

SECTION 3

OUR ORGANISATION



TMR is one of the Queensland Government's largest agencies and as such we recognise our significant role in contributing to Queensland's diverse economy and liveable regions and cities.

In delivering our vision, we consider the impact of constant digital disruption to both the transport industry and how we operate. We look to these challenges as opportunities to embrace technology to deliver for our workforce, as well as our customers and the Queensland community.

Throughout this section, we demonstrate how we keep pace with the fast rate of change, showing how our structure allows for agility, whilst maintaining rigorous governance across our services and business activities. In addition to adapting our products and services, we also strive to maximise on available technology to equip our workforce. Following are examples of our organisation using these tools and techniques to thrive in our rapidly-changing business environment.

HIGHLIGHTS

Capitalising on new technology

A range of improvements leveraging technological advancements have been implemented this year. Planning is underway for a cloud-based integrated records information system ([see page 152](#)), a data and analytics strategy was developed ([see page 153](#)), and mobile technology ([see page 153](#)) and online apps ([see page 97](#)) were implemented to improve service efficiency.

New program, project and contract management system in place

The Portfolio Program, Project and Contract Management (3PCM) system commenced operation this year to support greater consistency in processes for planning, managing and delivering the transport infrastructure portfolio.

Procurement performance

TMR's Procurement Performance Management Framework is a first of its kind in Queensland Government agencies and stipulates how success is measured, reporting requirements, and governance criteria ([see page 144](#)).

Thorough internal audit processes

In line with the charter of the Institute of Internal Auditors the Internal Audit team continued to improve operational processes and financial practices. This year a risk-based annual plan and 29 audit reports were generated ([see page 150](#)).

Responsible complaints management

To continually review our services and improve to benefit our customers, TMR received and processed 45,820 customer complaints in 2017–18 ([see page 150](#)).

ORGANISATIONAL STRUCTURE



Title abbreviations

Ch	Chief
CEc	Chief Economist
CE	Chief Engineer
CFO	Chief Finance Officer
CHRO	Chief Human Resources Officer
CIO	Chief Information Officer
COO	Chief Operations Officer
DDG	Deputy Director-General
DG	Director-General
ED	Executive Director
GM	General Manager
EGM	Executive General Manager

STRUCTURED TO SUPPORT OUR VISION

The diversity in our executive leadership team, shown in our leadership profiles, brings broad experience from various sectors, as well as from across our own business. While our leaders oversee established divisions with clear focus and alignment to our vision, we are able to recognise opportunities to mobilise dedicated workgroups to meet the changing needs of our customers and the demands on the transport industry.

As outlined in this section, our leaders' membership across TMR's governance committees reinforces the depth of accountability across TMR's operations. These committees, and their achievements, display our commitment to transparent, accountable business practices in delivering our services for Queensland.

Management and structure

TMR is divided into five divisions. These divisions and the services they provide are outlined in Our Services ([see page 139](#)).

The following structural changes occurred during the 2017–2018 period:

- January 2018, the Registration and Licensing Modernisation Unit was created within Customer Services, Safety and Regulation Division.
- January 2018, the Accessible Transport Networks Unit was created, reporting directly to the Director-General.

Executive Leadership Team

The Executive Leadership Team (ELT) assists the Director-General to deliver our strategic purpose: creating a single integrated transport network accessible to everyone. The group meets weekly to progress emerging and operational matters. Monthly meetings are held in addition with a focus on strategic and general business.

Chair: Director-General

Members:

- Deputy Directors-General
- Chief Operations Officer.

Senior Leadership Team

In addition to the ELT, the Director-General is supported by the Senior Leadership Team (SLT). SLT members are responsible for the development, implementation and review of key initiatives.

SLT members have decision-making authority and delegate responsibilities for action within their branches and divisions. The team provides support and advice to the ELT by elevating information and issues required to shape strategic thinking and inform decision making.

Chair: Director-General

Members:

- Deputy Directors-General
- All General Managers
- Chief Operations Officer
- Chief Engineer
- Chief Finance Officer
- Chief Human Resources Officer
- Chief Information Officer
- Chief Transport Network Security and Resilience
- Chief Economist
- Executive Director (Customer Experience).

Greater Leadership Team

Launched in 2014, the Director-General identified a cohort of leaders across TMR, known as the Greater Leadership Team (GLT). Throughout 2017–18, the group was engaged in a number of ways to further enable and empower TMR's leaders of level AO8/PO6 equivalent and above.

Throughout the year, the Director-General held a number of forums to enable a face-to-face opportunity for the leadership team to hear TMR's strategic direction and priorities, as well as showcase the achievements from within each division and across the department. Forums this year focused on leadership and resilience in the public sector.

Executive Leadership Team Profiles

DG



Neil Scales

Director-General (Transport and Main Roads)

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

- Appointed as Director-General January 2013
- Champion for Persons with Disability
- Champion for Domestic and Family Violence Awareness.

Under the *Financial Accountability Act 2009*, the Director-General is accountable to the Minister for Transport and Main Roads and the Premier of Queensland for the efficient, effective and financially responsible performance of the Department of Transport and Main Roads. He leads the department with an operating budget of \$5.810 billion, capital budget of \$2.804 billion and managed assets worth \$76.226 billion.

Former positions:

- Chief Executive Officer, TransLink Transit Authority
- Chief Executive and Director-General, Merseytravel, United Kingdom.

Along with over 40 years' experience in the transport industry, Neil received the Order of the British Empire for services to public transport in 2005 and in 2011 was awarded an honorary Fellowship from Liverpool John Moores University for his services to the region.

COO



Jennifer Grace

Chief Operations Officer

MAPSL, GradCertPSP, Vincent Fairfax Fellowship, Program on Negotiation (Law) Harvard University, Professional Graduate Certificate Business/Marketing Harvard University, Australian Institute of Company Directors (Risk and Governance)

- Appointed as Chief Operations Officer October 2013
- Champion for Women in Leadership.

Jennifer supports the Director-General with the day-to-day operations of the department allowing the Director-General to focus on strategy, the government's objectives and key stakeholder relationships.

Former positions:

- Executive Officer (Office of the Director-General), Department of Transport and Main Roads.

Jennifer has 20 years' experience in the public service working in the portfolios of employment, training and industrial relations, environmental protection, justice and attorney-general, transport and main roads, and foreign affairs and trade.

DDG



Julie Mitchell

Deputy Director-General (Policy, Planning and Investment)

BE, MBA, MEnvMan, FIEAust

- Appointed as Deputy Director-General (Policy, Planning and Investment) March 2018
- Champion for Innovation
- Registered Professional Engineer, Fellow of Engineers Australia.

Julie sets the future direction of the transport system in Queensland. She defines and shapes key strategies, policies and plans for an integrated transport system that supports the safe and efficient movement of people and goods, while driving value for the community.

Julie has more than 30 years with Transport and Main Roads including:

- Chief Engineer
- Project Director (Major Infrastructure Projects)
- Manager (Transport Planning Metropolitan region).

Julie is a highly respected leader in the engineering profession. Julie's focus on safety for the people of Queensland is reflected in projects such as the Road Train and B-double Bridge Assessment project which assessed more than 3000 bridges to improve access and reduce waiting times for heavy vehicle permits.

DDG



Mike Stapleton

Deputy Director-General (Customer Services, Safety and Regulation)

B.Bus, MPA, MANCAP, MNRSS, MAustrroads, MQLCSG

- Appointed as Deputy Director-General (Customer Services, Safety and Regulation) January 2016
- Champion for Cultural Diversity.

Mike oversees the delivery of safety, regulatory and transactional transport services for the department.

This division is critical to our current and future transport system, managing the State's regulation, marine, road safety and frontline services for Queenslanders. Former positions:

- Deputy Director-General (Infrastructure Management and Delivery), Department of Transport and Main Roads
- General Manager (Land Transport Safety), Department of Transport and Main Roads.

Mike has worked in the state public transport sector in finance, general management and transport safety roles for more than 20 years delivering key road safety initiatives including Graduated Licensing, Alcohol Interlocks and immediate suspension for recidivist drink drivers, and the expansion of the Camera Detected Offence Program.

DDG



Matthew Longland

Deputy Director-General (TransLink)

BBlEnv (URP), GDURP, MBA (Exec), MPIA, GAICD

- Appointed as Deputy Director-General (TransLink) December 2016
- Champion for Cycling
- Board member of the International Association of Public Transport (Australia/New Zealand).

Matt leads the delivery of customer-focused passenger transport services across Queensland including policy, planning, ticketing, contract management and customer services.

TransLink Division is responsible for the integrated rail, bus, ferry and tram network in SEQ and long distance rail, coach and aviation services in regional, rural and remote Queensland.

Former positions with the Department of Transport and Main Roads:

- Deputy Director-General (Policy, Planning and Investment)
- General Manager (Passenger Transport Integration).

