Senior executives who have an incentive component to their total remuneration package have defined performance conditions that are set at the start of the year and assessed by the Board after the preparation of financial statements (for financial measures) and after a review of performance against non-financial measures. The results of these reviews are used by the RSC to determine remuneration outcomes. The performance of the Chief Executive Officer and all members of the Leadership Team were reviewed during 2011–12 in accordance with this process.

For details of the remuneration arrangements and disclosures for Board members and senior executives, refer to note numbers 7 and 26 in the financial statements.

Our performance

Activity	2009-10	2010-11	2011-12	Comment
Board meeting attendance (including committee meetings)	Not reported	85%	84%	
New staff trained in Code of Conduct	Not reported	87%	100%	This figure refers to all new staff receiving code of conduct training as part of TransLink's mandatory induction process and reflects amendments to the Public Sector Ethics Act 1994
Percentage of RTI and IP applications completed within legislative timeframes	Not reported	100%	100%	

TransLink Transit Authority financial statement overview

TransLink Transit Authority Financial Statement Overview

This financial statement overview covers the consolidated accounts for TransLink Transit Authority (TransLink) and the TransLink Transit Authority Employing Office (the Employing Office). Both TransLink and the Employing Office were established under the *Transport Operations (TransLink Transit Authority) Act 2008* on 1 July 2008.

Trading Performance

For the 2011–12 financial year, TransLink's operating surplus was \$2.8 million, with the increase in asset revaluation surplus of \$10.0 million resulting in a total comprehensive income of \$12.8 million compared to a deficit of \$5.2 million in the previous year.

Statement of Comprehensive Income

Total income for the year was \$1.5 billion (2010–11: \$1.4 billion) and is primarily represented by fare revenue of \$360.8 million (2010–11: \$314.5 million), generated from 178.3 million (2010–11: 178.6 million) passenger trips, supplemented by Queensland State Government funding of \$1.1 billion (2010–11: \$1.0 billion).

Total expenses for the year was \$1.5 billion (2010–11: \$1.4 billion) and is mainly represented by contract payments to the rail operator of \$835.5 million (2010–11: \$772.5 million) and contract payments to bus, Rail Bus and ferry operators of \$540.8 million (2010–11: \$483.2 million). The balance of expenditure relates to expenses associated with the operations of TransLink to

enable delivery on its responsibilities including network planning, integrated ticketing, *go* card operations, operator contract management, infrastructure planning and investment and busway operations.

Employee numbers measured on a full time equivalent basis totalled 355 (2010–11: 347) to meet the increasing demands of managing and investment in the network and to support our revenue protection strategies.

Statement of Financial Position and Statement of Changes in Equity

During 2011–12 TransLink's net asset base increased by \$44.1 million (2010–11 \$10.7 million) mainly due to continued enhancements in ticketing equipment and public transport network infrastructure of \$56.5 million and asset revaluation increments of \$10.0 million. These increases were offset by asset revaluation decrements of \$6.8 million, transfer of assets to Department of Transport and Main Roads of \$2.3 million and increased cash liabilities held for *go* card related unearned fare revenue and deposits of \$8.1 million due to increased number of *go* cards issued.

Statement of Cash Flows

The Statement of Cash Flows highlights balances held and movements in cash resources. During 2011–12 TransLink trading activities were cash positive, with net cash received from operating activities totalling \$44.4 million (2010–11: \$36.9 million).

Chief Financial Officer's report

TransLink continues to deliver on the responsibility to provide South East Queensland with the best possible public transport services at a reasonable cost to the community and government. During the financial year, we have managed our fiscal responsibility in a professional manner, delivering on agreed outputs while reporting an operating surplus of \$2.8 million.

The increased subsidy from the State Government and the continued implementation of fare revenue strategies facilitated a record investment in the TransLink public transport network of \$1.5 billion this financial year.

Ensuring financial sustainability

\$91.5m (9.0%) increase in State Government subsidy to \$1.1b

The financial sustainability of TransLink is dependent upon the continuing support and financial subsidy from the Queensland Government. Our aim is to continue the delivery of efficient and reliable public transport services in South East Queensland within the capacity constraints of our inflows.

We continue to work with local government to increase investment in local public transport initiatives. During the year we partnered with councils including Brisbane City Council, Gold Coast City Council and the Sunshine Coast Regional Council to implement a range of local public transport improvements in their regions.

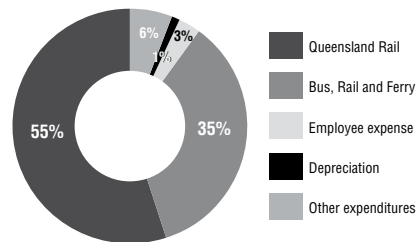
\$46.3m (14.7%) increase in fare revenue to \$360.8m

TransLink continued the rollout of the government's five-year fare path strategy and the introduction of new revenue protection measures. These measures resulted in an estimated \$5.6 million reduction in fare evasion related revenue loss in 2011–12 following the gating of the additional

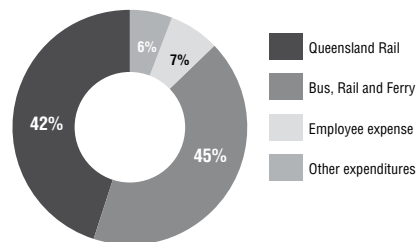
rail stations and employment of additional Senior Network Officers. Revenue also improved as the network was not affected by the flood events that occurred in 2010-11.

Our key focus has been on exercising strong financial stewardship over our \$1.5 billion budget to enable strategic investment in new services, infrastructure and new products to achieve the best possible value for money for our customers and taxpayers.

Use of Operating Funding 2011-12



Use of Increased Operating Funding 2011-12



The TransLink Board and management strive to ensure value for money and delivery of cost efficiencies across the business.

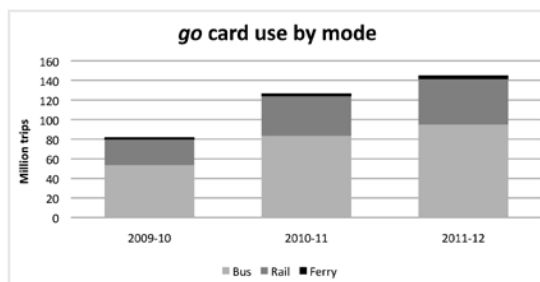
Whilst maintaining effective financial stewardship, we have continued to drive efficiencies across the network through delivery of bus service improvement package, launching new bus services and successfully delivering an additional 383 554 seats across the network for customers.

81.4% go card usage trips for the 2011-12 financial year

go card usage on the network accounted for 81.4 per cent of all trips in 2011–12 representing 82.9 per cent of all fare revenue collected across the network in the same period. The increase in go card usage is resulting in improvements across the network, including:

- increased cost efficiency of the go card system with a lower cost per go card transaction
- safer working environment for bus operators, with less cash being collected on-board buses
- improved public transport customer data
- faster boarding times, resulting in more efficient and quicker trips, and
- better planning delivering more effective use of capital investment infrastructure for public transport.

go card usage



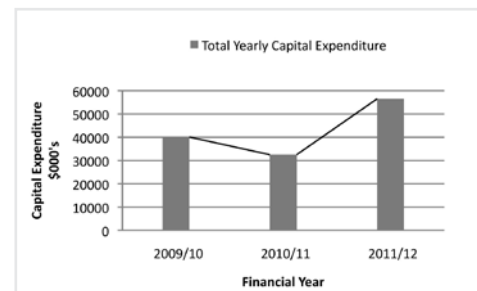
Investment in public transport infrastructure

TransLink continued to undertake significant infrastructure projects as part of the TransLink Station Upgrade Program (TSUP).

During the year, the program successfully completed projects including the award winning Noosa bus station and upgrades on the UQ lakes bus station and Redbank Plaza bus station.

TransLink also continues to deliver and improve the integrated TransLink network by continuing investment in the go card ticketing system, the piloting of a world class real time customer information system and launching the new online and mobile journey planner to meet customer needs.

Capital expenditure



Looking ahead

The Queensland Government announced on 31 July 2012 that TransLink would be amalgamating with the Department of Transport and Main Roads as a new division. The division will be responsible for managing all passenger transport services across Queensland and will continue to deliver on existing key priorities including the expansion of the network, the continued rollout of the fare path and revenue protection strategies and leveraging the successful go card product to sustainably deliver value-for-money products for TransLink customers.

Mark Hope

Chief Financial Officer



Performance statement

TransLink Transit Authority	Notes	2011-12 Target/est.	2011-12 Est. actual	2011-12 Actual
Service standards				
Patronage on TransLink services (millions)	1	186.1	178.3	178.3
bus		125.4	120.3	120.3
rail		55.1	52.8	52.8
ferry		5.6	5.2	5.2
User satisfaction ratings of public transport by service type (using a 0 - 100 index – 100 being excellent)	2			
bus		>70	70	70
rail		>70	68	68
ferry		>70	79	79
Customer complaints on go card per 10,000 trips	3	<4	3.5	3.5
Customer service complaints (other than go card) per 10,000 trips	4	<4	1	1
Percentage of unscheduled cancellations – Citytrain	5	<0.26	0.22	0.22
Average on-time running performance in peak times – Citytrain	5	93.7%	92.5%	92.5%
Average cost of subsidy per passenger trip – bus, rail and ferry	6	\$5.92	\$6.43	\$6.43

1. Decrease in patronage from 2011-12 Target Est. to 2011-12 Est. actual is attributable to a revised methodology on patronage measurement, which is considered more accurate, being introduced during 2011-12; lower than anticipated patronage growth as a result of demand contracting due to fare increases; and changes to implementation of timeframes for major service packages.
2. TransLink undertakes quarterly customer satisfaction surveys to measure and compare changes in the opinions of public transport users across South East Queensland. Scores are out of a possible 100 – levels of 75 and above are classed 'best practice' while 60 and above is considered 'satisfactory'.
3. This service standard is to measure the performance of the go card system and represents the number of complaints per 10,000 passenger trips. 2011-12 Est. actual is calculated using an average of the monthly results.
4. This service standard is to measure the performance of non-go card related activity and represents the number of complaints per 10,000 passenger trips. 2011-12 Est. actual is calculated using an average of the monthly results.
5. The 2011-12 and 2012-13 Target Est. are based on benchmarks set within the existing service contract between TransLink and Queensland Rail.
6. The subsidy per passenger service standard is calculated by dividing the overall State Government contribution by the total number of passenger trips.

TransLink Transit Authority

Financial Statements

for the financial year ended 30 June 2012

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General information

These financial statements cover the TransLink Transit Authority (TransLink) and its controlled entity.

The TransLink Transit Authority is a statutory body established under the *Transport Operations (TransLink Transit Authority) Act 2008*.

TransLink is controlled by the State of Queensland which is the ultimate parent.

The head office and principal place of business of TransLink is:

420 George Street
Brisbane Qld 4000

A description of the nature of TransLink's operations and its principal activities is included in the notes to the financial statements.

For information in relation to TransLink's financial statements please call (07) 3338 4071 or visit TransLink's website www.translink.com.au.

TransLink Transit Authority
Statement of Comprehensive Income
 for the year ended 30 June 2012

	Notes	Consolidated 2012 \$'000	Consolidated 2011 \$'000
Income from continuing operations			
Revenue			
User charges	3	375,984	326,876
Grants and other contributions	4	1,147,841	1,051,826
Interest revenue	5	10,394	9,013
Other revenue	6	159	89
Total income from continuing operations		<u>1,534,378</u>	<u>1,387,804</u>
Expenses from continuing operations			
Employee expenses	7	41,831	31,963
Supplies and services	8	773,462	683,722
Grants and subsidies	9	684,042	641,363
Depreciation and amortisation	10	20,488	20,076
Revaluation decrement	11	6,831	10,640
Finance/borrowing costs	12	11	6
Other expenses	13	4,890	5,221
Total expenses from continuing operations		<u>1,531,555</u>	<u>1,392,991</u>
Operating result from continuing operations		<u>2,823</u>	<u>(5,187)</u>
Other comprehensive income			
Increase (decrease) in asset revaluation surplus	24	<u>9,967</u>	<u>-</u>
Total other comprehensive income		9,967	-
Total comprehensive income		<u>12,790</u>	<u>(5,187)</u>

The accompanying notes form part of these statements

TransLink Transit Authority
Statement of Financial Position
for the year ended 30 June 2012

	Notes	Consolidated 2012 \$'000	Consolidated 2011 \$'000
Current assets			
Cash and cash equivalents	14	100,726	68,838
Receivables	15	29,843	32,848
Inventories	16	593	846
Other	17	911	910
Total current assets		<u>132,073</u>	<u>103,442</u>
Non-current assets			
Property, plant and equipment	18	227,387	192,819
Intangible assets	19	4,489	5,934
Total non-current assets		<u>231,876</u>	<u>198,753</u>
Total assets		<u><u>363,949</u></u>	<u><u>302,195</u></u>
Current liabilities			
Payables	20	61,501	53,148
Unearned revenue	21	24,221	20,063
Accrued employee benefits	22	3,735	3,129
Other	23	12,368	8,526
Total current liabilities		<u>101,825</u>	<u>84,866</u>
Non-current liabilities			
Other	23	712	-
Total non-current liabilities		<u>712</u>	<u>-</u>
Total liabilities		<u><u>102,537</u></u>	<u><u>84,866</u></u>
Net assets		<u><u>261,412</u></u>	<u><u>217,329</u></u>
Equity			
Contributed equity		256,630	225,337
Accumulated surplus / (deficit)		(5,185)	(8,008)
Asset revaluation surplus / (deficit)	24	9,967	-
Total equity		<u><u>261,412</u></u>	<u><u>217,329</u></u>

The accompanying notes form part of these statements

**TransLink Transit Authority
Statement of Changes in Equity
for the year ended 30 June 2012**

Consolidated – 2011	Contributed Equity	Hedge Reserve	Accumulated Surplus / (Deficit)	Asset Revaluation Surplus (note 24)	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 July 2010	209,178	(13)	(2,821)	228	206,572
Operating result from continuing operations	-	-	(5,187)	-	(5,187)
<i>Total other comprehensive income</i>					
- Increase (decrease) in asset revaluation surplus - Land	-	-	-	(228)	(228)
<i>Total comprehensive income</i>	209,178	(13)	(8,008)	-	201,157
<i>Transactions with owners as owners</i>					
- Equity injections	17,740	-	-	-	17,740
- Adjustment to net transfer from (to) other government agencies (note 2 (v))	(1,581)	-	-	-	(1,581)
- Unrealised loss on derivatives	-	13	-	-	13
Balance as at 30 June 2011	225,337	-	(8,008)	-	217,329
Consolidated – 2012	Contributed Equity	Hedge Reserve	Accumulated Surplus / (Deficit)	Asset Revaluation Surplus (note 24)	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 July 2011	225,337	-	(8,008)	-	217,329
Operating result from continuing operations	-	-	2,823	-	2,823
<i>Total other comprehensive income</i>					
- Increase (decrease) in asset revaluation surplus - Infrastructure	-	-	-	9,967	9,967
<i>Total comprehensive income</i>	225,337	-	(5,185)	9,967	230,119
<i>Transactions with owners as owners</i>					
- Equity injections	33,639	-	-	-	33,639
- Adjustment to net transfer from (to) other government agencies (note 2 (v))	(2,346)	-	-	-	(2,346)
Balance as at 30 June 2012	256,630	-	(5,185)	9,967	261,412

The accompanying notes form part of these statements

TransLink Transit Authority
Statement of Cash Flows
for the year ended 30 June 2012

	Notes	Consolidated 2012 \$'000	Consolidated 2011 \$'000
Cash flows from operating activities			
<i>Inflows:</i>			
User charges		422,232	367,831
Grants and other contributions		1,147,506	1,051,010
GST input tax credits received from ATO		147,820	129,469
Interest receipts		10,394	9,013
Other		58	53
<i>Outflows:</i>			
Employee expenses		(42,762)	(32,522)
Supplies and services		(911,811)	(811,838)
Grants and subsidies		(689,634)	(635,019)
Finance/borrowing costs		(11)	(6)
GST remitted to ATO		(38,251)	(36,600)
Other		(1,159)	(4,529)
Net cash provided by (used in) operating activities	25	44,382	36,862
Cash flows from investing activities			
<i>Inflows:</i>			
Sales of property, plant and equipment		-	7,786
<i>Outflows:</i>			
Payments for property, plant and equipment		(46,133)	(27,700)
Net cash provided by (used in) investing activities		(46,133)	(19,914)
Cash flows from financing activities			
<i>Inflows:</i>			
Equity injections		38,797	35,623
Queensland Treasury Corporation borrowings		-	4,633
<i>Outflows:</i>			
Withdrawals from equity		(5,158)	(17,884)
Queensland Treasury Corporation borrowing repayments		-	(9,478)
Net cash provided by (used in) financing activities		33,639	12,894
Net increase (decrease) in cash		31,888	29,842
Cash at beginning of financial year		68,838	38,996
Cash at end of financial year	14	100,726	68,838

The accompanying notes form part of these statements

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

Note **Note title**

1. Objectives and principal activities of TransLink Transit Authority
2. Summary of significant accounting policies
3. User charges
4. Grants and other contributions
5. Interest revenue
6. Other revenue
7. Employee expenses
8. Supplies and services
9. Grants and subsidies
10. Depreciation and amortisation
11. Revaluation decrement
12. Finance/borrowing costs
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14. Cash and cash equivalents
15. Receivables
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19. Intangible assets
20. Payables
21. Unearned revenue
22. Accrued employee benefits
23. Other liabilities
24. Asset revaluation surplus
25. Reconciliation of operating result to net cash from operating activities
26. Board remuneration
27. Commitments for expenditure
28. Contingent assets and liabilities
29. Controlled entity
30. Events occurring after balance date
31. Financial instruments
32. Agency transactions

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

1. Objectives and principal activities of TransLink Transit Authority

The TransLink Transit Authority was established as a statutory body under the *Transport Operations (TransLink Transit Authority) Act 2008* on 1 July 2008.

