

Our Organisation

Highlights

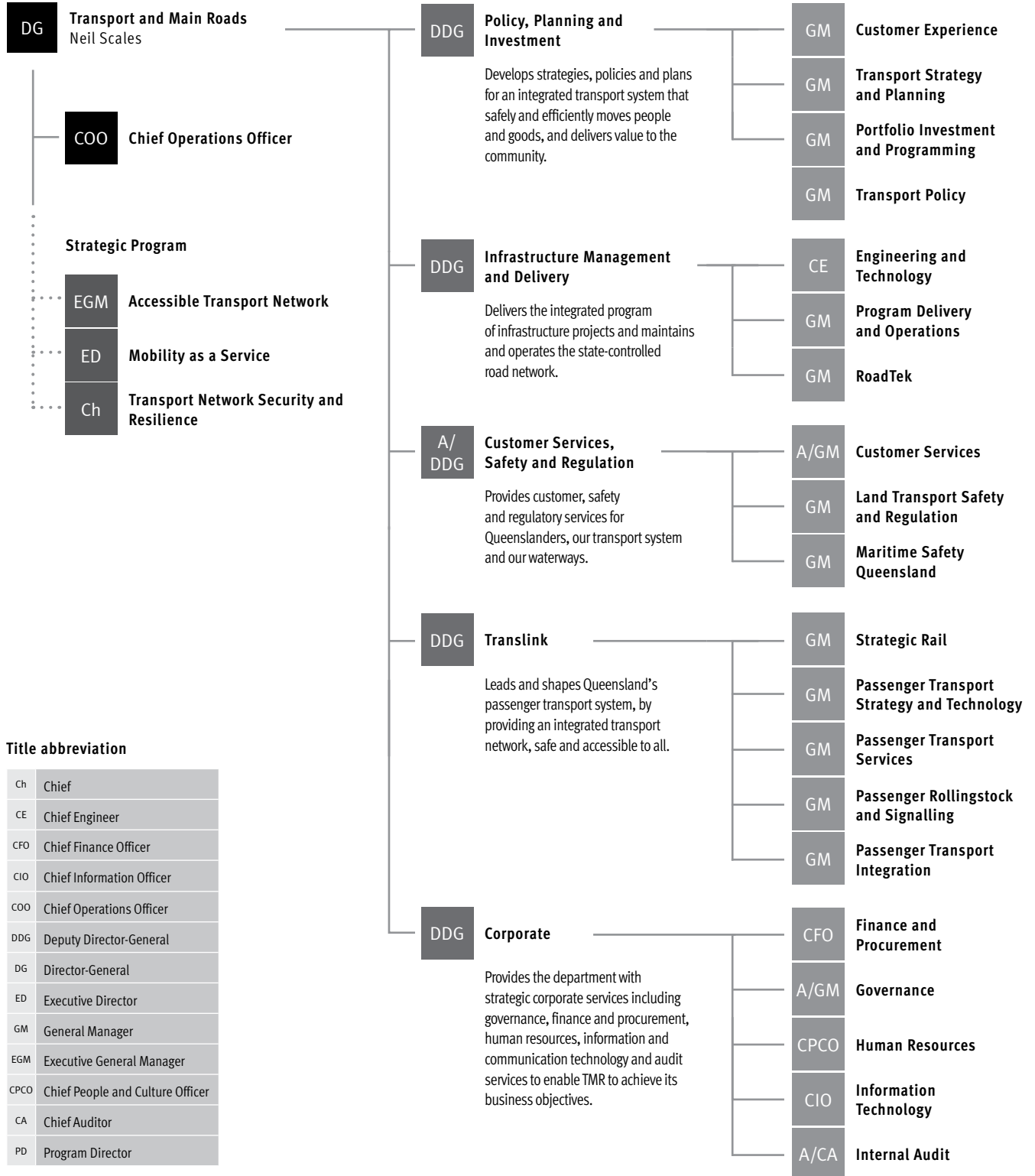
- Reviewed the impacts of COVID-19 and broader talent challenges on the TMR workforce.
- Developed and implemented a new mandatory online course to provide employees with a comprehensive awareness of information privacy and how it applies to day-to-day responsibilities.
- Awarded 2534 contracts to Queensland suppliers through strategic procurement activities, that injected \$4.1 billion directly to local economies including \$2.4 billion to 2792 regional suppliers and \$51 million directly to First Nations businesses.
- Developed the *TMR Fleet Strategy 2022–2027* to ensure TMR's fleet of vehicles meets business requirements, accessibility needs, and are environmentally friendly.
- Completed 35 internal audit reports, covering assurance and improving effectiveness of controls, systems, project management, operations, and risk management.
- Managed 19 human rights complaints, reflecting on outcomes to improve the TMR's decision-making processes.
- Assisted with Parliamentary inquiries into vehicle safety, standards and technology (including engine immobiliser technology) and two infrastructure projects.
- Updated the *Risk Management Framework* and revised the Risk Appetite Statement to consider levels of acceptance and tolerance in pursuit of TMR's strategic and operational objectives.



To read more about the strategies and indicators of success linked to these strategic priorities, see pages 10–13.