DDG



Tracy O'Bryan

Deputy Director-General (Corporate)

LLB, LLM, EMPA, Solicitor of Supreme Court of Queensland and High Court of Australia

- Appointed Deputy-Director General May 2017
- Customer Champion.

Tracy leads the department's corporate services, which includes governance, legal, finance and procurement, ICT and human resources to enable TMR to achieve its business objectives.

Former positions:

- Executive Director (Department of National Parks, Sport and Racing)
- Acting Deputy Director-General (Department of Environment and Heritage Protection).

Tracy has over 21 years of experience in the Queensland public sector in the fields of law, policy, governance, major projects and program design and delivery, and stakeholder engagement. She has also led major reform and commissions of inquiry for government and worked in a number of Queensland Government departments.

DDG



Bill Lansbury

Acting Deputy Director-General (Infrastructure Management and Delivery)

FIEAust, RPEQ (Civil), MAICD, EMPA, MTech (Pavements), BTech (Civil), Adv Dip (PM), JP (Qual)

- Commenced acting in the role Deputy Director-General (Infrastructure Management and Delivery) in October 2017
- Champion for Employee Safety, Health and Wellbeing
- Executive Leadership Team champion for the strategic priority of Building Prosperity
- Chair for Transport and Main Roads Employee Safety, Health and Wellbeing Governance Committee.

Bill oversees the delivery of the integrated program of infrastructure projects and the maintenance and operation of the state-controlled road network.

Former positions:

- General Manager (RoadTek), Department of Transport and Main Roads.

Bill has over 35 years' experience with TMR, including more than 20 years in leadership roles at various locations across Queensland.



TMR staff inspecting construction

Governance committees

The department is committed to the principles outlined in the *Public Sector Ethics Act 1994*. These principles are embedded in our Corporate Governance Policy and Framework, and guide our everyday business practices. The Director-General and the department's senior executives form TMR's ELT. The role of the ELT is to oversee the achievement of the whole-of-government and departmental priorities that are established through strategic planning and budget processes.

ELT currently oversees seven governance committees to provide a more detailed review of specific areas of organisational performance and risk.

They are the:

- Employee Safety, Health and Wellbeing Committee
- Infrastructure and Investment Committee
- Information and Systems Committee
- Finance and Procurement Committee
- Audit and Risk Committee
- Strategic Human Resources Board
- RoadTek Performance Committee.

In late 2017, the ELT governance committees underwent an external review to maintain consistency and ensure they remain relevant and representative of TMR's risks and opportunities. This review assisted in determining the composition and effectiveness of ELT and governance committees, and provided clarity of roles and responsibilities, communication and ownership of governance process and decision making. As a result of this review, the Strategic Human Resource Board and the Diversity Council were rolled up into other committees, and the RoadTek performance committee was established.

Our governance committees operate under formal charters that detail their functions and responsibilities. The committee structure highlights a contemporary, effective and efficient operating model for a public sector agency of our size and responsibility. Each committee undertakes annual reviews of their function and performance, and they report formally through to ELT on a regular basis. The Audit and Risk Committee has two external independent representatives, with one appointed as Chair.

Employee Safety, Health and Wellbeing Governance Committee

In late 2017, the TMR Safety and Wellbeing Governance Committee became the TMR Employee Safety, Health and Wellbeing Governance Committee.

The committee meets bi-monthly and assists the Director-General in providing oversight and developing and monitoring strategies to ensure:

- the department's compliance with the *Work Health and Safety Act 2011* (the Act) and associated regulations, codes of practice and advisory standards
- the exercising of due diligence by TMR officers, as defined by the Act, including the provision of recommendations and advice to ELT
- that meaningful safety performance objectives and targets are developed and published at an organisational level
- the safety performance of TMR, including the achievement of safety, health and wellbeing objectives and targets
- monitoring of the department's safety, health and wellbeing risk profile
- the identification, discussion and implementation of strategies to reduce the incidence of work-related death, injury and illness at an organisational level
- the department has appropriate policies, procedures, systems and accountabilities to meet its safety, health and wellbeing responsibilities and objectives
- processes are in place to demonstrate the implementation and effectiveness of the policies, procedures, systems and accountabilities
- staff health and safety responses from the Working for Queensland Surveys (see page 164) are addressed and action plans monitored
- safety, health and wellbeing information is communicated and actioned across the department.

Chair: Deputy Director-General (Infrastructure Management and Delivery)

Members:

- General Manager (RoadTek)
- General Manager (Customer Services)
- General Manager (Maritime Safety Queensland)
- Chief Human Resources Officer
- Executive Director Operations (TransLink)
- General Manager (Portfolio Investment and Programming)
- Chief, Transport Network Security and Resilience.

Achievements

During the past year, the committee:

- supported delivery of PAN Software’s Riskware solution to replace Salvus, the department’s incident, injury, claim and rehabilitation solution
- undertook Workplace Health and Safety Queensland’s (WHSQ) safety culture and climate survey to determine the department’s current level of safety culture relative to other survey respondents
- presented the survey findings and recommendations to the governance committee in April 2018. WHSQ also presented RoadTek survey findings and recommendations to the RoadTek management team
- finalised the One TMR Wellbeing Program (see page 164), which includes key initiatives to address the physical, psychological, social, financial and work aspects of employee wellbeing. The department began implementation of the My Health for Life Program and implemented the use of branch wellbeing plans.

Infrastructure and Investment Committee

The Infrastructure and Investment Committee (IIC) oversees and endorses the development and prioritisation of the department’s transport infrastructure portfolio, enabling the delivery of an integrated, safe, efficient, and reliable transport system for Queensland.

Chair: Deputy Director-General (Policy, Planning and Investment)

Members:

- Director-General
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (TransLink)
- Chief Finance Officer
- General Manager (Portfolio Investment and Programming).

The department continues to lead the Queensland public service in adopting a portfolio management approach for infrastructure investment and in benefit management realisation.

Achievements

During the past year, the IIC has:

- assured all significant transport projects requiring progression have met the minimum standards of the whole-of-government Project Assessment Framework (projects with a capital value of \$100 million or greater) and TMR’s OnQ Project Management Framework (projects with a capital value of \$50 million but less than \$100 million)
- completed post-implementation reviews for four Bruce Highway projects, namely: Yeppen South; Pumicestone Road Interchange; Roys Road to Bells Creek Road; and Boundary Road Interchange Upgrade
- developed the TMR Program Maturity Assessment Model, based on international and whole-of-government best practice, to further improve and strengthen TMR’s effectiveness in delivering its infrastructure investment outcomes
- implemented a program and benefits management approach for investment programs that is improving the line of sight from strategy through to the delivery of transport outcomes, with a focus on value for money.

Information and Systems Committee

The Information and Systems Committee (ISC) meets monthly as the peak information and communication technology (ICT) governance board for all ICT enabled investments to help ensure we achieve maximum value for these investments.

The committee primarily comprises of ELT members and includes the Chief Information Officer as the head of discipline, ensuring ICT governance and strategy is administered at the highest levels within TMR.

Chair: Deputy Director-General (Customer Services, Safety and Regulation), six-month rotation with Deputy Director-General (TransLink).

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General (Corporate)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Information Officer
- Chief Finance Officer.

Achievements

During the past year, the ISC:

- embedded best practise portfolio management, which has strengthened and matured ICT delivery through improved governance, practices, methods and tools
- embarked on a Capability Uplift Program that has successfully delivered standardised inductions and onsite training to over 200 participants within the ICT portfolio, program and project environment
- developed and approved a three-year rolling program of all department-wide ICT investments for 2018 to 2021 that aligns ICT investments to departmental priorities
- continued its focus on strategic governance of our *ICT Strategic Plan 2016–2020* and *Digital Strategic Plan 2016–2020* (see page 177)
- undertook a review of the Strategic Risk Register
- approved the *TMR Data and Business Analytics Strategy 2017–2022* (see page 153).

Finance and Procurement Committee

The Finance and Procurement Committee monitors financial and procurement performance across the department to ensure all entities within TMR operate within departmental budget parameters as specified by the Queensland Government and that the procurement function operates effectively to achieve value for money.

The finance and procurement functions in TMR operate in a centre-led model with the business operations carried out locally in line with the standards, policies and procedures established in the centre.

The key role of the committee is to:

- ensure all financial resources are allocated consistent with approved strategic direction, priorities and ongoing commitments
- provide strategic oversight of the department's finance and procurement policy frameworks
- ensure cost control and longer term funding sustainability
- prioritise expenditure and investment within the approved budget
- identify efficiency initiatives
- realise savings in line with government savings targets
- monitor procurement category benefits realisation and functional performance targets
- provide oversight analysis of budget submissions.

Chair: Deputy Director-General (Corporate)

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Finance Officer.

