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ISSN: 1837-2694

ISSN: 1837-2708 (pdf)

Letter of compliance

21 September 2022

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

Dear Minister

I am pleased to submit for presentation to the Parliament, the Annual Report 2021–22 and financial statements for the Department of Transport and Main Roads.

I certify that this annual report complies with:

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

A checklist outlining the annual report requirements can be found on page 219 of this annual report.

Yours sincerely



Neil Scales OBE

Director-General

Department of Transport and Main Roads

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<https://www.tmr.qld.gov.au/annualreport>

You can provide feedback on the annual report at the Queensland Government Get Involved website: <https://www.qld.gov.au/annualreportfeedback>

About us

Our role

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

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

In 2021–22, TMR administered an operating budget of \$6.930 billion, a capital budget of \$3.729 billion and managed assets worth \$86.389 billion.

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

TMR operates under the *Administrative Arrangements Order (No.2) 2018* and the *Public Service Departmental Arrangements Notice (No.4) 2017*. It discharges its statutory obligations under 24 acts, listed in Appendix 1. Progress on achieving these obligations, further information and links to websites are included throughout the report.

What the report contains

The Department of Transport and Main Roads' Annual Report 2021–22 describes TMR's operations for the financial year from 1 July 2021 to 30 June 2022.

The report structure is separated into four main sections that align with our vision, to create a single integrated transport network accessible to everyone. Our progress is enabled by TMR's organisational structure and delivered by TMR's people.

Why we have an Annual Report

As well as meeting the statutory requirements set out in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, the Annual Report aims to inform stakeholders about TMR's performance and strategic vision for a connected and accessible transport network for Queensland.

Accessing the Annual Report

The Annual Report is available on TMR's website at <https://www.tmr.qld.gov.au/annualreport>.

Additional annual reporting requirements have been published on the Queensland Government Open Data portal at <https://www.qld.gov.au/data> on topics including:

- school transport operator payments
- consultancies
- Queensland Language Services Policy.

An overseas travel expenditure report for the 2021–22 reporting year was not required due to no overseas travel being undertaken by any officers from the Department of Transport and Main Roads.



The Queensland Government is committed to delivering accessible services for all Queenslanders. Call 13 23 80 for support to access the annual report in a format that is accessible for you.

Transport and Main Roads Strategic Plan

TMR's *Strategic Plan 2019–2023 (revised for 2021–22)* is a four-year direction-setting document that outlines a strong vision and purpose for the creation of a single integrated transport network accessible to everyone. The plan represents the third year of a strategic planning cycle that commenced on 1 July 2019 and was informed by extensive consultation from across TMR and with other Queensland Government agencies.

The strategic plan demonstrates:

- how TMR contributes to the Queensland Government's objectives for the community
- responds to the opportunities and challenges facing TMR, and
- delivers for customers through the five strategic objectives centred around an accessible, safe, responsive, efficient and sustainable transport system.

Business planning

TMR's divisional and branch business plans align with TMR's strategic plan, all positioned to support the delivery of the five strategic objectives. These plans are 'living documents' and are reviewed quarterly to ensure TMR remains responsive to performance outcomes, operational risks and opportunities.

Business plans have been digitised via the TMR's web-based reporting portal, BizCentral to maximise value-producing opportunities and to create more accessible, customisable and efficient planning processes. This has resulted in better business outcomes and enhanced internal planning activities. Progress on business initiatives are reported quarterly to the Executive Leadership Team (ELT) and shared across TMR.

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Director-General message

Welcome to the 2021–22 Annual Report for the Department of Transport and Main Roads (TMR).

While the unprecedented events of the past year have tested our resilience and presented challenges on multiple fronts, I'm proud to say that we've strengthened our resolve to deliver a single, integrated transport system accessible to all Queenslanders.

This year's Annual Report reflects on the strategic direction, priorities and values that underpin our work and drive our ambitious forward agenda. By embracing innovation, harnessing the latest technology, and working with our industry partners we've helped to keep our state moving and connect Queenslanders to the services they need.

We've also maintained a strong focus on safety and delivered on flood recovery throughout the year with key initiatives including border protection for heavy vehicles, assistance to the maritime industry, and coordinating repairs to road and transport networks impacted by extreme flooding. As ever, none of these achievements would be possible without the enduring and continuing commitment of our talented and dedicated people.

Investing in a connected future

Population growth, increased network demand, emerging technologies, and pandemic recovery are all factors driving significant investment in Queensland's infrastructure agenda.

The Queensland Transport and Roads Investment Program (QTRIP) 2022–23 to 2025–26 (see page 29) provides a \$29.7 billion plan that will support 25,200 jobs and deliver major transformation across our network.

Priority projects being delivered across the state include the Bruce Highway Upgrade Program including Caboolture-Bribie Island Road to Steve Irwin Way upgrade (see page 74), Logan and Gold Coast Faster Rail and Gold Coast Light Rail Stage Three projects (see page 79), Varsity Lakes to Tugun and Daisy Hill to Logan Motorway M1 upgrades (see page 81), Rockhampton Ring Road (see page 59), Cairns Ring Road, Cairns CBD to Smithfield (see page 39), and Cape York Region Package Stage Two (see page 40).

The Queensland Train Manufacturing Program was established to meet the increasing demand on rail transport in South East Queensland across the next 10 years (see page 95). The Queensland Government has committed \$600 million in QTRIP 2022–23 to 2025–26, which forms part of the \$7.1 billion plan to deliver 65 six-car passenger trains manufactured at a purpose-built manufacturing facility at Torbanlea, in the Maryborough region. The program will also deliver a rail facility at Ormeau in the Gold Coast region.

The Brisbane 2032 Olympic and Paralympic Games (see page 18) will create enormous opportunities for our state in terms of jobs and innovation. We are undertaking preparatory work that will ensure

we are ideally placed to provide the transport networks and services necessary to support the world's biggest sporting event.

TMR has also continued to invest in infrastructure and initiatives through the Active Transport Investment Program (see page 33) to enable and encourage more Queenslanders to ride bicycles and walk for transport, recreation, and health.

Working in partnership and delivering for our customers

Our *Strategic Plan 2019–2023* (see page 12) demonstrates how TMR contributes to the Queensland Government's objectives for the community and delivers for our customers.

The past year has also seen us work with industry partners to develop, trial and implement innovative and sustainable technologies that can meet the needs, expectations and travel behaviours of our customers into the future. Trials of the Smart Ticketing project (see page 86) continued during 2021–22, with 98.4 per cent positive or neutral customer feedback on the new devices installed on light and heavy rail. On demand responsive transport (DRT) trials in Logan, and the new pilot that has been rolled out on the Gold Coast, have also proven to be popular. We have seen more than 175,000 passenger trips taken since DRT's inception, prompting an extension to June 2023.

We've continued to progress the digital transformation of our service delivery to allow customers to transact digitally. Our Robotic Process Automation program (see page 89) has improved response times for customers while freeing up staff to focus on more complex customer enquiries. The introduction of our messaging option (see page 90) allows customers to use their mobile devices to converse with customer service staff on their terms. Since its introduction, more than 80,000 conversations have been conducted with customers in the messaging environment.

Our *Accessibility and Inclusion Plan 2022–2024* (see page 89) was released in May 2022, outlining the key focus areas and actions we will take to embed accessibility and inclusion in everything we do. We also continued our critical role in reforming the *Disability Standards for Accessible Public Transport 2002* (Cth) to ensure they are fit for purpose and meet the current needs of the people who use our services. This was undertaken in partnership with the Australian Government, state and territory jurisdictions, and the disability and transport sectors.

Initiatives to promote sustainable transport and reduce greenhouse gas emissions on the transport network were a strong focus for TMR. During the year, we led the development of the *Queensland's Zero Emission Vehicle Strategy 2022–2032* (see page 33) that supports an investment of \$55 million to further accelerate electric vehicle uptake across Queensland. We also made a commitment that all new urban buses in South East Queensland will be zero emission buses by 2025 (see page 97), with implementation for regional Queensland to follow between 2025 and 2030.

