



Annual Report 2013–2014

Volume 1 of 2

About the report

What the report contains

The *Department of Transport and Main Roads Annual Report 2013–14* describes the department's operations for the financial year from 1 July 2013 to 30 June 2014. It also presents our priorities for the forthcoming financial year of 2014–15.

Why we have an annual report

As well as meeting the statutory requirement set out in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, the annual report is a vital tool in keeping the community, industry, government and organisations informed about our performance and future direction.

Accessing the report

The annual report is available on the Department of Transport and Main Roads website at www.tmr.qld.gov.au or in hard copy on request.

Additional annual reporting requirements have been published on the Queensland Government Open Data portal at www.qld.gov.au/data.

For more information

Phone: +617 3066 7381

Email: annual.report@tmr.qld.gov.au

Visit: Transport and Main Roads website www.tmr.qld.gov.au

Annual report website: www.qld.gov.au/about/staying-informed/reports-publications/annual-reports/

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



The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on 13 23 80* and we will arrange an interpreter to effectively communicate the report to you.

* Local call charge in Australia. Higher rates apply from mobile phones and payphones. Check with your service provider for call costs. For international callers, please phone +61 7 3834 2011.

Licence:

This annual report is licensed by the State of Queensland (Transport and Main Roads) under a Creative Commons Attribution (CC BY) 3.0 Australia licence.

CC BY Licence Summary Statement:



In essence, you are free to copy, communicate and adapt this annual report, as long as you attribute the work to the State of Queensland (Transport and Main Roads).

To view a copy of this licence, visit www.creativecommons.org/licenses/by/3.0/au/deed.en.

Attribution:

Content from this annual report should be attributed as:
© The State of Queensland (Transport and Main Roads) 2014.

ISSN: 1837–2694

Letter of compliance

25 September 2014

The Honourable Scott Emerson MP
Minister for Transport and Main Roads
Level 15
Capital Hill Building
85 George Street
Brisbane Qld 4000

Dear Minister

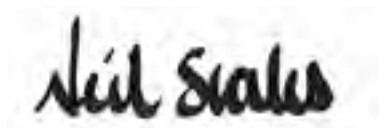
I am pleased to present the Annual Report 2013–2014 and financial statements for the Department of Transport and Main Roads.

I certify that this annual report complies with:

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

A checklist outlining the annual reporting requirements can be found on pages 98–99 of this annual report or accessed at www.tmr.qld.gov.au/About-us/Corporate-information/Publications/Annual-report.

Yours sincerely



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, Hon FLJMU, FIMechE, FIET, FICE, FCIT, FILT,
FCILT, FRSA, FIRTE, FSOE, MAICD

Contents

Queensland public service values	1
About us	3
Looking forward to 2014–15	6
Director-General’s report	8
Financial summary	10
Transport and Main Roads Strategic Plan 2013–2017	17
Our performance	18
Objective 1—Integrated transport system that supports the safe, efficient and reliable movement of people and goods	19
Objective 2—Safe and cost-efficient transport infrastructure that meets the current and future needs of Queensland	24
Objective 3—Customer, safety and regulatory services that improve community safety and satisfaction	31
Objective 4—Integrated passenger transport services that are safe and accessible	39
Objective 5—Strategic corporate services that enable business outcomes and create a great workplace that values our people	43
Structure	47
Governance	48
Appendices	61
Appendix 1—Legislation administered by the department	61
Appendix 2—Related entities (statutory bodies and other entities)	62
Appendix 3—Camera Detected Offence Program	65
Appendix 4—Transport Operator Payments	69
Glossary	87
Acronyms	89
Index	91
Figures index	93
Contact information	94
Compliance checklist	98

Our staff are guided by the Queensland public service values

A new set of public service values and supporting behaviours has been developed to create a high performance workforce that meets the needs of Queenslanders. They were developed following engagement with Queensland Public Sector employees across the state in 2013.

Queensland public service values



Customers first

- Know your customers
- Deliver what matters
- Make decisions with empathy



Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

These values are a key foundation in achieving the government's goal of a more responsive and respected Queensland Public Service and underpin the department's delivery of fit-for-purpose services and infrastructure for Queensland. For information on how Transport and Main Roads (TMR) is supporting the public service values, refer to pages 1–2 and 19–46.