Achievements

During the past year, the committee has:

- provided oversight of the development of the 2018–19 budget ensuring the overall budget aligns to agreed business plans to contribute towards creating a single integrated transport network accessible to everyone
- provided monthly monitoring of the department's financial position ensuring that cost pressures, trends and future opportunities are well understood
- undertaken continual review of the department's key financial related risks to ensure that where appropriate these items have been addressed in future budget builds to ensure long term funding sustainability
- overseen the implementation of the new *Queensland Procurement Policy* (see page 144).

The Finance and Procurement Committee is supported by a procurement sub-committee, comprised of the procurement function heads of each business area, Corporate Counsel and the Chief Procurement Officer. The sub-committee drives and enables procurement performance outcomes and fulfils the role of the whole-of-government Transport and Infrastructure Services Category Council.

Audit and Risk Committee

The Audit and Risk Committee (ARC) plays a key role in TMR, ensuring the department's risk systems and processes are effective. Through this committee, the Director-General meets his obligations for risk management and compliance with legislative and regulatory requirements. Essentially, the committee provides an independent assurance role by monitoring the effectiveness of the department's risk management framework.

The ARC members are appointed by the Director-General and assist the Director-General in his oversight of:

- the integrity of the department's financial statements and internal controls
- compliance with legislative and regulatory requirements, including the department's ethical standards and policies
- the process relating to internal risk management and control systems
- the performance of the internal audit function.

The committee met seven times in 2017–18. Costs associated with external committee members' fees totalled \$50,002 (including GST).

ARC observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines.

To promote independence, members are appointed based on their skills and experience, not necessarily their position in the department. At 30 June 2018, the membership was:

Chair:

- Ms Susan Forrester (External) - Bachelor of Arts (Japanese), Bachelor of Laws (Honours), Executive Masters of Business Administration, Solicitor of the Supreme Court of Queensland and High Court of Australia, FAICD, GAICD.

TMR executives and qualifications:

- Mr Neil Jackson (External) - Bachelor of Business (Accountancy), Graduate Diploma - Commercial Computing, FCPA, GAICD
- Mr Mike Stapleton ([see page 131](#))
- Ms Tracy O'Bryan ([see page 131](#))
- Mr Geoff Magoffin - General Manager (Customer Services Branch), Master of Business Administration (Professional), Graduate Diploma in Business Administration, Graduate Certificate in Management, GAICD
- Ms Wietske Smith - Executive Director (Customer Solutions) - Bachelor of Business (Accountancy), CPA, GAICD
- Mr Don Bletchly - Chief (Transport Network Security and Resilience) - Bachelor of Business, Master of Business Administration, FCILT, FAIML, MAICD.

Achievements

During the past year, the ARC reviewed:

- the integrity of the 2016–17 financial statements and progress on the 2017–18 statements
- the performance of the internal audit function, including progress against the annual audit plan

- outcomes from internal and external audits
- management's response to recommendations, including the Queensland Audit Office's performance audit recommendations
- progress in building and improving risk management capability, monitoring and reporting within the department
- progress in improving performance measurement and reporting.

Strategic Human Resources Board

The Strategic Human Resources Board was responsible for monitoring the progress and performance of all activities with implications for our people, capability and culture.

The board:

- defined human resource principles and philosophy
- reviewed and monitored strategies for consistency with the department's vision, purpose and values
- led the creation and maintenance of an environment that enabled our people to achieve their full potential and the department to execute its strategy
- provided oversight on the direction and implementation of the department's legislative obligations, particularly in relation to employee relations
- prioritised activities based on desired strategic objectives and known constraints.

Chair: Deputy Director-General (Corporate)

Members:

- Director-General
- Deputy Director-General (TransLink)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Chief Operations Officer
- Chief Human Resources Officer.

Achievements

During the past year, the board:

- approved the TMR Strategic Workforce Planning framework
- approved the *People Plan 2017–2019* ([see page 174](#)) narrative and program of works

- noted the high-level *Working for Queensland Employee Opinion Survey* (see page 164) results for TMR and approved the communication plan for distribution of the results across TMR.

The board was discontinued in early 2018 after a review of TMR boards and committees. Strategic human resource initiatives are now considered directly by ELT.

Diversity Council

In June 2017, the Diversity Council was deemed to have achieved what it had set out to do, and ownership of the inclusion and diversity priority transitioned to the Strategic Human Resources Board. Strategic Human Resource initiatives are now considered directly by ELT (see page 129).

RoadTek Performance Committee

The RoadTek Performance Committee provides strategic guidance and assessment and will review RoadTek's (see glossary page 256) performance against the annual performance contract, strategic and business plans for performance aligned to delivery and tracking against performance measures.

The committee considers the risk and opportunity profile for RoadTek and provides guidance on any interventions or changes in RoadTek direction and assist in shaping RoadTek's

risk appetite. The committee also reviews the currency of the strategic direction and objectives as aligned to government priorities.

Chair: Director-General

Members:

- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Corporate)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Policy, Planning and Investment)
- Deputy Director-General (TransLink)
- Chief Operations Officer
- Chief Finance Officer
- General Manager (RoadTek).

Achievements

The RoadTek Performance Committee is a newly formed committee following the governance committee review held in late 2017.

The inaugural meeting was held in June 2018, and included a number of formal committee establishment activities including the review and sign-off of the committee's charter.



Staff working on the Endeavour Valley Road, Cape York Peninsula, connecting the indigenous community of Hope Vale to Cooktown and beyond.

Governance Committees

ELT Member	Audit and Risk Committee	Information and Systems Committee	Safety, Health and Wellbeing Governance Committee	Finance and Procurement Committee	Strategic Human Resources Board	Infrastructure and Investment Committee	RoadTek Performance Committee	Executive Leadership Team (member since)
Director-General	-	Member	-	Member	Member	Member	Chair	October 2013
COO	-	Member	-	Member	Member	-	Member	October 2013
DDG (TransLink)	-	Chair (alternate)	-	Member	Member	Member	Member	January 2013
DDG (CSSR)	Member	Chair (alternate)	-	Member	Member	Member	Member	August 2014
DDG (IMD)	-	Member	Chair	Member	Member	Member	Member	October 2017
DDG (PPI)	-	Member	-	Member	Member	Chair	Member	April 2018
DDG (Corp)	Member	Member	-	Chair	Chair	-	Member	May 2017

OUR SERVICES

Our structure organises our services into five distinct divisions which align to our service delivery areas as displayed below. These divisions each contribute to the department's vision, purpose and priorities.

Policy, Planning and Investment Division

Develop strategies, policies and plans for an integrated transport system that safely and efficiently moves people and goods, and delivers value to the community.

High level services include:

- transport strategy and planning
- transport policy
- government partnerships
- freight
- strategic investment and asset management
- strategic property management
- integrated program development.

Infrastructure Management and Delivery Division

Partners to deliver transport infrastructure solutions for Queensland, delivers the department's transport infrastructure program, and maintains and operates the state-controlled road infrastructure network ([see glossary page 255](#)).

High level services are:

- asset management
- program management and delivery
- operations of the state-controlled road network
- providing technical expertise and value-for-money transport infrastructure solutions
- remaining at the forefront of national best practice
- providing emergency response and recovery.

RoadTek

RoadTek is TMR's commercial business arm and provides transport infrastructure solutions throughout regional and remote Queensland, where its local presence adds value to the way products and services are delivered.

Customer Services, Safety and Regulation Division

Provides customer, safety and regulatory services that improve community safety and satisfaction.

Primary focus is to deliver licensing and registration products and services through the customer service delivery network.

High level services include:

- customer services
- road, rail and maritime safety
- road, rail and maritime regulation
- maritime operations and emergency response
- customer research and insights.

TransLink Division

Defines the passenger transport network and partners with key stakeholders to deliver safe, cost-effective and accessible services. TransLink division also provides policy leadership for passenger transport services and manage and regulate the passenger transport industry.

High level passenger transport services include:

- managing network operations to ensure the safety of our customers and the sustainability of our services and assets
- leading the development of passenger transport policy and legislation for industry and customers that is responsive to our rapidly changing environment
- planning and delivering quality services and networks that are safe, reliable, integrated, accessible and valued by customers
- leading the delivery of customer focused initiatives to improve customer experience and increase patronage on public transport
- managing commercial contracts and maintaining partner relationships to drive value for money outcomes and improve service performance and customer satisfaction

- providing a single source of truth for customer information and enquiries about public transport across Queensland, including managing the TransLink contact centre, website, MyTransLink app and other channels
- managing the delivery of world-class ticketing systems, products and policies that provide convenience and accessibility for public transport customers.

Core services can be grouped into five branches:

- finance and procurement
- governance
- human resources
- information and communication technology
- internal audit.