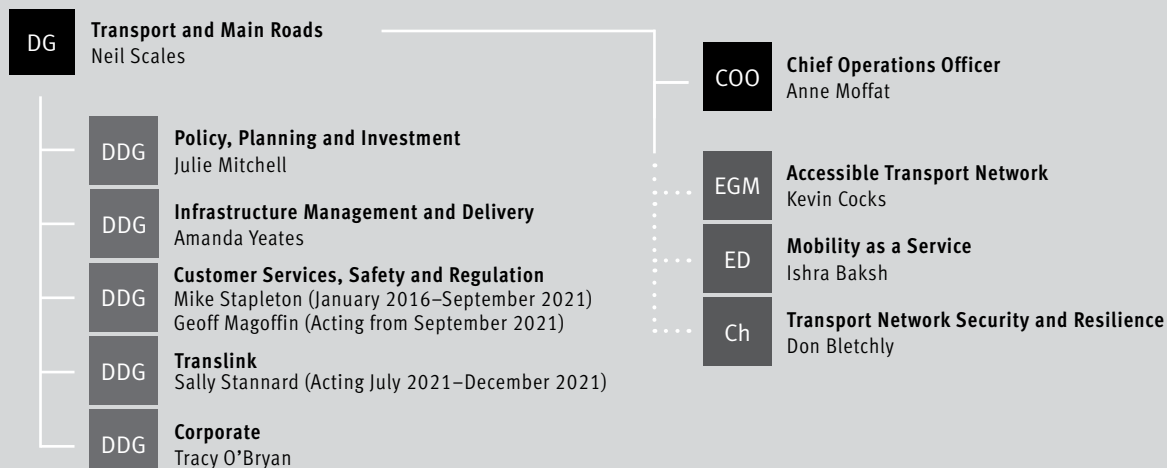
Management and structure

Organisation Chart as at 30 June 2022



Title abbreviation

Ch	Chief
CE	Chief Engineer
CFO	Chief Finance 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
CPCO	Chief People and Culture Officer
CA	Chief Auditor
PD	Program Director



Neil Scales OBE Director-General (Transport and Main Roads)

ONC (Eng), HNC (EEng), BSc (Eng), C.Eng (UK), MSc (ContEng&CompSys), DMS, MBA, FIEAust CPEng, EngExec, NER APEC Engineer Int PE (Aus), Hon FLJMU, FIMechE, FIET, FICE, FCIT, FILT, FRSA, FIRTE, FSOE, RPEQ, MAICD, VFF

- Appointed as Director-General January 2013
- Champion for Accessibility
- Champion for Domestic and Family Violence Awareness
- Champion for Privacy
- Champion for Safety
- Government Champion for Woorabinda

Under the *Financial Accountability Act 2009*, the Director-General is accountable to the Minister for Transport and Main Roads and the Premier of Queensland for the efficient, effective and financially responsible performance of the Department of Transport and Main Roads. He leads the department with an operating budget of almost \$10 billion, capital budget of \$3.7 billion and managed assets worth \$86 billion.

Former positions:

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

Along with over 40 years' experience in the transport industry, Neil received the Order of the British Empire for services to public transport in 2005 and in 2011 was awarded an honorary Fellowship from Liverpool John Moores University for his services to the region. Neil is a Vincent Fairfax Fellow after successfully completing a course in Ethical Leadership. In 2021, Neil was awarded the Roads Australia John Shaw Medal in recognition of his outstanding contribution to roads in Australia.

Anne Moffat Chief Operations Officer

BBus, FSBCQ, MAICD

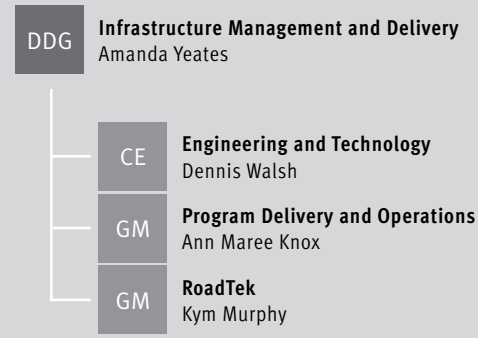
- Appointed as Chief Operations Officer in December 2018
- Champion for Gender Equity

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

Former positions:

- Project Director South East Queensland Asset Management (Infrastructure Management and Delivery)
- Executive Director, State Services (Department of the Premier and Cabinet)
- Executive Director (Planning Management, Planning and Investment)
- Executive Director, Strategy and Policy (Passenger Transport)

Anne has more than 20 years' experience across both state and local government in Queensland. She has held a number of senior roles across the infrastructure programming and delivery areas, as well as urban and regional planning. She has delivered a number of large policy and engagement projects, plus reform agendas.



Julie Mitchell
Deputy Director-General (Policy, Planning and Investment)

BE, MBA, MEnvMan, FIEAust, RPEQ, GAICD, PSM

- Appointed as Deputy Director-General (Policy, Planning and Investment) March 2018
- Champion for Innovation and Digital Capability
- Registered Professional Engineer, Fellow of Engineers Australia
- Public Service Medal Recipient 2018

Julie sets the future direction of the transport system in Queensland. She defines and shapes the long-term vision, key strategies, policies and plans for TMR’s integrated transport network. Julie drives the planning, economic and sustainability policy solutions that support the safe and efficient movement of people and goods, while driving value and a positive customer experience for the community.

She ensures the investment across road, rail and public transport, active transport, and freight networks is balanced as part of a single integrated transport network.

Julie is a highly respected leader with over 30 years’ civil engineering experience which covers a broad range of transport related engineering and leadership roles including Chief Engineer for eight years.

Amanda Yeates
Deputy Director-General (Infrastructure Management and Delivery)

BE (Civil), RPEQ, FIEAust, CPEng, EngExec, NER, APEC Engineer, IntPE(Aus), MAICD

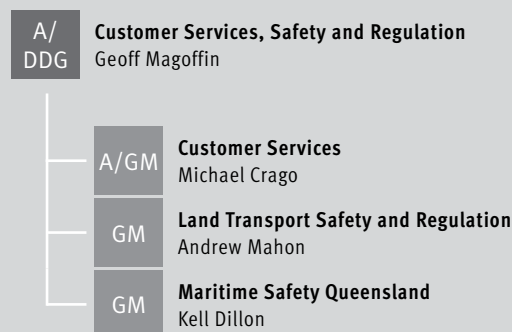
- Appointed as Deputy Director-General (Infrastructure Management and Delivery) July 2018
- Registered Professional Engineer, Fellow of Engineers Australia
- Champion for Health and Wellbeing

Amanda oversees the delivery of the integrated program of infrastructure projects and the maintenance and operation of the state-controlled road network. This includes delivery of the majority of the department’s \$29.7 billion program of works over four years (QTRIP 2022–23 to 2025–26).