Customers first

Customer-centric services

In support of the *Customers first* value, in 2013–14 we delivered better outcomes for our customers by:

- providing new online customer services (www.tmr.qld.gov.au/Online-services.aspx), such as unregistered vehicle permits, motorcycle licensing, driver licence replacements, demerit point checks and traffic history reports
- initiating the development of applications for smartphones, tablets and other mobile devices
- providing a quicker service for customers visiting Transport and Main Roads' customer service centres
- modernising commercial marine licences by replacing the old passport style licences with plastic cards
- using social media to engage with customers on issues such as road safety
- making safety data more accessible to customers through the Road Crash System project, and placing the data onto the Open Data portal (www.data.qld.gov.au) and Transportation Globe (www.data.qld.gov.au/group/transportation)
- developing a customer experience strategy to ensure all business processes are customer-centric and responsive to customer needs
- actively participating in the One-Stop Shop initiative (www.qld.gov.au/onestopshop) through the counter services pilot and upgrading the Transport and Main Roads mobile customer service centres to enable selected whole-of-government transactions.



Ideas into action

Bus and Train (BaT) Tunnel project design

Bringing the *Ideas into action* value to life, the department collaborated with Projects Queensland and Brisbane City Council to develop and release the BaT Tunnel project's Draft Reference Design in March 2014. In a world first, the BaT Tunnel project combines a railway and busway in a single, 15-metre-wide tunnel, and will more than double the number of buses and trains able to cross the river during morning peak hour.

For more information on the BaT project, see page 21.



Unleashing our potential

Enhanced service through innovation

Unleashing their potential, in March 2014 Maritime Safety Queensland staff based in Cairns designed and built a new propeller guard for the pilot transfer vessel *Bynoe* based at the Port of Karumba in the Gulf of Carpentaria. The marine officers spent 16 hours and \$240 in materials to design and build the guard, which protects anyone from being hurt by the outboard motor blades if they fall into the water. Their new lightweight design minimises the guard's impact on the performance of the boat and enhances the use of the boat for hydrographic surveys in shallow waters. Although there were industry alternatives available, the specific requirements for this application saw innovation as the winner.



Be courageous

Expanding the Emergency Vehicle Priority program

During the year, we collaborated with state and local government partners to deploy newly developed Emergency Vehicle Priority (EVP) technology. The technology triggers a green traffic light signal for emergency response vehicles in advance of their arrival at an intersection, reducing the number of times an emergency response vehicle crosses an intersection against a red traffic light. It also lessens the number of unpredictable reactions by drivers attempting to move out of the way of emergency response vehicles while in a queue at a red light.

The Gold Coast pilot resulted in:

- an improvement in travel time of between 10 per cent to 20 per cent along major signalised routes
- 142 EVP-enabled intersections on the Gold Coast
- 120 EVP-assisted incidents a week.

Following the successful pilot, there are 150 planned new EVP-enabled intersections at Bundaberg, Townsville, north-west Brisbane, the Gold Coast and Logan.



Empower people

One TMR Values and Culture Network

In May 2014, we established the One TMR Values and Culture Network and tasked the group with advising our Board of Management on how to improve employee engagement by embracing a 'values-led' way of operating.

The network provides an opportunity for employees to play a critical role in our cultural renewal, with members tasked with establishing local networks to provide health checks, share ideas and take local action to make the department a great place to work.

About us

our vision

Connecting Queensland – delivering transport for prosperity

our goal

An integrated, safe, efficient and reliable transport system for Queensland

our strategic objectives

- Integrated transport system that supports the safe, efficient and reliable movement of people and goods
- Safe and cost-efficient transport infrastructure that meets the current and future needs of Queensland
- Customer, safety and regulatory services that improve community safety and satisfaction
- Integrated passenger transport services that are safe and accessible
- Strategic corporate services that enable business outcomes and create a great workplace that values our people

Formed in March 2009 when the former Queensland Transport and Department of Main Roads merged, the Department of Transport and Main Roads plans, manages and delivers Queensland's integrated transport environment to achieve sustainable transport solutions for road, rail, air and sea.