Corporate Division

Ensures the department is an effectively functioning, resilient organisation with a high-performing, safe and capable workforce. Corporate division offers services and support to assist operational areas throughout the business. Key areas of focus include legislation and standards compliance, whole-of-government priorities, the delivery of TMR's Strategic Plan ([see glossary page 256](#)) aligned to branch and budget planning, and ELT direction.



Staff networking at the 2017 Procurement Forum.

GOVERNANCE ACROSS OUR ACTIVITIES

TMR leaders advocate their commitment to corporate governance by rigorously planning for its future, championing robust practices as part of key decision-making and planning processes, applying consistent and contemporary practices, promoting a culture of transparent and honest application, accountabilities clearly defined, documented and communicated, and actively managing corporate governance as a means of protecting the department's reputation.

TMR fosters the need to adhere to sound governance practices in its staff by establishing the correct arrangements and practices to manage our operations, achieve expected outcomes and discharge our accountability obligations.

Core principles TMR demonstrate include:

- accountability and transparency
- commitment to the system of government
- integrity and impartiality
- public defensibility
- promoting the public good.

With the leadership advocacy and governance arrangements in place, TMR has established the department to achieve its outcomes in such a way as to enhance confidence in the department, its decisions and its actions.

Organisational performance

Planning in TMR

At TMR our Strategic Plan (see page 6) underpins and guides our day-to-day business through the alignment of our branch business plans. Using our strategic and business planning processes, we effectively and efficiently deliver the six core objectives.

Performance monitoring

TMR measures progress on each objective and reports quarterly to ELT and in the Annual Report. Performance against the objectives are reported in the main body of this report and

against service standards in the department's 2017–18 Service Delivery Statements (see glossary page 256), and is presented in Appendix 2 (see page 235).

Key activities for the year include:

1. Developing a prototype for a new performance management system.

This initiative is a result of the current Corporate Measures Database being decommissioned. TMR has partnered with the private sector to develop a prototype cloud-based planning and performance management solution. The purpose of the prototype is to evaluate the effectiveness of the prototype in meeting TMR's performance requirements and to gather detailed analysis to support a business case to implement a permanent TMR-wide solution.

Some of the key benefits and features of the prototype include that it is:

- designed to empower business users to create and maintain their own planning models and reports
 - flexible, and includes the ability to add and edit new measures to support our ongoing work around performance measure improvement
 - cloud-based, making it accessible anywhere, anytime and on any device. It is a visual tool that has built-in dashboards and analytics for data visualisation (charts, graphs, maps), which can be customised depending on the audience.
2. A training strategy will be implemented to support the change management of the prototype performance management system and also to build planning and performance management capability across the department. This training will enable TMR employees to maximise the use of the software, learn new business processes specific to them, as well as adopt new ways of working.
 3. Continual improvement in our performance measures.
 - TMR is committed to investing in ongoing improvements to the way we plan, measure and track performance.
 - A key part of improving our performance management system is the development of meaningful measures that illustrate how TMR is achieving its objectives and delivering great outcomes for the community. As part of the annual review process, a thorough review of TMR's service delivery standards has been undertaken, which we publish as part of our budget papers. This review has resulted in a number of discontinued measures but also a number of measures were identified for further development to incorporate as future service delivery standards. This ongoing process of review and improvement will further build TMR's performance culture across the department.

4. Our Planning and Performance Network (PPN) is comprised of representatives from across TMR. This network provides advice to ensure business planning and performance management processes deliver on the needs of the stakeholders and are as efficient and effective as possible.

During the year, TMR worked with the PPN to:

- develop the business planning process and improvements to planning information on TMR's intranet
- review the work being done on the Anaplan prototype
- contribute to the planning community through TMR's intranet and PPN Yammer (see glossary page 256) group.

Our safety performance

Reporting on Workplace Health and Safety (WHS) allows the department to see how safety is managed and where improvement is needed. Safety reports for the department and branches are developed monthly. Every six months, the Safety and Wellbeing Plan report for the department and branches is released.

The statistical overview in Figure 11 indicates that the department is on target to reduce the severity of injuries incurred by employees, with lost working days expected to reduce from 1049 in 2016–17 to 944 in 2017–18 (a reduction of 10 per cent).

Graphical data is as follows, noting that data is subject to change in accordance with decisions made by WorkCover Queensland regarding the determination of compensatable claims. This may result in variations to historical data which have previously been published.

Figures 11–14 provide a snapshot of our performance over the last five years.

Figure 11: WHS Statistics Severity Rate (days lost per million hours worked)

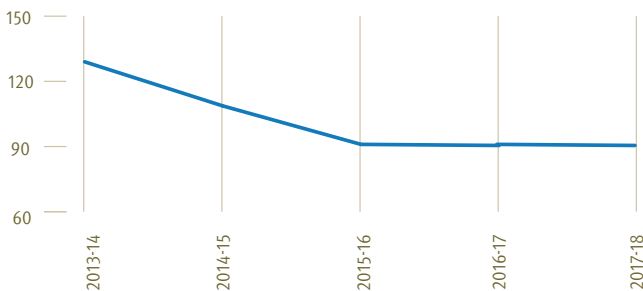


Figure 12: WHS Statistics Lost Time Injuries (LTI)

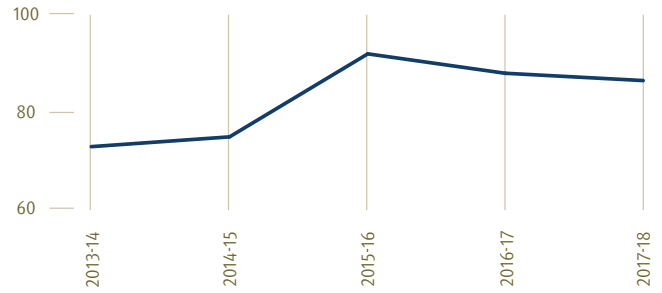


Figure 13: WHS Statistics Lost Time Injury Frequency Rate (LTIFR)

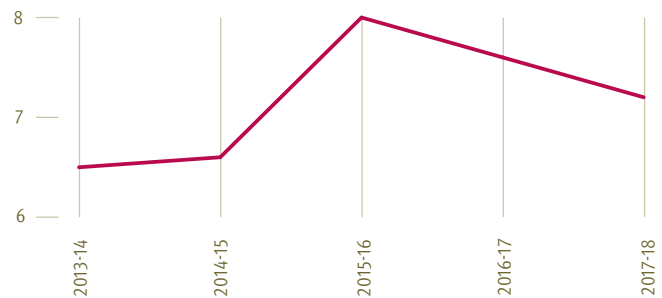
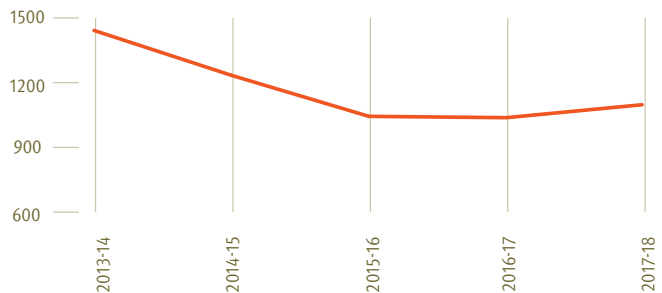


Figure 14: WHS Statistics Days Lost



Data sources: Workplace Health and Safety injury data sourced from TMR's enterprise safety management system. HR data for hours worked sourced from Transport and Main Roads' SAP enterprise resource management system.

Notes:

*Data is subject to change in accordance with decisions made by WorkCover Queensland regarding the determination of compensatable claims. This may result in variations to historical data that have previously been published.

Lost Time Injury (LTI) is an injury that results in at least one full shift being lost at some time after the shift during which the injury occurred.

Lost Time Injury Frequency Rate (LTIFR) is the number of lost time injuries per million hours worked.

Days Lost is the number of full work shifts lost for a lost time injury.

Severity Rate is the number of days lost per million hours worked.

Strategic Maintenance Plan

TMR currently owns 108 facilities across Queensland, ranging from office accommodation to customer service centres.

All TMR-owned facilities are included in a three-year audit program to establish maintenance needs, asset schedules for disposal/refurbishment, as well as special maintenance programs or initiatives, including asbestos management and removal. In developing the program, works are prioritised according to the risk of disruption to TMR's operational activities, preservation of building assets and budget. The capital works and maintenance budgets are reviewed monthly with additional funding requirements to meet any increase in demand articulated to ensure risks are appropriately managed and facilities across the portfolio are fit for purpose.

CASE STUDY

Body worn cameras

Leveraging a QPS project addressing digital evidence storage and management, TMR's marine compliance officers in the Brisbane and Gladstone regions have been trialling body worn cameras. The cameras are used during patrols, vessel inspections and marine and pollution investigations and look to improve safety for both members of the public and our compliance officers.