Former positions:

- General Manager (Program Delivery and Operations)
- General Manager (Integrated Transport Planning)
- Regional Director (North Coast and Wide Bay Burnett)
- Deputy Regional Director (Metropolitan Region)

With over 20 years’ civil engineering experience, Amanda sets and leads the strategic direction for best practice infrastructure management and delivery and the department’s role in driving economic vibrancy and shaping local communities.



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

BBus, MPA, MANCAP, MNRSS, MAustrroads, MQLCSG

- Appointed as Deputy Director-General (Customer Services, Safety and Regulation) January 2016 to 17 September 2021
- Champion for Inclusion and Diversity

Mike oversaw the delivery of safety, regulatory and transactional transport services for the department. This division is critical to TMR's current and future transport system, managing the State's regulation, marine, road safety and frontline services for Queenslanders.

Former positions:

- Deputy Director-General (Infrastructure Management and Delivery)
- General Manager (Land Transport Safety)

Mike worked in the state public transport sector in finance, general management, and transport safety roles for more than 20 years, delivering key road safety initiatives including graduated licensing, alcohol interlocks and immediate suspension for reoffending drink drivers, and the expansion of the Camera Detected Offence Program.

Geoff Magoffin A/Deputy Director-General (Customer Services, Safety and Regulation)

MBA, GradDipBusAdmin, GradCertMgt, GAICD

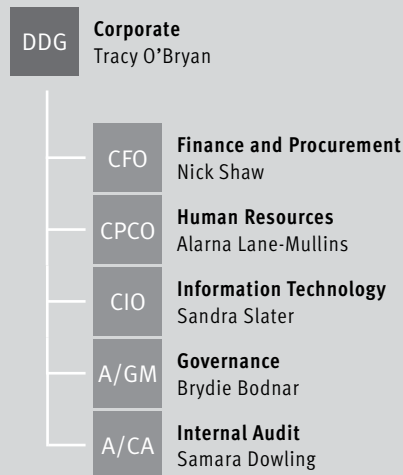
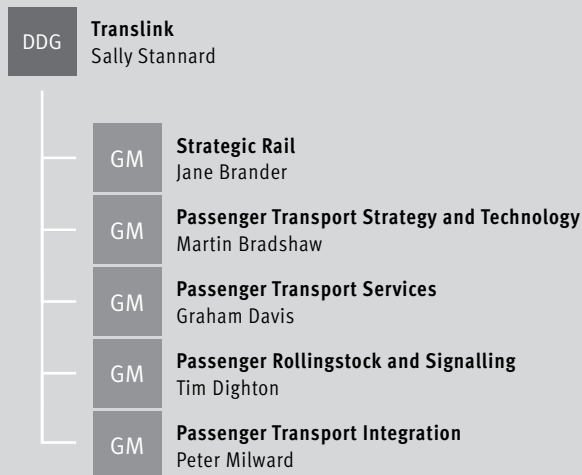
- Appointed as Acting Deputy Director-General (Customer Services, Safety and Regulation) 20 September 2021
- Champion for Inclusion and Diversity

Geoff oversees the delivery of safety, regulatory and transactional transport services for the department. This division is critical to TMR's current and future transport system, managing the State's regulation, marine, road safety and frontline services for Queenslanders.

Former positions:

- General Manager (Customer Services)

For over 30 years, Geoff has held leadership positions within the customer service industry, initially as a Stock and Station Agent with Elders, before starting a banking career with QIDC (now Suncorp) in 1991. Geoff's banking career spanned 20 years, primarily in senior agribusiness management roles in Suncorp, before taking up a senior executive position with Rural Bank as the State Manager for New South Wales, Queensland and the Northern Territory.



Sally Stannard Deputy Director-General (Translink)

BE/BA Hons, Dip Eng Prac, GAICD

- Appointed as Deputy Director-General (Translink) 11 December 2021
- Champion for Active Transport

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

Translink Division is responsible for the integrated rail, bus, ferry and tram network in South East Queensland and long-distance rail, bus and aviation services in regional, rural and remote Queensland, in addition to school transport, personalised transport and on demand services.

Former positions:

- Acting Deputy Director-General (Translink)
- Executive Director (Service Planning and Infrastructure)
- Director (Strategy and Planning)

Sally is a public transport professional with almost twenty years' experience in both public and private sectors. Since April 2022 she has been Vice Chair of the Public Transport Association Australia New Zealand. She is passionate about public transport and developing sustainable communities.

Tracy O'Bryan Deputy Director-General (Corporate)

LLB, LL.M, EMPA (ANZSOG), A member of the ANZSOG Alumni Advisory Council, GAICD, Solicitor of Supreme Court of Queensland and High Court of Australia.

- Appointed Deputy Director-General in May 2017
- Champion for Customers

Tracy leads the department's corporate services, including governance (encompassing cabinet and legislation, legal, media and communications, Right to Information, risk and information management), finance and procurement, ICT, human resources and internal audit to enable TMR to achieve its business objectives.

Former positions include:

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

Tracy has over 20 years' experience in the Queensland public sector in the fields of law, policy, governance, major projects and program design and delivery, and stakeholder engagement.

She has also led major reform and commissions of inquiry for government and worked in a number of Queensland Government departments including the Department of the Premier and Cabinet. Tracy has also won ministerial awards and been nominated for a Premier's Excellence Award.