To meet the growing demand for public transport in the South East Queensland area, the State Government established the TransLink Transit Authority (TransLink). TransLink is responsible for providing the best possible public transport services at a reasonable cost to the community and government.

To deliver on the Queensland Government's commitment, TransLink coordinates, integrates and manages all public transport services in South East Queensland. TransLink provides:

- Services: bus, rail, and ferry services.
- Infrastructure: railway station upgrades, bus stops and bus stations upgrades and the development of park and ride facilities.
- Ticketing: integrated ticketing, *go* card, fare strategy.
- Customer information: single point of contact for customers, 24 hours a day, seven days a week.

2. Summary of significant accounting policies

(a) Statement of Compliance

TransLink has prepared these financial statements in compliance with section 43 of the *Financial and Performance Management Standard 2009*.

These financial statements are general purpose financial statements, and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements comply with Treasury's Minimum Reporting Requirements for the year ending 30 June 2012, and other authoritative pronouncements.

TransLink will cease to exist as a legal entity after amalgamation with the Department of Transport and Main Roads during 2012-13 (refer note 30) and as a result TransLink is no longer a going concern. However, this financial report has been prepared on a basis that is consistent with a going concern basis as its assets and liabilities are expected to be transferred to the Department of Transport and Main Roads at existing book values and its functions and services will continue to operate as normal at a whole-of-Government level.

With respect to compliance with Australian Accounting Standards and Interpretations, TransLink has applied those requirements applicable to not-for-profit entities, as TransLink is a not-for-profit statutory body. Except where stated, the historical cost convention is used.

(b) The reporting entity

The financial statements include the value of all assets, liabilities, equity, revenues and expenses of TransLink and the entity it controls. Details of TransLink's controlled entity are disclosed in note 29.

The TransLink Transit Authority was established as a statutory body on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008*. In developing TransLink, two entities, the TransLink Transit Authority and the TransLink Transit Authority Employing Office (the Employing Office), were established. TransLink is responsible for managing public transport services in South East Queensland.

The reporting entity consists of the parent entity, TransLink Transit Authority, together with the TransLink Transit Authority Employing Office as a controlled entity. No parent entity balances are disclosed as they are not materially different from the consolidated balances. The Employing Office has adopted the accounting policies of the parent entity. In the process of reporting on TransLink as a single economic entity, all transactions and balances internal to the reporting entity have been eliminated in full.

The Employing Office is also required to prepare a separate general purpose financial report, which is included separately within the TransLink Annual Report.

(c) Agency transactions

TransLink acts as an agent in the collection and distribution of authorised deductions from employee salaries for on-payment to third parties. Collections and distributions for the period are disclosed in note 32.

(d) User charges

User charges are recognised as revenue when services are provided.

Fare revenue is revenue received through the *go* card integrated ticketing system.

(e) *go* card transactions

Amounts received as deposits for *go* cards issued are recognised as a liability upon receipt (refer note 23).

Amounts received to increase the stored value on the *go* cards are recognised as unearned revenue (refer note 21). Fare revenue is recognised when the patron undertakes travel on the TransLink network (refer note 3) together with the related Goods and Services Tax.

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

(f) Grants and other contributions

Operational funding is received from Department of Transport and Main Roads and is recognised as revenue when received.

Grants, contributions, donations and gifts that are non-reciprocal in nature are recognised as revenue in the year in which TransLink obtains control over them. Where grants are received that are reciprocal in nature, revenue is accrued over the term of the funding arrangements.

Contributed assets are recognised at their fair value. Contributions of services are recognised only when a fair value can be determined reliably and the services would have been purchased if they had not been donated. Where this is the case, an equal amount is recognised as revenue and expense.

(g) Foreign currency transactions

TransLink has foreign currency transactions relating to the purchase of equipment, software and services from the United States of America and Europe which has been implemented within South East Queensland.

The individual foreign currency transactions are translated into Australian dollars using the exchange rate prevailing at the date of the transaction.

(h) Cash and cash equivalents

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash comprises cash in hand, cash at bank and at call deposits with financial institutions, and include all cash and cheques received but not banked at 30 June. It also includes investments with short periods to maturity that are readily convertible to cash on hand at TransLink's option.

(i) Receivables

Trade debtors are recognised at the amounts due at the time of sale or service delivery i.e. the agreed purchase/contract price. Settlement on these amounts is generally required within 30 days from invoice date.

The collectability of receivables is assessed periodically with provision being made for impairment. All known bad debts were written-off as at 30 June.

(j) Inventories

Inventories held for distribution are those inventories that TransLink distributes as part of the *go* card integrated ticketing system. Inventories held for distribution are recognised at cost. Cost is assigned on a weighted average basis.

(k) Assets under construction

Assets under construction (work in progress) are recognised at cost. All costs relating to items of property, plant and equipment constructed in-house are recorded as work in progress until completion of the project using all direct costs and, where reliably attributable, indirect costs. Work in progress is not depreciated or amortised until it has reached service delivery capacity. Service delivery capacity relates to when the construction is complete and the asset is first put into use or is installed and prepared ready for use in accordance with its intended application. The assets are then reclassified to the relevant classes within property, plant and equipment or intangible assets.

(l) Acquisition of assets

Actual cost is used for the initial recording of all non-current physical and intangible asset acquisitions. Cost is determined as the value given as consideration plus costs incidental to the acquisition, including all directly attributable costs incurred in getting the assets ready for use. Training costs are expensed as incurred.

Where assets are received free of charge from another Queensland Government entity (whether as a result of a machinery-of-Government change or other involuntary transfer), the acquisition cost is recognised as the gross carrying amount in the books of the transferor immediately prior to the transfer together with any accumulated depreciation.

Assets acquired at no cost or for nominal consideration, other than from an involuntary transfer from another Queensland Government entity, are recognised at their fair value at date of acquisition in accordance with AASB116 *Property, Plant and Equipment*.

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

(m) Property, plant and equipment

Items of property, plant and equipment with a cost or other value equal to or in excess of the following thresholds are recognised for financial reporting purposes in the year of acquisition:

Asset Class	Threshold
	\$
Land	1
Infrastructure	10,000
Major plant and equipment	5,000
Plant and equipment	5,000

Items with a lesser value are expensed in the year of acquisition.

The major plant and equipment class of assets reflects the *go* card integrated ticketing system across South East Queensland. The *go* card integrated ticketing system is treated as a single network asset, that is, a network defined as "a chain of interconnected but dissimilar assets connected for the provision of the one simultaneous service" as per Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*.

Land improvements undertaken by TransLink are included with Infrastructure.

(n) Revaluations of non-current physical and intangible assets

Land, infrastructure and major plant and equipment are measured at fair value in accordance with AASB 116 *Property, Plant and Equipment* and Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*. In respect of these asset classes, the cost of items acquired during the financial year has been judged by the management of TransLink to materially represent their fair value at the end of the reporting period.

Plant and equipment, other than major plant and equipment, is measured at cost in accordance with Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*.

Intangible assets are measured at cost.

Non-current physical assets measured at fair value are revalued on an annual basis by appraisals undertaken by an independent professional valuer or by the use of appropriate and relevant indices. Revaluations based on independent professional valuer are undertaken at least once every five years. However, if a class of asset experiences significant and volatile changes in fair value (i.e. where indicators suggest that the value of the class of asset may have changed by 20% or more from one reporting period to the next), it is subject to such revaluations in the reporting period, where practicable, regardless of the timing of previous such method of valuation.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Materiality concepts under AASB1031 *Materiality* are considered in determining whether the difference between the carrying amount and the fair value of an asset is material.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

(o) Intangible assets

Intangible assets with a cost or other value greater than \$100,000 are recognised in the financial statements, items with a lesser value being expensed. Each intangible asset less any anticipated residual value is amortised over its estimated useful life to TransLink. The residual value is zero for all of TransLink's intangible assets.

It has been determined that there is not an active market for any of TransLink's intangible assets. As such, the assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

Purchased software

The purchase cost of this software has been capitalised and is being amortised on a straight-line basis over the period of the expected benefit to TransLink.

Internally generated software

Expenditure on research activities relating to internally generated intangible assets is recognised as an expense in the period in which it is incurred.

Cost associated with the development of computer software and other intangibles are capitalised and amortised on a straight-line basis over the period of expected benefit to TransLink.

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

(p) Depreciation and amortisation of property, plant and equipment and intangible assets

Land is not depreciated as it has an unlimited useful life.

All intangible assets of TransLink have finite useful lives and are amortised on a straight line basis.

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less its estimated residual value, progressively over its estimated useful life to TransLink.

Any expenditure that increases the originally assessed capacity of service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to TransLink.

Depreciation and amortisation rates are reviewed annually, and if necessary, adjusted so that they will reflect the most recent assessments of the useful lives of the respective non-current physical and intangible items, having regard to such factors as asset usage and the rate of technical and commercial obsolescence.

Where assets (other than major plant and equipment) have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate and are depreciated accordingly.

The major plant and equipment class of assets reflects the Automated Fare Collection (AFC) system which operates the *go* card integrated ticketing technology across South East Queensland. The *go* card integrated ticketing system is treated as a single network asset, that is, a network defined as "a chain of interconnected but dissimilar assets connected for the provision of the one simultaneous service" as per Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*. Therefore, the *go* card integrated ticketing system has been brought onto TransLink's fixed asset register as a single asset and depreciated as such. Software that is integral to the functionality of the related equipment is capitalised as part of this equipment.

For each class of depreciable asset the following depreciation and amortisation rates are used:

Physical asset class	Rate %
Infrastructure	1 - 10
Plant and equipment:	10 - 25
Major plant and equipment	10
Intangible asset class	
Purchased software	10 - 50
Internally generated software	9

(q) Impairment of non-current assets

All non-current physical and intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, TransLink determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

The asset's recoverable amount is determined as the higher of the asset's fair value less costs to sell and depreciated replacement cost.

An impairment loss is recognised immediately in the Statement of Comprehensive Income, unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus of the relevant class to the extent available.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income, unless the asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase (refer to note 2(n)).

(r) Leases

A distinction is made in the financial statements between finance leases that effectively transfer from the lessor to the lessee substantially all risks and benefits incidental to ownership, and operating leases, under which the lessor retains substantially all risks and benefits.

Operating lease payments are representative of the pattern of benefits derived from the leased assets and are expensed in the periods in which they are incurred.

Incentives received on entering into operating leases are recognised as liabilities. Lease payments are allocated between rental expense and reduction of the liability (refer note 23).

(s) Payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing to creditors are unsecured and are generally settled on thirty day terms with the exception of payments to bus operators which TransLink is contractually required to pay by the fifteenth day of the month.

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

(t) Financial instruments

Recognition

Financial assets and financial liabilities are recognised in the Statement of Financial Position when TransLink becomes party to the contractual provisions of the financial instrument.

Classification

Financial instruments are classified and measured as follows:

- Cash and cash equivalents – held at fair value through profit and loss
- Receivables – held at amortised cost
- Payables – held at amortised cost
- Other financial liabilities – held at amortised cost
- Derivatives – held at fair value through equity

TransLink does not enter transactions for speculative purposes.

When required, TransLink will enter into derivative financial instruments to hedge its foreign currency risk exposures relating to the purchase of equipment for the go card integrated ticketing system which is exposed to the value of the USD.

All other disclosures relating to the measurement basis and financial risk management of financial instruments held by TransLink are disclosed in note 31.

(u) Employee benefits

Employer superannuation contributions and long service leave levies are regarded as employee benefits. Payroll tax and workers' compensation insurance are a consequence of employing employees, but are not counted in an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related expenses.

Wages, salaries, annual leave and sick leave

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates.

Unpaid annual leave entitlement liabilities are recognised at their undiscounted expected payout value as a current liability.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken. No liability for unused sick leave entitlements is recognised.

Long service leave

Under the Queensland Government's long service leave scheme, a levy is made on TransLink to cover this cost. Levies are expensed in the period in which they are paid or payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

No provision for long service leave is recognised in TransLink's financial statements, the liability being held on a whole-of-Government basis and reported in those financial statements pursuant to AASB1049 *Whole of Government and General Government Sector Financial Reporting*.

Superannuation

Employer superannuation contributions are paid to QSuper, the superannuation scheme for Queensland Government employees, at rates determined by the Treasurer on the advice of the State Actuary. Contributions are expensed in the period in which they are paid or payable. TransLink's obligation is limited to its contribution to QSuper.

Therefore, no liability is recognised for accruing superannuation benefits in TransLink's financial statements, the liability being held on a whole-of-Government basis and reported in those financial statements pursuant to AASB1049 *Whole of Government and General Government Sector Financial Reporting*.

Key executive management personnel and remuneration

Key executive management personnel and remuneration disclosures are made in accordance with section 5 of the *Financial Reporting Requirements for Queensland Government Agencies* issued by Queensland Treasury. Refer to note 7 for the disclosures on key executive management personnel and remuneration.

(v) Transactions with Owners as Owners

During the period, assets relating to the South East Busway and Inner Northern Busway, totalling \$2.346 million, were transferred to the Department of Transport and Main Roads by way of distribution to owners through equity in line with a Memorandum of Understanding and Ministerial approval.

In the prior period, non-core infrastructure assets representing the Klumpp Road bus lane, totalling \$1.581 million, were transferred to the Department of Transport and Main Roads by way of distribution to owners through equity.

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

(w) Financing/borrowing costs

Finance costs are recognised as an expense in the period in which they are incurred.
 Finance costs include ancillary administration charges.
 No borrowing costs are capitalised into qualifying assets.

(x) Insurance

TransLink's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund, premiums being paid on a risk assessment basis. In addition, the Employing Office pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

(y) Services received free of charge or for nominal value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and as an expense.

(z) Contributed equity

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities as a result of machinery-of-Government changes are adjusted to Contributed Equity in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly Owned Public Sector Entities*. Appropriations for equity adjustments are similarly designated.

(aa) Taxation

TransLink is a state body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). As such, GST credits receivable from, and GST payable to, the Australian Taxation Office are recognised and accrued (refer note 15).