Keeping Queenslanders safe

TMR continued to demonstrate a strong commitment to safety through the actions we took to keep Queenslanders safe when moving through our state and using our services. This commitment was seen throughout COVID-19 restrictions and lockdowns, and in helping affected communities to recover from the impacts of extreme flooding (see page 98).

In April 2022, the *Queensland Road Safety Strategy 2022–31* and *Queensland Road Safety Action Plan 2022–24* were released (see page 98), reaffirming our state's commitment to zero road trauma by 2050. The strategy takes a new approach to road safety that involves responding to community needs at the local level, building partnerships with new stakeholders, and leveraging new technologies and data to improve road safety outcomes.

The StreetSmarts road safety initiative delivered a range of activities during 2021–22 to improve road safety in Queensland (see page 100), including the successful 'All good. All bad' drink driving campaign and the 'You lapse, You Lose' risky driving campaign. In September 2021, tough new drink driving reforms were introduced to improve road safety outcomes on Queensland roads (see page 98).

Rail safety remains a major focus (see page 102), with TMR providing rail safety-related policy advice to the Queensland Government, maintaining regulatory oversight of the safe transport of dangerous goods by rail and providing support to accredited tourist and heritage rail operators. We also oversaw the *Queensland Level Crossing Safety Strategy*, working in collaboration with stakeholders on current level crossing safety issues in Queensland.

We also played a vital role in keeping mariners and people who use our waterways safe, with our Maritime Enforcement Team intercepting 3200 vessels as well as enhancing direct engagement with the boating community and keeping Queensland waterways safe (see page 104). The War on Wrecks program (see page 104) also achieved a significant milestone in May 2022 with the 1000th vessel to be removed or resolved with owners under the program.

Working with First Nations' peoples and communities

My department has a long and proud tradition of working in partnership with First Nations' peoples and engaging with their history, language, culture, and stories. I have been privileged in my role as Director-General to build lasting relationships with many First Nations' peoples and communities across the state and I am honoured to continue to serve the community of Woorabinda in my role as Government Champion.

TMR continues to work with the Woorabinda community to improve economic and social outcomes and address barriers to effective service delivery in the region (see page 97). This has included working with local people on their response to COVID-19 and continuing works under the Memorandum of Understanding to build the community's capability in road infrastructure. We established an Indigenous Strategy Unit within TMR to coordinate the work our department is doing to deliver sustainable social, environmental, and economic outcomes for First Nations' peoples across Queensland.

Supporting, developing, and recognising our people

The way our TMR family worked together to support each other, our customers, and our communities through recent challenges is a source of great pride for me and for our department. In a year marked by uncertainty and change, we've focused on providing an environment of safety, wellbeing and continuous learning where our people feel valued and empowered to do their best work.

Guided by our *Cultural Capability Action Plan*, we've furthered our commitment to inclusion and diversity through the celebration of significant First Nations events, such as Reconciliation Week and NAIDOC Week (see page 117). We also maintained a strong focus on promoting gender diversity and equality and becoming an employer of choice for women (see page 117).

We've developed a holistic approach to supporting the health of our people, with initiatives that highlight their physical, psychological, and social wellbeing both in their personal and working lives.

We also made great strides in furthering an already strong learning culture across TMR with the launch of a dedicated learning platform (see page 119) that houses a range of learning and development resources, supported by a network of staff advocates who champion initiatives across TMR. An increasing number of our people are also receiving peer support to achieve their goals, develop leadership skills, and create broader networks through our OneTMR and Women in Leadership mentoring programs (see page 120).

There is no better reward for me than seeing the talents and efforts of TMR staff recognised at both external award ceremonies and through our own internal CUBIE Awards (see page 121). The past year saw our people and teams recognised for a range of achievements including in the Australian Human Resources Institute Awards, Australian Shipping and Maritime Industry Awards, Buy Queensland Buyer Awards, National Infrastructure Award, Community Recovery Ready Reserve Reward and Recognition Awards, and Women in Digital Awards.

The past year has reinforced many things, including the importance of being agile and adapting to change. I believe the strength and commitment of our people and our willingness to work with the community and our industry partners to harness new ideas and emerging technologies will set us up to deliver into the future, and I look forward to seeing what we can achieve together.



Neil Scales OBE

Director-General

Department of 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

Chief Finance Officer's Report

Summary

The department's financial sustainability plan supports the department's strategic priorities through maintaining a strong financial framework, investing in priorities, providing revenue assurance, and achieving value for money.

The department recorded a small operating deficit (less than 1% of TMR's spend) of \$61 million in 2021–22, which is largely due to the change in accounting treatment for Software as a Service. This is a tremendous result given the impact of COVID-19 on the department's operating position, with the reduction in fare revenue in South East Queensland and costs relating to increased sanitisation on public transport services, border control measures, and quarantine transportation, of approximately \$195 million.

The department successfully delivered its \$4.098 billion capital program ahead of schedule for a fifth year in a row, due to accelerated expenditure on a number of projects, including Bruce Highway Upgrades, Coomera Connector and Townsville Ring Road.

We have seen significant increases in key construction costs during the year relating to fuel, steel and labour arising from market conditions resulting in a 12 per cent increase in the department's infrastructure assets, with the gross replacement cost exceeding \$100 billion for the first time. This has led to an associated increase in depreciation of 9 per cent, with depreciation recorded at \$1.038 billion for the year representing 1 per cent of the total cost base.

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

This financial summary provides an overview of the department's financial results for 2021–22. A comprehensive set of financial statements is provided in this report, which includes an analysis of actual expenditure compared to the published budget with explanations of major variances.

Funding sources

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

Key drivers of the department's funding include the delivery of capital investment in the roads and transport infrastructure network and in the provision of our key objectives through operational service delivery. In 2021–22, the budgeted revenue for the department was \$7.118 billion, and the capital budget was \$3.729 billion.

Administered revenue

The department administers, but does not control, certain resources on behalf of the Queensland Government. The main source of administered revenue is from user charges and fees from motor vehicle registrations and other regulatory fees.

Financial performance

The department recorded an operating deficit of \$61.08 million for 2021–22. Table 1 summarises the financial results of the department's operations for the past five financial years.

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

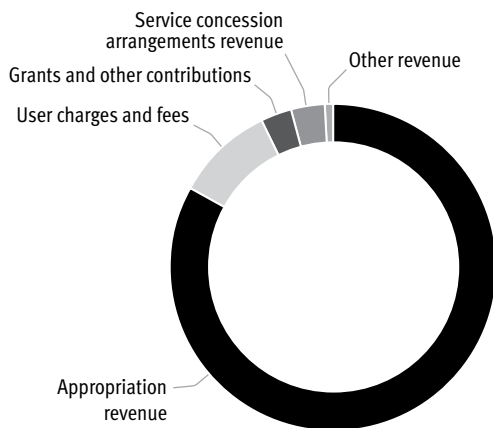
Financial year	Total income	Total expenses	Operating result for the year
2021–22 (\$ '000)	7,133,330	7,194,409	(61,079)
2020–21 (\$ '000)	6,785,407	6,770,731	14,676
2019–20 (\$ '000)	6,660,146	6,431,402	228,744
2018–19 (\$ '000)	6,144,435	6,172,880	(28,445)
2017–18 (\$ '000)	6,006,492	5,799,630	206,862

Income

The department’s total income of \$7.133 billion included appropriation revenue from the Queensland Government of \$5.928 billion, user charges of \$703 million, service concession arrangements revenue of \$232 million and grants and other contributions of \$217 million. In 2021–22 the department’s total income has increased by \$348 million. Queensland Government appropriations are the main source of income and account for 83 per cent of total income earned in the reporting period.