Our principal place of business is the Capital Hill Building, 85 George Street, Brisbane, Queensland. Our customer service centres and other metropolitan and regional bases are provided on pages 94–97.

In 2013–14, the department administered an operating budget of \$5.458 billion and a capital budget of \$4.369 billion, including \$2.392 billion on the national and state transport networks and \$1.934 billion for capital works under Natural Disaster Relief and Recovery Arrangements to replace and repair roads destroyed by extreme weather events. This enables delivery of the following core services outlined in the *Department of Transport and Main Roads Service Delivery Statements 2013–14*:

- **Transport system investment planning and programming**
– focused on developing policy frameworks for the future development of the transport system and to plan and prioritise strategic investment in effective, efficient and sustainable integrated transport infrastructure, systems and services



33,353km

of state-controlled
road network



317.6m tonnes

of cargo shipped in and out of
20 declared ports (15 trading ports,
2 community ports and 3 smaller
gazetted ports) in 2013–14

- **Transport infrastructure management and delivery**
– focused on constructing, maintaining, managing and operating an integrated transport network accessible to all



1.57m

13 19 40 information
requests (across
phone service and
website) in 2013–14



2,195km

of roads reconstructed
under Natural Disaster
Relief and Recovery
Arrangements in 2013–14

- **Transport safety, regulation and customer service** – focused on improving customer service and managing and regulating the transport system safely, economically and sustainably

- **Passenger transport services** – focused on leading and shaping Queensland’s overall passenger transport system.



3,813,222

customers served face-to-face at TMR in 2013–14



18,298

ship movements in Queensland ports in 2013–14



49,888

authorised drivers of public transport



188.33m

passenger trips on bus, rail and ferry in 2013–14*

* The results include estimated passenger trips for some operators outside SEQ due to the inherent time lag in obtaining data.

Figure 1: Statistics for Queensland at 30 June 2014

Population of Queensland*	4,690,910
Registered vehicles	4,794,765
Licensed vehicle drivers	3,384,271
Taxi licences	3,264
Limousine service licences	576
Accredited transport operators	4,845
Registered recreational vessels	250,231
Recorded recreational marine driver licence holders	917,874
Total investment in transport infrastructure program (2013–14), including:	\$4,532,494
Natural Disaster Relief and Recovery Arrangements (NDRRA) works	\$1,820,899
Maintenance and operation state transport network	\$629,880
Note:	
• * Australian Bureau of Statistics (ABS) estimate as at 31 December 2013, sourced from the ABS – Catalogue 3101.0	

Operating environment

The department operates under the *Administrative Arrangements Order (No.2) 2013* and the *Public Service Departmental Arrangements Notice (No.1) 2012*. It discharges its statutory obligations under 23 acts listed in Appendix 1 (see page 61 for details). Progress in achieving these obligations is outlined throughout the report.

Our operating environment presents significant challenges in managing Queensland’s transport system.

We categorise these challenges into strategic risk categories, which include:

- **Economic growth** – meeting transport demand so that the economy can continue to grow
- **Funding prioritisation** – using resources efficiently and prioritising investment in system operation and maintenance

- **Engaging with partners** – working across government, industry and community to deliver and operate the transport system
- **Future disasters** – managing disrupted transport infrastructure and services due to unforeseen or significant events
- **Changing demographics and transport patterns** – addressing changes in population growth and distribution, mobility, safety and security
- **Workplace challenges** – maintaining business systems and capability to meet operational needs.

We counter the potential impact of these risks by identifying and realising strategic opportunities, which include:

- innovative funding models and partnerships to deliver an integrated, efficient, reliable and safe transport system
- innovative, cost-effective transport solutions including using new technologies to reduce the cost of transport construction, operation, maintenance and service delivery
- partnering with other levels of government and the private sector to fund, build, maintain and operate new and existing infrastructure and services
- using strategic planning tools to prepare and plan for disasters and significant events
- making greater use of existing capacity of infrastructure and services to meet demand
- focusing on delivering core services in an efficient and effective way.