(ab) Issuance of Financial Statements

The financial statements are authorised for issue by the Board and the Chief Financial Officer of TransLink at the date of signing the Management Certificate.

(ac) Accounting Estimates and Judgements

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions, and management judgements that have the potential to cause a material adjustment to the carrying amount of assets and liabilities within the next financial year. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:

- Valuation of Property, Plant and Equipment – note 18
- Accrued Employee Benefits – note 22
- Contingencies – note 28

The Australian Government passed its Clean Energy Act in November 2011 with a start date of 1 July 2012. The legislation will result in the introduction of a price on carbon emissions made by Australian businesses from 1 July 2012.

The flexible market-based price phase of the carbon pricing mechanism will commence on 1 July 2015. It will be preceded by a three-year period during which the price of permits will be fixed at \$23 per tonne or carbon dioxide equivalent in year one, \$24.15 in year two and \$25.40 in year three.

Section 4.3.4 of Queensland Treasury's report on 'Carbon Price Impacts for Queensland' dated August 2011 indicates that, for non-residential construction activities, costs may increase by between 0.7 per cent and 0.8 per cent over the period 2012-13 to 2015-16.

On this basis and other information available, the introduction of the carbon pricing mechanism is not expected to have a significant impact on TransLink's critical accounting estimates, assumptions and management judgements.

(ad) Rounding and comparatives

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period. Amounts shown in these financial statements may not add to the correct sub-totals or totals due to rounding.

(ae) New and revised accounting standards

TransLink did not voluntarily change any of its accounting policies during 2011-12. Australian Accounting Standard changes applicable for the first time in the 2011-12 financial year have had minimal or no effect on TransLink's financial statements.

TransLink is not permitted to early adopt a new or amended accounting standard ahead of the specified commencement date unless approval is obtained from the Treasury Department. Consequently, TransLink has not applied any Australian Accounting Standards and Interpretations that have been issued but are not yet effective. TransLink applies standards and interpretations in accordance with their respective commencement dates.

At the date of authorisation of the financial report, impacts of new or amended Australian accounting standards with future commencement dates are expected to be minimal.

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

	Consolidated	Consolidated
	2012	2011
	\$'000	\$'000
3. User charges		
Fare revenue	360,792	314,484
Service fees	15,192	12,392
Total	<u>375,984</u>	<u>326,876</u>
4. Grants and other contributions		
Grant funding from Department of Transport and Main Roads	1,107,916	1,016,458
Grants from other entities	39,925	35,368
Total	<u>1,147,841</u>	<u>1,051,826</u>
5. Interest revenue		
Cash at bank investment	10,394	9,013
Total	<u>10,394</u>	<u>9,013</u>
6. Other revenue		
Commission	2	15
Sundry income	157	74
Total	<u>159</u>	<u>89</u>



TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

	Consolidated 2012 \$'000	Consolidated 2011 \$'000
7. Employee expenses		
Employee benefits		
Salaries and wages	32,311	23,928
Annual leave	2,785	2,686
Employer superannuation contributions*	3,523	3,086
Long service leave levy*	702	582
Other employee expense	11	5
Employee related expenses		
Payroll tax**	1,882	1,411
Workers' compensation**	462	148
Other employee related expense	155	117
Total	41,831	31,963

* Employer superannuation contributions and the long service leave levy are regarded as employee benefits.

** Costs of workers' compensation insurance and payroll tax are a consequence of employing employees, but are not counted in employees' total remuneration package. They are not employee benefits, but employee related expenses.

The number of employees at balance date including both full-time and part-time employees measured on a full-time equivalent basis is:

	2012	2011
Number of employees:	<u>355</u>	<u>347</u>

The Chief Executive Officer is the only officer employed directly by TransLink. All other employees are employed by the TransLink Transit Authority Employing Office (2011-12: 354; 2010-11: 346).

Key executive management personnel and remuneration:

a) Key Executive Management Personnel

The following details for key executive management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of TransLink during 2011-12. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Position	Responsibilities	Current encumbents	
		Contract classification and appointment authority	Date appointed to position (date resigned from position)
Chief Executive Officer	Leading TransLink in achieving its vision of making travel easy	Outgoing Executive Employment Contract approved by Governor in Council	02-Mar-09 (16-Nov-11)
		Interim Executive Employment Contract approved by Minister	14-Oct-11 (11-Mar-12)
		Current Executive Employment Contract approved by Governor in Council	12-Mar-12
Chief Financial Officer	Financial leadership of TransLink	S122 Contract under <i>Public Service Act</i> 2008	15-Jun-09
Director - Rail	Operational leadership and partnership with service providers to achieve quality rail services to South East Queensland	S122 Contract under <i>Public Service Act</i> 2008	28-Sep-09

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

7. Employee expenses (continued)

Key executive management personnel and remuneration (continued):

b) Remuneration

Remuneration for TransLink's Chief Executive Officer is set by the Remuneration and Succession Committee and the Board with the remaining key executive management remuneration being set by the Chief Executive Officer after external evaluation. The remuneration and other terms of employment for the key executive management personnel are specified in employment contracts. Remuneration packages for key executive management personnel comprise the following components:

- Short term employee benefits which include:
 - o Base – consisting of base salary, allowances, performance payments and leave entitlements paid and provided for the entire year or for that part of the year during which the employee occupied the specified position. Amounts disclosed equal the amount expensed in the Statement of Comprehensive Income.
 - o Non-monetary benefits – consisting of provision of vehicle together with fringe benefits tax applicable to the benefit and relocation costs (where applicable).
- Long term employee benefits include long service leave accrued.
- Post employment benefits include superannuation contributions.

1 July 2011 - 30 June 2012

Position	Short Term Employee Benefits		Long Term Employee Benefits	Post Employment Benefits	Termination Benefits	Total Remuneration
	Base \$'000	Non-monetary Benefits \$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer (outgoing)	185	-	-	16	-	201
Interim Chief Executive Officer	105	-	6	10	-	121
Chief Executive Officer (current)	120	91	-	13	-	224
Chief Financial Officer	323	-	-	22	-	345
Director - Rail	320	-	-	24	-	344
Total Remuneration	1,053	91	6	85	-	1,235

1 July 2010 - 30 June 2011

Position	Short Term Employee Benefits		Long Term Employee Benefits	Post Employment Benefits	Termination Benefits	Total Remuneration
	Base \$'000	Non-monetary Benefits \$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	428	-	-	50	-	478
Chief Financial Officer	285	-	-	22	-	307
Director - Rail	319	-	-	25	-	344
Total Remuneration	1,032	-	-	97	-	1,129

TransLink Transit Authority
Notes to and forming part of the Financial Statements
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7. Employee expenses (continued)

c) Performance Payments

The basis for performance bonuses paid or payable in the 2011-12 financial year is set out below:

Position	Date paid	Basis for payment
Chief Executive Officer (outgoing)	11-Oct-11	The cash performance bonus is calculated by reference to TransLink targets and key performance indicators. The bonus paid equated to 75% payout on a maximum 15% of total remuneration.
Chief Financial Officer	21-Oct-11 & 24-Feb-12	The cash performance bonus is calculated by reference to TransLink targets and key performance indicators. The bonus paid equated to 100% payout on a maximum 15% of total superannuable salary.
Director - Rail	21-Oct-11	The cash performance bonus is calculated by reference to TransLink targets and key performance indicators. The bonus paid equated to 96% payout on a maximum 15% of total remuneration.

The basis for performance bonuses paid or payable in the 2010-11 financial year is set out below:

Position	Date paid	Basis for payment
Chief Executive Officer	22-Sep-10	The cash performance bonus is calculated by reference to TransLink targets and key performance indicators. The bonus paid equated to 98% payout on a maximum 15% of total remuneration.
Chief Financial Officer	23-Mar-11	The cash performance bonus is calculated by reference to TransLink targets and key performance indicators. The bonus paid equated to 100% payout on a maximum 15% of total superannuable salary.
Director - Rail	3-Nov-10	The cash performance bonus is calculated by reference to TransLink targets and key performance indicators. The bonus paid equated to 100% payout on a maximum 15% of total remuneration.

	Consolidated	Consolidated
	2012	2011
	\$'000	\$'000

The aggregate performance bonuses paid to all key executive management personnel are as follows:

Key Executive Management Personnel	<u>147</u>	<u>139</u>
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8. Supplies and services

Contract payments to bus, ferry and railbus operators*	540,804	483,235
Contract payments to Queensland Rail**	156,043	134,167
Contractors	43,416	37,480
Other	33,199	28,840
Total	<u>773,462</u>	<u>683,722</u>

* Contract payments to bus, ferry and railbus operators are made as per the terms of agreed contractual arrangements for the provision of bus and ferry services, including both school and urban services, in the TransLink network.

** Contract payments to Queensland Rail (Supplies and services) relate to the fare revenue specifically derived and collected relating to rail travel.

9. Grants and subsidies

Community service obligation to Queensland Rail***	679,425	638,288
Other grants and subsidies	4,617	3,075
Total	<u>684,042</u>	<u>641,363</u>

*** Community service obligation payment to Queensland Rail is calculated with reference to the total contracted amount with Queensland Rail for the provision of services less the fare revenue specifically derived and collected by TransLink relating to rail travel (refer note 8).

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

	Consolidated	Consolidated
	2012	2011
	\$'000	\$'000
10. Depreciation and amortisation		
<i>Incurred in respect of:</i>		
Infrastructure	4,083	4,808
Major plant and equipment	11,938	12,222
Plant and equipment	3,022	1,530
Intangible assets	1,445	1,516
Total	20,488	20,076
11. Revaluation decrement		
Land	1,600	608
Major plant and equipment	5,231	10,032
Total	6,831	10,640
<p>The asset revaluation reserve represents the net effect of upwards and downwards revaluations of assets to fair value. The decrement for 2011-12, not being a reversal of previous revaluation increment in respect of the same class of assets, has been recognised as an expense in the Statement of Comprehensive Income (refer note 18).</p>		
12. Financing/borrowing costs		
Interest	11	6
Total	11	6
<p>Refer note 2(w) for further details.</p>		
13. Other expenses		
Audit fees – external*	368	385
Audit fees – internal	213	206
Insurance premium – Queensland Government Insurance Fund	337	333
Board member fees (note 26)	233	202
Asset write-offs**	3,698	944
go card promotion giveaway expense***	-	3,100
Other	41	51
Total	4,890	5,221
<p>* Total external audit fees paid to Queensland Audit Office relating to the 2011-12 financial statements are estimated to be \$0.368 million (2010-11: \$0.385 million). There are no non-audit services included in this amount.</p> <p>** Asset write-offs relate to disposal of infrastructure assets and capital work in progress.</p> <p>*** 2011 go card promotion giveaway expense represents the \$10 balance on the 400,000 giveaway go card promotion that was commenced prior to 30 June 2010 and ended during 2010-11.</p>		
14. Cash and cash equivalents		
Cash at bank****	100,428	68,570
Cash floats held in add value vending machines	298	268
Total	100,726	68,838
<p>**** TransLink has received the Treasurers' approval under the <i>Statutory Bodies Financial Arrangements Act 1982</i> to invest funds for the purposes of carrying out its powers and performing its functions under the <i>Transport Operations (TransLink Transit Authority) Act 2008</i>. Cash is deposited with the Commonwealth Bank of Australia, National Australia Bank, Australia and New Zealand Bank, Westpac Banking Corporation and Queensland Treasury Corporation and earned interest at rates between 2.48% and 5.93% (2010-11: between 4.15% and 5.8%) during the year.</p>		
15. Receivables		
Trade debtors	19,288	18,242
	19,288	18,242
GST receivable	13,808	17,659
GST payable	(3,320)	(3,149)
	10,488	14,510
Long service leave receivable	54	73
Other	13	23
Total	29,843	32,848

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

	Consolidated	Consolidated
	2012	2011
	\$'000	\$'000
16. Inventories		
<i>Inventory held for distribution</i>		
<i>go card integrated ticketing system cards</i>	593	846
Total	<u>593</u>	<u>846</u>
17. Other current assets		
Prepayments – supplies and services	911	779
Prepayments – salaries and wages	-	131
Total	<u>911</u>	<u>910</u>
18. Property, plant and equipment		
Land		
At fair value	<u>9,455</u>	<u>6,680</u>
Infrastructure		
At fair value	83,418	91,138
Less: accumulated depreciation	<u>(4,422)</u>	<u>(34,349)</u>
	<u>78,996</u>	<u>56,789</u>
Major plant and equipment		
At fair value	122,083	114,604
Less: accumulated depreciation	<u>(57,112)</u>	<u>(35,621)</u>
	<u>64,971</u>	<u>78,983</u>
Plant and equipment		
At cost	13,986	11,489
Less: accumulated depreciation	<u>(7,338)</u>	<u>(4,646)</u>
	<u>6,648</u>	<u>6,843</u>
Work in progress		
At cost	<u>67,317</u>	<u>43,524</u>
Total	<u>227,387</u>	<u>192,819</u>

Land

In determining the fair value of land as at 30 June 2012, TransLink obtained market review information from the State Valuation Service - Department of Environment and Resource Management which stated that there were material changes in market values since the last comprehensive valuation. TransLink has adopted the values provided by the Department of Environment and Resource Management resulting in a net valuation decrement of \$1.600 million (refer note 11). TransLink considers land to reflect fair value as at 30 June 2012.

Infrastructure

All Infrastructure recognised in the fixed asset register as at 28 February 2012 was valued independently as at 30 June 2012. All Infrastructure construction projects completed and recognised within this asset class subsequent to this date are considered to reflect fair value by management.

Each Infrastructure component was individually assessed and depreciated by the valuers (APV Valuers and Asset Management Pty Ltd) using a consumption based depreciation methodology, taking into account the pattern of consumption, useful life and residual value of the particular asset.

This is the first year that an independent valuation has been undertaken on the Infrastructure class since the majority of the class was transferred to TransLink from the Department of Transport and Main Roads (formerly Queensland Transport) as part of an administrative restructure.

As a result of the valuation process, a revaluation increment of \$9.967 million (refer note 24) which is mainly attributable to increased construction costs, has been recognised. TransLink considers Infrastructure to reflect fair value as at 30 June 2012.

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

18. Property, plant and equipment reconciliation (continued)

Major plant and equipment

Major plant and equipment (representing the *go* card integrated ticketing system) has been valued independently by KPMG Finance Pty Ltd using depreciated replacement cost or Replacement Cost New methodology as at 30 June 2012. This is the first year that an independent valuation has been undertaken since the *go* card ticketing system was transferred from the Department of Transport and Main Roads (formerly Queensland Transport). The Valuers utilised and applied cost indices from the Australian Bureau of Statistics (ABS) (December 2011) and Bureau of Labour Statistics (BLS) (March 2012) for the USA and the USD/AUD exchange rate as at 30 June 2012 to the various hardware components and system enhancements, where applicable. In assessing the depreciated replacement cost, a revaluation decrement of \$5.231 million (refer note 11) has been applied. TransLink considers major plant and equipment to reflect fair value as at 30 June 2012.

Plant and equipment and work in progress

Plant and equipment and work in progress are valued at cost.

	Land 2011 \$'000	Infrastructure 2011 \$'000	Major plant and equipment 2011 \$'000	Plant and equipment 2011 \$'000	Work in progress 2011 \$'000	Total 2011 \$'000
Carrying amount at 1 July 2010	7,516	52,303	89,676	7,535	43,698	200,728
Acquisitions	-	-	16	29	32,471	32,516
Asset write-offs	-	-	-	(37)	(772)	(809)
Transfers between classes	-	9,294	11,545	846	(21,685)	-
Transfers to intangibles	-	-	-	-	(2,402)	(2,402)
Disposals #	-	-	-	-	(7,786)	(7,786)
Revaluation decrements	(836)	-	(10,032)	-	-	(10,868)
Depreciation	-	(4,808)	(12,222)	(1,530)	-	(18,560)
Carrying amount at 30 June 2011	6,680	56,789	78,983	6,843	43,524	192,819

During the 2010-11 year TransLink transferred the Yeerongpilly Foot Bridge to Queensland Rail at cost (\$7.786 million).