Figure 1: Income by category for the year ended 30 June 2022

Income	Income %	\$ '000
Appropriation revenue	83.10	5,927,541
User charges and fees	9.86	703,281
Grants and other contributions	3.04	216,753
Service concession arrangements revenue	3.25	232,180
Other revenue	0.75	53,575
Total income		7,133,330



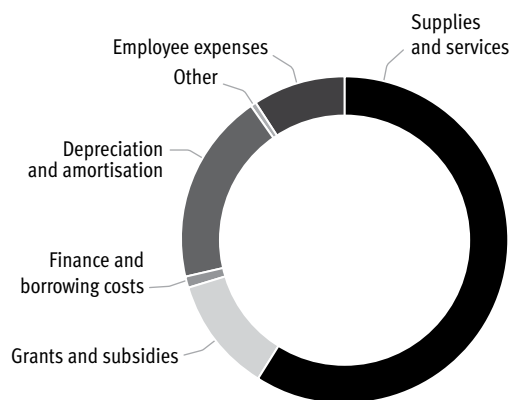
Expenses

Total expenses for the department were \$7.194 billion. Supplies and services was our largest category of expenditure, comprising 59 per cent of total expenditure, followed by depreciation and amortisation of assets, grants and subsidies, and employee expenses.

Approximately 73 per cent of total supplies and services consists of payments to operators of rail, bus, air and ferry services. Total expenses in 2021–22 has increased by \$424 million.

Figure 2: Expenses by category for the year ended 30 June 2022

Expenses	Expenses %	\$ '000
Employee expenses	9.04	650,326
Supplies and services	59.08	4,250,502
Grants and subsidies	11.29	812,378
Finance and borrowing costs	1.11	79,971
Depreciation and amortisation	18.84	1,355,679
Other	0.64	45,553
Total expenses		7,194,409



Financial position

The net assets position reported in the financial statements shows the net worth of the department. At 30 June 2022, this was \$90.708 billion. Table 2 summarises the department’s financial position for the past five financial years.

Table 2: Summary of financial position—Assets and liabilities

Financial year	Total assets	Total liabilities	Total equity
2021–22 (\$ '000)	100,750,641	10,042,913	90,707,728
2020–21 (\$ '000)	87,402,208	10,218,610	77,183,598
2019–20 (\$ '000)	82,417,092	10,413,403	72,003,689
2018–19 (\$ '000)	67,262,349	2,508,073	64,754,276
2017–18 (\$ '000)	63,712,233	2,372,514	61,339,719

Queensland Government's objectives for the community

In 2021–22 the Queensland Government's objectives for the community supported the state's economic recovery from COVID-19. The objectives were built around the *Unite and Recover - Queensland's Economic Recovery Plan*.

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

Some of TMR's achievements in 2021–22 are noted under each government objective.



Safeguarding our health

- Continued improving the Queensland active transport network, encouraging more walking and bike riding in consultation with local governments and community groups.
- From August 2021, TMR worked closely with taxi, rideshare and limousine industry representatives to implement a mandatory Check-In Qld app QR code in personalised transport vehicles. Transport inspectors then undertook regular compliance activity to ensure taxis, rideshare and limousine operators fulfilled the Check-In Qld app QR code requirements while relevant health directions were in place.



Supporting jobs

- Continued to support the revitalisation of Queensland's coastal shipping industry by overseeing the Maritime Jobs Taskforce and implementing taskforce recommendations in support of the health response to COVID-19, including by encouraging a better balance between foreign and locally-crewed vessels.
- Developed a draft *Minjerribah (North Stradbroke Island) Public Transport Strategy* to identify opportunities to improve the public transport network to, from and on Minjerribah. The strategy aims to support tourism, boost access to employment on the mainland and further develop the local economy.



Backing small business

- Continued to support small business suppliers by applying the DESBT On Time Payment Policy for Small Business. Continued to apply measures implemented at the start COVID-19 where small businesses have been paid with immediate payment terms.
- Oversaw the implementation of programs to improve freight and supply chain efficiency, including through industry consultation as part of the Ministerial Freight Council.

- Backed small businesses to reduce overheads and red tape by digitising services.



Making it for Queensland

- Oversaw the implementation of programs to ensure an effective, efficient and accessible public transport system, as well as the Queensland Accessible Transport Advisory Committee.
- Lead stage two of the Transport Network Pricing research program with deliverables including undertaking a review and preliminary analysis of proposed/implemented options pursued by other jurisdictions, and a preliminary assessment around their applicability in Queensland.



Building Queensland

- Continued to implement and operate cooperative intelligent transport systems at key locations across Queensland to ready digital and physical infrastructure for the introduction of connected vehicles, expected to be commercially available in Australia from 2025.
- Hosted the 2021 QTRIP Industry Briefing, highlighting upcoming construction and maintenance works, and material demand across the state.



Growing our regions

- Awarded new-generation state government regulated or subsidised aviation and long-distance coach contracts to ensure the continuation of services for regional Queenslanders. These contracts mean more affordable air travel and certainty for far north Queensland locals, with a six-year extension of the Local Fare Scheme.



Investing in skills

- Identified skills shortages in Queensland's maritime workforce and implemented initiatives through the \$21 million Backing Queensland Maritime Jobs commitment to reduce barriers to career progression and support a sustainable local workforce into the future.
- Welcomed a new cohort of 48 graduates in 2022 as part of the OneTMR Graduate Program.
- Increased opportunities to participate in the Aboriginal and Torres Strait Islander traineeship program and welcomed 10 trainees working in each division.
- Continued the Women in Leadership Mentoring Program, a key initiative within TMR's *Gender Equity Plan 2019–21* that supports an increase in women to progress to leadership positions.



Backing our frontline services

- Completed personalised transport industry reforms, providing greater choice for passengers and improving safety, accessibility, affordability, and accountability for both passengers and the industry.
- Implemented measures to increase Queensland's ready access to coastal shipping and maintain essential transport links.
- Implemented the Digital Licence App trial across Queensland, which gives customers access to licensing and registration services that are convenient, safe, and secure via a mobile device.

