

# Management and structure

During 2014-15, minor changes were made to the department's structure.

In March, the Strategy and Renewal Branch program of work transitioned into Corporate Operations Branch. Two specialist teams continue to lead the organisational strategy and innovation program, including progressing activities to make One TMR a reality.

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

## **Deputy Director-General**

*Policy, Planning and Investment*

**Matthew Longland**

Policy, Planning and Investment Division develops strategies, policies and plans for an integrated transport system that safely and efficiently moves people and goods, and delivers value to the community.

## **Deputy Director-General**

*Infrastructure Management  
 and Delivery*

**Mike Stapleton**

Infrastructure Management and Delivery Division delivers the integrated program of infrastructure projects and maintains and operates the state-controlled road network.

## **Deputy Director-General**

*Customer Services,  
 Safety and Regulation*

**Graham Fraine**

Customer Services, Safety and Regulation Division provides customer, safety and regulatory services for Queenslanders, our transport system and our waterways.

## **Deputy Director-General**

*TransLink Division*

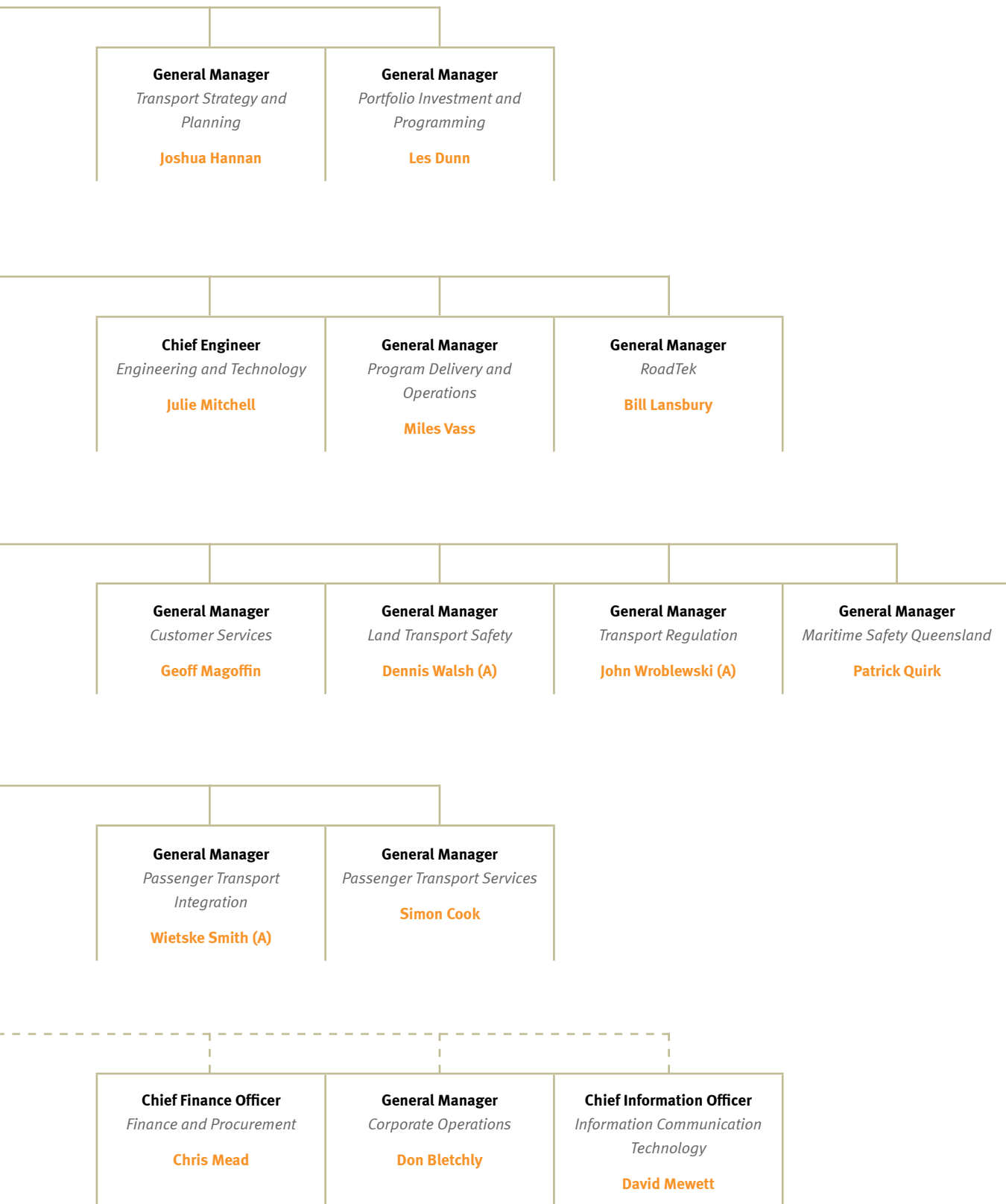
**Peter Milward (A)**

TransLink leads and shapes Queensland's passenger transport system, by providing an integrated transport network, safe and accessible to all.

## **Chief Operations Officer**

**Jennifer Grace**

The Chief Operations Officer is responsible for the day-to-day performance and governance of the department, freeing the Director-General to focus on strategy, government priorities and stakeholder relationships.



## Our services

### Policy, Planning and Investment Division

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

Our high-level services include:

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

### Infrastructure Management and Delivery Division

We deliver the integrated program of infrastructure projects and maintain and operate the state-controlled road network.

Our high-level services include:

- transport infrastructure management
- program management and delivery
- state-controlled road network operation
- engineering and technology
- road design, construction and maintenance
- emergency response and recovery

### Customer Services, Safety and Regulation Division

We provide customer, safety and regulatory services that improve community safety and satisfaction. Our primary focus is to deliver licensing and registration products and services through the customer service delivery network.

Our high-level services include:

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

### TransLink Division

We facilitate passenger transport systems across the state and aim to provide a single integrated transport system allowing fair access to everyone. Key passenger transport activities managed by TransLink Division include:

Our high-level services include:

- passenger transport network operations
- passenger transport services
- passenger transport industry management and regulation
- enhancing customer experience by improving service integration, passenger information and ticketing products.

### Corporate

We ensure the department is an effectively functioning, resilient organisation with a high-performing, safe and capable workforce. Key areas of focus include legislation and standards compliance, whole of government priorities, the delivery of Transport and Main Roads' Strategic Plan aligned to branch planning, and Executive Leadership Team direction.

Our core services can be grouped into five functions:

- finance and procurement
- information technology
- internal audit, legal, and ethical services
- human resource management, and workplace health and safety
- emergency management and transport security

## Executive Leadership Team (at 30 June 2015)

The Executive Leadership Team (ELT) assists the Director-General to deliver our strategic purpose: to plan, manage and oversee the delivery of a safe, efficient and integrated transport system that supports sustainable, economic, social and environmental outcomes in Queensland. ELT meets on the second Tuesday of each month.

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### Chair: Director-General

#### Members:

- Deputy directors-general
- Chief Operations Officer
- Chief Finance Officer

## 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, Hon FLJMU, FIMechE, FIET, FICE, FCIT, FRSA, FIRTE, FSOE, RPEQ, MAICD

- *Commenced as Director-General October 2012*
- *Appointed as Director-General January 2013*
- *Chair: Executive Leadership Team, Senior Leadership Team, Information and Systems Committee*
- *Member: Finance Committee*

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 of Transport and Main Roads with an operating budget of \$5.390 billion, capital budget of \$3.91 billion and managed assets worth \$55.051 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 an Order of the British Empire medal 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.

## Graham Fraine

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

*B Psych (Hons) PhD*

- *Commenced with Executive Leadership Team November 2011*
- *Appointed as Deputy Director-General (Customer Services, Safety and Regulation) October 2012*
- *Member: Executive Leadership Team, Senior Leadership Team, Finance Committee, Information and Systems Committee*
- *TMR Champion for Domestic/Family Violence*

Graham oversees the delivery of safety, regulatory and transactional transport services for the department's customers and is responsible for ensuring a safer, more secure and resilient transport system. He also manages access to, and use of our transport system through reforming transport legislation, regulations and standards, and setting key policies for access and use.