Recognising the challenges faced by government agencies, the Queensland Government embarked on two major initiatives:

- the implementation of the Commission of Audit recommendations. The commission's final report (www.commissionofaudit.qld.gov.au/reports/final-report.php), released in April 2013, recommended a fundamental change in the way government services are structured and managed
- extensive community consultation to identify a shared vision for the next 30 years along with local and statewide priorities. Released in October 2013, *The Queensland Plan: a 30-year vision for Queensland – our working draft* will inform our policy, planning and service delivery, as well as the government's priorities over the short to medium term.

For more information on these initiatives and their impact on service delivery, see the Director-General's Report on pages 8–9.

Stakeholder engagement

We communicate with our stakeholders through one-on-one engagement, community engagement, industry briefings, and alliances and partnerships with external organisations. Key stakeholders include the Australian Government, other state government departments, local government, and peak industry and government bodies. These vital stakeholders provide critical analysis, input and advice that helps the department refine its policies, programs, investment decisions and services. The department asks key stakeholders to rate its performance against the elements of trust, commitment, recognition and inclusiveness. The department uses this information to continue to improve stakeholder interactions. Other partners and suppliers include the private sector industry, contracting and engineering peak bodies, universities, Indigenous groups, and environmental groups and agencies.

Our people represent Queensland's interests nationally on peak Australian transport and road bodies such as the Transport and Infrastructure Council, Transport and Infrastructure Senior Officials Committee, Austroads, Roads Australia and Australian Roads Research Board Ltd. In addition, we collaborate with 19 Regional Roads and Transport Groups (voluntarily formed by regional groupings of mayors and departmental regional representatives) in the Roads and Transport Alliance to manage Queensland's road and transport network, irrespective of ownership. We also work in conjunction with organisations such as AgForce to administer the Grain Harvest Management Scheme. The scheme helps ensure an efficient grain harvest and protects the road infrastructure by eliminating gross overloading.

Our Board of Management also established the Stakeholder Consultative Committee in October 2013 to:

- support the resolution of current and emerging issues for the department and our stakeholders
- provide a forum for sharing government and department direction
- open discussion on common and emerging issues.

The committee is comprised of the department's top 23 stakeholders and meets four times a year.

Community partnerships

Our decentralised operations have provided a strong local presence in Queensland communities for many years built on long-term engagement with the community for infrastructure projects. An overarching engagement policy, accompanied by standards and guidelines, and staff training and support is in place.

During 2013–14, we partnered with the community on initiatives such as the *Join the Drive to Save Lives* road safety social change strategy to help reduce the road toll. In an Australian-first approach to road safety, production crews travelled around the state filming Queenslanders telling real-life stories, providing the material for television commercials, radio advertisements and social media for the 2013 Christmas campaign. The *No time for speeding* Easter 2014 campaign invited Queenslanders to put their name to personalised billboards to show their support.

We also developed a \$2 million community grants program for approved road safety initiatives, and consulted with the community on priority roads for a speed limit review.

Looking forward to 2014–15

We will plan for better customer and stakeholder outcomes by:

- delivering major planning and investment strategies including:
 - a long-term transport strategy to respond to *The Queensland Plan* (www.queenslandplan.qld.gov.au) through extensive collaboration with government and industry
 - the *Moving Freight Strategy* (www.tmr.qld.gov.au/movingfreight), including delivering key Priority One actions under the strategy:
 - developing the North Coast Line, Western and South Western rail systems and Mount Isa to Townsville rail corridor
 - providing appropriate priority for rail freight
 - improving regional rail for agricultural and general freight
 - transport planning strategies for the Gold Coast 2018 Commonwealth Games™
 - implementing public transport plans for the G20 Leaders Summit
- prioritising transport infrastructure including:
 - a draft 15-year State Infrastructure Plan developed in collaboration with the Department of State Development, Infrastructure and Planning
 - the 2014–15 to 2018–19 National Partnership Agreement on Land Transport Infrastructure Projects, including resolution of an agreed program of federally funded works as part of the agreement
 - Transit Oriented Developments (TOD) including progressing:
 - the Ferny Grove Station Precinct Development
 - Albion Station Precinct Development
 - Cleveland Station Transit Precinct and Varsity Lakes
 - exploring TOD opportunities in conjunction with the Moreton Bay Rail Link and Gold Coast Light Rail
 - investment strategies for the Landsborough and Gore Highways, and the Brisbane to Gold Coast Transport Corridor
- reigniting road safety as a priority for all Queenslanders
 - implementing a community engagement strategy with four key change platforms:
 - a statewide coalition uniting high-level and influential members of the Queensland community drawn from the business community, industry, media and government
 - four community coalitions whose members will lead the discussion and create local action plans to address road safety issues most significant to their community
 - a partnership program to engage business, industry and existing road safety interest groups to align and leverage the work, knowledge and relationships of these groups
 - a communication program to support the activities undertaken by the statewide and community coalitions and to highlight road safety for all Queenslanders. Campaigns will target: improving the culture on the road; providing alternatives to people who recognise the risks of using mobile phones while driving; increasing awareness of the benefits of purchasing safer vehicles; increasing the awareness of risks associated with driving tired and how to reduce these
 - delivering the Community Road Safety Grants program, including the announcement of a further two rounds of funding totalling \$2 million for road safety projects owned and delivered by local community groups to address local road safety issues
 - installing flashing school zone signs at 133 risk-assessed school zones during 2014–15.