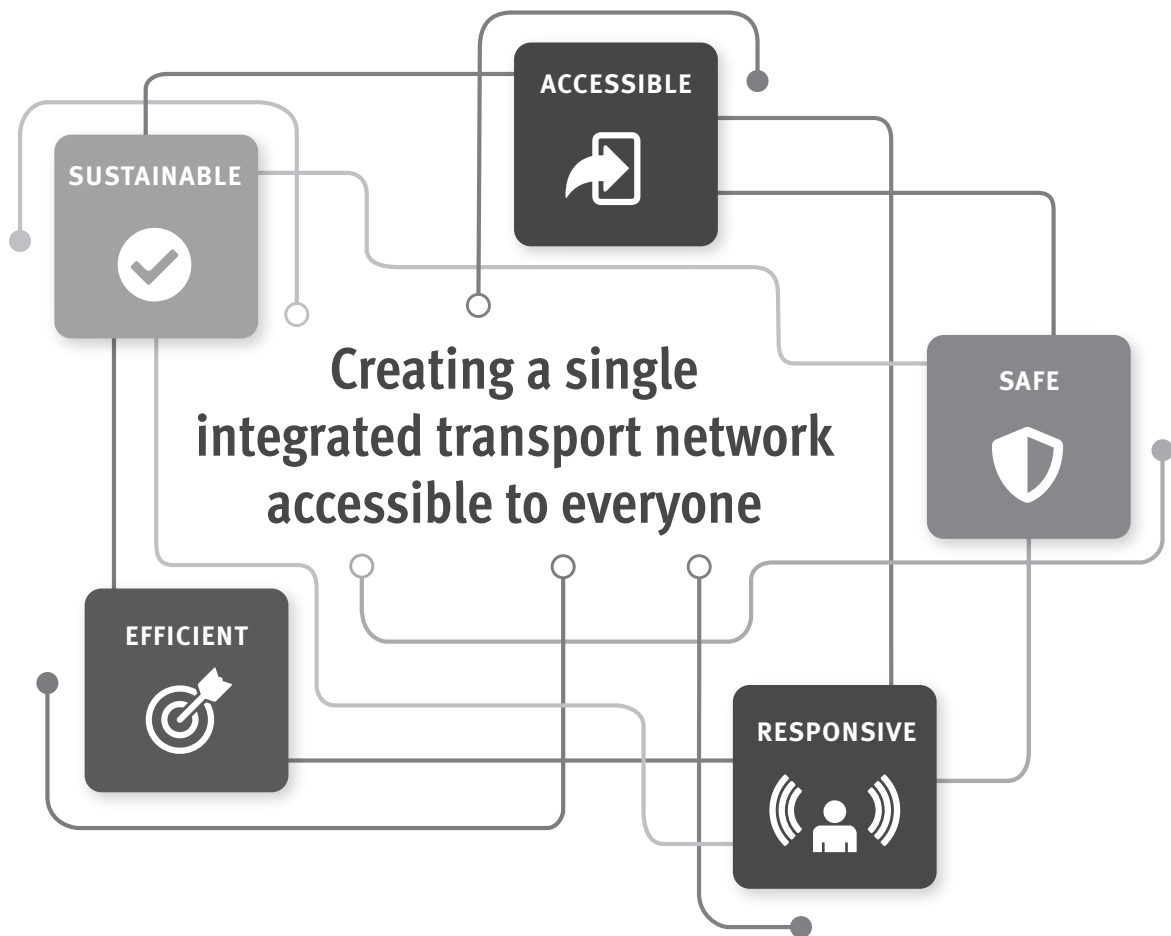


Protecting the environment

- Launched TMR's Environmental Sustainability Policy.
- Continued to deliver the Smart LED Road Lighting project 2017–2026, which will see around 35,000 road lights replaced with more energy efficient technology.
- Continued to investigate opportunities to use recycled materials safely, sustainably, and responsibly in road construction, through the *Waste 2 Resource Strategy* and National Asset Centre of Excellence (NACOE) research program.
- Continued to meet commitments set out in the *Reef 2050 Long-Term Sustainability Plan* by leading master planning for priority ports at Gladstone, Townsville, Hay Point/Mackay, and Abbot Point.
- Extended the Queensland Electric Super Highway (QESH) from 31 to 55 locations, with 24 new sites announced in June 2021 that are expected to be operational by late-2022. This extension delivers more electric vehicle charging locations in regional Queensland. The QESH patronage is at an all-time high, and most energy for the QESH is sourced through green credits or offsets.
- Developed and released the new *Zero Emission Vehicle Strategy* to support the government's commitment to increase electric vehicle uptake and contribute to zero net emissions by 2050.
- Finalised TMR-wide climate change risk assessment project, to inform the future development of a TMR climate change strategy that will position TMR to respond to the physical and transitional risks posed by climate change.

Strategic Plan






2019–2023 (revised for 2020–21)



Our vision and purpose

Creating a single integrated transport network accessible to everyone

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

	Objectives	Success looks like	Strategies to get there	Our objectives and strategies contribute to the Queensland Government's objectives for the community as follows:
 Accessible	Tailored connections for our customers and workforce to create an integrated and inclusive network	<ul style="list-style-type: none"> Improved access to the network Improved customer experience Improved inclusivity and diversity in the workforce 	<ul style="list-style-type: none"> Support Queensland communities through inclusive connections Facilitate solutions to improve accessibility and customer experience Build collaborative networks to strengthen knowledge and information flow across TMR Deliver more effective outcomes through a diverse and inclusive workforce 	<ul style="list-style-type: none"> Safeguarding our health Supporting jobs Backing small business Making it for Queensland Building Queensland Growing our regions Investing in skills Backing our frontline services
 Safe	Safe and secure customer journeys and TMR workplaces	<ul style="list-style-type: none"> Improved safety and security of the transport network Improved safety and wellbeing of our workforce Improved safety of our customers on the network Improved resilience of TMR systems 	<ul style="list-style-type: none"> Enable the safe introduction of new technologies and services onto the network Prioritise safety in all the work we do Design, operate and maintain a secure, safe, and resilient transport system 	<ul style="list-style-type: none"> Safeguarding our health Building Queensland Backing our frontline services
 Responsive	Our network, services and workforce respond to current and emerging customer expectations	<ul style="list-style-type: none"> Improved customer satisfaction Improved workforce satisfaction Improved digital engagement 	<ul style="list-style-type: none"> Enable adaptive solutions that respond to emerging transport technologies, customer expectations and government priorities Provide easy-to-use services Provide continuous learning opportunities to support an innovative and future-ready workforce 	<ul style="list-style-type: none"> Safeguarding our health Supporting jobs Backing small business Making it for Queensland Building Queensland Growing our regions Investing in skills Backing our frontline services Protecting the environment
 Efficient	Partnerships, integration, innovation and technology advance the movement of people and goods	<ul style="list-style-type: none"> Improved reliability of the transport network Value-for-money Improved partnerships with industry, government and the community 	<ul style="list-style-type: none"> Effectively utilise assets to deliver the best network outcome Work more effectively with internal and external stakeholders to create benefits for our customers Ensure best value-for-money approach to delivery Leverage technology, data and information to enhance network and organisational performance 	<ul style="list-style-type: none"> Supporting jobs Backing small business Making it for Queensland Building Queensland Growing our regions Investing in skills
 Sustainable	Planning, investment and delivery outcomes support a more liveable and prosperous Queensland	<ul style="list-style-type: none"> Reduced waste, infrastructure and transport emissions Increased uptake of active and shared transport modes Increased fiscal sustainability of investments and services 	<ul style="list-style-type: none"> Encourage active and shared transport modes Enhance network resilience to minimise the impacts of climate change and incidents Prioritise planning and investment decisions that enhance benefits realisation Support low and zero emission transport technologies, modes and materials 	<ul style="list-style-type: none"> Safeguarding our health Supporting jobs Backing small business Making it for Queensland Building Queensland Growing our regions Investing in skills Backing our frontline services Protecting the environment

Our opportunities and challenges

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

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



Key priorities and outcomes

Below is a summary of how TMR delivered on its strategic objectives during 2021–22 contributing to the Queensland Government's objectives for the community.

Table 3: Key priorities and outcomes for 2021–22

Strategic objective	Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Accessible <i>Tailored connections for our customers and workforce to create an integrated and inclusive network</i>	Released the record \$29.7 billion Queensland Transport and Roads Investment Program 2022–23 to 2025–26, a pipeline of transport and road infrastructure investment estimated to support an average of 25,200 direct jobs over the life of the program.	Supporting jobs	Ongoing
	Continued planning for future expansion of SEQ's rail network, including the Ipswich to Springfield Public Transport Corridor and the Varsity Lakes to Gold Coast Airport heavy rail extension.	Building Queensland	In progress
	Continued to implement actions contained in the <i>Disability Action Plan 2018–2022</i> to improve the accessibility of the passenger transport network for customers with a disability, including \$191.5 million (including \$80 million Federal contribution for Brisbane Metro) allocated to the Passenger Transport Infrastructure Investment Program.	Building Queensland	In progress
	Continued the Women in Leadership Mentoring Program to support TMR's commitment to increasing women in senior leadership positions (SES/SO).	Supporting jobs	Ongoing
Safe <i>Safe and secure customer journeys and TMR workplaces</i>	Providing safe marine infrastructure, including increasing boat launching capacity on Queensland's waterways to support healthy lifestyles.	Safeguarding our health	Ongoing
	Developing a Movement and Place Policy to support better health outcomes for communities by ensuring that active and local needs are considered and integrated into wider planning and operation of TMR's transport network.	Safeguarding our health	In progress
	Working with industry, other participating jurisdictions and the National Transport Commission to progress the Heavy Vehicle National Law Safety and Productivity Program.	Safeguarding our health	In progress
	Developed a new <i>Queensland Road Safety Strategy and Action Plan</i> (including <i>Heavy Vehicle Safety Action Plan</i>)	Safeguarding our health	Completed
	Developing a <i>Maritime Enhancement Plan</i> .	Safeguarding our health	In progress
	Continued to deliver marine-related education and safety messaging, including campaigns that influenced and increased safe behaviours within the recreational boating community.	Safeguarding our health	Ongoing
	Delivered the COVID-19 Transport Services Assistance Program until 30 June 2022, to ensure that identified regional operators were supported through the COVID-19 recovery period.	Safeguarding our health	Completed
Translink's Contact Centre answered 749,326 calls from passenger transport customers, with calls answered in 33.11 seconds on average.	Backing our frontline services	Ongoing	