Former positions:

- Deputy Director-General (Transport Safety and Regulation), Department of Transport and Main Roads
- General Manager (Strategic Policy), Department of Transport and Main Roads

Graham has more than 20 years' experience in public policy development and social science research specialising in transportation. Graham also leads the department in championing against family and domestic violence and is committed to making a difference.

## Mike Stapleton

### Deputy Director-General (Infrastructure Management and Delivery)

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

- *Commenced with Executive Leadership Team August 2014*
- *Appointment as Deputy Director General (Infrastructure Management and Delivery) June 2014*
- *Chair: Safety and Wellbeing Governance Committee*
- *Co-Chair: TMR Diversity Council*
- *Member: Executive Leadership Team, Senior Leadership Team, Finance Committee, Audit and Risk Committee*
- *TMR Champion for Equity Diversity*

Mike is responsible for statewide transport infrastructure, asset management and corridor operations to deliver safe, efficient and integrated transport outcomes for Queenslanders.

Former positions:

- General Manager (Personalised Plates Queensland)
- General Manager (Land Transport Safety), Department of Transport and Main Roads
- Executive Director (Road Safety, Registration and Licensing), Department of Transport and Main Roads
- Director (Strategic Policy - Land Transport and Safety Division), Department of Queensland Transport
- Director (Systems and Performance Reporting - Services Group), Department of Queensland Transport
- Director (Business Opportunities - Services Group), Department of Queensland Transport

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

Over the past decade Mike has played a significant role in guiding development of Queensland's road safety program at a time which has seen the annual road toll drop by 30 per cent. Key initiatives include graduate driver licensing and the development of innovative road treatments.

## Matthew Longland

### Deputy Director-General (Policy, Planning and Investment)

BBltEnv (URP), GDURP, MPIA, GAICD

- *Commenced with Executive Leadership Team January 2013*
- *Appointed as Deputy Director-General (Policy, Planning and Investment) October 2013*
- *Chair: Infrastructure and Investment Committee*
- *Member: Executive Leadership Team, Senior Leadership Team, Finance Committee, Information and Systems Committee*
- *TMR Champion for Cultural Diversity*

Matt leads the planning and development of an integrated transport system across Queensland, including delivery of the State Planning Program and Queensland Transport and Roads Investment Program.

#### Former positions:

- Deputy Director-General (TransLink), Department of Transport and Main Roads
- General Manager (Passenger Transport Integration), Department of Transport and Main Roads

Matt is a transport industry leader with specialist experience in the areas of organisational leadership, strategy, project management, transport network planning, infrastructure design and delivery.

He is currently studying his Master of Business Administration at the University of New South Wales.

## Peter Milward

### Acting Deputy Director-General (TransLink)

BCom, MBA, CertSuperannuationMan, GAICD

- *Commenced with Executive Leadership Team June 2015*
- *Appointed as Acting Deputy Director-General (TransLink) June 2015*
- *Member: Executive Leadership Team, Senior Leadership Team, Finance Committee, Information and Systems Committee, Infrastructure and Investment Committee*

Peter is accountable for the leadership of Queensland's passenger transport network, an annual operating budget of more than \$2.29 billion and managing partnerships with TransLink's service delivery partners.

#### Former positions:

- General Manager (Passenger Transport Integration), Department of Transport and Main Roads
- Executive Director (Service Policy and Investment), TransLink Division, Department of Transport and Main Roads

Peter has 30 years' experience in both private and public sectors in superannuation management and economic policy. Over the past 10 years, Peter has been involved in the delivery of transport policy, services and projects for Queensland.

## Chris Mead

### Chief Finance Officer

B Bus CPA

- *Commenced with Executive Leadership Team October 2013*
- *Appointed as Chief Finance Officer October 2009*
- *Chair: Finance Committee*
- *Member: Executive Leadership Team, Senior Leadership Team, Information and Systems Committee, Infrastructure and Investment Committee*

Chris is responsible for the provision of best practice corporate financial management, accounting, procurement and business system support, and delivery of sustainable and fit-for-purpose facilities and accommodation solutions for the department.

Former position:

- Chief Finance Officer, Brisbane City Council

Chris has a wealth of financial management experience, with a strong focus on risk management and corporate governance.