We will renew services by:

- progressing bus and rail service contract reform in response to Queensland Commission of Audit recommendations
- implementing innovative service delivery models through cross agency and cross sector collaboration
 - continuing to procure and transition the transport smartcard (*go* card) to a more flexible system under the Next Generation Ticketing project
 - continuing to deliver the new purpose-built train stabling facilities across the rail network to accommodate 75 new six-car south-east Queensland trains delivered under the New Generation Rollingstock project. The trains will increase rail capacity by 30 per cent and improve service frequency. For more information, visit www.tmr.qld.gov.au/Projects/Name/N
- implementing a direct debit registration renewal scheme enabling customers to pay their registration renewals with regular direct debits
- improving the customer experience including:
 - addressing recommendations of the Peak Usability review into the 131940 Traffic and Travel Information service such as:
 - introducing a 131940 Traffic and Travel Information website search function to assist users to find information
 - enhancing the consistency of information
 - reducing waste and implementing the LEAN methodology to enhance business efficiency
 - introducing new online and mobile application services
 - continuing to reform the Queensland Registration and Driver Licensing System to reduce red tape and help make our roads safer.

We will deliver better infrastructure by:

- progressing significant road and rail infrastructure projects including:
 - the Toowoomba Second Range Crossing in collaboration with Projects Queensland
 - the Moreton Bay Rail Link
 - New Generation Rollingstock
 - increasing the capacity of the Centenary Highway and fixing the Bruce Highway. For more information on the Bruce Highway, see pages 26–27
- completing the Transport Network Reconstruction Program to repair damage to the state road network caused by natural disasters (from 2010 to 2013)
- delivering additional public transport infrastructure in south-east Queensland including:
 - Browns Plains bus station
 - Victoria Point Jetty bus station
 - Warrigal Road Greenlink, Eight Mile Plains
 - Nambour park ‘n’ ride
 - Kawana bus station northern platform
 - Deception Bay bus station
- delivering additional public transport infrastructure in regional Queensland including:
 - the Lake Street bus station located in Cairns
 - James Cook University bus station located in Cairns.

Director-General's report

Reform and renewal

This year marked a period of ongoing public sector reform and renewal across the Queensland Government driven by the need to find better ways to deliver better services and focusing resources where they are needed most.

To help us achieve this, the Queensland Government sought advice through the Commission of Audit, established to forecast the financial position and recommend strategies to strengthen the Queensland economy.

The Government reached the view, following the release of the commission's final report (www.commissionofaudit.qld.gov.au/reports/final-report.php) in April 2013, that the best way to expand and improve services is to fundamentally change the way in which services are structured and managed.

In response, in October 2013, I reallocated resources to form a Strategy and Renewal Branch specifically tasked to examine ways in which we can be more flexible, responsive and efficient in delivering services.

The resulting renewal program has provided the impetus for us to think creatively and find new and different solutions to old problems.

Viewing our services through the filter of contestability – a process where government tests the market to ensure it is providing the public with the best possible solution at the best possible price – is part of the picture.