Strategic objective	Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Responsive <i>Our network, services and workforce respond to current and emerging customer expectations</i>	Continue delivering the \$400 million Queensland Government road infrastructure stimulus program and the \$415 million jointly funded Australian Government and Queensland Government road infrastructure stimulus program.	Supporting jobs	In progress
	Continue delivering road safety improvements with \$1 billion funding committed by the Australian Government and Queensland Government under the Road Safety Program. Improvement works include shoulder sealing, audio tactile line marking, intersection improvements and barriers to prevent road crashes.	Supporting jobs	In progress
	Delivering the \$335.7 million New Generation Rollingstock accessibility upgrades on 75 trains at Maryborough in the Fraser Coast Region.	Making it for Queensland	In progress
	Delivered the Ipswich Connected Vehicle Pilot, which involved retrofitting 355 public participant vehicles with connected vehicle technology that generated safety warnings to alert drivers of potential hazards.	Making it for Queensland	Completed
	Delivering the Cooperative and Highly Automated Driving pilot to research the potential safety impacts of introducing connected and automated vehicles on Queensland roads.	Making it for Queensland	In progress
	Continued to oversee the development and delivery of the Smart Ticketing system in Queensland.	Making it for Queensland	In progress
	Facilitating the delivery of transport-related projects, including three new Gold Coast train stations, to support patronage growth and improve rail access.	Making it for Queensland	In progress
	Continued to invest in the Mount Isa to Townsville rail line and worked with the Mount Isa to Townsville Economic Zone group to identify opportunities for future investment in freight, transport and logistics hubs to maximise freight movement efficiency.	Building Queensland	In progress
	Delivering a pipeline of train building work in Maryborough and strengthening regional supply chains, including Rockhampton.	Building Queensland	In progress
	Employing 42 Indigenous trainees currently engaged in certificate III traineeships across Queensland in RoadTek.	Investing in skills	In progress
	Undertook further Recognise, Respond, Refer domestic and family violence training with 6380 employees.	Investing in skills	Ongoing
	More than 1500 employees completed further face-to-face Motivating Action Through Empowerment (MATE) Bystander training.	Investing in skills	Ongoing
	Seventh Women in Construction Program commenced in February 2022, with 20 participants, the largest cohort to date.	Investing in skills	Ongoing
	Welcomed four MSQ trainees based in Cairns, Townsville, Mackay, and Hervey Bay, supporting employment and training opportunities for young Queenslanders.	Investing in skills	Ongoing
	Implemented all 12 <i>Road Safety Education Blueprint</i> short-term actions.	Backing our frontline services	Completed
	Supported delivery of frontline services by ensuring all TMR Customer Service Centres remained open where possible. COVID-safe measures were implemented to protect staff and customers.	Backing our frontline services	Ongoing
As at 30 June 2022 there were more than 280,000 Prep L enrolments and this includes more than 258,000 successful completions.	Backing our frontline services	Ongoing	

Strategic objective	Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Efficient <i>Partnerships, integration, innovation and technology advance the movement of people and goods</i>	Six-year extension of the Local Fare Scheme, an airfare subsidy program for the Gulf, Cape York, and Torres Strait communities to support access to local health, education and employment services opportunities.	Backing small business	Ongoing
	Awarded 2534 contracts to Queensland suppliers, injecting \$4.1 billion into local economies. This included \$2.4 billion to 2792 regional suppliers and \$51 million to First Nations businesses.	Backing small business	Ongoing
	Working with industry and the National Heavy Vehicle Regulator to develop and review national heavy vehicle notices, to safely improve industry efficiency and reduce the regulatory burden associated with access permits.	Backing small business	In progress
	Delivering upgrades to Queensland's Inland Freight Route to improve safety, resilience, and freight efficiency.	Building Queensland	Ongoing
	Ensuring priority transport infrastructure planning considers the requirements associated with hosting the Brisbane 2032 Olympic and Paralympic Games. This includes investing \$1 million for Olympic and Paralympic Games modelling and analysis.	Building Queensland	In progress
	Continued delivery of the M1 Action Plan.	Building Queensland	In progress
	Delivering the \$13 billion Queensland and Australian governments funded program to upgrade the Bruce Highway (2013–14 to 2027–28) as part of QTRIP.	Growing our Regions	In progress
	Continued oversight of the Bruce Highway Trust Advisory Council, including the delivery of the Safer Bruce 2030 Action Plan.	Growing our Regions	In progress
	Delivered \$400 million towards the \$440.25 million road upgrade program as part of the <i>Queensland Economic Strategy: Unite and recover for Queensland Jobs</i> .	Growing our Regions	In progress
	Delivering the Maritime Infrastructure Investment Program	Growing our Regions	In progress
Refine and implement the 10 year pipeline of rail planning and projects for South East Queensland.	Growing our Regions	In progress	
Undertaking boat harbour master planning for Manly and Scarborough. Early community engagement for both harbours has been completed and will inform the development of master plans for each harbour.	Growing our Regions	In progress	

Strategic objective	Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Sustainable <i>Planning, investment and delivery outcomes support a more liveable and prosperous Queensland</i>	Continued the War on Wrecks program to work with owners to remove derelict vessels and promote responsible boat ownership. The program contributed to 180 fewer derelict vessels in Queensland waterways.	Protecting the environment	In progress
	Added 24 new fast charging locations to the existing 31 locations on the Queensland Electric Super Highway (QESH), supported by a \$3.83 million investment to further connect Western Queensland to the existing QESH network.	Protecting the environment	In progress
	Released the new <i>Zero Emission Vehicle Strategy</i> to support the government's commitment to zero net emissions by 2050.	Protecting the environment	Completed
	Developing the <i>Zero Net Emissions for Transport Roadmap</i> to provide a robust evidence base to inform future Government policy and funding decisions to realise the net zero emissions by 2050 target.	Protecting the environment	In progress
	Finalised the agency-wide Climate Change Risk Assessment project, which informed the <i>TMR climate change strategy</i> which aims to position TMR to be ready to respond to the risks posed by climate change.	Protecting the environment	Completed
	Implementing the <i>RoadTek Resource Efficiency Plan 2030</i> to align with ecological sustainable development principles.	Protecting the environment	In progress
	Embracing innovation regarding engineering material to reduce carbon emissions and sediment loss into waterways, including use of recycled and sustainable materials in the construction and maintenance of state-controlled roads.	Protecting the environment	In progress
	Delivered new Bicycle Riding Encouragement Program community grants to help increase the number of people who regularly ride a bike. Fifteen grants were awarded in February 2021 across two streams – grassroots funding and innovation funding, which are currently being implemented.	Protecting the environment	Completed
	Continued implementing the <i>Queensland Walking Strategy 2019–2029</i> via completion of the first <i>Action Plan for Walking 2019–2021</i> to encourage more walking in Queensland. Released a second <i>action plan for 2022–2024</i> .	Protecting the environment	In progress
	Continued implementation of the <i>Queensland Cycling Strategy 2017–2027</i> by completing all actions in the <i>Queensland Cycling Action Plan 2020–2022</i> , which aims to encourage more cycling, more often.	Protecting the environment	In progress
Continue to engage and contract with locally based maritime salvors to remove derelict abandoned and illegally dumped vessels under the War on Wrecks program.	Supporting jobs	In progress	

Strategic Opportunities and Challenges

Brisbane's selection as host of the 2032 Olympic and Paralympic Games will present unique opportunities and challenges for South East Queensland's transport system and for TMR. As Queensland's population continues to grow, hosting the world's largest multi-sport event will place additional pressure on our networks, services and systems.