## Jennifer Grace

### Chief Operations Officer

MAPSL, GradCertPSP, VFF

- *Commenced with Executive Leadership Team October 2013*
- *Appointed as Chief Operations Officer October 2013*
- *Chair: Ethics Community of Practice*
- *Co-Chair: TMR Diversity Council*
- *Member: Executive Leadership Team, Senior Leadership Team, Finance Committee, Audit and Risk Committee, Information and Systems Committee*
- *TMR Champion for Ethics*

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

Former positions:

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

Jennifer has 18 years' experience in the public service working in the portfolios of: employment, training and industrial relations; environmental protection; justice and attorney-general; transport and main roads; and foreign affairs and trade. She is currently completing a Masters degree in Government Studies at Harvard University.

## Senior Leadership Team

In addition to the ELT, the Director-General is supported by the Senior Leadership Team (SLT). SLT members are responsible for the development, implementation and review of key initiatives. They have decision-making authority and delegate responsibilities for action within their divisions. SLT members provide support and advice to the ELT by elevating information and issues required to shape strategic thinking and inform decision making.

### Chair: Director-General

#### Members:

- Deputy directors-general
- All general managers
- Chief Operations Officer
- Chief Engineer
- Chief Finance Officer
- Chief Information Officer
- Group Manager (Transport Policy)
- Deputy General Manager (Corporate Operations)

## Greater Leadership Team

In 2014, the Director-General launched the Greater Leadership Team (GLT) forums to engage directly with TMR's top 750 leaders (AO8/PO6 and above) across the state.

The purpose of the quarterly sessions is to communicate TMR's strategic direction and priorities, showcase achievements across the department, build a One TMR leadership approach by sharing expectations and successes, and encourage participation and discussion during question-and-answer sessions.

The face-to-face forums encourage collaboration across the leadership cohort, with interactive livestreaming options available to those in regional locations.

## Regional leadership network

During the year, our Director-General established the Regional Leadership Network (RLN) to bring a more prominent regional voice to the leadership table. The RLN comprises representatives from each division and across the state including Cairns, Townsville and Bundaberg.

They share current and emerging issues, such as local and state government priorities, economic growth in regional Queensland and emergency management.

In November 2014, regional cluster groups were established and now meet quarterly with a focus on benefits realisation of the One TMR approach.

Key outcomes progressed in 2014–15 included Transport and Main Roads response at a regional level to *The Queensland Plan*, better utilising resources across our divisions and reducing red tape.

## Governance committees

The department adheres to the *Public Sector Ethics Act 1994* and the *Financial and Performance Management Standard 2009*, which provide the basis for our corporate governance principles. These principles guide our everyday business practices.

At the highest level, the ELT, the SLT and five governance committees oversee organisational performance and risk, and ensure we operate efficiently, effectively and transparently.

Our governance committees operate under formal charters that detail their functions and responsibilities. They are:

- Audit and Risk Committee
- Information and Systems Committee
- Safety and Wellbeing Governance Committee
- Infrastructure and Investment Committee
- Finance Committee.

All five committees report to the ELT.

### Audit and Risk Committee

The Audit and Risk Committee (ARC) members are appointed by the Director-General and assist the Director-General in his oversight of:

- the integrity of the department's financial statements and internal controls
- compliance with legislative and regulatory requirements, including the department's ethical standards and policies
- the process relating to internal risk management and control systems
- the performance of the internal audit function. It met seven times in 2014–15.

Costs associated with external committee members' fees totalled \$51,670 (including GST).

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



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**Chair: Peter Dowling (External)**

Members as at 30 June 2015 are:

- Neil Jackson (External)
- Susan Forrester (External)
- Mike Stapleton, Deputy Director-General (Infrastructure Management and Delivery)
- Jennifer Grace, Chief Operating Officer
- Geoff Magoffin, General Manager (Customer Services)
- Wietske Smith, Head of Business Performance (TransLink)
- Don Bletchly, General Manager (Corporate Operations)

**Achievements:**

During the past year, the ARC reviewed:

- the integrity of the 2013–14 financial statements and progress on the 2014–15 statements
- the performance of the internal audit function, including progress against the annual audit plan
- outcomes from internal and external audits
- management's response to recommendations, including the Queensland Audit Office's performance audit recommendation
- progress in building and improving risk management capability, monitoring and reporting within the department.