Key organisational changes

The following structural changes occurred within TMR during the 2021–22 period:

- July 2022: Translink Division created a Rail Program Management Office and Rail Planning and Operations unit to align with Strategic Rail's program of work.
- January 2022: Transition of the Digital Licence Program team from Customer Services, Safety and Regulation Division to Translink Division.
- January 2022: Land Transport Safety and Regulation Branch created the Mobile Phone and Seatbelt section.

Governance Committees

Audit and Risk Committee

The Audit and Risk Committee (ARC) plays a key advisory role in TMR, ensuring TMR's risk systems and governance processes are effective.

The committee performs an independent assurance role, monitoring the effectiveness of TMR's risk management, internal control framework and compliance with legislative and regulatory requirements.

Internal ARC members are appointed based on their skills and experience, and not based on their position in TMR. They are nominated by the Director-General and assist the Director-General in oversight of:

- integrity of TMR's financial statements and supporting internal controls
- compliance with legislative and regulatory requirements, including TMR's ethical standards and policies
- risk management, performance management, integrity oversight, misconduct prevention, the internal control environment and key supporting systems
- performance of the internal and external audit functions.

As at 30 June 2022, the committee membership consisted of:

Chair

- Julie-Anne Schafer LLB (Honours) FAICD

External Members

- Ian Webb BA (Honours), Post Graduate development program, AGSM
- Abigail Cheadle BBus, CA

Internal Members

- Tracy O'Bryan (see page 131)
- Michelle Connolly, Executive Director (Policy, Planning, and Investment), *BSocSc*
- William Lansbury, General Manager (Indigenous Strategy) *FIEAust, MAICD, RPEQ, EMPA, MTech(Pavements), BTech(Civil), AdvDipPM, JP(Qual)*
- Andrew Mahon, General Manager (Land Transport Safety and Regulation) *Bach(Justice), GAICD, GCert(PA)*
- Graham Davis, General Manager (Passenger Transport Services) *GAICD, FCIL.*

During 2021–22 the committee reviewed its charter and updated roles and responsibilities to align with the oversight and coordination of assurance activities under TMR's internal control framework. The committee continued a review of:

- the integrity of TMR's financial statements and supporting internal controls
- compliance with legislative and regulatory requirements, including TMR's ethical standards and policies
- processes for risk management, performance management, integrity oversight, misconduct prevention, the internal control environment, and key supporting systems
- performance of the internal and external audit functions.

ARC met six times in 2021–22 and had due regard to Queensland Treasury's Audit Committee Guidelines. All costs associated with external members fees as at 30 June 2022 totalled \$52,914 (including GST).

Finance and Procurement Committee

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

A key role of the committee is to ensure TMR's resources are directed towards delivering on the government's *Unite and Recover - Queensland's Economic Recovery Plan* through Building Queensland; Growing our Regions; and Backing our frontline services through responsible fiscal management.

The committee also ensures that the Transport and Infrastructure Services Category spend is aligned with the *Queensland Procurement Policy*, which is aimed at prioritising Queensland business by focusing on local, economic and employment opportunities.

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

The key role of the committee is to:

- ensure all financial resources are allocated consistently with approved strategic direction, priorities, and ongoing commitments
- identify reform initiatives and associated savings
- realise savings in line with government savings targets
- ensure cost control and longer-term funding sustainability
- approve procurement strategic direction, priorities, and ongoing commitments
- provide strategic oversight of the procurement policy environment
- monitor functional performance and category benefits realisation.

Chair: Deputy Director-General (Corporate)

Members:

- Director-General
- Deputy Director-General (Translink)
- A/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.

The committee met 10 times during 2021–22 and:

- oversaw the 2021–22 budget development ensuring the overall budget aligned to agreed business plans to contribute towards creating a single integrated transport network accessible to everyone
- monitored TMR's financial position and workforce, ensuring that cost pressures, trends and future opportunities are well understood
- reviewed TMR's key financial related risks and took necessary action to mitigate these risks where required
- monitored progress in implementing TMR's *Financial Sustainability Plan*
- oversaw the continued implementation of the *Queensland Procurement Policy*.

Information and Systems Committee

The Information and Systems Committee (ISC) is the peak ICT governance board for all business-led ICT and ICT-enabled investments.

The committee helps ensure TMR achieves maximum value for investments. The ISC also acts as the information security governance body, establishing the information security strategy and ensuring information security objectives are achieved.

The Chair is rotated annually at the start of each calendar year between the Deputy Director-General (Customer Services, Safety and Regulation) and Deputy Director-General, (Translink) and meets monthly.

Members:

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

The committee met 13 times during 2021–22 and:

- continued to strengthen ICT delivery through improved governance, practices, methods and tools
- maintained a three-year rolling program of work, ensuring ICT investments aligned to departmental and government priorities and supported the *Queensland Government Savings and Debt Plan*
- embedded benefits management and assurance recommendation management processes across the portfolio
- oversaw of the performance of critical department ICT systems.

RoadTek Performance Committee

The RoadTek Performance Committee provides strategic guidance and assessment, while reviewing RoadTek's annual performance contract, strategic and business plans, and performance indicators.

Chair: Director-General

Members:

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

Key achievements of the committee during 2021–22:

- monitored RoadTek's performance against the Service Delivery Statement measures and forecast end of year results
- developed and implemented the *RoadTek Respect Action Plan*
- reflected on RoadTek's work to date in safety and agreed to escalate reporting on serious claims frequency rates
- renewed RoadTek's aspirational targets for environmental performance
- recognised the success of various entry pathway programs such as the Women in Construction program
- reviewed the Transport and Main Roads Commercialisation Framework.