Additionally, advances in technology and commercial models have the potential to transform Queensland's transport system of the future. These developments will test TMR's ability to satisfy changing customer expectations and needs.

Brisbane 2032 Olympic and Paralympic Games

Brisbane 2032 presents an opportunity to establish new partnerships across all levels of government and with industry to accelerate delivery of much needed infrastructure to support Queensland's long-term growth. Through the event, TMR has an opportunity to showcase our world-class transport system to locals and visitors alike.

The Brisbane 2032 Master Plan has been carefully developed to support Brisbane 2032-time operations through existing and planned community facilities and transport infrastructure. Infrastructure investment will support planned urban growth and deliver strong legacy benefits for the local community and region. The Brisbane 2032 Olympic and Paralympic Games will also provide momentum to accelerate the implementation of innovative technologies to:

- reduce transport's carbon footprint by expanding low emissions vehicle fleets and encouraging more sustainable travel behaviour, aligning to Queensland Government's goal of delivering a climate positive Brisbane 2032 Olympic and Paralympic Games
- more efficiently coordinate network operations and incident management response
- provide customers with tailored and accessible real-time travel information.

Meeting Queensland's future needs

By 2050, Queensland's population is expected to reach 8 million people*.

Designing a transport network for the future requires extensive forecasting, research and planning to best prioritise investments that ensure Queensland's long-term transport needs are met. Our infrastructure needs to connect Queensland's diverse and geographically dispersed population through integrated transport solutions.

The *Queensland Transport Strategy* details TMR's 30-year vision on how TMR plans to move people and goods safely and

efficiently into the future. The convergence of new communication technology, new sources of energy, and new modes of mobility are altering the way people access services and use different modes of transport. TMR is exploring opportunities to harness these trends to ensure existing roads and transport systems meet future requirements, as well as working to create a single integrated transport system that anticipates and responds to changing customer needs.

Strategic future-focused projects, including the Cooperative and Automated Vehicle Initiative (CAVI) and the exploration of Mobility as a Service (MaaS) consider how new technologies may impact the transport network. These projects have progressed to real world trials that are delivered with industry and research sectors, highlighting that a partnership approach is essential when considering new technologies.

These types of projects can also highlight uncertainties within the transport system that impact TMR's ability to predict and respond to such changes. TMR is exploring methods to robustly plan for and respond to uncertain and changing conditions. Advances in technology can also present new security and cyber threats. TMR ensures services meet high security standards and controls through its information security management system.

TMR continues to deliver projects through the four-year forward pipeline of work of QTRIP, while implementing regional transport plans that outline the strategic direction of regional transport systems over the next 15 years.

Responding to change

The pace of technological, social, and environmental change is increasing, bringing with it the potential to change the way people and goods are connected within transport systems.

TMR's challenge is to align data-driven evidence with dynamic and changing customer behaviours, while remaining agile to disruptive ideas, events and industries. TMR's various data sources help to unpack information and trends to shape how it responds in the future, such as conducting complex analysis of road crash and trauma data through the Road Safety Data Bureau.

TMR also undertook research to assess the impact of COVID-19 on traffic and public transport usage. COVID-19 has seen an acceleration of remote work and study options, disrupting traditional commuter travel patterns. TMR recognises the need to adapt to these new travel patterns and ensure public transport is an attractive and relevant option for customers.

TMR is committed to providing safe, accessible, and integrated transport solutions that meet diversifying customer and stakeholder expectations. It is imperative TMR listens to the voice of the customer to uncover these needs, in alignment with our goal of meeting customer requirements first time, every time. Aligning customer needs with new technology has been realised in the Smart Ticketing project, providing customers more choice in how they pay for their public transport journeys.

TMR has harnessed technology to provide better customer services, such as utilising Robotic Process Automation to improve response times for customers. TMR's digital licence also aims to make it easier for Queenslanders to share their personal information when they need to.

These types of projects can highlight uncertainties within the transport system that impact TMR's ability to predict and respond to such changes. TMR is exploring methods to robustly plan for and respond to uncertain and changing conditions. With technology comes the increasing need to monitor cyber risks through our security management system and ensure our services meet security standards and principles.

Environmental resilience

Climate change is one of the greatest environmental and economic challenges facing the transport sector and Queensland is already the most at-risk Australian jurisdiction from extreme weather.

Extreme weather events are exacerbated by a warming climate. Australia's average temperature has increased by 1.4 degrees Celsius over the last 100 years. The severity and frequency of extreme weather events due to climate change is also projected to increase. An increase in events can mean significant state costs towards recovery.

Reducing emissions and adapting to climate risks will limit the severity of these impacts. It's imperative TMR continues to work to improve the sustainability of Queensland's transport infrastructure and services to deliver more resilient assets.

TMR is building capability to address climate change risk through initiatives such as:

- implementing actions to advance the *Zero Emission Vehicle Strategy*
- delivering a new *Environmental Sustainability Policy*
- finalised an agency-wide climate change risk assessment
- investigating suitable methodologies to assess climate-change related network vulnerability
- contributing to the whole-of-government Queensland Climate Ready Program
- developing a *Movement and Place Policy* to improve place-based resilience of infrastructure assets and services
- trialling use of more zero emission buses across the Translink network
- undertaking a climate change risk assessment for infrastructure projects over \$100 million as part of Infrastructure Sustainability Council of Australia certification
- undertaking flood studies for the Bruce Highway and other major transport infrastructure and providing guidelines for flood evacuation route improvements
- researching and implementing innovative solutions to improve sustainability and build a more resilient road network.

Future of work

Work in the transport sector will face considerable change in the years ahead. Changes will be driven by technological advancement and the pace of innovation, as well as the organisation of work, demographic evolution, environmental challenges and globalisation. How TMR's people deliver solutions for today's problems could impact what Queensland's transport network looks in the future.

TMR's *Strategic Workforce Plan 2020–2024 (revised for 2021–22)* strives to build, grow and inspire its workforce to be agile, adaptable, capable, purpose driven, safe, healthy and resilient. Equally, the Accessibility and Inclusion Strategy outlines how TMR will develop the critical capabilities needed to deliver accessible transport services, information, products and infrastructure.

From a digital capability perspective, TMR's *Digital Strategic Plan 2021–2025* looks to educate our workforce and partners to operate digitally to reduce our ecological footprint and maximise efficient use of digital capabilities.

TMR needs to develop an agile workforce, recognising that the sector will change and that existing transport practices will be disrupted. TMR has already started to evaluate its work, identifying what tasks can be digitised to direct resources to more complex tasks, such as partnering with Australia Post to pilot the digitisation of mailroom functions.

This strategic direction is complemented by the Learning Strategy by developing an agile and future-ready workforce with the right people and right skills mix to meet its future needs.

*Australian Bureau of Statistics, 2018.

Looking ahead

TMR will continue to plan ahead and implement its program of work to ensure TMR continues its commitment towards customer safety on the transport network, investment in major road and transport infrastructure projects, as well as partnerships with local governments to achieve regional transport priorities.