This is a process to establish and sustain cost efficiency, quality and productivity levels in the provision of public services. It is not a pseudonym for outsourcing or privatisation but an exploration of all possible models that make better use of the skills, capacity and innovation of the private and 'not for profit' sectors.

Fundamentally, it means we cannot do everything we used to do. We need to continue making decisions about our priorities and put a stop to less crucial activities.

A major part of our renewal program is our focus to improve customer satisfaction and experience within our department.

Transport and Main Roads serves every individual, business and organisation in Queensland. At the heart of our department is our commitment to *Connecting Queensland – delivering transport for prosperity*.

Our goal is to deliver an integrated, reliable, efficient and safe transport system that is accessible to all.

We plan to do this through an integrated customer-focused approach to everything we do from delivering good services for our customers to building one of Australia's most complex road networks.

The end goal is serving the comprehensive transport needs of communities and businesses through all of our interactions – not through just a modal or transactional approach as is currently the state.

A customer-focused culture will be embedded in the organisation at all levels and customers will play an active role in shaping their experience.

We are not there yet, but I am firmly committed to seeing this program through to deliver better results for industry, individuals and the Queensland community.

This leads me to the second major initiative that will guide our long-term focus as a department – *The Queensland Plan*.

Queenslanders have had significant input into the plan through an extensive consultation process, and the department will respond by playing a critical role in enabling and delivering six key initiatives:

- unlocking big infrastructure bottlenecks to create more jobs
- implementing a plan for regional transport; the right infrastructure at the right time for regional economic development
- putting the people of Queensland first
- providing the safest transport system in Australia
- delivering the best public service transport agency in Australia
- unlocking the potential of the transport system's role in supply chains.

‘ *A customer-focused culture will be embedded in the organisation at all levels and customers will play an active role in shaping their experience.* ’

The Queensland Plan will impact our program of work. It will dictate where we invest our efforts when it comes to infrastructure planning and public transport policy. In turn, it will also impact our major industry partners.

As Australia's second largest and most decentralised state, Queensland must maximise the value of existing infrastructure networks, while addressing the challenges associated with rapid population growth and change, economic development and environmental impacts.

The majority of the state-controlled road network was built in the 1960s and 1970s (road pavements of this era generally have a design life of 20 years), and while many of these roads have withstood the test of time, we must continue to maintain them.

Finding funding for these works with a limited budget while costs for key components such as bitumen, steel, concrete, labour and electricity continue to increase is a major challenge. And with funding expected to be constrained for the next 10 years, effective transport planning and protection for future investment and growth has become even more vital.

Three simple investment principles will guide us in prioritising and delivering our network:

- Run the system – funding the operation of infrastructure and services to ensure an appropriate level of access and safety
- Maintain the system – maintaining existing assets, focusing on the repair or rehabilitation of networks rather than replacement, where this reduces whole-of-life costs
- Build and expand the system – investing to expand the system and improve services while meeting growing demand.

Over the next four years, we plan to deliver \$17.2 billion of infrastructure works across local, state and national networks including the Moreton Bay Rail Link and the Yeppen South Project, identified as a high priority in the Queensland Government's 10-year *Bruce Highway Action Plan*.

While we are making great strides in our project delivery, we are also focused on reviewing policy, legislation and industry partnerships to create an efficient, cost-effective and integrated multi-modal transport system.

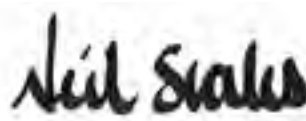
Last year, we integrated TransLink Transit Authority into the department – to become the sole agency responsible for all statewide passenger transport modes (passenger rail, bus, coach, ferry, subsidised aviation, taxi and limousine). We are now focused on integrating all services under one brand within five years.

To deliver the best value passenger transport services for Queensland, TransLink Division is consulting with the public transport industry on a new contracting regime throughout Queensland, with south-east Queensland bus contracts to be the first contracts to be considered for competitive tendering.

The move to tendering is expected to reduce management overheads, improve contract efficiency and transparency across the state. Any savings will then be reinvested into improving the reliability, affordability and frequency of the public transport network.