TMR Safety Board (TSafe)

TMR's Safety Board (TSafe) is a governance board of the ELT and meets bi-monthly. It is responsible for setting and enabling clear strategic direction and priorities that will build and maintain an effective safety culture and systems across TMR, and includes:

- monitoring of our safety risk profile and our strategic response
- sharing of safety information and lessons learnt across TMR
- building our safety capability across TMR
- ensuring the successful delivery of the safety management system
- enabling strong safety performance, including the achievement of safety objectives
- ensuring safety priorities are communicated and workers are consulted on the potential impact of safety in their workplace
- promoting safety programs and initiatives.
- providing a forum where members can mature their understanding of risk and responsibility
- complying with the *Work Health and Safety Act 2011* (the Act), associated regulations, codes of practice and advisory standards.

Chair: Director-General

Members:

- Chief People and Culture Officer - Deputy Chair
- Deputy Director-General (Corporate)
- Deputy Director-General (Policy, Planning and Investment)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Customer Service, Safety and Regulation)
- Deputy Director-General (Translink)
- Chief Operations Officer.

Key achievements during 2021–22:

- progressed the Service Delivery Model safety functions and services in consultation with members and their divisions.
- developed the draft TMR Drug and Alcohol policy and procedure in consultation with numerous stakeholders,
- developed a new reporting framework with contemporary safety measures that drive behavioral change
- oversaw TMR's safety response to COVID-19.

TMR People and Capability Board

The TMR People and Capability Board (TPaC) provides governance to the ELT and the Chief People and Culture Officer on the attraction, development, engagement and wellbeing of TMR's workforce.

In 2021, TPaC approved the *TMR Strategic Workforce Plan 2020–2024 (revised for 2021–2022)* and continues to drive and monitor our workforce capability, culture and wellbeing objectives, that will foster TMR as an employer of choice.

Chair: Director-General

Members:

- Deputy Director-General (Corporate) - Deputy Chair
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Policy, Planning and Investment)
- Deputy Director-General (Translink)
- Chief Operations Officer
- Chief People and Culture Officer.

Key achievements during 2021–22:

- explored the an internal talent mobility platform
- provided guest speaker led discussions on multi-generational workforce, where the TMR Talent Mobility Platform was approved to progress
- reviewed the impacts of COVID-19 and broader talent challenges on the TMR workforce.
- oversaw TMR's three enterprise bargaining agreements approach for 2022–23
- oversaw TMR's Mental Health and Wellbeing of our employees, including current strategies and programs and future priorities
- oversaw TMR's workforce performance data.

Robust Management Standards

Information Management

Good information management is instrumental in delivering better services to TMR's customers and the community, empowering TMR staff to achieve efficiencies, meet requests and make better decisions, and while meeting right to information, security, and privacy obligations under the *Public Records Act 2002*.

TMR has embarked on a five-year roadmap to raise the bar on its Information Management digital solutions and contemporary ways of working. Driven by the new *Information Management Strategy 2021–2026*, TMR has invested in an enterprise-wide Information Management Program.

The program will involve a holistic approach, transforming not only our systems and processes, including moving our records management platform to the cloud, but also driving a cultural and workplace capability shift. It will bring TMR in line with industry best practice and build on the previous 2020–22 strategy that introduced governance-by-design and a paper-lite culture.

Information Privacy

TMR is committed to protecting the personal information it holds in accordance with its obligations under the *Information Privacy Act 2009* (IP Act). The IP Act regulates how personal information is collected, stored, used and disclosed by all Queensland Government agencies and their contracted service providers.

TMR remains committed to continually improving its guidelines, policies and procedures to support the effective management of personal information, to meet community expectations and compliance obligations.

TMR developed and implemented a new mandatory online information privacy course in 2021–22. The course provides employees with a comprehensive awareness of information privacy and how the information privacy principles apply to an employee's day-to-day responsibilities.

TMR's *Information Privacy Plan* demonstrates to members of the public how TMR meets its obligations under the IP Act. This plan provides a guideline for employees and contractors of TMR who deal with personal information in relation to the functions and activities of TMR and illustrates TMR's commitment to respecting the privacy rights of employees and members of the public.

As TMR is increasingly turning to emerging technologies to carry out functions, inform policy and deliver services. To ensure compliance with the Information Privacy Principles, TMR actively conducts Privacy Impact Assessments to factor in privacy when planning and delivering projects and programs that involve the management of personal information.

As TMR's dedicated Privacy Champion, the Director-General continues to provide and support mandatory awareness

campaigns and resources to TMR staff to assist in promoting a culture that respects the personal information of staff and customers.



For more information

<https://www.tmr.qld.gov.au/Help/Privacy>

Information Security Management System

TMR is heavily reliant on digital technologies, devices, applications and business systems to deliver a range of core and critical services to our customers.

To ensure TMR's information, application, technology and critical infrastructure assets are appropriately protected, TMR complies with the requirements of the Queensland Government *Information Security Policy (IS18:2018)*.

In accordance with IS18:2018, TMR has an Information Security Management System (ISMS) in place which forms the basis of the governance, processes, and controls necessary to ensure risks to TMR's systems and information are understood and effectively managed.

Over the last three years, TMR has made significant progress with maturing the ISMS and continues to improve TMR's security posture through:

- ongoing cyber security education and awareness campaigns supported by mandatory annual training for all staff
- effective governance responsible for the implementation of strategy, policy, standards and processes
- actively reporting, monitoring, mitigating and ongoing management of information security and cyber risks.

During the mandatory annual Information Security reporting process, the Director-General attested to the appropriateness of the information security risk management within TMR to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and TMR's information security risk position.

Suppliers and procurement

TMR is committed to delivering social, environmental and economic outcomes through strategic procurement activities to support Queensland industries and suppliers through TMR's \$8.7 billion procurement program.

Putting Queenslanders first, TMR leverages the *Queensland Procurement Policy* to incorporate a range of local, social, and innovative procurement objectives that create opportunities for local, regional and Queensland suppliers.

Since 2016, TMR has awarded 90.4 per cent of contracts to Queensland suppliers. In 2021–22, TMR awarded 2534 contracts to Queensland suppliers that injected \$4.1 billion directly into local economies. This included \$2.4 billion to 2792 regional suppliers and \$51 million directly to Aboriginal and Torres Strait Islander businesses.