Body worn video is becoming an increasingly valuable tool within law enforcement agencies around the world. The technology is a key enabler to ensure an agency is accountable and transparent during interactions with clients and the public. Other benefits body worn cameras can provide include:

- improved digital evidence management and a reduction in associated administrative work
- improved information sharing, including to the public through the Right to Information process
- timely resolution of complaints
- improved situational awareness and decision-making ability during large-scale pollution incidents or natural disasters such as cyclones.

Results of the trial have been positive and a large-scale deployment of the technology across the State is being explored.

Risk management

Risk management is a key element of good corporate governance and is a fundamental part of managing our business.

TMR is developing capabilities in risk management to ensure consistent and effective assessment of risk across the department. We acknowledge that successful risk management will be achieved through the development of a culture where risk is mitigated with planning, and embedded into business processes.

Figure 15: TMR's risk management and planning overview

Risk management requirements – legislation, standards, governance	<ul style="list-style-type: none"> • <i>Financial Accountability Act 2009</i> • <i>Risk Management – Principles and Guidelines AS/NZS ISO 31000</i> • <i>TMR Governance Framework</i> • <i>Financial and Performance Management Standard 2009</i> • <i>Queensland Treasury Guidelines</i>
Roles and responsibilities	<ul style="list-style-type: none"> • Director-General • Executive Leadership Team • Audit and Risk Committee • General Managers • Risk Advisory Services Team • Risk Management Reference Group • TMR employees, including contractors
Resources	<ul style="list-style-type: none"> • TMR Risk Management Framework • Risk Management Organisational Policy • Risk Management Practice Guide • TMR Risk Registers • TMR Risk Management System • Tools and templates including risk registers

Risk management framework

TMR's risk management framework provides a structured approach to identifying, assessing and managing risks relating to its business operations and delivery of projects and programs. The framework aligns to the *Australian and New Zealand International Standard for Risk Management, AS/NZS ISO 31000*.

Risk management strategy

The objective of our strategy is ‘continually improving our risk management culture and capabilities’.

We achieve this by focusing on the following key areas:

- culture and capability
- process and delivery
- governance, assurance and compliance
- analytics, tools and technology.

Risk achievements

Key achievements in 2017–18:

- progressed the risk management strategy surrounding culture, capability, governance and technology
- progressed the risk management action plan. Key outputs included:
 - risk management activities and achievements were presented to the Audit and Risk Committee
 - risk management training was provided to staff
 - ELT undertook strategic risk management workshops.
- implemented Phase 1 of the TMR Risk Management System Project.

Risk management system

A new and contemporary risk management solution has been implemented to replace the use of Excel spreadsheets for managing risk. The TMR risk management system Phase 1 was launched in February 2018. TMR will benefit greatly from this enterprise solution through:

- improved visibility of risks, controls and treatments
- sharing of risk information across business areas to allow better insights and decision making relating to risks at all levels
- performing risk management functions and processes in a consistent manner
- providing easy access to real-time risk information
- enhanced risk analysis and reporting.

Phase 2 implementation will commence in 2018–2019 for program, project and team level risks along with associated training for staff.

Measuring procurement performance

TMR’s Procurement Performance Management Framework (see glossary page 255) directly supports the department in achieving the objectives outlined in the TMR *Strategic Procurement Plan 2016–2020*, enabling TMR to monitor progress in achieving results.

A first of its kind among Queensland Government agencies, the framework sets in place how measures are created, how success is measured, reporting requirements and governance criteria.

The framework provides a visual map of how objectives flow from the TMR *Strategic Procurement Plan 2016–2020* to the Procurement Balanced Scorecard, before breaking down each of the Customer, Finance, Capability and Process dimensions into 26 key performance measures. These key performance measures provide a snapshot of the health of the procurement function in TMR.

The framework provides process rigour in regards to data collection and collation, measurement calculation, benchmarking and reporting, while providing TMR’s leaders with a clear understanding of how the function is measured against stated objectives and providing the required flexibility to adapt should strategic priorities change.

This ultimately enables TMR to make more informed decisions in relation to the procurement function—delivering stronger value and results back to government and the Queensland community.

Queensland Procurement Policy implementation

On 31 July 2017, the Queensland Government introduced a revised *Queensland Procurement Policy* (QPP) aimed at prioritising Queensland businesses by focusing on local economic and employment opportunities. Recognising the government’s commitment to local Queensland suppliers, TMR implemented the QPP’s principles across its procurement policies, processes and delegations. For the 2017–18 financial year, TMR invested over \$8.67 billion with Queensland-based suppliers. This represents 86.38 per cent of TMR’s total procurement spend.

The QPP commenced on 1 September 2017, with full implementation required by 1 March 2018. Throughout this time, TMR fully implemented all aspects of the policy into our business and procurement frameworks, with the vision to deliver better outcomes for Queensland—not just compliance.

The implementation team developed comprehensive messaging and user support frameworks ahead of full implementation, working across TMR to deliver:

- 15 early adoption case studies
- 22 training sessions (delivered in face-to-face sessions and via skype)
- five training videos
- over 100 procurement documents updated
- over 300 procurement delegates trained.



TMR Staff attending a safety forum

As a result, TMR incorporates a range of local, social and innovative procurement objectives across its procurement activities. In addition to the case study below, another example of the QPP in practise is included in Darling Downs regional articles ([see page 74](#)).

Table 4: TMR addressable spend with Aboriginal and Torres Strait Islander, regional and Queensland vendors by financial year

	2016–17	2017–18
ATSI	\$33,056,002	\$35,370,115
Regional	\$1,379,761,492	\$1,832,123,088
Qld	\$4,450,597,064	\$5,517,756,048

Data source: Aboriginal and Torres Strait Islander vendor list supplied by the Department of Aboriginal and Torres Strait Islander Partnerships. Regional and Queensland vendors identified by applying SAP Vendor Master Data. Spend data sourced from TMR Spend Cube.

For more information on Queensland Government procurement policies and frameworks visit: forgov.qld.gov.au/procurement-resources

CASE STUDY

Local Help

An example of where TMR has successfully delivered early procurement policy results is the award of a multi-year warehousing and logistics contract valued at approximately \$1.65 million to Help Enterprises.

Help Enterprises is a local and social enterprise that creates employment opportunities and support for people with disability, and other disadvantaged groups. They will provide TMR with storage and distribution of bus stop materials, retail network marketing materials and school transport application forms. This outcome supports TMR’s commitment to our local suppliers and building prosperity for Queensland.

External scrutiny

Our operations are subject to regular scrutiny from external oversight bodies.

Auditor-General reports

In addition to his audit of the department's financial statements, during 2017–18 the Auditor-General conducted audits where recommendations were either specifically addressed to the department, were for all agencies to consider, or included learnings potentially applicable to the department.

These audits included:

- *Integrated transport planning* (Report 4: 2017–18)
- *Fraud risk management* (Report 6: 2017–18)
- *Confidentiality and disclosure of government contracts* (Report 8: 2017–18)
- *Finalising unpaid fines* (Report 10: 2017–18).

For more information visit: qao.qld.gov.au/reports-resources/parliament

The implementation status of recommendations are periodically monitored and reported.

In addition, the following audits includes coverage of the department's operations:

- Monitoring and managing information and communication technology (ICT) projects (issued July 2018)
- Delivery of shared services in Queensland (currently in progress).

Coronial inquests and recommendations

Under the whole-of-government coronial reporting arrangements, ministers are required to inform the Attorney-General, within six months of coronial findings being handed down, as to whether the recommendations are supported. Ministers must also provide progress updates until the recommendations are implemented.

Where recommendations are directed to more than one department, the Government is required to produce a single, coordinated response to the recommendation.

Thirty new recommendations were directed toward the department in the period June 2017–June 2018. The department's response, supported by the Minister for Transport and Main Roads, will be provided to the Attorney-General and published on the coroner's website by the Department of Justice and Attorney-General in the coming months. The department's report will provide an update on 38 recommendations in total.

The *Breakdown safety glovebox guide* (see glossary page 253) and other educational messaging relating to breakdown safety are examples of initiatives TMR made in response to a coronial finding recommendation.

For more information visit: courts.qld.gov.au/courts/coroners-court/findings

Parliamentary committees

Parliamentary committees review legislation, investigate specific issues and report to the Parliament. Some committees also have continuing roles to monitor and review public sector organisations or keep areas of the law or activity under review.

The committee which relates to the Department of Transport and Main Roads' portfolio is the Transport and Public Works Committee.

In relation to its areas of responsibility, the committee:

- examines Bills to consider the policy to be enacted
- examines the estimates of each department
- examines Bills for the application of the fundamental legislative principles set out in section 4 of the *Legislative Standards Act 1992*
- considers the lawfulness of subordinate legislation
- assesses the public accounts of each department in regard to the integrity, economy, efficiency and effectiveness of financial management by:
 - examining government financial documents
 - considering the annual and other reports of the Auditor General.
- considers departments' public works in light of matters including the:
 - suitability of the works for the purpose
 - necessity for the works
 - value for money of the works
 - revenue produced by, and recurrent costs of, the works, or estimates of revenue and costs

- present and prospective public value of the works
- procurement methods used for the works
- actual suitability of the works in meeting the needs in and achieving the stated purpose of the works.