My department is keen to drive productivity and growth in the state in partnership with all levels of government, industry and the community. If you're not involved, I encourage you to get involved as we roll this significant program of work out in the coming years.

I offer my sincere thanks to our Minister for Transport and Main Roads, the Honourable Scott Emerson MP, and Assistant Minister for Public Transport, Steven Minnikin MP, for their continued support, and to my fellow members of the Board, managers and staff across Queensland who make real gains in reform and renewal possible.



Neil Scales OBE – Director-General

ONC (Eng), HNC (EEng), BSc (Eng), C.Eng (UK), MSc (ContEng&CompSys), DMS, MBA, FIEAust CPEng, Hon FLJMU, FIMechE, FIET, FICE, FCIT, FILT, FCILT, FRSA, FIRTE, FSOE, MAICD

Financial summary

We have managed our fiscal responsibility in a professional manner, and reported an operating surplus of \$1.949 billion. A comprehensive set of financial statements covering all of the department’s activities is provided in Volume 2 of this report.

As outlined in the Director-General’s report regarding the integration of TransLink into the department, the financial statements incorporate transactions of the former TransLink Transit Authority for the full financial year. Therefore comparisons between previous financial years and 2013–14 may be impacted.

Operating funding

Funding to meet departmental operational requirements is received from the Queensland Government, own sourced revenue and from allocations from the Australian Government. In 2013–14 income totalled \$7.404 billion. Of this amount \$1.997 billion was received as grants from the Queensland Reconstruction Authority and was used to fund capital expenditure for repairs to the road network as a result of natural disasters in the years from 2010 to 2014.

Our operating funding – source and application

Figures 2 and 3 illustrates the source and application of operating funds for the year.

Figure 2: Source of operating funds

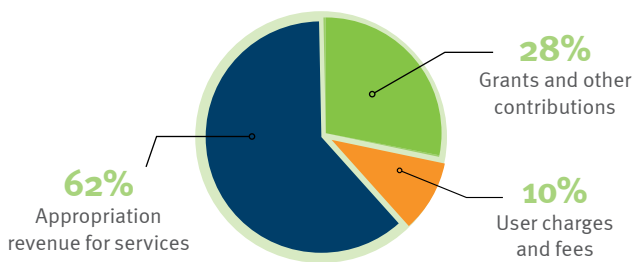
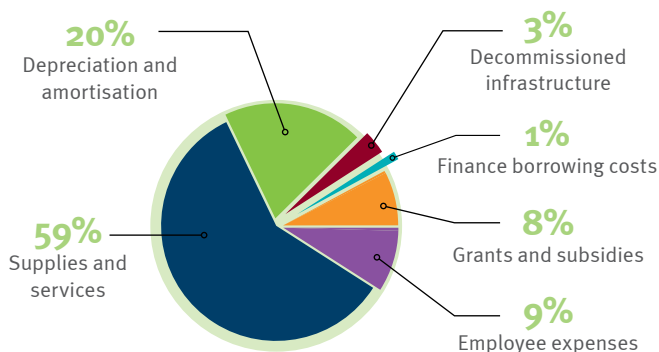


Figure 3: Application of operating funds



Capital funding

Total capital funding received in 2013–14 was \$3.740 billion. Grants received from the Queensland Reconstruction Authority for repairs to the road network as a result of the natural disasters in the years 2010 to 2014 comprise the majority of funding included in the category of “Other”.

Our capital funding – source and application

Figures 4 and 5 illustrates the source and application of capital funds for the year.