Table 10: TMR addressable spend with Aboriginal and Torres Strait Islander (ATSI), Regional and Queensland Vendors by financial year

	2019–20	2020–21	2021–22
ATSI	\$33,574,379	\$32,257,234	\$51,402,940
Regional	\$1,818,628,488	\$2,121,476,520	\$2,367,306,824
Qld	\$6,154,066,846	\$7,122,693,376	\$7,786,082,694
Total Spend	\$7,176,219,465	\$7,571,206,324	\$8,745,468,369
Regional spend as %	25.34%	28.02%	27.07%

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

Internal accountability

Performance management and monitoring

TMR monitors performance against service standards in the Service Delivery Statements (SDS) (see Appendix 3) and progress of strategic initiatives through quarterly performance reports to the ELT.

The internal quarterly performance reports inform strategic decisions, drive improvements and allow course correction or re-evaluation of objectives to ensure value is continually delivered to our customers, stakeholders and the community.

These reports also fulfil the requirements of the Queensland Government's *Financial and Performance Management Standard 2019* and *Financial Accountability Act 2009*.

TMR's commitment to continuous improvement is affirmed through the Planning and Performance Network, representatives from each division/branch, who connect regularly to strengthen planning and performance capability and to champion a performance culture across TMR.

TMR Fleet Strategy 2022–2027

TMR is one of the Queensland Government's largest owners of corporate fleet, with over 1000 passenger vehicles in over 100 locations across the state.

Recent changes in fleet management such as increasing the uptake of low emission vehicles, implementation of electronic logbooks and associated introduction of safety reporting, with a

focus on improving driver behaviour, has provided an opportunity for TMR to develop the *TMR Fleet Strategy 2022–2027*.

The strategy seeks to:

- establish an optimum configuration of fleet vehicles incorporating business requirements, accessibility and environmentally friendly vehicles
- lead by example in sustainable fleet management
- support and enable safe driver behaviour.

The strategy outlines key measures of success including fleet utilisation, benchmarking of fleet costs, the level of safety incidents and an increase in the uptake of zero emission vehicles in the fleet.

Data and Business Analytics Strategy

TMR's *Data and Business Analytics Strategy* details the approach to becoming an insight driven organisation, utilising the rapidly expanding availability of data to develop new and improved customer services, improve service delivery and better connect Queenslanders through our transport network.

Underpinned by the Transport Data Exchange (TDx), a strategic data analytics framework, TMR continued to implement cloud-based analytics solutions to solve complex business and customer challenges.

Examples included:

- multiple self-service finance dashboards, which automate financial reporting and enable reuse of data pipelines and on demand access to data
- the implementation of a technical solution which enables 'write back' functionality on identified reports, automating previously manual, complex and time-consuming processes through interactive dashboards
- a tested and documented TDx funding model which supports more efficient distribution and monitoring of costs for cloud-based data and analytics solutions.



For more information

<https://www.tmr.qld.gov.au/-/media/aboutus/corpinfo/Publications/data-and-business-analytics-strategy-2017-2022.pdf?la=en>

Complaints management

TMR recognises that feedback from customers is central to providing Queenslanders with responsive government services. TMR is committed to learning from customer feedback to innovate and enhance services, improve decision-making, and increase government accountability.


TMR’s complaints management system complies with the *Public Service Act 2008* (Section 219A), is compatible with the *Human Rights Act 2019* and meets the guiding principles of the Australian/New Zealand Standard AS 10002:2022 Guidelines for complaint management in organizations.

Between 1 July 2021 to 30 June 2022, TMR reported 28,674 customer complaints, including 30 human rights complaints, 13 of which were deemed to be a breach of the *Human Rights Act 2019*. The 28,673 complaints managed in the 2021–22 financial year predominantly related to the dissatisfaction of services delivered by customer service staff and delivery partners, including the service delivery and performance of services on the network.

Table 11: Complaints received

Year	Customer Complaints Volume	Customer Interactions Volume
2017–18	45,820	12,600,000
2018–19	45,057	16,000,000
2019–20	35,159	16,800,000
2020–21	18,850	14,500,000
2021–22	28,674	19,000,000

Data source: TMR Complaints Management System

 **For more information**
<https://www.tmr.qld.gov.au/About-us/Contact-us/Compliments-and-complaints>

Internal Audit

Internal Audit is a key component of TMR’s corporate governance. The function operates under a charter aligned with the Institute of Internal Auditors’ international 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 is risk based and adds value to TMR.

This includes the implementation of risk-based strategic and annual internal audit plans, and coordinating internal audit activities with the external auditors, Queensland Audit Office (QAO), to best achieve appropriate objectives for TMR.

The Chief Auditor reports regularly to the Audit and Risk Committee (see page 132), which is responsible for reviewing 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 TMR financial and operating systems, reporting processes and activities
- identifying operational deficiencies and non-compliance with legislation or prescribed requirements
- assisting in risk management and identifying deficiencies in the risk and internal control environments
- bringing a broad range of issues to management’s attention, including performance, efficiency, and economy
- monitoring whether agreed remedial actions are undertaken.

Key achievements during 2021–22 included:

- developed and delivered an annual plan of internal audits approved by the Director-General and completed 35 internal audit reports, covering assurance and improving effectiveness of controls, systems, project management, operations and risk management
- engaged an independent external professional to review the operations of the Internal Audit branch. The reviewer was the Institute of Internal Auditors itself and the branch received the highest achievable score of ‘complies’ and ‘optimised’
- engaged with the Audit and Risk Committee about proposed internal audit plans and their alignment to the risks of TMR
- provided advice and assistance on key projects and initiatives
- monitored and reported on the implementation of agreed recommendations
- maintained an effective working relationship with the QAO.