The committee may initiate an inquiry into any matter it considers appropriate within its portfolio area.

The committee must investigate any issue referred to it by the Legislative Assembly or under an Act, whether or not the issue is within the committee’s area of responsibility.

The committee conducted the following parliamentary inquiries relating to the TMR’s portfolio in 2017–18:

- *Heavy Vehicle National Law Amendment Bill 2018*
- Report No. 4, 56th Parliament—*Heavy Vehicle National Law and Other Legislation Amendment Bill 2018*
- Report No. 1, 56th Parliament—*Tow Truck and Other Legislation Amendment Bill 2018*
- Auditor-General reports referred to the committee for consideration
- examination of portfolio subordinate Legislation
- consideration of 2017–2018 portfolio budget estimates.

Integrity Commissioner

The Integrity Commissioner provides TMR with written advice to the Director-General and senior executives on ethics or integrity issues. The commissioner also maintains a strong commitment to raise public awareness of ethics or integrity issues by contributing to public discussions of these issues relevant to the Integrity Commissioner’s functions.

TMR’s Ethical Standards Unit (ESU) provides advice to the Integrity Commissioner about matters involving lobbyist activity between TMR officers and registered lobbyists. We maintain a TMR Register of Contact with Lobbyists and receive notifications of contact with registered lobbyists from TMR divisions and maintain a record of the notified instances of contact with registered lobbyists in accordance with section 72A of the *Integrity Act 2009*.

For the 2017–18 reporting period, ESU received two notifications of lobbyist-related activity with TMR officers.

Crime and Corruption Commission reports

TMR and the Queensland Government maintain their commitment to the people of Queensland to act with integrity, accountability and consultation. We do this by discharging statutory obligations contained in various pieces of legislation administered by the Director-General so that we respond appropriately to any allegations of corrupt conduct and serious misconduct.

We maintain an ESU and other integrity functions within the agency to enhance public confidence and embed a culture of integrity.

TMR is committed to the highest ethical standards. We have the necessary tools and resources available to our staff so that they make sound and ethical decisions while at work. Our focus is ensuring our people possess the knowledge to act ethically and to report wrongdoing should it arise.

We maintain strong partnerships with Queensland’s Crime and Corruption Commission for this purpose and recognise that eliminating corruption must be core business for all public sector agencies.

Ethical decision making

TMR illustrates its commitment to ethical decision-making by offering an online and mandatory ethical decision-making training tool, ‘Which Way Would You Go’ (WWWYG). This tool provides annual education and training about making good decisions which are based on the ethics principles and values contained in the *Public Sector Ethics Act 1994*.

WWWYG and our online ethics resources advance TMR’s commitment to the public service principles and values as outlined in the code of conduct for the Queensland public service. TMR also delivers an ethical awareness program of work named *Ethics at TMR—Your Reputation, Your Choice*, which involves face-to-face ethical standards training for staff at which key ethics messages are shared and discussed.

These ethics initiatives assist in improving the ethical profile of TMR and enhance TMR’s zero tolerance stance to wrongdoing and corrupt conduct. These tools discharge a statutory obligation imposed upon the Director-General to make available ethics education materials to all TMR officers so they can all make decisions that are open, honest and can withstand scrutiny.

Annual report awards

TMR received its fifth gold award from the Australasian Reporting Awards (ARA) for the 2016–17 Annual Report. This award recognises transparency and excellence in reporting by setting best practice benchmarks. TMR is the only department in the Queensland Government to receive five gold awards. This exemplifies our commitment to Queenslanders to act transparently and optimise our performance.

The full list of TMR annual report awards include:

- Gold Award: 2016–17, 2015–16, 2014–15, 2013–14, 2010–11
- Silver Award: 2012–13, 2009–10
- Special Category—Governance: 2015–16 Finalist.



Ms Anita Hansen, General Manager (Governance) accepting the gold award for the 2016–2017 Annual Report from Professor Suresh Cuganesan, ARA Chair.

Queensland Ombudsman

TMR maintains a cooperative and effective working relationship with the Queensland Ombudsman (QO). We have a central liaison and coordination point for QO inquiries—managing the interface between the two agencies—in addition to managing all ‘disclosures’ received by the agency pursuant to the provisions of the *Public Interest Disclosure Act 2010*.

TMR also provided submissions to the strategic review of the QO assisting this independent inquiry in to the QO’s operational efficiency and functionality.

Associated authorities

We work collaboratively with two statutory authorities, four government-owned corporations (GOC) and one publicly owned private (Pty Ltd) company. TMR provides strategic advice to the Minister for the Ports and Gold Coast Waterway Authority.

Statutory authorities

- Gold Coast Waterways Authority
- Queensland Rail.

Government-owned corporations

- Far North Queensland Ports Corporation Limited (Ports North)*
- Gladstone Ports Corporation Limited (GPCL)*
- North Queensland Bulk Ports Corporation Limited (NQBP)*
- Port of Townsville Limited (POTL).*

*Government-owned corporation with shareholding ministerial obligations.

Publicly-owned private company

- Transmax Proprietary Limited**

**The DirectorGeneral of TMR is the company’s sole shareholder.

Gold Coast Waterways Authority

The Gold Coast Waterways Authority was established to strategically plan for, facilitate and manage the development and use of Gold Coast waterways. The authority manages the waterways south of the Logan River to the New South Wales border.

For more information visit: gcwa.qld.gov.au/about/our-publications

Queensland Rail

Queensland Rail is a statutory authority and operates in accordance with the *Queensland Rail Transit Authority Act 2013*. It is responsible for the operation of passenger rail services and ensuring that supporting rail infrastructure (see [glossary page 255](#)) remains safe, reliable and at a fit-for-purpose standard.

The Rail Transport Service Contract between TMR and Queensland Rail governs the funding arrangements for new rail infrastructure, maintenance of the existing rail network and the provision of both South East Queensland and regional long-distance passenger rail services.

For more information visit: queenslandrail.com.au/about%20us/Pages/AnnualReports.aspx

Transmax

Transmax Pty Ltd is an unlisted Australian company incorporated in 2002. Transmax is wholly owned by TMR and is governed by an independent board of directors. The shareholder is the Director-General of TMR.

For more information visit: transmax.com.au/who-we-are/media/

Shareholding ministers

The listed ports corporations are GOC governed under the *Government Owned Corporations Act 1993* (GOC Act).

Each GOC must fulfil its obligations and keep the shareholding minister(s) reasonably informed of the operations, financial performance, financial position and governance of the company and its subsidiaries.

The companies must report in a timely manner on all issues likely to have a significant financial or operating impact. Each must also develop a Corporate Plan, Statement of Corporate Intent and table an annual performance report each year which is available on their website.

Right to information

TMR is committed to providing the community with open and transparent access to information and supports the proactive release of information. Our website contains various publications and pages detailing the type of information that is available via either an administrative access or publication scheme or the department's disclosure log.

Proactive disclosure increases the flow of information into the community without the need to make a formal application under a legislative authority such as the *Right to Information Act 2009* (RTI Act) or the *Information Privacy Act 2009* (IP Act).

The department routinely assesses its administrative access schemes and the type of applications made under the RTI and IP Acts to identify information that may be suitable for administrative access. As an example, a high volume of requests for limousine and taxi licence values were previously processed under the RTI Act. However, following a review, this information is now available for the community to access, use and share via the whole-of-government open data website.

Applications for documents not containing an applicant's personal information are processed under the RTI Act, and requests for documents for an applicant's personal information being processed under the IP Act. Details on how to make a formal application requesting access to documents under the RTI Act or the IP Act are available on our website: tmr.qld.gov.au/About-us/Right-to-Information.

The most common types of applications the department receives are requests for access to documents relating to vehicle registration, passenger transport, roadworks (see [glossary page 256](#)) and our major construction projects. In 2017–18, TMR received 742 valid applications under the RTI and IP Acts. TMR completed 725, with the remaining applications to be finalised in 2018–19.

Details of the applications received by the department under the RTI Act are published on our disclosure log. Where possible, released documents are also published, which can be found at: tmr.qld.gov.au/About-us/Right-to-Information/Disclosure-log.

Information privacy

TMR is committed to protecting the personal information it holds in accordance with its obligations under the IP Act. The IP Act regulates how personal information is collected, stored, used and disclosed by all Queensland Government agencies and its contracted service providers.

If personal information is lost, misused, or treated carelessly it impacts directly on individuals, which in turn can damage the department's reputation. In providing our services we ensure the personal information entrusted to us is managed in a fair, secure and ethical manner.