In 2022–23, TMR will continue to:

- progress statewide planning actions identified in the Regional Transport Plans
- enhance passenger and freight rail performance, including working with the Australian Government to maximise the benefits of Inland Rail, and developing a long-term rail network strategy to define the future needs of the rail network in Queensland
- implement the *Queensland Road Safety Strategy 2022–31* and supporting *Action Plan 2022–24*, taking a whole of system approach to reducing road trauma
- deliver Phase 3 of the QESH by adding 24 more electric vehicle fast-charging stations which will extend the QESH into western Queensland and provide 2 ‘border crossing’ locations at Goondiwindi and Stanthorpe (further boosting tourism opportunities between Queensland and New South Wales) and provide appropriate policy and infrastructure to support greater uptake of zero-emission vehicles
- deliver connected vehicle infrastructure, which will extend Cooperative Intelligent Transport Systems along 1500 kilometres of the Bruce Highway from the Sunshine Coast to Cairns, enabling cloud-based services through Queensland traffic application and private telematic providers
- provide convenient, accessible transport by delivering safe and connected cycling and walking infrastructure finalising the revised *Disability Standard for Accessible Public Transport 2002* in partnership with the Australian Government
- roll out the Digital Licence App across Queensland
- progress the expansion of the Smart Ticketing system across the South East Queensland Citytrain and bus network, CityCats and Southern Moreton Bay Islands Ferry
- explore emerging service models and modes such as on-demand transport with the commencement in March 2022 of a two-year trial in Pacific Pines, Nerang and Highland Park on the Gold Coast and e-mobility where there is a safety and regulatory need
- improve transport network security and resilience to the impacts of climate change and disruptions from all hazards by researching and investing in sustainable materials such as the responsible use of recycled materials in road pavements and assessing risk related to natural disasters and climate change impacts
- improve connectivity, access, safety and pollution response of maritime services and infrastructure through the Maritime Infrastructure and Investment Program; enhance sustainability of the industry through initiatives to revitalise coastal shipping and create maritime jobs in Queensland; and continue the War

on Wrecks program to remove derelict or abandoned vessels in Queensland’s waterways

- plan the delivery of sustainable transport infrastructure and services to support the Brisbane 2032 Olympic and Paralympic Games and provide an ongoing legacy for the community.

Capital program

A key responsibility of TMR is capital investment and infrastructure delivery. Highlights of TMR’s capital program in 2022–23 include progressing delivery of projects such as:

- The Australian and Queensland Governments’ co-funded program to upgrade the Bruce Highway (2013–14 to 2027–28), including projects such as:
 - Rockhampton Ring Road
 - Cooroy to Curra Section D
 - Caboolture–Bribie Island Road interchange to Steve Irwin Way upgrade
 - Cairns Southern Access Corridor (Stage Three) Edmonton to Gordonvale
 - Mackay Port Access
 - Tiaro Bypass
 - Maroochydore Road and Mons Road interchanges upgrade
 - Townsville Ring Road (Stage Five).
- the Australian and Queensland governments funded upgrades on the M1 Pacific Motorway, including projects such as:
 - Varsity Lakes to Tugun upgrade
 - Eight Mile Plains to Daisy Hill upgrade.
- Coomera Connector (Stage One), Coomera to Nerang (jointly funded by the Australian and Queensland governments on a 50:50 basis)
- Brisbane, Logan and Gold Coast Faster Rail (Kuraby to Beenleigh) upgrade Nerang (jointly funded by the Australian and Queensland governments on a 50:50 basis)
- Gold Coast Light Rail (Stage Three) Broadbeach South to Burleigh Heads (jointly funded by the Australian and Queensland governments and City of Gold Coast)
- Beerburum to Nambour Rail Upgrade (Stage One) (jointly funded by the Australian and Queensland governments on an 80:20 basis)
- Queensland Train Manufacturing Program to build and operate 65 trains
- Beams Road (Carseldine and Fitzgibbon) rail level crossing upgrade (jointly funded by the Australian and Queensland Governments and Brisbane City Council).

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Fast Facts

Data as at 30 June 2022

\$6.11^B

Total investments in transport infrastructure program*

\$1.10^B

Maintenance and operation state transport network

5.26^{M*}

Population of Queensland

1.42%

Population growth from last year

*Includes Queensland Rail, Gold Coast Waterways Authority, School Bus Upgrade Program and Maritime Safety Queensland

*ABS – Catalogue 3101.0

\$111.1^M

Expenditure on natural disaster repairs

73.7^{KM}

Of roads reconstructed under Natural Disaster Program 2020–21

33,408^{KM}

State-controlled roads including 5052km national network

3153

Bridges owned and maintained

MORE THAN 113.4^M

Passenger trips on bus, rail, ferry and tram were provided to our customers within South East Queensland

MORE THAN 10.61^M

Passenger trips on bus, rail, ferry and air outside South East Queensland

310,705

Average number of passenger trips per day on South East Queensland network

MORE THAN 1.4^M

Passenger trips provided through the Taxi Subsidy Scheme

MORE THAN 283,000

MyTranslink app active monthly users

2,010,561

go cards used in South East Queensland

52,054

QLDTraffic Twitter posts

170,665

Downloads of QLDTraffic app

6.17^M

QLDTraffic website visits

17,364

Gold Coast tram daily passengers

\$8.65

Average subsidy per trip provided though Taxi Subsidy Scheme

475

Limousine licences

3,248

Taxi Service licences

455

Authorised booking entities

14,489

Booked hire service licences

53,064

Authorised drivers of public transport

1,258

Accredited transport operators

31

Queensland Electric Super Highway Charging Stations

10,161

Queensland electric vehicle registrations

989,254	247,242	3.97^M
Recreational boat licences	Personal watercraft licences	Driver licences

239,589	34,212	5.79^M
Recreational boats registered	Personal watercraft registered	Vehicles registered

337.4^M	987.4^M
Tonnes of cargo we helped our industry customers move through our 21 declared ports.	Tonnes of freight moved on the surface network

180	\$15.11^M
Derelict vessels removed from Queensland waterways this year	Value of recreational boating facilities built this year

20,148	11,005
Ship movements in Queensland ports	Ship movements in the ReefVTS monitored region

637^{KM}	23^{KM}	\$37^M
Cycling infrastructure delivered through funding from Active Transport Program**	Of cycling infrastructure built this year	Investment in cycling and walking this year by the Active Transport Program

**Since 2006

125,806	146,186
Written driving tests conducted	Practical driving tests taken

22,409	34
On-road intercepts	Number of TMR-led Queensland Government Agency Programs

10.6 YEARS		
Average length of service		
7.6%	20.7%	71.7%
Temporary	Casual	Permanent
84%	7405	36%
Non-corporate roles	Full-time equivalents	SES/SO women

3.21^M	12.87^M	19.03^M
Face-to-face services provided to customers across our 90 Customer Service Centres	Customers conducted transactions using electronic self-service channels	Total customer interactions for the year

Responding to change and managing uncertainty

In the past year the emergence of the Omicron variant of COVID-19, a series of extreme weather events, and the flow-on effects from both have tested the resilience of Queenslanders across the state.

Throughout this period of uncertainty, TMR has continued to work with government and industry partners to protect the safety of Queenslanders and keep essential services running and road and transport infrastructure operational. TMR also worked around the clock to repair vital infrastructure and stepped up to support communities most impacted by extreme weather events.

Omicron: adapting to new challenges

The rapid spread of the Omicron variant of COVID-19 led TMR, along with other organisations across government and business, to reconsider operational models that were based on the previous Delta variant.

The ability to quickly adapt operations to keep TMR staff, stakeholders, and customers safe during periods of peak infection and lockdowns was crucial. Business continuity plans were activated across the department, with non-frontline office-based staff encouraged to work from home where possible and teams needing to come into a workplace operating on a rotation to minimise physical contact. Increased cleaning regimes were also put in place across workplaces, and staff were supported with flexible working options to enable them to balance family commitments and attend vaccination and other medical appointments.

Protecting customers

As the Omicron wave began to gather momentum, TMR made the decision to offer only essential services at Customer Service Centres for short periods and at times when the transmission rate was high in local areas, to protect the safety of TMR staff

and customers. However, the innovative online enhancements made by TMR's Customer Services Branch helped thousands of customers continue to interact and transact with us online. This helped to reduce the need for customers to visit TMR offices, as well as giving them greater choice and flexibility in accessing the services they needed.

Throughout the Omicron wave, Queensland Rail enacted business continuity measures to adjust weekday services on the South East Queensland rail network. This ensured all lines and stations continued to provide daily services to keep the state moving. Outside of the south east region, TMR worked with the many smaller bus network operators, school transport providers, long-distance coach operators and aviation service providers to monitor for emerging service continuity risks.