External accountability

Integrity Commissioner

In accordance with the provisions of the *Integrity Act 2009*, TMR maintains a lobbyist contact register, and, upon request reports lobbyist contact with TMR employees to the Integrity Commissioner—a statutory officer holder and officer of the Queensland Parliament.

In order to encourage integrity principles within the workplace, TMR provides advice, training and awareness to staff and manages conduct matters pertaining to conflicts of interest.

TMR’s on-line and mandatory ethical awareness training is available to all staff with 86 per cent having completed the training. The remainder of officers are currently attending to the training and afforded one month to complete same. Further, 972 staff have attended a dedicated face to face ethical awareness training during 2021–22.

Auditor-General reports

TMR is subject to regular scrutiny from external oversight bodies. In addition to the audit of TMR's financial statements, during 2021–22 the Auditor-General conducted audits where recommendations were either specifically:

- addressed to TMR
- were for all agencies to consider
- included learnings potentially applicable to TMR.

These areas included:

- Report 4: 2021–22 2021 Status of Auditor-General's recommendations
- Report 10: 2021–22 Transport 2021
- Report 11: 2021–22 Establishing the Queensland Future Fund
- Report 13: 2021–22 State finances 2021
- Report 14: 2021–22 State entities 2021
- Report 17: 2021–22 Appointing and renewing government boards
- Report 18: 2021–22 Enhancing government procurement.



For more information

<https://www.qao.qld.gov.au/>

Protecting Public Interest: Queensland Ombudsman

During 2021–22 TMR responded to 26 Ombudsman matters referred to the Director-General for administrative review or investigation. 26 of these matters were concluded following TMR review, with nil matters remaining active.

TMR works closely with the Queensland Ombudsman to enhance agency decision-making and administrative practices. The outcomes of investigations or reviews can identify significant opportunities for organisational improvement. TMR readily implements appropriate recommendations based on Queensland Ombudsman advice to advance the shared commitment to continuous improvement in public administration.

Furthermore, TMR's Senior Leadership Team recently attended dedicated 'Good Decisions Training' conducted by the Queensland Ombudsman where important ethical dilemmas and ethical insights were shared to maintain and enhance the importance of ethical decision making in public administration.

Transparency and the Right to Information

TMR remains committed to providing open and transparent access to information about our services and activities. This is achieved through the proactive release of information and compliance with our statutory obligations under the *Right to Information Act 2009* (RTI Act) and the *Information Privacy Act 2009* (IP Act).

TMR's website contains many publications describing our business operations, however people may still wish to lodge a formal application for access to information under either the RTI or IP Act.

Applications for documents that do not contain an applicant's personal information are processed under the RTI Act, while requests for documents containing an applicant's personal information are processed under the IP Act.

Details on how to make an application under the RTI or IP Act is available on our website:

www.tmr.qld.gov.au/About-us/Right-to-Information.

As TMR is responsible for overseeing Queensland's transport network, information concerning vehicle registrations, domestic commercial vessels, incidents captured on CCTV footage and major projects (including passenger transport and roadworks) is commonly requested from TMR.

During 2021–22, TMR received 761 applications under the RTI and IP Acts, with 682 applications being completed in this period. The remaining applications will be finalised in 2022–23 in accordance with legislative requirements

Details about applications received under the RTI Act are published on TMR's disclosure log which is also available on TMR's website.



For more information

<https://www.tmr.qld.gov.au/About-us/Right-to-Information/Disclosure-log>

Human Rights Act 2019

TMR is committed to ensuring we act and make decisions compatible with the *Human Rights Act 2019* (the Act). TMR undertook a full review of the legislation we administer and updated vital policies, including our external customer Complaints Management and Managing Employee Complaints Policies.

Between 1 July 2021 and 30 June 2022, TMR managed 40 human rights complaints consisting of 30 customer and 10 employee complaints. Of the 40 complaints, 16 were substantiated based on actions or decisions deemed incompatible with the Act. The complaints provided TMR with an opportunity to reflect and improve our decision-making processes.

To ensure we embed respect for human rights in our culture and build workforce capability, TMR delivered an initial multi-channel awareness and education campaign incorporating a dedicated Human Rights Act Sharepoint site, animations and case studies based on real customer complaints. TMR published and maintains a library of new case studies to build understanding and improve decision-making across TMR.

As at 30 June 2022, 8807 staff had completed the mandatory online *Human Rights Act 2019* training course and 305 staff have participated in human rights complaints training workshops.

TMR has played an important role protecting Queenslanders during COVID-19 and will act and make decisions that support the government's human rights obligations.

Following the direction from the Chief Health Officer for Queenslanders to undertake social distancing and restrict movement, departmental services were reviewed and adapted to protect the right to life, under section 16 of the Act.

For example, TMR delivered the *Transport Legislation (COVID-19 Emergency Response) Regulation 2020* which allowed drivers aged 75 and over to either extend their current medical certificate for up to six months, or in some cases, provide an exemption to enable certain customers to drive without holding a valid medical certificate during the COVID-19 emergency period.

To ensure essential workers had access to safe, accessible and reliable public transport services, a *COVID-Safe Public Transport Plan* was developed and implemented. The plan ensured full services of bus, train, ferry and tram transport continued to operate as scheduled during travel restrictions and incorporated additional cleaning and social distancing requirements.

COVID-19 front door bus entry restrictions

As a result of COVID-19, TMR implemented a *COVID-safe Public Transport Plan*. The plan was published on Translink's website and communicated to third-party service providers. The plan, implemented at the service provider's discretion, introduced new safety measures including boarding buses from the rear door where possible. Customers who required assistance boarded via the front door.

An elderly customer, who possessed a letter of authority from a service provider to enter bus services using the front doors, reported that bus drivers sighting the authority repeatedly denied access to board bus services through the front doors. The customer complained to TMR, citing discrimination and public humiliation. The customer reported nearly falling several times while boarding a bus from the rear door as the reason for needing to board services using the front doors.