	Land 2012 \$'000	Infrastructure 2012 \$'000	Major plant and equipment 2012 \$'000	Plant and equipment 2012 \$'000	Work in progress 2012 \$'000	Total 2012 \$'000
Carrying amount at 1 July 2011	6,680	56,789	78,983	6,843	43,524	192,819
Acquisitions	4,375	-	-	38	52,105	56,518
Asset write-offs	-	(1,282)	-	(11)	(2,405)	(3,698)
Transfers between classes	-	19,522	3,156	3,229	(25,907)	-
Transfers to intangibles	-	-	-	-	-	-
Disposals #	-	(1,917)	-	(429)	-	(2,346)
Revaluation increments	-	9,967	-	-	-	9,967
Revaluation decrements	(1,600)	-	(5,231)	-	-	(6,831)
Depreciation	-	(4,083)	(11,937)	(3,022)	-	(19,042)
Carrying amount at 30 June 2012	9,455	78,996	64,971	6,648	67,317	227,387

During the 2011-12 year TransLink transferred busway related ITS assets to Department of Transport and Main Roads (\$2.346 million).

	Consolidated 2012 \$'000	Consolidated 2011 \$'000
19. Intangible assets		
Purchased software		
At cost	6,141	6,141
Less: accumulated amortisation	(3,335)	(2,451)
	2,806	3,690
Software internally generated		
At cost	6,171	6,171
Less: accumulated amortisation	(4,488)	(3,927)
	1,683	2,244
Total	4,489	5,934

TransLink Transit Authority
Notes to and forming part of the Financial Statements
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19. Intangible assets (continued)

Intangible assets reconciliation - consolidated

	Purchased software		Software internally generated		Total	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
Carrying amount at 1 July	3,690	2,402	2,244	2,805	5,934	5,207
Additions	-	-	-	-	-	-
Asset write-offs	-	(159)	-	-	-	(159)
Transfers from property, plant and equipment	-	2,402	-	-	-	2,402
Amortisation	(884)	(955)	(561)	(561)	(1,445)	(1,516)
Carrying amount at 30 June	2,806	3,690	1,683	2,244	4,489	5,934

Amortisation of intangibles is included in the line item 'Depreciation and amortisation' in the Statement of Comprehensive Income. All intangible assets of TransLink have finite useful lives and are amortised on a straight line basis (refer note 2(p)).

	Consolidated 2012 \$'000	Consolidated 2011 \$'000
20. Payables		
Trade creditors	31,142	27,530
Capital acquisitions accrued	26,109	15,724
Grants accrued	3,885	9,269
Taxes payable	32	9
Other creditors	333	616
Total	61,501	53,148
21. Unearned revenue		
go card stored value	23,970	19,489
Other	251	574
Total	24,221	20,063
22. Accrued employee benefits		
Annual leave	3,243	2,889
Salaries and wages	304	89
Long service leave levy payable	188	151
Total	3,735	3,129
23. Other liabilities		
<i>Current</i>		
go card deposits held	12,147	8,519
Lease incentives	219	-
Other	2	7
Total	12,368	8,526
<i>Non-current</i>		
Lease incentives	712	-
Total	712	-

TransLink Transit Authority
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24. Asset revaluation surplus

	Land \$'000	Infrastructure \$'000	Total \$'000
Balance 1 July 2010	228	-	228
Revaluation increment	-	-	-
Revaluation decrement	(228)	-	(228)
Balance 30 June 2011	<u>-</u>	<u>-</u>	<u>-</u>
	Land \$'000	Infrastructure \$'000	Total \$'000
Balance 1 July 2011	-	-	-
Revaluation increment	-	9,967	9,967
Revaluation decrement	-	-	-
Balance 30 June 2012	<u>-</u>	<u>9,967</u>	<u>9,967</u>

25. Reconciliation of operating result to net cash from operating activities

	Consolidated 2012 \$'000	Consolidated 2011 \$'000
Net operating surplus/(deficit)	2,823	(5,187)
Depreciation and amortisation expense	20,488	20,076
Revaluation decrement	6,831	10,640
Asset write-offs	3,698	944
Change in assets and liabilities		
(Increase)/ decrease in trade receivables	3,689	(7,789)
(Increase)/ decrease in long service leave receivable	19	(38)
(Increase)/ decrease in inventories	253	231
(Increase)/ decrease in prepayments	-	(161)
Increase/ (decrease) in trade payables	(2,813)	9,713
Increase/ (decrease) in long service leave levy payable	38	58
Increase/ (decrease) in accrued employee benefits	644	402
Increase/ (decrease) in unearned revenue	4,158	5,248
Increase/ (decrease) in other liabilities	4,554	2,725
Net cash from operating activities	<u>44,382</u>	<u>36,862</u>

26. Board remuneration

The board members and the number of meetings attended (total meetings 2011-12: 10; 2010-11: 7) were as follows:

Member	Meetings attended	Meetings held during tenure
Geoff Harley (Chair)	10	10
Chris Freeman	8	10
Richard Mathews	8	10
Dave Stewart *	4	6
Michael Caltabiano *	1	4
Colin Jensen	9	10
Adrienne Ward	7	10
David Barbagallo	9	10

* Board member representative of Department of Transport and Main Roads (DTMR). Dave Stewart ceased his membership of the Board on 28 March 2012. Michael Caltabiano was appointed to the Board on the same day.

The number of board members of TransLink included in the financial figures are shown below in the relevant remuneration bands:

	2012	2011
\$Nil - \$50,000	7	6
\$50,001 - \$85,000	1	1
Total number of board members	<u>8</u>	<u>7</u>
	\$'000	\$'000
Total remuneration received or due and receivable by the board members is:	<u>233</u>	<u>202</u>

The appointed members of the TransLink Board were removed via Executive Council Minute No. 318 on 2 August 2012 with the Director-General of DTMR as the only remaining legislatively appointed Board member (refer note 30).

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

	Consolidated 2012 \$'000	Consolidated 2011 \$'000
27. Commitments for expenditure		
a. Non-cancellable expenditure commitments		
Bus operator – Brisbane Transport	643,299	266,237
Other bus, ferry and railbus operator contracts	550,926	753,287
Queensland Rail Limited operator contract (formerly Queensland Rail Passenger)	1,016,558	1,791,680
Operational management of the go card integrated ticketing system	46,060	53,601
Non-cancellable operating leases	7,807	4,282
Other	19,634	6,141
	<u>2,284,284</u>	<u>2,875,228</u>

Commitments for expenditure (including under operating leases) at reporting date are inclusive of anticipated GST and are payable as follows:

Not later than one year	1,645,461	1,410,720
Later than one year and not later than five years	638,823	1,462,576
Later than five years	-	1,932
Total	<u>2,284,284</u>	<u>2,875,228</u>

The bus operator commitment to Brisbane Transport has been calculated with reference to the TransLink Service Contract which has been made to 24 June 2014. The remaining bus, ferry and railbus operator contracts were extended during the year by each operator exercising their option under their existing contract to renew for a period of three years ending 24 June 2014.

A new service contract for the CityTrain Network was entered into with Queensland Rail Limited and is in place until 30 June 2013. Commitments have been calculated with reference to this contract end date and exclude the option to extend for a further year.

Operational management of the go card integrated ticketing system represents the expected value of the service and project contracts that are in place with the product supplier for the period to 30 September 2016.

Operating leases are entered into as a means of acquiring access to office accommodation and storage facilities. Lease payments are generally fixed, but with inflation escalation clauses on which contingent rentals are determined. No renewal or purchase options exist in relation to operating leases and no operating leases contain restrictions on financing or other leasing activities.

TransLink is party to certain deeds and agreements relating to the provision of operating services for the Gold Coast Rapid Transit (GCRT) system. The system (providing light rail and customer interface services on the Gold Coast) will be owned and operated by the GoldLinQ consortium (comprising a number of private sector investors). TransLink will act as agent for the Queensland Government representative when the system goes live in mid 2014 to provide operations contract management, integrated ticketing services and transport co-ordination and planning for GCRT from mid 2014.

Under the operating services agreement (Project Deed), TransLink will make payments to GoldLinQ for the provision of services, with the intention of recovering these costs by fare revenue achieved through ticket sales to passengers. TransLink will be responsible for the management of payments to GoldLinQ from mid 2014 when the GCRT system enters a 'go live operating environment'. The initial contract term is for a period of 15 years.

The financial commitments under this agreement are yet to be finally determined and will be based on the actual costs incurred by the operator in delivering the required services. TransLink is not in a position to quantify these commitments until such time as these costs are known by the operator and are submitted to TransLink for agreement in accordance with the terms of the operating services agreement.

b. Capital expenditure commitments

Material classes of capital expenditure commitments inclusive of anticipated GST, contracted for at reporting date but not recognised in the accounts are payable as follows:

	Consolidated 2012 \$'000	Consolidated 2011 \$'000
Infrastructure	122	539
Major plant and equipment	2,132	3,315
Intangibles	1,807	4,173
Total	<u>4,061</u>	<u>8,027</u>

Payable:

Not later than one year	3,608	6,929
Later than one year and not later than five years	453	1,098
Total	<u>4,061</u>	<u>8,027</u>

TransLink Transit Authority
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28. Contingent assets and liabilities

a. Contingent assets – bank guarantees

Bank guarantees are held by TransLink as guarantee for performance under specific contracts. At 30 June 2012, the total value held was \$10.397 million (2010-11: \$7.284 million). This represents the maximum value TransLink is potentially entitled to if the agreed contract conditions are not fulfilled. Included in this balance is a bank guarantee denominated in United States dollars of USD 7.5 million or AUD \$7.359 million (2010-11: AUD \$6.984 million).

b. Contingent liabilities – litigation in progress

At 30 June 2012, no claims (2010-11: nil) were lodged against TransLink within the courts. TransLink has not received notification of any claims which are not yet subject to court action.

29. Controlled entity

The TransLink Transit Authority Employing Office ('the Employing Office') was established on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008* and in accordance with *Public Service Departmental Arrangement Notice (No. 4) 2008*. The Employing Office is declared to be a Queensland public service office under the *Public Service Act 2008*. The sole purpose of the Employing Office is to employ staff to deliver defined outcomes for TransLink under a Work Performance Arrangement.

For reporting purposes, the Employing Office forms part of the reporting entity and as such the transactions have been included in the financial statements and notes of the consolidated entity.

The Queensland Audit Office audits the financial transactions of the Employing Office.

The Employing Office prepares separate general purpose financial statements, which are included with the Annual Report.

The extract of the Statement of Comprehensive Income and Statement of Financial Position for the financial year ending 30 June 2012 of the Employing Office is shown below:

	2012	2011
	\$'000	\$'000
Statement of Comprehensive Income		
Income		
Work performance arrangement fee	42,728	32,273
Total income	<u>42,728</u>	<u>32,273</u>
Expenses		
Employee expenses	42,711	32,244
Other expenses	17	29
Total Expenses	<u>42,728</u>	<u>32,273</u>
Operating result from continuing operations	<u>-</u>	<u>-</u>
Statement of Financial Position		
Current assets		
Receivables	4,401	3,554
Other assets	-	129
Total current assets	<u>4,401</u>	<u>3,683</u>
Current liabilities		
Payables	679	705
Accrued employee benefits	3,722	2,978
Total current liabilities	<u>4,401</u>	<u>3,683</u>
Net assets	<u>-</u>	<u>-</u>

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

30. Events occurring after balance date

The Queensland Government announced on 31 July 2012 that TransLink would be amalgamating with the Department of Transport and Main Roads (DTMR). The appointed members of the TransLink Board were removed via Executive Council Minute No. 318 on 2 August 2012 with the Director-General of DTMR remaining as the only legislatively appointed Board member and sole decision maker until the legislative transition of TransLink's functions are completed.

31. Financial instruments

a. Categorisation of financial instruments

TransLink has the following categories of financial assets and financial liabilities:

Category	Note	Consolidated	Consolidated
		2012	2011
		\$'000	\$'000
Financial assets			
Cash	14	100,428	68,570
Receivables	15	29,843	32,848
Total		<u>130,271</u>	<u>101,418</u>
Financial liabilities			
Payables	20	61,501	53,148
Total		<u>61,501</u>	<u>53,148</u>

b. Financial risk management

TransLink's activities expose it to a variety of financial risks - interest rate risk, credit risk, liquidity risk and market risk.

Financial risk management is implemented pursuant to Government and TransLink policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse affects on the financial performance of TransLink.

All financial risk is managed by policies approved by the TransLink Board. TransLink provides a written Framework for overall risk management, as well as policies covering specific areas.

TransLink measures risk exposure using a variety of methods as follows:

Risk Exposure	Measurement method
Credit risk	Ageing analysis, earnings at risk
Liquidity risk	Sensitivity analysis
Market risk	Interest rate sensitivity analysis

c. Credit risk exposure

Credit risk exposure refers to the situation where TransLink may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment.

The following table represents TransLink's maximum exposure to credit risk based on contractual amounts net of any allowances:

Maximum exposure to credit risk	Note	Consolidated	Consolidated
		2012	2011
		\$'000	\$'000
Financial assets			
Cash at Bank	14	100,428	68,570
		<u>100,428</u>	<u>68,570</u>

At 30 June 2012, the amount of approved Queensland Treasury Corporation borrowings (redraw facility) relating to the go card integrated ticketing system available to draw down was \$7.540 million (2010-11: \$8.838 million).

TransLink has a \$2.000 million (2010-11: \$3.000 million) Business Card facility with the Commonwealth Bank of Australia, of which \$1.370 million (2010-11: \$0.960 million) has been utilised for Corporate Card holders.

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

31. Financial instruments (continued)

c. Credit risk exposure (continued)

Financial assets

The carrying amount of receivables represents the maximum exposure to credit risk. As such, receivables is not included in the above disclosure.

No collateral is held as security and no credit enhancements relating to these financial assets.

TransLink manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that TransLink invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on a regular basis.

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

The method for calculating any allowance for impairment is based on past experience, current and expected changes in economic conditions and changes in client credit ratings. No impairment loss has been recognised as at 30 June 2012.

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired and are stated at the carrying amounts as indicated.

Ageing of past due but not impaired financial assets are disclosed as follows:

2012 Financial assets past due but not impaired - consolidated

	Overdue				Total \$'000
	Less than 30 days	30-60 days	61-90 days	More than 90 days	
	\$'000	\$'000	\$'000	\$'000	
Financial assets					
Receivables	-	101	31	49	181
	-	101	31	49	181

2011 Financial assets past due but not impaired - consolidated

	Overdue				Total \$'000
	Less than 30 days	30-60 days	61-90 days	More than 90 days	
	\$'000	\$'000	\$'000	\$'000	
Financial assets					
Receivables	134	205	134	9	482
	134	205	134	9	482

d. Liquidity risk

Liquidity risk refers to the situation where TransLink may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

TransLink is exposed to liquidity risk through its trading in the normal course of business.

TransLink manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring TransLink has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that minimum levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities.

The following table sets out the liquidity risk of financial liabilities held by TransLink. It represents the contractual maturity of financial liabilities, calculated based on cash flows relating to the repayment of the principal amount outstanding at balance date.

	2012 Payable in:			
	<1 Year	1-5 Years	>5 Years	Total
	\$'000	\$'000	\$'000	\$'000
Financial liabilities				
Payables	61,501	-	-	61,501
Total	61,501	-	-	61,501

	2011 Payable in:			
	<1 Year	1-5 Years	>5 Years	Total
	\$'000	\$'000	\$'000	\$'000
Financial liabilities				
Payables	53,148	-	-	53,148
Total	53,148	-	-	53,148

TransLink Transit Authority
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

31. Financial instruments (continued)

e. Market risk

TransLink is not materially exposed to commodity price changes. TransLink does not undertake any hedging in relation to interest rate risk and manages its risk as per the liquidity risk management strategy.