The importance of communication

Communication continued to play a vital role in keeping TMR's workforce connected and informed of the latest developments, health advice and operational changes. The Director-General issued regular department-wide written and video updates and responded to individual questions from staff via a dedicated email channel. The department's dedicated COVID-19 intranet page was also maintained as a source of information.

The Director-General provided regular updates to external stakeholders via a dedicated email newsletter, as well as hosting fortnightly teleconferences with industry partners and stakeholders.

Social media continued to be a critical component in keeping the Queensland community informed and educated, and this relationship was never more important than during COVID-19.

Facebook continues to be TMR's largest and most engaged community, with a 34 per cent increase in followers to 188,572. Twitter and LinkedIn also experienced significant growth, with a 25 per cent increase in followers to 23,329 and 18 per cent to 46,401 respectively. Total followers across all platforms increased by 30 per cent.

Protecting borders

Prior to the lifting of interstate border restrictions, TMR's Transport Inspectors and Senior Network Officers worked tirelessly alongside Defence Australia and the Queensland Police Service to protect the state's borders and keep people safe. These teams worked all hours of the day and night, often in challenging weather conditions, and checked a total of 3.6 million vehicles at state and territory borders.

To help drivers meet the Queensland Freight Protocol testing requirements, four dedicated freight and logistics driver COVID-19 testing sites were set up at Boondall, the Port of Brisbane, Charlton and Goondiwindi. These sites collectively conducted more than 41 million PCR tests.

In September 2021, dedicated vaccination hubs were also established at Tugun and Goondiwindi to support the Queensland Freight Protocol requirement for mandatory vaccination. These sites administered a total of 824 vaccinations before ceasing operation in November 2021.

Supporting the maritime industry

TMR, through Maritime Safety Queensland (MSQ), coordinated the state's maritime response, with guidance from Queensland Health and the State Health Emergency Coordination Centre, in applying directives, protocols, risk assessments, border interventions, quarantine and precautionary measures. The MSQ protocols were also adapted in other states.

The three key guiding principles for the management of COVID-19 in the Queensland maritime response were the protection of seafarers onboard ships and in ports, protection of the community, and maintaining trade and commerce for the state.

From the start of COVID-19 to the end of June 2022, MSQ facilitated nearly 14,000 crew changes across more than 1000 vessels. Nearly 900 medical appointments ashore were also facilitated for quarantine maritime crew. The maritime response will be ongoing as MSQ strives to protect Queenslanders and international seafarers, while also maintaining critical supply chains for economic recovery.

A coordinated response to extreme flooding

The floods that swept through broader South East Queensland at the end of February 2022 caused widespread damage and disruption to critical infrastructure and services, as well as devastation to the lives of thousands of Queenslanders.

TMR's first priority was to work alongside emergency services and other areas of government, in a coordinated way, to assess damage caused by the flooding and ensure people were protected from immediate danger and given the information they needed to make safe travel decisions.

TMR's RoadTek crews worked around the clock, often in hazardous conditions, from Maryborough down to the Gold Coast to assess and repair damage and restore the state's vital road network. A significant reconstruction program is underway to repair major road damage across 21 local government areas, including numerous landslips, widespread pavement damage and scouring around bridges and culverts.

Translink responded by providing free travel on public transport during a critical post-flood period between 3–6 March 2022, covering Coolangatta to Fraser Coast and across to Toowoomba. Emergency timetables were created for South East Queensland and buses replaced trains where possible. Customer information was also updated in real time through an array of channels, including websites and social media.

Translink also worked with delivery partners to implement diversions or alternative services, where possible, to maintain service continuity and customer safety. They also worked in collaboration with School Bus Service Delivery Partners across Queensland to respond to urgent school closures and amend services to accommodate impacted school routes.

TMR's social media channels continued to be a trusted information source in times of crisis and during several severe weather events throughout the year. Social media reached people in a way traditional messaging could not, with updates shared widely and reaching key target audiences.

During extreme weather events, social media communication became an even greater priority. The department published various posts, photos and videos provided by customers and communication staff on the ground, including major roads and highway closures and reopenings, maritime alerts and affected ports and harbours, and disaster assistance packages available for affected communities.

Working together to restore water access

The flood recovery work coordinated by MSQ in the Brisbane River, Moreton Bay and Sunshine and Fraser Coasts received widespread praise for the way agencies, contractors, and the maritime community worked together to respond to waterborne threats.

MSQ had the lead role in dealing with the many maritime issues including restricting operations and vessel movements in the Port of Brisbane and Brisbane River, managing the identification and removal of debris and obstructions, conducting hydrographic surveys and diver inspections of key public marine infrastructure, and finding and repairing navigation aids affected by the flood. These tasks were progressed with support from the Queensland Water Police, Port of Brisbane Pty Ltd, Royal Australian Navy, Queensland Parks and Wildlife Service, local governments and commercial contractors.

A key priority was the re-opening of the Port of Brisbane to commercial shipping operations. MSQ's Regional Harbour Master (Brisbane) adopted a diligent and risk-based safety approach to achieve this objective. The first ship movements of fuel tankers occurred on 3 March 2022 before the port was progressively reopened to other shipping to ensure continuity of supply chains.

During the recovery phase, more than 6700 tonnes of debris was removed from the Brisbane River, areas of Moreton Bay, and beaches as far north as Fraser Island (K'gari). Collection sites for debris recovered from the Brisbane area were established at Murarrie and Hemmant and, where possible, owners were contacted so that salvageable property could be returned. In all, a total of 60 vessels and 40 pontoons were salvaged and 60 displaced navigation aids reinstated.

Planning for the future

As TMR looks to the future, it is important to acknowledge that COVID-19 remains an ongoing issue in the community, and Queenslanders are also facing the possibility of further extreme weather events that could match or even exceed the scale and impacts of the recent floods.

Radical uncertainty and being flexible and nimble has become part of the new normal, and agility is something that needs to be embraced as part of planning a way forward.

TMR's strategic and business planning processes are key elements for ensuring the department is ready to respond to unexpected challenges in the future, and work is well underway to plan for and progress future-focused programs of work that will equip TMR to continue delivering for customers and communities.

Case Study

Maritime flood recovery 2022

The 2022 floods posed significant maritime issues and challenges in South East Queensland. MSQ had the primary lead role for the maritime component of the whole-of-government response.

As rains increased across soaked catchments, flood conditions on South East Queensland waterways became treacherous with unusually fast river currents, eddies, and large amounts of debris.

On 26 February 2022, MSQ Brisbane Region's Incident Management Team went to STAND UP under the direction of the Regional Harbour Master, Brisbane and commenced disaster response operations—collaborating closely with colleagues across TMR, and the Brisbane District Disaster Management Group. Multiple on-water emergencies were dealt with in partnership with other agencies, such as the Queensland Police Service and volunteer marine rescue organisations. Protection of human life was the prime focus, followed by infrastructure and the environment.

Whilst the Port of Brisbane was severely disrupted throughout the period, key supply chains were maintained with the collaboration of port service providers—such as Marine Pilots and Towage services and port stakeholders including terminal operators and the Port of Brisbane—demonstrating that strong relationships build resilience.

Enduring partnerships with other disaster management organisations ensured a rapid response, in particular the deployment of the Royal Australian Navy to assist in surveying and hazard identification at key public maritime infrastructure, such as ferry terminals and bridges.

A huge clean-up operation was undertaken by MSQ, and more than 6700 tonnes of debris was collected from the Brisbane River and other key waterways of South East Queensland. These efforts ensured it was safe for use by stakeholders of the Port of Brisbane, commercial vessel operators and the recreational boating public in only five weeks from the initial flood event.

Throughout the period, MSQ overcame many challenges and learnt many lessons for the next event. The rapid response achieved across all maritime areas in a safe and determined manner is testament to TMR's ongoing investment in emergency management and disaster response training.

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