To ensure compliance with the Information Privacy Principles, the department actively conducts privacy impact assessments to factor in privacy when planning and delivering projects that involve personal information. In 2017–18, over 20 Privacy Impact Assessments were conducted and, by doing so, we have strengthened our commitment to best privacy practice.

For more information visit: tmr.qld.gov.au/Help/Privacy

QPS access to digital photos

Under the *Transport Planning and Coordination Act 1994*, TMR had granted QPS access to 118,223 digital photos with 38 TMR manually released images. On 7 March 2018, the *Transport Planning and Coordination Act 1994* was amended. Due to this change reporting on access to digital images data will no longer be required in future annual reports.

Data Source: QPS Cyber Security Response Auditing Team

Complaints management

TMR recognises constructive feedback is essential to help us provide excellent services to the community at every interaction. We are committed to managing complaints effectively to improve decision making and increase accountability in government.

Our complaints management system (CMS) complies with the *Public Service Act 2008* (Section 219A) (the Act) and the guiding principles of the Australian/New Zealand Standard *Guidelines for complaint management in organizations* (AS/NZS 10002:2014). The Office of the Queensland Ombudsman reviewed the operation of our CMS for the 2017–18 period and found it to be compliant with all legislative and standard requirements.

As required under the Act, the department publishes information about complaints for each financial year period. For 2017–18, TMR received 45,820 customer complaints, which is consistent with the annual complaint volumes over the past five years.

Figure 16: complaints received by TMR

Year	Complaints Volume
2012–13	30,880
2013–14	55,001
2014–15	47,653
2015–16	37,314
2016–17	48,642
2017–18	45,820

Data source: Data source: TMR Complaints Management System

Based on the Australian/New Zealand Standard TMR have implemented a number of improvements to further strengthen the system. To ensure the CMS is accessible to all customers,

TMR released a compliments and complaints brochure in November 2017, which is available in customer service centres and offices across the State. This brochure has been well received by regional customers and provides another mechanism for feedback. We have also expanded complaints training programs, with 95 staff participating in training on complaints processes during 2017–18.

Complaints information helps TMR to continually learn, innovate and improve services. For example, as part of the formless customer applications project and as a result of customer feedback about the complexity of existing forms, a number of our licensing services are in the process of being rolled out in a paperless form (see page 96).

For more information visit: tmr.qld.gov.au/About-us/Contact-us/Compliments-and-complaints

Internal audit

Internal audit is a key component of our corporate governance. The function operates under a charter consistent with the Institute of Internal Auditors' standards and approved by TMR's Director-General.

The Chief Auditor is directly accountable to the Director-General for leading an effective and efficient internal audit function and for ensuring the internal audit activity meets its objectives and adds value to TMR. This includes the implementation of risk-based strategic and annual internal audit plans, and coordinating audit activities with the external auditors, Queensland Audit Office (QAO), to best achieve appropriate audit objectives for the department.

The Chief Auditor reports regularly to the Audit and Risk Committee (see page 135), which reviews the work of the internal audit function. The relationship with the committee is based on *Queensland Treasury's Audit Committee Guidelines*.

The Internal Audit team has a central role in improving operational processes and financial practices by:

- assessing the effectiveness and efficiency of departmental financial and operating systems, reporting processes and activities
- identifying operational deficiencies and non-compliance with legislation or prescribed requirements
- assisting in risk management and identifying deficiencies in risk management

- bringing a broad range of issues to management’s attention, including performance, efficiency and economy
- monitoring whether agreed remedial actions are undertaken.

Table 5: Internal Audit team experience at 30 June 2018

0–5 years	5–10 years	10–20 years	> 20 years
0%	13%	47%	40%

Data Source: Internal Audit Workforce Profile

During the past year, Internal Audit:

- developed and delivered a risk-based annual plan of audits approved by the Director-General and completed 29 audit reports, covering assurance about, and improving effectiveness of controls, systems, project management, operations and risk management
- continued an increased audit focus on improving business performance, with 39 per cent of recommendations having a primary focus on improving operations and/or processes
- engaged with the Audit and Risk Committee about proposed audit plans and their alignment to the risks of the department
- provided advice and assistance on key projects and initiatives
- monitored and reported on the implementation of agreed audit recommendations
- maintained an effective working relationship with QAO.

CASE STUDY

Employment screening

The department maintains the Risk Management Strategy (see page 144) for roles with child-related duties (Blue Card). Procedures are in place to ensure employees who carry out child-related duties are blue card holders and understand their obligations in providing a safe and supportive environment for children and young people. Our Internal Audit team has reviewed and confirmed our practices are effective in relation to blue card screening.

During 2017–18, 837 criminal history checks were completed through our employment screening process. TMR have implemented recommendations made by the audit to improve the effectiveness of criminal history screening practices associated with recruitment activities, and when existing employees move into a role identified as requiring a criminal history check. Delegates now have more comprehensive guidance regarding assessing a role for criminal history screening and there is more efficient monitoring of positions that require a screening.



TMR Staff attending the Corporate Division Forum.

USING TECHNOLOGY TO ADAPT

TMR is continually looking to take advantage of technological advancements to create efficiencies in our operations, as well as to improve our customer interactions. We adopt digital tools and approaches to position TMR to be efficient and agile in operating our business and delivering our services, as shown by the examples included in this section.

Information systems and records management

TMR continued its commitment to quality information and records management through the provision of new, risk-based policies and practices to support sound decision making, accountability, and compliance that reduces the reliance on paper records through automation and digitisation.

TMR is committed to meeting its responsibilities under relevant legislation, Queensland State Archives policies and best practice methods as outlined in applicable International Standards. This is achieved through implementation of a number of policies including:

- Records Management Policy
- Information Security Policy
- Email Use Policy
- Use of ICT Facilities, Devices and Services Policy.

The policies are supported through a range of online and face to face training for staff including:

- Introduction to Records Management Policy (mandatory)
- Use of ICT Facilities and Devices - Information security training (mandatory)
- Which Way Would You Go—Ethical Standards training (mandatory)
- Using Social Media (mandatory)
- Information Security
- Ethical Standards awareness.

Regular reports are provided to the Executive Leadership Team detailing staff completion rates of mandatory training.

The department currently manages around 18 terabytes of digital public records and 294,740 boxes of physical records in secondary storage.

All departmental records are retained in accordance with retention and disposal schedules approved by Queensland State Archives. The current approved schedules in use by TMR are:

- General Retention and Disposal Schedule (GRDS) for common and administrative records created by all Queensland Government agencies.
- Transport and Main Roads Sector Retention and Disposal Schedule—Queensland Disposal Authority Number 474 (QDAN 474) for core business records generated by the Transport and Roads public authorities.
- Maritime Safety Sector Retention and Disposal Schedule—Queensland Disposal Authority Number 690 (QDAN 690) for core business records generated by Maritime Safety public authorities.

Integrated Records and Information System

A cloud-based electronic document and records management system (eDRMS) solution is planned for roll out across the department. The Integrated Records and Information System (IRIS) aims to improve document and record management experience through enhanced functionality and usability. It is currently in User Acceptance Testing with plans to go live with a small pilot group in 2018–19. IRIS also incorporates a purpose-built executive correspondence system currently undergoing early stages of testing and will provide fully automated records management for executive correspondence.

CASE STUDY

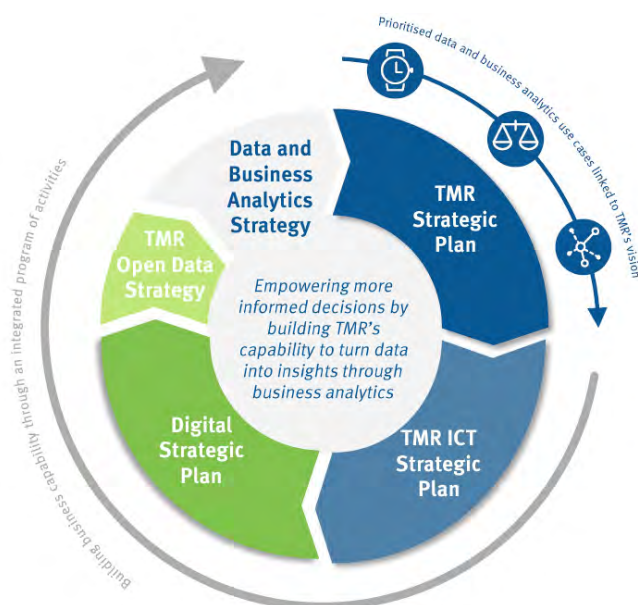
Preparing TMR for the digital future

The department's *Paper-Lite 2020 Strategy* for documents and records is moving TMR from a traditional, high-cost, paper-based recordkeeping culture to one that is value-driven, with digital recordkeeping embedded in all TMR processes, procedures and business systems. This will ensure a focus on our most important records with a less complex and more efficient experience for the end user, which will result in more information available for business and cultural purposes.