**Information and Systems Committee**

The Information and Systems Committee (ISC) meets bi-monthly to manage all ICT-enabled business initiatives, ensuring the department achieves maximum value for these investments.

Committee meetings run adjacent to ELT meetings, ensuring ICT governance is positioned close to the decision-making sphere of the department.

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**Chair: Director-General, Transport and Main Roads**

Members:

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

**Achievements:**

During the past year, the ISC:

- approved the *2014–2016 ICT Investment* plan listing the department's key priorities
- established an endorsed Investment Framework
- matured the program governance function overseeing delivery of investment
- focused on risk management with regular reviews.

**Infrastructure and Investment Committee**

The Infrastructure and Investment Committee (IIC) is the department's peak infrastructure investment decision-making body. It meets fortnightly to oversee and endorse the development, prioritisation and approval of the department's infrastructure investment strategies, enabling the delivery of an integrated transport system.

The IIC aims to improve infrastructure investment governance using an investment prioritisation framework, which focuses on ensuring consistent delivery of programs aligned with strategic priorities, and clear responsibility and decision-making processes to enable investment choices.

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

Members:

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

The IIC exercises good corporate governance by ensuring the department is:

- investing in the right things at the right time for transport infrastructure
- developing transport infrastructure programs and projects, and delivering value for money outcomes
- realising stated benefits from our transport infrastructure.

The department leads the Queensland Public Service in adopting a portfolio management approach for infrastructure investment and in benefits management realisation.

**Achievements:**

During the past year, the IIC considered 19 major projects (exceeding \$100 million in capital value) and three non-major projects (from \$50 million to \$100 million in capital value) investment gating submissions with a total indicative value of \$4.2 billion.

**Safety and Wellbeing Governance Committee**

The Safety and Wellbeing Governance Committee meets bi-monthly and assists the Director-General in his oversight of:

- the department's compliance with the *Work Health and Safety Act 2011* (the Act) and associated regulations, codes of practice and advisory standards as they relate to departmental activities, undertakings and workplaces
- the exercising of due diligence by departmental officers, as defined by the Act
- the safety performance of the department, including the achievement of safety and wellbeing objectives and targets
- the department's safety and wellbeing risk profile
- the implementation of strategies to achieve our vision of Zero Harm
- ensuring the department has appropriate policies, procedures, systems and accountabilities to meet its safety and wellbeing responsibilities and objectives.

**Chair: Deputy Director-General  
(Infrastructure Management and Delivery)****Deputy Chair: General Manager  
(Program Delivery and Operations)****Members:**

- General Manager (RoadTek)
- General Manager (Customer Services)
- General Manager (Maritime Safety Queensland)
- General Manager (Corporate Operations)
- General Manager (Passenger Transport Services)

**Achievements:**

During the past year, the committee:

- supported the rollout of an online staff Wellbeing Health Survey that will assist in supporting staff in leading healthy lifestyles and making health choices.
- supported the rollout of an Asbestos Management Framework which provides guidance around the management of asbestos at Transport and Main Roads sites.

- supported the update of the Work Health and Safety and Rehabilitation Policy Statements
- acknowledged that a cultural shift was required to embrace near miss reporting and directed a campaign to educate staff of the importance of near miss reporting.
- supported the development of a foundation level investigation guide to assist managers/supervisors to undertake less complex/technical safety investigations.
- supported the re-launch of the Roadworker Safety Hotline
- supported and endorsed the department's work on Workplace Domestic Family Violence and the Director-General's role as Chair in the CEO Challenge.

**Finance Committee**

The Finance Committee monitors financial performance across the department and:

- ensures that all financial resources are allocated consistent with approved strategic direction, priorities and ongoing commitments
- identifies reform initiatives and associated savings
- realises savings in line with government savings targets
- ensures cost control and longer term funding sustainability
- prioritises expenditure within the approved budget
- provides oversight analysis of budget submissions.

**Chair: Chief Finance Officer****Members:**

- Director-General
- Deputy directors-general
- Chief Operating Officer

**Achievements:**

During the past year, the committee:

- reviewed and oversaw the department's overall financial position
- reviewed major items of expenditure and revenue, and options to fund projects, including:
  - a review of TransLink fare revenue for the current year and out years
  - the development of measures to monitor the state of the road asset.