TransLink is exposed to interest rate risk through cash deposited in interest bearing accounts. Details are included in the table below.

f. Interest rate sensitivity analysis

The following interest rate sensitivity analysis depicts the effect on profit and loss if interest rates would change by +/- 1% from the year end rates applicable to TransLink's financial assets and liabilities.

Financial instruments

		2012 Interest rate risk			
		-1%		1%	
	Carrying amount	Profit	Equity	Profit	Equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Cash at bank	100,428	(1,004)	(1,004)	1,004	1,004
Potential impact		(1,004)	(1,004)	1,004	1,004

Financial instruments

		2011 Interest rate risk			
		-1%		1%	
	Carrying amount	Profit	Equity	Profit	Equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Cash at bank	68,570	(686)	(686)	686	686
Potential impact		(686)	(686)	686	686

g. Fair value

TransLink does not recognise any financial assets or financial liabilities at fair value.

h. Currency risk

TransLink's exposure to foreign currency risk was as follows, based on notional amounts:

	Consolidated		Consolidated	
	2012	2011	2012	2011
	USD	USD	USD	USD
	\$'000	\$'000	\$'000	\$'000
Committed purchases go card integrated ticketing equipment	1,067	1,067	1,067	1,067
	<u>1,067</u>	<u>1,067</u>	<u>1,067</u>	<u>1,067</u>

The following significant exchange rates applied during the 2011-12 year:

	Average rate	Spot rate as at 30 June 2012
AUD / USD	1.0319	1.0191

32. Agency transactions

TransLink acts as an agent in the collection and distribution of authorised deductions from employee salaries for on-payment to third parties.

A reconciliation of the amounts collected and distributed follows:

	Consolidated	Consolidated
	2012	2011
	\$'000	\$'000
Balance 1 July	-	4
Collections during the reporting period	777	664
Distributions during the reporting period	(777)	(664)
Transfer to Revenue	-	(4)
Balance 30 June	<u>-</u>	<u>-</u>

Certificate of the TransLink Transit Authority

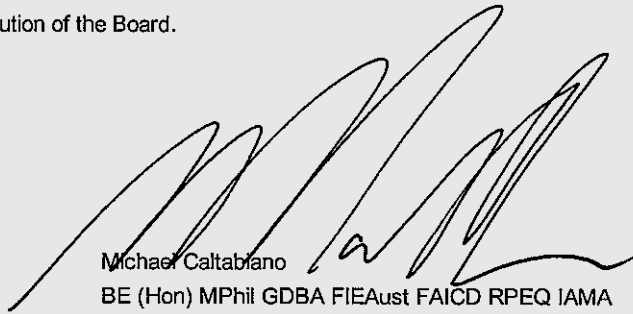
These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), relevant sections of the *Financial and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the TransLink Transit Authority and its controlled entity for the financial year ended 30 June 2012 and of the financial position at the end of that year.

This certificate is provided in accordance with a resolution of the Board.



Mark Hope
ACA, FCIS
Chief Financial Officer
TransLink Transit Authority
28 August 2012



Michael Caltabiano
BE (Hon) MPhil GDBA FIEAust FAICD RPEQ IAMA
Chair
TransLink Transit Authority
28 August 2012

INDEPENDENT AUDITOR'S REPORT

To the Board of TransLink Transit Authority

Report on the Financial Report

I have audited the accompanying financial report of TransLink Transit Authority, which comprises the statements of financial position as at 30 June 2012, the statements of comprehensive income, statements of changes in equity and statements of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and certificates given by the Chair and Chief Financial Officer of the entity and the consolidated entity comprising the Board and the entity it controlled at the year's end or from time to time during the financial year.

The Board's Responsibility for the Financial Report

The Board is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, including compliance with Australian Accounting Standards. The Board's responsibility also includes such internal control as the Board determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can be removed only by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

Opinion

In accordance with s.40 of the *Auditor-General Act 2009*:

- (a) I have received all the information and explanations which I have required:
- (b) in my opinion:
 - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects
 - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of TransLink Transit Authority and the consolidated entity for the financial year 1 July 2011 to 30 June 2012 and of the financial position as at the end of that year

Emphasis of Matter – Abolishment of TransLink Transit Authority

Without qualification to my opinion, attention is drawn to Note 2(a) of the financial report which identifies that TransLink Transit Authority and its controlled entity, TransLink Transit Authority Employing Office will cease to exist as separate legal entities after amalgamation with the Department of Transport and Main Roads during 2012-13. This financial report has been prepared on a basis that is consistent with a going concern basis as its assets and liabilities are expected to be transferred to the Department of Transport and Main Roads at existing book values and its functions and services will continue to operate as normal at a whole-of-Government level.

Other Matters - Electronic Presentation of the Audited Financial Report

This auditor's report relates to the financial report of TransLink Transit Authority and the consolidated entity for the year ended 30 June 2012. Where the financial report is included on TransLink Transit Authority's website the Board is responsible for the integrity of TransLink Transit Authority's website and I have not been engaged to report on the integrity of TransLink Transit Authority's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements or otherwise included with the financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.



M R Hyman CA
(as Delegate of the Auditor-General of Queensland)



Queensland Audit Office
Brisbane

TransLink Transit Authority Employing Office

Financial Statements

for the year ended 30 June 2012

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General information

These financial statements cover the TransLink Transit Authority Employing Office.

The TransLink Transit Authority Employing Office (the Employing Office) was established on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008* and in accordance with *Public Service Departmental Arrangement Notice (No. 4) 2008*. The Employing Office is declared to be a Queensland public service office under the *Public Service Act 2008*.

The Employing Office is controlled by the TransLink Transit Authority as the parent entity.

The head office and principal place of business of TransLink is:

420 George Street
Brisbane Qld 4000

A description of the nature of the Employing Office operations and its principal activities is included in the notes to the financial statements.

For information in relation to the Employing Office's financial statements please call (07) 3338 4071 or visit the website www.translink.com.au.

**TransLink Transit Authority Employing Office
Statement of Comprehensive Income
for the year ended 30 June 2012**

	Notes	2012 \$'000	2011 \$'000
Income from continuing operations			
Revenue			
Work Performance Arrangement fee from TransLink Transit Authority		42,728	32,273
Total income from continuing operations		42,728	32,273
Expenses from continuing operations			
Employee expenses	3	42,711	32,244
Other expenses	4	17	29
Total expenses from continuing operations		42,728	32,273
Operating result from continuing operations		-	-
Total comprehensive income		-	-

The accompanying notes form part of these statements



**TransLink Transit Authority Employing Office
Statement of Financial Position
as at 30 June 2012**

	Notes	2012 \$'000	2011 \$'000
Current assets			
Receivables	5	4,401	3,554
Other	6	-	129
Total current assets		4,401	3,683
Total assets		4,401	3,683
Current liabilities			
Payables	7	679	705
Accrued employee benefits	8	3,722	2,978
Total current liabilities		4,401	3,683
Total liabilities		4,401	3,683
Net assets		-	-
Equity			
Contributed equity		-	-
Accumulated surplus		-	-
Total equity		-	-

The accompanying notes form part of these statements

**TransLink Transit Authority Employing Office
Statement of Changes in Equity
for the year ended 30 June 2012**

	Accumulated surplus		Contributed equity		Total	
	2012	2011	2012	2011	2012	2011
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 July	-	-	-	-	-	-
Operating result from continuing operations	-	-	-	-	-	-
Balance as at 30 June	-	-	-	-	-	-

The accompanying notes form part of these statements



**TransLink Transit Authority Employing Office
Statement of Cash Flows
for the year ended 30 June 2012**

	Notes	2012 \$'000	2011 \$'000
Cash flows from operating activities			
<i>Inflows:</i>			
Work Performance Arrangement fee from TransLink Transit Authority		42,173	31,590
<i>Outflows:</i>			
Employee expenses		(42,072)	(31,575)
Other		(101)	(15)
Net cash provided by (used in) operating activities	9	-	-
Net increase (decrease) in cash		-	-
Cash at beginning of financial year		-	-
Cash at end of financial year		-	-

The accompanying notes form part of these statements

**TransLink Transit Authority Employing Office
Notes to and forming part of the Financial Statements
for the year ended 30th June 2012**

Note	Note title
1	Principal activities of TransLink Transit Authority Employing Office
2	Summary of significant accounting policies
3	Employee expenses
4	Other expenses
5	Receivables
6	Other current assets
7	Payables
8	Accrued employee benefits
9	Reconciliation of operating result to net cash from operating activities
10	Events occurring after balance date
11	Financial instruments
12	Agency transactions



**TransLink Transit Authority Employing Office
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012**

1. Principal Activities of TransLink Transit Authority Employing Office

The TransLink Transit Authority Employing Office (the Employing Office) was established under the *Transport Operations (TransLink Transit Authority) Act 2008*. The Employing Office is declared to be a Queensland public service office under the *Public Service Act 2008*.

The principal activities of the Employing Office are:

- entering into work performance arrangements with the TransLink Transit Authority (TransLink) under which employees of the Employing Office perform work for TransLink.
- employing staff to perform work for TransLink under a work performance arrangement.

Employees of the Employing Office are employed under the *Public Service Act 2008*.

2. Summary of significant accounting policies

(a) Statement of Compliance

The TransLink Transit Authority Employing Office has prepared these financial statements in compliance with section 42 of the *Financial and Performance Management Standard 2009*.

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements comply with Treasury's Minimum Reporting Requirements for the year ending 30 June 2012, and other authoritative pronouncements.

The Employing Office will cease to exist as a legal entity after amalgamation with the Department of Transport and Main Roads during 2012-13 (refer note 10) and as a result the Employing Office is no longer a going concern. However, this financial report has been prepared on a basis that is consistent with a going concern basis as its assets and liabilities are expected to be transferred to the Department of Transport and Main Roads at existing book values and its functions and services will continue to operate as normal at a whole-of-Government level.

With respect to compliance with Australian Accounting Standards and Interpretations, the Employing Office has applied those requirements applicable to not-for-profit entities, as the Employing Office is a not-for-profit entity.

Except where stated, the historical cost convention is used.

(b) The reporting entity

The financial statements include the value of all assets, liabilities, equity, revenues and expenses of the Employing Office.

The TransLink Transit Authority Employing Office was established on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008* and in accordance with *Public Service Departmental Arrangement Notice (No. 4) 2008*. The Employing Office is declared to be a Queensland public service office under the *Public Service Act 2008*.

(c) Agency transactions

The Employing Office acts as an agent in the collection and distribution of authorised deductions from employee salaries for on-payment to third parties. Collections and distributions are disclosed in note 12.

(d) Work Performance Arrangements fee revenue

The Work Performance Arrangement fee revenue recognises the fees received from TransLink under a work performance arrangement. Revenue is recognised to the extent that it is probable that the inflow of future economic benefits will occur and can be measured reliably.

(e) Receivables

Debtors are recognised at the nominal amounts due at the time of transaction. Settlement on these amounts is generally required within 30 days from invoice date.

The collectability of receivables is assessed periodically with provision being made for impairment when required.

(f) Payables

Payables are recognised when liabilities are incurred as a result of transactions completed which remain unpaid as at reporting date.

TransLink Transit Authority Employing Office Notes to and forming part of the Financial Statements for the year ended 30 June 2012

(g) Financial instruments

Recognition

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the Employing Office becomes party to the contractual provisions of the financial instrument.

Classification

Financial instruments are classified and measured as follows:

- Receivables – held at amortised cost
- Payables – held at amortised cost

The Employing Office does not enter into transactions for speculative purposes, nor for hedging. Apart from cash, the Employing Office holds no financial assets classified at fair value through profit and loss.

All other disclosures relating to the measurement basis and financial risk management of financial instruments held by the Employing Office are disclosed in note 11.

(h) Employee benefits

Employer superannuation contributions and long service leave levies are regarded as employee benefits. Payroll tax and workers' compensation insurance are a consequence of employing employees, but are not counted in an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related expenses.

Wages, salaries, annual leave and sick leave

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates.

Unpaid annual leave entitlement liabilities are recognised at their undiscounted expected payout value as a current liability.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken. No liability for unused sick leave entitlements is recognised.

Long service leave

Under the Queensland Government's long service leave scheme, a levy is made on TransLink to cover this cost. Levies are expensed in the period in which they are paid or payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

No provision for long service leave is recognised in TransLink's financial statements, the liability being held on a whole-of-Government basis and reported in those financial statements pursuant to AASB1049 *Whole of Government and General Government Sector Financial Reporting*.

Superannuation

Employer superannuation contributions are paid to QSuper, the superannuation plan for Queensland Government employees, at rates determined by the Treasurer on the advice of the State Actuary. Contributions are expensed in the period in which they are paid or payable. TransLink's obligation is limited to its contribution to QSuper.

Therefore, no liability is recognised for accruing superannuation benefits in TransLink's financial statements, the liability being held on a whole-of-Government basis and reported in those financial statements pursuant to AASB1049 *Whole of Government and General Government Sector Financial Reporting*.

Key executive management personnel and remuneration

Key executive management personnel and remuneration disclosures are made in accordance with section 5 of the *Financial Reporting Requirements for Queensland Government Agencies* issued by Queensland Treasury. Refer to note 3 for the disclosures on key executive management personnel and remuneration.

(i) Insurance

The Employing Office pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

(j) Services received free of charge or for nominal value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and as an expense.

**TransLink Transit Authority Employing Office
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012**

(k) Contributed equity

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities as a result of machinery-of-Government changes, are adjusted to Contributed Equity in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly Owned Public Sector Entities*. Appropriations for equity adjustments are similarly designated.

(l) Taxation

The Employing Office is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). As such, GST receivable from and GST payable to the Australian Taxation Office (ATO) are recognised and accrued.

(m) Issuance of Financial Statements

The financial statements are authorised for issue by the Accountable Officer and the Chief Financial Officer of the Employing Office at the date of signing the Management Certificate.

(n) Accounting estimates and judgements

The Employing Office has made no judgements, assumptions or assessments which may cause a material adjustment to the carrying amounts of assets and liabilities within the financial year.

(o) Rounding and comparatives

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period. Amounts shown in these financial statements may not add to the correct sub-totals or totals due to rounding.

(p) New and revised accounting standards

The Employing Office did not voluntarily change any of its accounting policies during 2011-12. Australian Accounting Standard changes applicable for the first time in the 2011-12 financial year have had minimal or no effect on the Employing Office's financial statements.

The Employing Office is not permitted to early adopt a new or amended accounting standard ahead of the specified commencement date unless approval is obtained from the Treasury Department. Consequently, the Employing Office has not applied any Australian Accounting Standards and Interpretations that have been issued but are not yet effective. The Employing Office applies standards and interpretations in accordance with their respective commencement dates.

At the date of authorisation of the financial report, impacts of new or amended Australian accounting standards with future commencement dates are expected to be minimal.

TransLink Transit Authority Employing Office
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

	2012	2011
	\$'000	\$'000
3. Employee expenses		
Employee benefits		
Salaries and wages	33,417	24,515
Annual leave	2,777	2,657
Employer superannuation contributions*	3,494	3,010
Long service leave levy*	699	572
Other employee expense	10	-
Employee related expenses		
Payroll tax**	1,843	1,343
Workers' compensation**	461	147
Other employee related expense	10	-
Total	42,711	32,244

* Employer superannuation contributions and the long service leave levy are regarded as employee benefits.

** Costs of workers' compensation insurance and payroll tax are a consequence of employing employees, but are not counted in employees' total remuneration package. They are not employee benefits, but employee related expenses.

The number of employees at balance date including both full-time and part-time employees measured on a full-time equivalent basis is:

	2012	2011
Number of employees:	<u>354</u>	<u>346</u>

Key executive management personnel and remuneration:

a) Key Executive Management Personnel

The following details for key executive management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of TransLink during 2011-12. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management. The Chief Executive Officer is employed and paid by Translink Transit Authority. Other key executive management personnel are employed by the Employing Office.