TMR identified the customer's right to recognition and equality before the law and protection from torture and cruel, inhuman or degrading treatment was impacted. An investigation concluded that the driver failed to follow internal processes, and in doing so, their actions contributed to the customer feeling degraded and humiliated. While entry restrictions were implemented on bus services to adhere to social distancing requirements, the limitation was assessed as incompatible under the *Human Rights Act 2019*.

The investigation offered TMR an opportunity to review third-party provider practices and for providers to implement a system of daily reminders for drivers of their responsibilities.

TMR uses learnings from any complaints to inform future practice.

Open data

TMR is one of the largest contributors to the Queensland Government's open data portal, with a collection of 256 published datasets in 2021–22, down from 279 in 2020–21.

This change represents a growth in maturity, with 23 separate datasets able to be combined into one dataset, enabling easier access and use for data consumers.

Datasets empower Queenslanders to make informed decisions about how and when they travel and enable business partners and industry to help deliver better traffic and transport services for the community.



For more information

<https://www.data.qld.gov.au/dataset?organization=transport-and-main-roads>

Coronial inquests and recommendations

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

Where recommendations are directed to more than one department, the government is required to produce a single, coordinated response to the recommendation. These responses are published on the coroner's website by the Department of Justice and Attorney-General.

TMR's response for the period January to June 2022 is required to be provided to the Attorney-General by 30 September 2022.

One new recommendation was directed toward TMR 2021–22. TMR's report for the period January to June 2022 will provide an update on 17 recommendations in total.

Crime and Corruption Commission Reports

The Crime and Corruption Commission (CCC) is a statutory oversight body accountable to the Parliamentary Crime and Corruption Committee. Set up to combat and reduce the incidence of major crime and corruption in the public sector, its functions and powers are set out in the *Crime and Corruption Act 2001*.

Pursuant to the *Crime and Corruption Act 2001*, the Director-General has a statutory obligation to notify the CCC when there is a reasonable suspicion of corrupt conduct. TMR maintains a robust investigative capacity to ensure the expectations of the CCC and the Director-General are effectively discharged consistent with the CCC publication 'Corruption in Focus'.

The Director-General has statutory obligations within the *Crime and Corruption Act 2001* to thoroughly investigate allegations of suspected corrupt conduct, ensure any person involved in a corruption investigation is afforded natural justice and provide timely outcome advice to the complainant.

TMR maintains dedicated policies for dealing with suspected corrupt conduct and serious misconduct to ensure investigations are open and honest.

TMR has zero tolerance to suspected corrupt conduct. In addition to reacting to any allegation of wrongdoing by investigation, TMR provides employees with mandatory ethical awareness training, both on-line and in face-to-face presentations to foster a strong corruption prevention focus.

Parliamentary committees

Parliamentary committees are responsible for the review of legislation, investigating specific issues, reporting to the Queensland Parliament and can have continuing roles to monitor and review public sector organisations or keep areas of the law or other activities under review.

The committee which relates to TMR's portfolio is the Transport and Resources Committee.

The committee is responsible for:

- examining bills and subordinate legislation to consider the policy to be enacted and the application of the fundamental legislative principles set out in section 4 of the *Legislative Standards Act 1992*, and compatibility with the *Human Rights Act 2019*
- examining the budget estimates of TMR
- assessing public accounts in its portfolio area regarding integrity, economy, efficiency, and effectiveness of financial management, and
- assessing the public works of each department regarding the suitability of the works for the purpose.

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

During 2021–22, the committee either commenced or completed the following Parliamentary inquiries relating to TMR's portfolio:

- inquiry into vehicle safety, standards and technology, including engine immobiliser technology
- inquiry into Peninsula Developmental Road (Laura to Weipa) Project
- inquiry into Sumners Road Interchange Upgrade Project.

Risk management

Risk management is an essential component of managerial responsibility and accountability to achieve TMR's vision and purpose, as outlined in TMR's *Strategic Plan*. TMR's risk management approach is in accordance with the obligations outlined in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*.

TMR's risk management framework, which is based on the international standard ISO 31000:2018, ensures that risk management is integrated with all management responsibilities, such as strategic and operational planning, decision making processes, the management of fraud and corruption as well as workplace health and safety.

Risk-based decision making aligns with our risk appetite to support the achievement of strategic plan objectives, challenges and opportunities. Operational planning is undertaken annually across TMR to identify risks that may impact business objectives.

Given the diverse and evolving nature of TMR's business environment, significant risks are reviewed regularly by ELT. Governance committees such as the Fraud Risk Oversight Group provide additional assurance, while the Audit and Risk Committee provides independent oversight responsibilities and advice.

Strategic, enterprise operating, portfolio, divisional and branch risks are reviewed on a quarterly basis. These risks are captured in the TMR Risk Management System which allows for better visibility and accountability.

TMR's recent focus has been on the development of a wide range of interactive risk management dashboards to provide more in-depth comparative analysis and insights to support decision making.

COVID-19 exposed TMR to new risks in areas such as health and safety, supply chain dependency and business continuity. Our robust risk management processes and procedures enabled greater collaboration across multiple functions to effectively address these risks and adapt to a 'new normal'.

Key achievements during 2021–22 included:

- ELT continued to focus on consolidating its strategic risk management practices through a commitment to regular strategic risk review workshops
- TMR's Risk Management Framework was updated and endorsed by the ELT. The framework establishes the foundation for the formal adoption of integrated risk management practices into activities and functions throughout TMR
- TMR's Risk Appetite Statement was revised and endorsed by the ELT to consider levels of acceptance and tolerance in pursuit of TMR's strategic and operational objectives
- enhanced risk dashboard reporting providing for interactive graphical and statistical risk information.

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