The transformation to paper-lite has already begun with TMR taking a risk-based and sustainable approach by mapping the department's records into a consolidated Retention and Disposal Schedule (RDS). The department has built on the RDS to assist users to determine

if something is a high, medium or low value and subsequently identify compliant fit for purpose design controls.

A key piece of work for TMR is to actively reduce the high cost and impact of outdated, paper-based recordkeeping by reviewing and processing 83,700 unmanaged boxes in secondary storage. The project commenced in February 2018 and of the records sampled to date, 75 per cent have passed their retention dates so will be disposed of. TMR has also made some exciting discoveries, such as an engineer's cardboard slider from 1937 that was used to determine bridge widths. Interestingly the slider included an allowance for bicycles to determine lane options used in the building of the old Victoria Bridge.



The Data and Business Analytics Strategy will support TMR to deliver on its strategic plan.

Data and analytics strategy

The next 40 years will see more data-driven transformation of society and our economy than the past two centuries combined.

Harnessing the value of these changes is crucial for TMR. To achieve this, TMR have developed its first *Data and Business Analytics Strategy 2017–2022*. The strategy aims to leverage new technology and data to deliver improved customer outcomes and a transport network that continues to connect Queensland, now and into the future.

The strategy sets out a number of priority use cases for data and business analytics that support TMR's vision and will bring together different areas of the department to achieve common outcomes focused firmly on the future. These include focusing on streamlining processes from idea to insight, creating a catalogue of accessible data, enabling fit-for-purpose technology and organising for success.

The strategy contains a well-defined roadmap and action plan, setting a vision for transforming the way decisions are made by putting data and business analytics at their centre.

For more information visit: tmr.qld.gov.au/About-us/Corporate-information/Publications

Mobile technology solutions

Go Everywhere, Connect Online

Developed in collaboration with Gruntify in early 2017 and released in May 2017, mobile application ([see glossary page 253](#)) GECO (Go Everywhere, Connect Online) is a mobile solution used by the department to digitally capture information on the-go. It currently hosts 21 different forms and data capture tools used by TMR every day. Since its release, more than 410 mobile users have lodged in excess of 21,429 forms and 50,856 images.

GECO offers our crews:

- safety interactions—used to capture photos and discussions between a manager/supervisor/safety leader and a worker or group of workers about safety issues or behaviour. Some 989 interactions have been generated during 2017–18
- safety inspection report—allowing users to add pictures identifying any hazard. In 2017–18, 389 inspections were carried out
- environmental inspection report—used to record details on fortnightly/monthly project site inspections to adhere to environmental guidelines, with 370 inspections carried out in 2017–18
- damaged street light—allows the user to geotag pictures to a specific location, with 44 carried out in 2017–18
- traffic signal operation check—allows teams to identify, geotag and report on the condition of traffic signals, with 26 completed in 2017–18

- street lighting LED replacement—provides the project team and customer with images and geotag locations for street lights upgraded with LEDs. Some 2386 records have been captured in 2017–18.

Data source: RoadTek Systems Reports

Recording Asset Damage and Restoration app

TMR has successfully implemented a mobile application to expedite the process of collecting and managing damage evidence and data following natural disasters.

Since the onset of Ex-TC Debbie in March 2017, more than 65,000 images of damage to the state-controlled road network have been captured in the Recording Asset Damage and Restoration (RADAR) app by 240 users. A total of approximately 600 users have the RADAR app (see glossary page 253) ready for use in future disasters.

The RADAR app was developed to enable TMR to collect mandatory photographic evidence with GPS data, which is required to prove the eligibility of disaster recovery works under the NDRRA (see glossary page 255).

The RADAR initiative has two components:

- RADAR app—used on mobile devices to capture photos and data in the field via a simple site form, then it saves this data to the cloud
- RADAR desktop—where the data can be instantly downloaded, managed and reports generated.

The RADAR mobile app is helping TMR collect information more quickly and easily in the field by reducing manual data entry, which will ultimately speed the recovery process for the community.

The RADAR app is used to capture and manage evidence of disaster damage on TMR's road network.



Recording Asset Damage and Restoration app

Link to Microsoft video on RADAR: youtube.com/watch?v=-qeg-GBQb4U

Open data

In 2017–18, the Queensland Government published its first open data policy statement and reiterated its commitment towards open data. In line with the release of this policy, TMR has revised its departmental Open Data Strategy and adopted the six principles from the international open data charter.

TMR has also conducted its second open data maturity assessment and renewed its commitment to an annual cycle of assessment and action planning to further mature its open data program. Significant progress was made towards the completion of specific activities from the first action plan. Overall, these efforts have raised TMR's total maturity score from 27 to 44, a 160 per cent increase within 12 months.

With a growing collection of 252 datasets, TMR is among the largest contributors to the Queensland Government's open data portal. Datasets we publish empower our customers to make informed decisions about how and when they travel and enable our partners and industry to help us deliver better traffic and transport services for Queensland.

To view the department's open datasets visit: data.qld.gov.au/organization/transport-and-main-roads

ICT Procurement Engagement

During 2017–18, TMR strove to create better partnerships with its ICT suppliers through industry engagement events and a new external e-newsletter called *ICT Bytes*. Published every four months, the e-newsletter showcases TMR's focus on delivering innovative, customer-centric and future-focused products and services to our customers, business partners, government and potential employees.

The department held a strategic forum in October 2017 to share information about planned ICT initiatives. Attendees appreciated this insight and the opportunity to ask TMR's ICT leaders questions about the department's ICT direction.

A subsequent workshop in December 2017 focused on making TMR's ICT procurement process more collaborative, streamlined and innovative. Current and potential suppliers from a variety of market segments worked with TMR to identify how procurement could release value earlier, reduce effort and

take advantage of emerging technologies. As one of the first Queensland agencies to leverage the Australian Government Digital Marketplace, TMR continues to look at improving business by experimenting with new opportunities as they emerge.

Information Security Plan

TMR manages critical infrastructure and sensitive information assets for Queensland and is committed to ensuring the confidentiality, integrity and availability of these assets in a changing security threat landscape.

The TMR Information Security Plan provides a risk-based approach to prioritise information security resources to ensure assets are adequately protected. To ensure TMR was 'cyber ready' for GC2018 the following activities were undertaken:

- self-assessments to identify areas of improvement
- improved preventative and detective security controls, such as implementation of multifactor authentication and threat intelligence working with trusted partners
- continuous vulnerability scanning and penetration testing against critical systems.

TMR has progressed the development of a three year Information Security Strategy (2018–2020) including a detailed 12-month roadmap to continuously improve TMR's security awareness, capabilities and controls.

ICT Asset Disaster Recovery Plan

It is vital that TMR's integrated transport network is accessible in times of disruptive events. The availability of ICT systems is critical in ensuring TMR provides essential ICT services to the community and to support frontline departmental services.

The department undertakes an annual disaster recovery testing program against critical ICT assets to ensure recovery processes and procedures meet business requirements. This includes confirming the resilience and recovery capabilities for TMR's key enabling infrastructure and applications, data and voice networks, and confirmation of crisis management processes and procedures.

Throughout 2017–18, TMR also committed significant investment to upgrade and improve the resilience of core ICT infrastructure assets to provide additional disaster recovery capability during the GC2018.

Investment program gated reviews

Building TMR's capability in program management has been a focus throughout 2017–18. A key improvement saw TMR preparing investment program blueprints and program plans articulating the vision for transport infrastructure outcomes and benefits, and the plan for how they will deliver them over a 10-year period. The blueprints were developed collaboratively across the department and collectively contribute to TMR's vision of a single integrated transport network accessible to everyone.

Commencing in 2017, TMR commenced gated reviews of investment programs. Making significant progress between August 2017 and February 2018, all first round gated reviews have been completed. These reviews will continue on an annual basis to provide assurance that transport infrastructure investments will deliver positive outcomes for Queensland communities in alignment with TMR's Strategic Plan.

3PCM implementation

The Portfolio, Program, Project and Contract Management (3PCM) system implementation project has two key objectives, which are to:

- define and implement standards, consistently applied processes for planning, managing and delivering the transport infrastructure portfolio across the domains of portfolio, program, project and contract management
- source and implement an integrated, strategic ICT solution that supports the business process and rules and enables a transition away from legacy applications.

In May 2015, TMR entered a 10-year contract with Accenture for the implementation and ongoing support of the 3PCM solution.

Following Release one (June 2016) and Release two (March 2017), the implementation project closed in December 2017, within the budget of \$47.8 million.

Now in operation, the program has:

- over 1500 statewide users
- over 21,000 automatic monthly financial transactions
- published the *QTRIP 2018–19 to 2021–22* (see page 29) outlining approximately \$21.7 billion of works.

Six legacy systems along with support dependencies are also in the process of, or have been decommissioned.