Position	Responsibilities	Current incumbents	
		Contract classification and appointment authority	Date appointed to position (date resigned from position)
Chief Executive Officer	Leading TransLink in achieving its vision of making travel easy	Outgoing Executive Employment Contract approved by	02-Mar-09 (16-Nov-11)
		Interim Executive Employment Contract approved by	14-Oct-11 (11-Mar-12)
		Current Executive Employment Contract approved by	12-Mar-12
Chief Financial Officer	Financial leadership of TransLink	S122 Contract under <i>Public Service Act 2008</i>	15-Jun-09
Director - Rail	Operational leadership and partnership with service providers to achieve quality rail services to South East Queensland	S122 Contract under <i>Public Service Act 2008</i>	28-Sep-09

TransLink Transit Authority Employing Office
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

3. Employee expenses (continued)

Key executive management personnel and remuneration (continued):

b) Remuneration

Remuneration for TransLink's Chief Executive Officer is set by the Remuneration and Succession Committee and the Board with the remaining key executive management remuneration being set by the Chief Executive Officer after external evaluation. The remuneration and other terms of employment for the key executive management personnel are specified in employment contracts.

Remuneration packages for key executive management personnel comprise the following components:

- Short term employee benefits which include:
 - o Base – consisting of base salary, allowances, performance payments and leave entitlements paid and provided for the entire year or for that part of the year during which the employee occupied the specified position. Amounts disclosed equal the amount expensed in the Statement of Comprehensive Income.
 - o Non-monetary benefits – consisting of provision of vehicle together with fringe benefits tax applicable to the benefit and relocation costs (where applicable).
- Long term employee benefits include long service leave accrued.
- Post employment benefits include superannuation contributions.

1 July 2011 - 30 June 2012

Position	Short Term Employee Benefits		Long Term Employee Benefits	Post Employment Benefits	Termination Benefits	Total Remuneration
	Base \$'000	Non-Monetary Benefits \$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Chief Executive Officer (outgoing)	185	-	-	16	-	201
Interim Chief Executive Officer	105	-	6	10	-	121
Chief Executive Officer (current)	120	91	-	13	-	224
Chief Financial Officer	323	-	-	22	-	345
Director - Rail	320	-	-	24	-	344
Total Remuneration	1,053	91	6	85	-	1,235

1 July 2010 - 30 June 2011

Position	Short Term Employee Benefits		Long Term Employee Benefits	Post Employment Benefits	Termination Benefits	Total Remuneration
	Base \$'000	Non-Monetary Benefits \$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Chief Executive Officer	428	-	-	50	-	478
Chief Financial Officer	285	-	-	22	-	307
Director - Rail	319	-	-	25	-	344
Total Remuneration	1,032	-	-	97	-	1,129

**TransLink Transit Authority Employing Office
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012**

3. Employee expenses (continued)

Key executive management personnel and remuneration (continued):

c) Performance Payments

The basis for performance bonuses paid or payable in the 2011-12 financial year is set out below:

Position	Date Paid	Basis for payment
Chief Executive Officer (Outgoing)	11-Oct-11	The cash performance bonus is calculated by reference to TransLink targets and key performance indicators. The bonus paid equated to 75% payout on a maximum 15% of total remuneration.
Chief Financial Officer	21-Oct-11 & 24-Feb-12	The cash performance bonus is calculated by reference to TransLink targets and key performance indicators. The bonus paid equated to 100% payout on a maximum 15% of total superannuable salary.
Director - Rail	21-Oct-11	The cash performance bonus is calculated by reference to TransLink targets and key performance indicators. The bonus paid equated to 96% payout on a maximum 15% of total remuneration.

The basis for performance bonuses paid or payable in the 2010-11 financial year is set out below:

Position	Date Paid	Basis for payment
Chief Executive Officer	22-Sep-10	The cash performance bonus is calculated by reference to TransLink targets and key performance indicators. The bonus paid equated to 98% payout on a maximum 15% of total remuneration.
Chief Financial Officer	23-Mar-11	The cash performance bonus is calculated by reference to TransLink targets and key performance indicators. The bonus paid equated to 100% payout on a maximum 15% of total superannuable salary.
Director - Rail	3-Nov-10	The cash performance bonus is calculated by reference to TransLink targets and key performance indicators. The bonus paid equated to 100% payout on a maximum 15% of total remuneration.

2012	2011
\$000	\$000

The aggregate performance bonuses paid to all key executive management personnel are as follows:

Key Executive Management Personnel	147	139
	147	139



TransLink Transit Authority Employing Office
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

	2012	2011
	\$'000	\$'000
4. Other expenses		
External audit fees*	15	15
Bad debts	2	14
Other	-	-
Total	<u>17</u>	<u>29</u>
<p>* Total external audit fees paid to Queensland Audit Office relating to the 2011-12 financial statements are estimated to be \$0.015 million (2010-11: \$0.015 million). There are no non-audit services included in this amount.</p>		
5. Receivables		
Work performance arrangement fee receivable from TransLink Transit Authority	4,315	3,458
Trade debtors	19	-
Long service leave receivable	54	73
Other	13	23
Total	<u>4,401</u>	<u>3,554</u>
6. Other current assets		
Prepaid salaries and wages	-	129
Total	<u>-</u>	<u>129</u>
7. Payables		
Trade creditors	348	105
Other	331	600
Total	<u>679</u>	<u>705</u>
8. Accrued employee benefits		
Annual leave	3,232	2,830
Salaries and wages	304	-
Long service leave levy payable	186	148
Total	<u>3,722</u>	<u>2,978</u>

TransLink Transit Authority Employing Office
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

9. Reconciliation of operating result to net cash from operating activities

	2012	2011
	\$'000	\$'000
Operating surplus / (deficit)	-	-
Change in assets and liabilities		
(Increase)/ decrease in trade receivables	(861)	(678)
(Increase)/ decrease in long service leave receivable	18	(38)
(Increase)/ decrease in other assets	129	78
Increase/ (decrease) in payables	(30)	210
Increase/ (decrease) in long service leave levy payable	38	58
Increase/ (decrease) in accrued employee benefits	706	370
Net cash from operating activities	<u>-</u>	<u>-</u>

10. Events occurring after balance date

The Queensland Government announced on 31 July 2012 that TransLink (including the Employing Office) would be amalgamating with the Department of Transport and Main Roads (DTMR). The appointed members of the TransLink Board were removed via Executive Council Minute No. 318 on 2 August 2012 with the Director-General of DTMR remaining as the only legislatively appointed Board member and sole decision maker until the legislative transition of TransLink's functions are completed.

11. Financial instruments

a. Categorisation of financial instruments

The Employing Office has the following categories of financial assets and financial liabilities:

Category	Note	2012	2011
		\$'000	\$'000
Financial assets			
Receivables	5	4,401	3,554
Total		<u>4,401</u>	<u>3,554</u>
Financial liabilities			
Payables	7	679	705
Total		<u>679</u>	<u>705</u>

b. Credit Risk Exposure

Credit risk exposure refers to the situation where the Employing Office may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment.

Maximum exposure to credit risk

Category	Note	2012	2011
		\$'000	\$'000
Financial assets			
Receivables	5	4,401	3,554
Total		<u>4,401</u>	<u>3,554</u>

The carrying amount of receivables represents the maximum exposure to credit risk.

No collateral is held as security relating to these financial assets.

The Employing Office manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that the Employing Office invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on a regular basis.

No financial assets and financial liabilities have been offset and presented net in the balance sheet.

There are no financial assets which are past due or impaired as at 30 June 2012. No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired and are stated at the carrying amounts as indicated.

TransLink Transit Authority Employing Office
Notes to and forming part of the Financial Statements
for the year ended 30 June 2012

11. Financial instruments (continued)

c. Liquidity risk

The Employing Office is exposed to minimal liquidity risk through its trading in the normal course of business.

The Employing Office manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the Employing Office has sufficient funds available to meet employee and supplier obligations as they fall due.

The following table sets out the liquidity risk of financial liabilities held by the Employing Office. It represents the expected contractual maturity of financial liabilities at balance date.

	2012 Payable in:			
	<1 Year	1-5 Years	>5 Years	Total
	\$'000	\$'000	\$'000	\$'000
Financial liabilities				
Payables	679	-	-	679
	679	-	-	679

	2011 Payable in:			
	<1 Year	1-5 Years	>5 Years	Total
	\$'000	\$'000	\$'000	\$'000
Financial liabilities				
Payables	705	-	-	705
	705	-	-	705

d. Market risk

The Employing Office does not trade in foreign currency and is not exposed to commodity price changes.

The Employing Office does not undertake any hedging in relation to interest rate risk and manages its risk as per the liquidity risk management strategy.

e. Fair value

The Employing Office does not recognise any financial assets or financial liabilities at fair value.

12. Agency transactions

The Employing Office acts as an agent in the collection and distribution of authorised deductions from employee salaries for on-payment to third parties.

A reconciliation of the amounts collected and distributed follows:

	2012	2011
	\$'000	\$'000
Balance 1 July	-	4
Collections during the reporting period	777	664
Distributions during the reporting period	(777)	(664)
Transfer to revenue	-	(4)
Balance 30 June	-	-

Certificate of the TransLink Transit Authority Employing Office

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), relevant sections of the *Financial and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the TransLink Transit Authority Employing Office for the financial year ended 30 June 2012 and of the financial position at the end of that year.



Mark Hope (ACA, FCIS)
Chief Financial Officer
TransLink Transit Authority Employing Office

27 August 2012



Neil Scales
Accountable Officer
TransLink Transit Authority Employing Office

27 August 2012

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of TransLink Transit Authority Employing Office

Report on the Financial Report

I have audited the accompanying financial report of TransLink Transit Authority Employing Office, which comprises the statement of financial position as at 30 June 2012, the statement of comprehensive income, statement of changes in equity, statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the certificates given by the Accountable Officer and Chief Financial Officer.

The Accountable Officer's Responsibility for the Financial Report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, including compliance with Australian Accounting Standards. The Accountable Officer's responsibility also includes such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Accountable Officer, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can be removed only by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

Opinion

In accordance with s.40 of the *Auditor-General Act 2009*:

- (a) I have received all the information and explanations which I have required
- (b) in my opinion:
 - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects
 - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the TransLink Transit Authority Employing Office for the financial year 1 July 2011 to 30 June 2012 and of the financial position as at the end of that year.

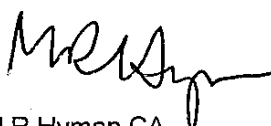
Emphasis of Matter – Abolishment of TransLink Transit Authority

Without qualification to my opinion, attention is drawn to Note 2(a) of the financial report which identifies that the TransLink Transit Authority Employing Office will cease to exist as a legal entity after amalgamation with the Department of Transport and Main Roads during 2012-13. This financial report has been prepared on a basis that is consistent with a going concern basis as its assets and liabilities are expected to be transferred to the Department of Transport and Main Roads at existing book values and its functions and services will continue to operate as normal at a whole-of-Government level.

Other Matters - Electronic Presentation of the Audited Financial Report

This auditor's report relates to the financial report of TransLink Transit Authority Employing Office for the year ended 30 June 2012. Where the financial report is included on TransLink Transit Authority Employing Office's website the Accountable Officer is responsible for the integrity of TransLink Transit Authority Employing Office's website and I have not been engaged to report on the integrity of TransLink Transit Authority Employing Office's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements or otherwise included with the financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.



M R Hyman CA
(as Delegate of the Auditor-General of Queensland)



Queensland Audit Office
Brisbane

Compliance Checklist

FAA Financial Accountability Act 2009
 FPMS Financial and Performance Management Standard 2009
 ARRs Annual report requirements for Queensland Government agencies

Summary of requirement	Basis for requirement	Annual report reference	
Accessibility	<ul style="list-style-type: none"> ■ Table of contents 	ARRs – section 8.1	Page 1
	<ul style="list-style-type: none"> ■ Glossary 		Page 165
	<ul style="list-style-type: none"> ■ Public availability 	ARRs – section 8.2	Back cover
	<ul style="list-style-type: none"> ■ Interpreter service statement 	Queensland Government Language Services Policy ARRs – section 8.3	Inside back cover
	<ul style="list-style-type: none"> ■ Copyright notice 	Copyright Act 1968 ARRs – section 8.4	Back Cover
<ul style="list-style-type: none"> ■ Government Information Licensing Framework (GILF) Licence 	Government Information Licensing Framework (GILF) QGEA Policy ARRs – section 8.5	N/A	
Letter of compliance	<ul style="list-style-type: none"> ■ A letter of compliance from the accountable officer or statutory body to the relevant Minister(s) 	ARRs – section 9	Page ii
General information	<ul style="list-style-type: none"> ■ Introductory Information 	ARRs – section 10.1	Page iii, 13
	<ul style="list-style-type: none"> ■ Agency role and main functions 	ARRs – section 10.2	Page 13
	<ul style="list-style-type: none"> ■ Operating environment 	ARRs – section 10.3	Page 13-15, 6-11
	<ul style="list-style-type: none"> ■ External scrutiny 	ARRs – section 10.4	Page 98-99
	<ul style="list-style-type: none"> ■ Machinery of government changes 	ARRs – section 10.5	N/A
<ul style="list-style-type: none"> ■ Review of proposed forward operations 	ARRs – section 10.6	Page 6-12	
Non-financial performance	<ul style="list-style-type: none"> ■ Government objectives for the community 	ARRs – section 11.1	Page 6
	<ul style="list-style-type: none"> ■ Other whole-of-government plans / specific initiatives 	ARRs – section 11.2	Page iii, 2-4
	<ul style="list-style-type: none"> ■ Council of Australian Government (COAG) initiatives 	ARRs – section 11.3	N/A
	<ul style="list-style-type: none"> ■ Agency objectives and performance indicators 	ARRs – section 11.4	Page 6-11, 39, 64, 72, 78, 87, 101
	<ul style="list-style-type: none"> ■ Agency service areas, service standards and other measures 	ARRs – section 11.5	Page 6-11, 37-38, 64-66, 72, 78, 87, 101, 105
Financial performance	<ul style="list-style-type: none"> ■ Summary of financial performance 	ARRs – section 12.1	Page 102
	<ul style="list-style-type: none"> ■ Chief Finance Officer (CFO) statement 	ARRs – section 12.2	Page 103
Governance – management and structure	<ul style="list-style-type: none"> ■ Organisational structure 	ARRs – section 13.1	Page 16-17
	<ul style="list-style-type: none"> ■ Executive management 	ARRs – section 13.2	Page 18-24
	<ul style="list-style-type: none"> ■ Related entities 	ARRs – section 13.3	Page 135
	<ul style="list-style-type: none"> ■ Schedule of statutory authorities or instrumentalities 	ARRs – section 13.4	N/A
	<ul style="list-style-type: none"> ■ Boards and committees 	ARRs – section 13.5	Page 94
	<ul style="list-style-type: none"> ■ Public Sector Ethics Act 1994 	Public Sector Ethics Act 1994 (section 23 and Schedule) ARRs – section 13.6	Page 96

Governance – risk management and accountability	■ Risk management	ARRs – section 14.1	Page 98-99
	■ Audit committee	ARRs – section 14.2	Page 93-94
	■ Internal Audit	ARRs – section 14.3	Page 98
Governance – human resources	■ Workforce planning, attraction and retention	ARRs – section 15.1	Page 79-88
	■ Early retirement, redundancy and retrenchment	Directive No.17/09 Early Retirement, Redundancy and Retrenchment ARRs – section 15.2	Page 82, 87
	■ Voluntary Separation Program	ARRs – section 15.3	Page 82, 87
Financial statements	■ Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 16.1	Page 132, 150
	■ Independent Auditors Report	FAA – section 62 FPMS – section 50 ARRs – section 16.2	Page 133, 151
	■ Remuneration disclosures	Financial Reporting Requirements for Queensland Government Agencies ARRs – section 16.3	Page 119-121, 126, 144-146
Disclosure of additional information	■ Additional information to be reported online	ARRs – section 17	Available at translink.com.au



GRI Index

Report application level	C	C+	B	B+	A	A+	
STANDARD DISCLOSURES	G3 Profile Disclosures	Report on: 1.1 2.1-2.10 3.1-3.8, 3.10-3.12 4.1-4.4, 4.14-4.15	REPORT EXTERNALLY ASSURED	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5-4.13, 4.16-4.17	REPORT EXTERNALLY ASSURED	Same as requirement for Level B	REPORT EXTERNALLY ASSURED
	G3 Management Approach Disclosures	Not required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
	G3 Performance Indicators and Sector Supplement Performance Indicators	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.		Report on a minimum of 20 Performance Indicators, including at least one from each of: Economic, Environmental, Human rights, Labour, Society and Product Responsibility.		Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator; or b) explaining the reason for its omission.	

* Sector supplement in final version.

Standard Disclosures Part I: Profile Disclosures

<i>Economic</i>		
Profile disclosure	Description	Cross-reference/Direct answer
1. Strategy and Analysis		
1.1	Statement from the most senior decision-maker of the organisation.	Page 2-4
1.2	Description of key impacts, risks, and opportunities.	Page 2-4, 6-12, 74-78
2. Organisational Profile		
2.1	Name of the organisation.	Front cover, page 13
2.2	Primary brands, products, and/or services.	Page 13
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	Page 17, 112, 141
2.4	Location of organisation's headquarters.	TransLink's headquarters is at 420 George St, Brisbane. Additional operations are undertaken at offices at the King George Square Busway Station, Brisbane Metropolitan Traffic Management Centre and Level 5, 88 Musk Avenue, Kelvin Grove.
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	TransLink operates only in Australia.
2.6	Nature of ownership and legal form.	The TransLink Transit Authority is a statutory body established under the <i>Transport Operations (TransLink Transit Authority) Act 2008</i> . TransLink is controlled by the State of Queensland, which is the ultimate parent. The TransLink Transit Authority Employing Office (TTAEO) was established under the <i>Transport Operations (TransLink Transit Authority) Act 2008</i> and in accordance with Public Service Departmental Arrangement Notice (No. 4) 2008. The TTAEO is declared to be a Queensland public service office under the Public Service Act 2008. The TTAEO is controlled by the TransLink Transit Authority as the parent entity.
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Page 32-39, 70-71
2.8	Scale of the reporting organisation.	Page 82

2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Page 16-17, 82
2.10	Awards received in the reporting period.	<p>TransLink was awarded the following in 2011–12:</p> <ul style="list-style-type: none"> • Special Recognition Award for TransLink's Public Transport Crisis Management Team in the IPAA Queensland Public Sector Excellence Awards 2011 • Annual Report 2010–11 — Silver Award in the Australasian Reporting Awards • Noosa Junction bus station — Regional Commendation from the Australian Institute of Architecture for excellence in urban design and public buildings • Finalist in Employer of Choice (public sector) category for Australian HR Awards 2011 • Finalist for the Sir Ken Robinson Award for Workplace Flexibility in the AHRI 2011 National Awards.
3. Report Parameters		
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Front cover, page iii
3.2	Date of most recent previous report (if any).	Last year's Annual Report was tabled in Parliament on 30 September 2011 in accordance with Queensland Government legislation. A copy of the report is available on the TransLink website in the "About us" section at translink.com.au .
3.3	Reporting cycle (annual, biennial, etc.).	Annual
3.4	Contact point for questions regarding the report or its contents.	Back cover
3.5	Process for defining report content.	TransLink used the materiality test as recommended in the GRI Guidelines and Protocols to determine the content of this year's Annual Report. This included the three step process of Identification, Prioritisation and Validation. Guidance was also provided by the "Annual Report Requirements for Queensland Government agencies — Requirements for the 2011–12 reporting period" published by the Performance and Delivery Office of the Department of the Premier and Cabinet.
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	For the purposes of GRI reporting, the only entities included are the TransLink Transit Authority and the TransLink Transit Authority Employing Office as they relate to the provision of mass transit services in South East Queensland. TransLink's delivery partners, operators, suppliers, contractors and other stakeholders are not included in the scope of this reporting.
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Reported environmental data relates primarily to the TransLink corporate office at 420 George Street, Brisbane, and excludes data from TransLink's delivery partners and suppliers. Where environmental data has been available for TransLink's secondary office location at Level 5, 88 Musk Avenue, Kelvin Grove, this has been included and signalled.
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations.	There were no material changes in 2011–12. See financial statements on pages 106-152.
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	GRI-specified methods of measuring and calculating data have been used wherever possible. Data relating to environmental indicators at 420 George St have been calculated from whole-of-building statistics, where TransLink occupies approximately 70.83% of the building floor space. For an explanation of TransLink's reporting of work-related injuries and lost-time injuries, see LA7 on page 162.
3.1	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years / periods, nature of business, measurement methods).	There are no re-statements of information in this year's annual report.
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Page 10, 64
3.12	Table identifying the location of the Standard Disclosures in the report.	Page 155-164
3.13	Policy and current practice with regard to seeking external assurance for the report.	Page 98



4. Governance, Commitments and Engagement		
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	Page 16-18, 94-95
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	The Chair of TransLink's Board, Mr Geoff Harley, is not an executive officer.
4.3	For organisations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	TransLink does not have a unitary board structure.
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Page 16-17, 83
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	Page 120-121, 126, 144-146
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Page 96-100
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Page 18, 92-93
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Page 6, 74-78, 85
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	TransLink was accepted as a pledge signatory to the Sustainable Development Charter of the International Association of Public Transport (UITP) in 2011. The charter asks UITP member organisations to make a voluntary commitment to promoting sustainable development by monitoring, measuring and reporting on their sustainability performance. See also pages 74-78.
4.1	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Page 100
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	Page 90-101
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	Page 6, 74, 100
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation: <ul style="list-style-type: none"> • has positions in governance bodies • participates in projects or committees • provides substantive funding beyond routine membership dues • views membership as strategic. 	Page 35-36
4.14	List of stakeholder groups engaged by the organisation.	Page 35-36
4.15	Basis for identification and selection of stakeholders with whom to engage.	Page 35-36
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Page 35-36, 83
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	Page 35-36, 83

Standard Disclosures Part II: Disclosures on Management Approach (DMA)

DMA	Description	Cross-reference/Direct answer
DMA EC	Disclosure on Management Approach EC	
Aspects	Economic performance	Page 106-152
	Market presence	Page 2-4, 13-15
	Indirect economic impacts	Page 75
DMA EN	Disclosure on Management Approach EN	
Aspects	Materials	Page 74-78
	Energy	Page 74-78
	Water	Page 74-78
	Biodiversity	Page 74-78
	Emissions, effluents and waste	Page 74-78
	Products and services	Page 74-78
	Compliance	Page 100
	Transport	TransLink's policy on travel for business purposes specifies that employees should walk or use public transport wherever possible, with taxis and government vehicles used only when it is the most efficient and effective use of resources.
Overall	Page 74-78	
DMA LA	Disclosure on Management Approach LA	
Aspects	Employment	As a statutory authority, TransLink is required to comply with certain industrial requirements and obligations imposed by the Public Service Commission, Department of Justice and Attorney-General, and State and Federal Governments. All employment activity within TransLink is carried out in accordance with the Public Service Act 2008. See also pages 82-83.
	Labour/management relations	Page 83
	Occupational health and safety	Page 85
	Training and education	Page 84
	Diversity and equal opportunity	TransLink is required to comply with certain requirements and obligations imposed by the Public Service Commission, Department of Justice and Attorney-General, and State and Federal Governments regarding the prevention of direct and indirect discrimination, workplace and sexual harassment, and the provision of equal employment opportunities. TransLink's Employment Policy sets out TransLink's commitment to supporting anti-discrimination and equal opportunity activities. TransLink promotes these commitments throughout the organisation to ensure that every employee understands their rights and responsibilities, while promoting the social and cultural diversity of the organisation.
Equal remuneration for women and men	TransLink's Employment Policy outlines TransLink's commitment to ensuring that all employees and prospective employees are afforded equal access to opportunities and benefits relating to employment, promotion and training. TransLink's decisions in relation to recruitment and selection are based on the individual merit of applicants, not gender.	



DMA HR	Disclosure on Management Approach HR	
Aspects	Investment and procurement practices	Page 77, 102-104
	Non-discrimination	<p>TransLink's Employment Policy outlines TransLink's commitment to providing a safe and pleasant working environment for all employees, by promoting anti-discrimination, anti-harassment and equal opportunity within the workplace. TransLink will endeavour to ensure that in the application of all internal policies, practices and procedures, no discrimination takes place and that all employees enjoy equal access to opportunities within the organisation. TransLink is committed to eliminating any unlawful direct and indirect discrimination on the grounds of:</p> <ul style="list-style-type: none"> • race, colour, ethnic or ethno-religious backgrounds, descent or nationality • gender • marital status • pregnancy • disability (includes past, present or possible future disability) • homosexuality (actual or presumed) • transgender (actual or presumed) • age • carer's responsibilities.
	Freedom of association and collective bargaining	Page 82-83
	Child labour	<p>Australian's federal legislation prevents any form of Child Labour. In addition, in 1990 the Australian Government signed the United Nations Convention on the Rights of the Child. The Convention outlines the child's rights and protection from economic exploitation.</p>
	Prevention of forced and compulsory labour	<p>Australian law prohibits forced and compulsory labour. The Australian Government has ratified 55 International Labour Conventions, including seven of the eight fundamental Conventions. The most recent ratification was registered on 19 December 2006, the Worst Forms of Child Labour Convention, 1999 (No. 182). (Ref: http://www.ilo.org/asia/countries/lang--en/WCMS_DOC_ASI_CNT_AUS_EN/index.htm).</p>
	Security practices	<p>TransLink's commitment to providing a safe public transport journey for our customers is described on page 35.</p> <p>TransLink's Senior Network Officers and Network Shift Supervisors have powers under the Transport Operations (Passenger Transport) Act 1994 to question, search and detain a person who has committed a detainable offence. In accordance with the Act, these officers receive extensive training in: appropriate use of force, including use of accoutrements; how to de-escalate a situation; dealing with children, persons of impaired capacity and other vulnerable persons; appropriate ways of transporting detained persons to police officers; and appropriate ways of frisk-searching a person. This training is comparable to that undertaken by trainees in the Queensland Police Service.</p>
	Indigenous rights	<p>As a Queensland Government agency, TransLink's business activities are governed by whole-of-government policies that protect and promote the rights of indigenous people. TransLink is guided by the principles laid out in the Queensland Government Reconciliation Action Plan 2009–2012. TransLink's infrastructure programs and construction processes are also subject to native title and land use requirements laid out in State and Federal legislation.</p>
	Assessment	<p>TransLink is governed by the Public Sector Ethics Act 1994 and staff must uphold the principles outlined in TransLink's Code of Conduct. See also page 96.</p>
Remediation	<p>Breaches of the Public Sector Ethics Act 1994 or TransLink's Code of Conduct are managed by our People and Capability team on an individual basis. Breaches are taken very seriously. See also page 96.</p>	

DMA SO	Disclosure on Management Approach SO	
Aspects	Local communities	Page 35-36, 74-78
	Corruption	Page 97
	Public policy	Page 92-93
	Anti-competitive behaviour	Page 91, 96-97, 100
	Compliance	Page 100
DMA PR	Disclosure on Management Approach PR	
Aspects	Customer health and safety	Page 35, 46-47
	Product and service labelling	TransLink has a range of ticketing products designed to meet the needs of different user groups (see page 71) and we are committed to educating the wider community about TransLink services and the benefits of using public transport (see page 34). Additionally, TransLink publishes key information about services in print and on our website in different languages to ensure accessibility for people from other cultures.
	Marketing communications	Page 34, 70-71
	Customer privacy	Refer to translink.com.au
	Compliance	Refer to translink.com.au

Standard Disclosures Part III: Performance Indicators

Economic		
Performance indicator	Description	Cross-reference/Direct answer
Economic performance		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Page 106-152
EC3	Coverage of the organisation's defined benefit plan obligations.	It is mandatory for all Queensland public servants to have both individual and employer superannuation contributions paid into an account managed by QSuper. QSuper no longer offers a defined benefit plan to new members, instead offering an accumulation plan. Information about both types of plan is available from www.qsuper.qld.gov.au .
EC4	Significant financial assistance received from government.	Page 102-104, 118
Market presence		
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	TransLink does not have a global policy or common practices for granting preference to local residents when recruiting. In accordance with relevant legislation and directives, TransLink recruitment is conducted using the merit principle.

Environmental		
Performance indicator	Description	Cross-reference/Direct answer
Energy		
EN3	Direct energy consumption by primary energy source.	TransLink's total electricity consumption for our two office locations was 1250.0676 GJ. This was calculated using invoices received from the building owners.
EN5	Energy saved due to conservation and efficiency improvements.	Page 78
Emissions, effluents and waste		
EN16	Total direct and indirect greenhouse gas emissions by weight.	Page 78
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Page 74-78
EN22	Total weight of waste by type and disposal method.	TransLink's waste disposal contractor, Veolia Environmental Services, provided data to inform EN22. TransLink does not create any hazardous waste as part of business operations.
EN23	Total number and volume of significant spills.	There were no significant spills involved in TransLink's business operations during 2011–12.
Compliance		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	There were no significant fines or non-monetary sanctions imposed upon TransLink for non-compliance with environmental laws and regulations.



Social: Labour Practices and Decent Work

Performance indicator	Description	Cross-reference/Direct answer
Employment		
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	<p>TransLink has 453 employees in total, of which:</p> <ul style="list-style-type: none"> • 221 are female • 232 are male • 305 are employed on a permanent basis • 77 are employed on a temporary basis • 2 are secondees from other state government agencies • 69 are employed on a casual basis. <p>Of TransLink's 305 permanent employees:</p> <ul style="list-style-type: none"> • 150 are female • 155 are male • 25 work part-time hours • 280 work full-time hours.
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	<p>TransLink hired 118 new employees in total, of which 56 were female and 62 were male. This equates to a 26.05% new employee hire rate (12.36% for females and 13.69% for males).</p> <p>This year, 112 employees exited TransLink, of which 64 were female and 48 were male. This equates to a 24.72% employee turnover rate (10.59% for females and 14.13% for males).</p>
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	<p>Permanent full-time and part-time employees are entitled to the same standard benefits, including learning and development opportunities, long service leave, paid parental leave, corporate health initiatives and access to an Employee Assistance Service however, benefits for permanent employees working part-time hours can sometimes vary in that they are calculated on a pro rata basis of full-time hours.</p> <p>For some employment benefits, a qualifying period applies to temporary employees; for example, a temporary employee must be employed continuously for a minimum of 12 months to become eligible for paid parental leave.</p> <p>TransLink's operational employees who work a rotating shift roster have different industrial entitlements in comparison to office workers. The nature of our operational roles limits these employees' access to some non-standard employee benefits, such as telecommuting, accrued days off and flexible working hours.</p>
LA15	Return to work and retention rates after parental leave, by gender.	<p>All employees are entitled to take parental leave with proof of eligible circumstances; however, paid parental leave is available only to permanent employees or temporary employees with at least 12 months' service.</p> <p>This year, 40 employees in total took parental leave, of which 28 were female and 12 were male. Nineteen of these employees (9 females and 10 males) returned to work after their period of parental leave, and 18 of these employees were still employed 12 months after returning to work.</p> <p>The return-to-work rate of employees who took parental leave was 47.5% (22.25% for females and 25% for males), and the retention rate was 45% (22.25% for females and 22.25% for males).</p>

Labour/management relations		
LA4	Percentage of employees covered by collective bargaining agreements.	100% of TransLink's employees are covered by collective bargaining agreements.
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	<p>Minimum notice periods are not specified in employee collective bargaining agreements. There are minimum notice periods for certain changes under the relevant industrial awards.</p> <p>TransLink's Organisational Change Panel is the decision-making body that links the management and development of our workforce and organisational structure to our strategic priorities (see page 83). In reviewing possible changes to TransLink's workforce, the panel also considers the need for a transition strategy, recruitment or change management strategy and appropriate consultation with internal and external stakeholders (where relevant).</p> <p>Notice periods vary depending on the type and scope of proposed operational changes. TransLink aims to give as much notice as possible to employees and unions prior to implementing significant operational changes.</p> <p>Consultation with unions is managed through the TransLink Consultative Committee (see 83).</p>
Occupational health and safety		
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	100% of TransLink's workforce is represented in formal joint management-worker occupational health and safety committees. TransLink has three occupational health and safety committees: Infrastructure and Investment (including busway operations), Revenue Protection and T-Central at 420 George Street. These committees operate on a whole-of-organisation and team level.
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and gender.	<p>TransLink's data on work-related incidents and lost time injuries given on page 88 is calculated in accordance with the Queensland Work Health Safety Act 2011 and the Australian "Workplace injury and disease reporting standard" AS 1885.1-1990.</p> <p>For the purpose of GRI reporting, TransLink has used the specified GRI formulae to calculate the following figures. This data includes minor (first-aid) level injuries and considers a "lost day" to be a single scheduled work day. This data excludes contractors as this information was unavailable.</p> <p>Injury rate: 0.61 Occupational diseases rate: 0.61 (0.305 for males and 0.305 for females) Lost day rate: 45.58 Total absentee days: 2538.4 (1012.395 for males and 1526.005 for females) Percentage of employees who participated in a Rehabilitation and Return to Work Program: 3.75%</p>
LA9	Health and safety topics covered in formal agreements with trade unions.	Both the Queensland Public Service Award – State 2012 and the State Government Departments Certified Agreement 2009 refer to employee health and safety. Part 10 of the Queensland Public Service Award – State 2012 indicates that all workplace health and safety legislation must be complied with. The State Government Departments Certified Agreement 2009 refers to fatigue management, working hours and workload management in relation to employee health and safety, but with limited detail.



Training and education		
LA10	Average hours of training per year per employee by gender and by employee category.	This year, the average hours of training or professional development activities was: <ul style="list-style-type: none"> • 12.48 hours for male employees • 11.33 hours for female employees • 13.96 hours for senior managers (level A08 or higher) • 12.3 hours for middle managers (level A06 or A07) • 9.92 hours for officers (level A05 or below).
LA12	Percentage of employees receiving regular performance and career development reviews by gender.	This year, 59% of employees completed an Achievement and Development Plan, with approximately equal numbers of males and females.
Diversity and equal opportunity		
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	<p>Of TransLink's 453 employees, 51% were male and 49 % were female. The percentage of employees aged:</p> <ul style="list-style-type: none"> • less than 30 years was 30% • between 30 and 50 years was 56% • more than 50 years was 14%. <p>TransLink's Board comprised 83% male membership and 17% female membership, with 50% of Board members aged between 30 and 50 years, and 50% aged more than 50 years.</p> <p>TransLink's Leadership Team comprised 67% male membership and 33% female membership, with 78% of members aged between 30 and 50 years, and 22% aged more than 50 years.</p> <p>While minority groups exist among TransLink employees, such as people from non-English speaking backgrounds and people with a disability, TransLink does not formally record this data. New employees are given the option of providing EEO data, but only 23.4% of current employees provided this data upon commencement.</p>
Equal remuneration for women and men		
LA14	Ratio of basic salary of men to women by employee category.	There is no difference between the base salary for men and women in the Queensland Government; therefore, the ratio for each employment category would be 1:1.

Social: Human Rights

Performance indicator	Description	Cross-reference/Direct answer
Investment and procurement practices		
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	This year, 24 hours in total was dedicated to training employees in policies and procedures concerning human rights, through our Code of Conduct training. Approximately 24% of employees received this training (the majority of remaining employees had already received this training).
Non-discrimination		
HR4	Total number of incidents of discrimination and corrective actions taken.	There were no reported incidents of discrimination during 2011–12.
Remediation		
HR11	Number of grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms.	Three grievances relating to human rights were filed by employees through TransLink's Employee Complaints Management Procedure. All three grievances were addressed and one was resolved during 2011–12.

Social: Society

Performance indicator	Description	Cross-reference/Direct answer
Corruption		
S02	Percentage and total number of business units analysed for risks related to corruption.	All 10, or 100%, of TransLink business units were analysed for risks related to corruption during 2011–12. For more information, see page 97.
S03	Percentage of employees trained in organisation's anti-corruption policies and procedures.	Fraud and corruption control training sessions were conducted across the organisation at various levels, with approximately 85% of total employee attendance at these sessions. For more information, see page 97.
S04	Actions taken in response to incidents of corruption.	There were no reported or identified incidents of corruption or alleged corruption during 2011–12.
Anti-competitive behaviour		
S07	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.	There were no legal actions taken against TransLink for anti-competitive behaviour, anti-trust or monopoly practices during 2011–12.
Compliance		
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	There were no significant fines or non-monetary sanctions imposed upon TransLink for non-compliance with laws and regulations.

Social: Product Responsibility

Performance indicator	Description	Cross-reference/Direct answer
Product and service labelling		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Page 36-37, 39
Customer privacy		
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	There was one substantiated customer complaint regarding breach of privacy from a bulk customer advice email in February 2012.



Glossary

A

Automated Fare Collection System (AFCS)

TransLink's *go* card fare collection system that uses electronic communication, data processing and data storage techniques to process fare collection, fund transfers and subsequent record keeping.

Auto top-up

Customers with registered *go* cards can choose a pre-selected amount (top-up) of their choice to transfer from their credit card to their *go* card when the balance falls below \$5.00.

B

Busway

A dedicated roadway that separates buses from general traffic. Busways offer commuters congestion-free travel. Busway stations have two platforms, electronic timetable information, full accessibility and 24-hour security.

Brisbane Metropolitan Transport Management Centre (BMTMC)

A joint alliance between Brisbane City Council, the Department of Transport and Main Roads and TransLink. It is the major transport management centre for road and public transport in the Brisbane Metropolitan area. The BMTMC provides real-time traffic and incident management for the road network, real-time incident management for Brisbane Transport buses, and on-road support to drivers.

Bus Station Upgrade Program (BSUP)

BSUP provides bus stop upgrades, disability compliance infrastructure, and safety and security upgrades for local bus stops in partnership with councils.

C

Closed Circuit Television (CCTV)

Overhead video cameras used on the TransLink network as a crime prevention and safety measure. CCTV is located on board bus, train and ferry services, as well as on platforms and stations.

Corporate governance

The set of processes, customs, policies, laws and institutions affecting the way a corporation is directed or administered.

Capacity

The total possible number of passengers on a service. For buses the average capacity for both seated and standing passengers is 62; for trains it is 125 per carriage.

Citytrain Station Upgrade Program (CSUP)

CSUP provides rail station infrastructure upgrades, disability compliance infrastructure, intermodal upgrades, and safety and security upgrades on the 145 Citytrain train stations.

Customer Liaison Officer (CLO)

Casual staff that are deployed at bus and train stations and ferry terminals across the TransLink network to assist customers and provide information about service changes and initiatives. CLOs also attend key community events to educate customers and raise awareness of public transport services.

D

Delivery partners

TransLink's 19 primary bus, train and ferry operators are contracted to deliver public transport services across South East Queensland. TransLink also contracts Stellar to manage our call centre operations and staff, and works with Cubic (jointly Cubic Transportation Systems Inc and CTS (Australia) Pty Limited) to operate our *go* card and fare collection systems.

Department of Transport and Main Roads (TMR)

The Queensland Government department responsible for planning, managing and delivering Queensland's integrated transport environment to achieve sustainable transport solutions for road, rail, air and sea.

Disability Act

The Disability Discrimination Act 1992 (Cwlth) protects individuals from direct and indirect discrimination in areas such as employment, education and access to premises and public transport.

Disability Standards for Accessible Public Transport 2002

A set of transport standards formulated under the Disability Discrimination Act 1992 (Cwlth) that came into operation on 23 October 2002. All public transport operators must make their services accessible for people with disabilities within the timeframes and compliance targets stipulated in both these standards and legislation.

F

Fare machine

Customers can use TransLink fare machines to buy tickets or top-up *go* cards using notes and coins or EFTPOS. Fare machines are located at train and busway stations. Selected fare machines also have *go* card purchase facilities available.

Full-time equivalent

Calculated by the number of hours worked in a period divided by the standard full-time hours stipulated by the relevant industrial award; for example, a full-time equivalent of 0.5 signals the worker is only half-time.

G

Growth/replacement buses

Growth buses are new buses introduced to manage passenger growth and increase TransLink's fleet. Replacement buses are new buses purchased to replace older vehicles that are retired.

go card

TransLink's smartcard product, which stores up to \$250 of electronic credit. The *go* card is a thin, compact card about the size of a credit card. The card surface is made of recyclable plastic material. A tamper-proof microchip and antenna are built into the card. The card contains no battery, but operates from electromagnetic energy received from the *go* card reader.

go card reader/Stand Alone Customer Interface Device (SACID)

Devices that customers use to "touch on" with their *go* card at the start and finish of each trip. The fare is automatically calculated and deducted at the completion of their journey. *go* card readers are on board buses at the front and rear doors, at the front and rear of CityCat and CityFerry vessels, and at the entry and exit points to train platforms/stations.

Guardian train

Designated train services after 7pm that carry private security guards for increased customer safety after dark.

H

HASTUS

"Horaires et Assignations pour Système de Transport Urbain et Semi-urbain" (HASTUS) is a French Canadian integrated modular software application for transport scheduling, operations, and customer information.

HVAC

Heating, Ventilation and Air Conditioning

High Frequency Priority (HFP) Network

A network of fast, frequent, reliable and direct transport services operating along major corridors connecting activity centres and residential communities.

I

Integrated ticketing

Passengers can use the same ticket to travel on, and transfer between, TransLink's bus, train and ferry services, across the 23 zone network.

J

Journey

The distance travelled from origin to destination. A journey might involve several trips using different transport modes.

Journey planner

An online program available through the TransLink website that helps customers plan their journey. Customers enter their starting point and destination and the journey planner calculates the available public transport travel options, including journey times and fares.

K

Key Performance Indicator (KPI)

TransLink's performance indicators, aligned with the five strategic objectives outlined in the *TransLink Transit Authority Strategic Plan 2010–2015*.

Kiss 'n' ride

A dedicated passenger pick-up and set-down area located close to public transport entry points, such as train and busway stations.

L

Lost-time injuries

A permanent staff member suffering a physical injury from a safety incident.

Lost-time injury frequency rate

Calculated by multiplying the number of lost time injuries by one million, divided by the number of hours worked.

O

Off-peak

TransLink's off-peak period is from 9.00am to 3.30pm and after 7.00pm on weekdays until the last service of the day, and all day on weekends and gazetted public holidays. Customers travelling in off-peak periods may be eligible for a discounted fare.

P

Public Private Partnership (PPP)

A business partnership between a government organisation and a private sector organisation. The Gold Coast Rapid Transit Project is intended to be run as a PPP with a partnership between all three levels of government and a private operator franchisee.

Patronage

Measurement of the total number of passenger trips on the TransLink network, or on a particular service or transport mode.

Peak

Those times where passenger demand for public transport services is highest. Historically, TransLink's peak periods are consistent with normal weekday peak commuter periods where passengers are travelling to and from work or school.

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. Most park 'n' rides are located 10 kilometres or more from the central business district at train and bus stations.

Permanent retention rate

The percentage of permanent employees still employed after a period of time.

Permanent separation rate

Calculated by dividing the number of permanent employees who left TransLink during a period of time by the number of permanent employees in the organisation.

R

Right to Information (RTI) Act 2009

The Right to Information (RTI) Act 2009 provides a legal right of access to information held by state and local government agencies. A person may exercise this right without demonstrating any need or reason for the information.

S

Salary sacrificing

When an employee uses pre-tax earnings to pay for benefits, such as extra superannuation contributions, a car or laptop computer, reducing their taxable income.

Senior Network Officer (SNO)

Operational staff that patrol the TransLink network. The role of SNOs is to provide customer service, security and revenue protection services. In the case of serious incidents, SNOs have the power to detain offenders until the police arrive.

Statutory authority

A government body with the right to enact legislation for specific areas of the law. TransLink was established as a statutory authority on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008*.

Service kilometres

For bus services, this is the total kilometre distance of passenger routes across TransLink's contracted bus fleet. For train services, this is the total number of train kilometres travelled on passenger services in the TransLink network, multiplied by the average number of carriages per train set.

T

Transfer

Passenger movement between services or modes of transport when more than one trip is required to complete a journey. For example, a passenger may catch a bus service to a train station and transfer to a train service to complete their journey.

TransLink Station Upgrade Program (TSUP)

A major infrastructure program that delivers new or upgraded infrastructure at key public transport hubs, such as bus stations and bus–train interchanges; park ‘n’ ride, kiss ‘n’ ride and taxi facilities; bus stops along major service corridors; and end-of-trip facilities at bus and train stations within the TransLink network.

TransLink Busway Safety Officers

Busway Safety Officers patrol the busways and busway stations 24 hours a day, seven days per week providing a safety and security presence and offering assistance to customers.

TransLink Network Plan

Published annually, the network plan sets out a long-term strategy and one-year program of service and infrastructure improvements. The one-year program reflects feedback from customers, and is based on the latest go card travel data to deliver new and upgraded services to areas of highest need.

TransLink Transit Authority Strategic Plan 2010–2015

An important tool in driving performance in the organisation, that defines and communicates what TransLink wants to achieve and the path it will use to get there. It is a legislative requirement under section 9 of the Financial and Performance Management Standard 2009 for all statutory bodies to have a strategic plan.

TransLink Transit Authority Board

TransLink’s seven-person management board that reports to the Minister for Transport and Main Roads.

Transport Operations (TransLink Transit Authority) Act 2008

The Queensland Government legislation under which the TransLink Transit Authority was established. The main purpose of the Act is to deliver in the TransLink region the best possible mass transit services at reasonable cost to the community and government, while keeping government regulation to a minimum.

TransLink Transit Authority Employing Office

A public service office established to employ staff on behalf of TransLink.

TransLink Transit Officers

TransLink Transit Officers are operational staff employed by Queensland Rail that patrol bus, train and ferry services throughout the day to uphold safety and security on TransLink services.

Trip

One segment or leg of a journey. A single trip is the distance travelled from the point a passenger boards a service to the point at which they leave that service.

W

WorkCover Queensland

Queensland Government body responsible for managing the workers’ compensation fund and overseeing workplace occupational health and safety standards.

WorkCover claims

Workers’ compensation provided by WorkCover Queensland.

We welcome your feedback

Thank you for taking the time to read TransLink’s Annual Report 2011–12

We welcome comments and feedback from customers and stakeholders, and we invite you to provide your feedback via the completion of our feedback form below or via our online survey available on the TransLink website at translink.com.au

As a valued stakeholder of TransLink, your feedback will enable us to create an annual report that contains the kind of information you require, structured in a way that meets your needs. Your comments and suggestions also play a key role in helping us continually improve our year-round reporting to the community.

Feedback form

My main interest in the annual report is as a/an:

- TransLink customer
- Delivery partner
- Industry professional
- Academic
- Federal government employee
- Federal government elected official
- Local government employee
- Local government elected official
- Queensland Government employee
- State elected official
- TransLink staff member
- Other (please specify)

On a scale of 1 (very poor) to 5 (excellent), please rate the following elements of the annual report:

1 = Very poor, 2 = Poor, 3 = Average, 4 = Good, 5 = Excellent

Presentation of content: _____

Usefulness of information: _____

Readability: _____

Finding information: _____

Overall rating: _____

Which parts of the Annual Report did you find most useful?

Why were these parts of the Annual Report the most useful?

Which parts of the Annual Report did you find least useful?

Why were these parts of the Annual Report the least useful?

Are there any other topics/items you would like to see included in next year’s report? Please describe.

How can we improve our next Annual Report?

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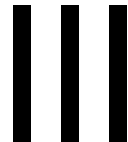
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