Figure 4: Source of capital funds

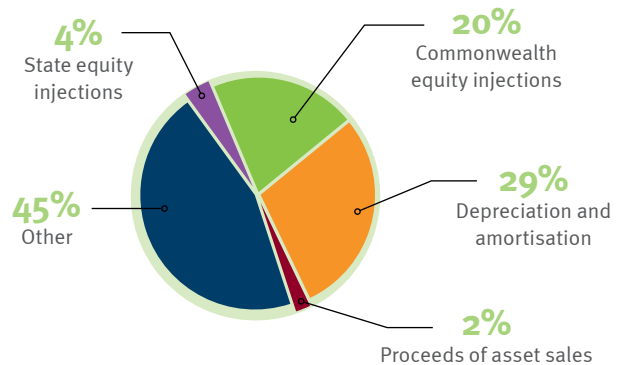
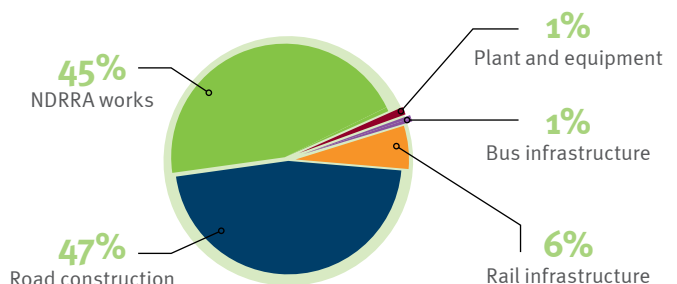


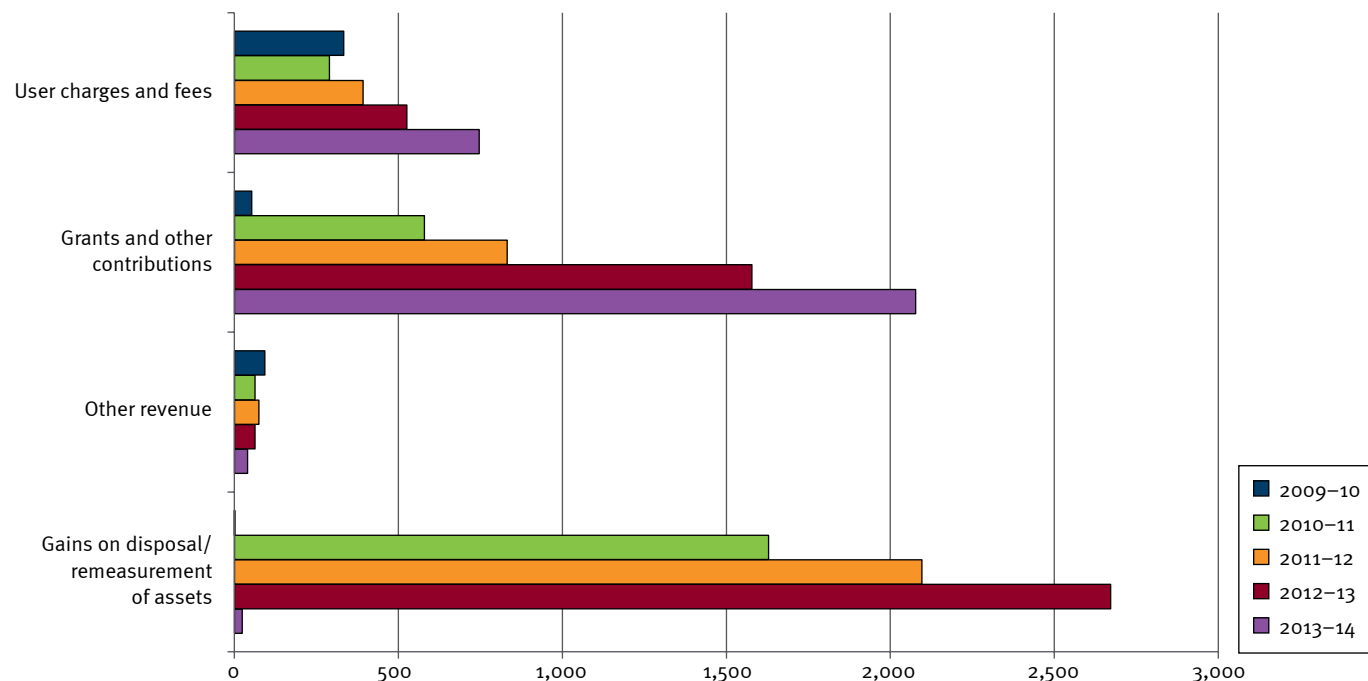
Figure 5: Application of capital funds



Financial performance

Total income for the department is \$7.404 billion. Figure 6 illustrates the different categories of income earned by the department. Queensland Government appropriations are the main source of income for us and account for approximately 61 per cent of the total income earned for the reporting period ending on 30 June 2014.

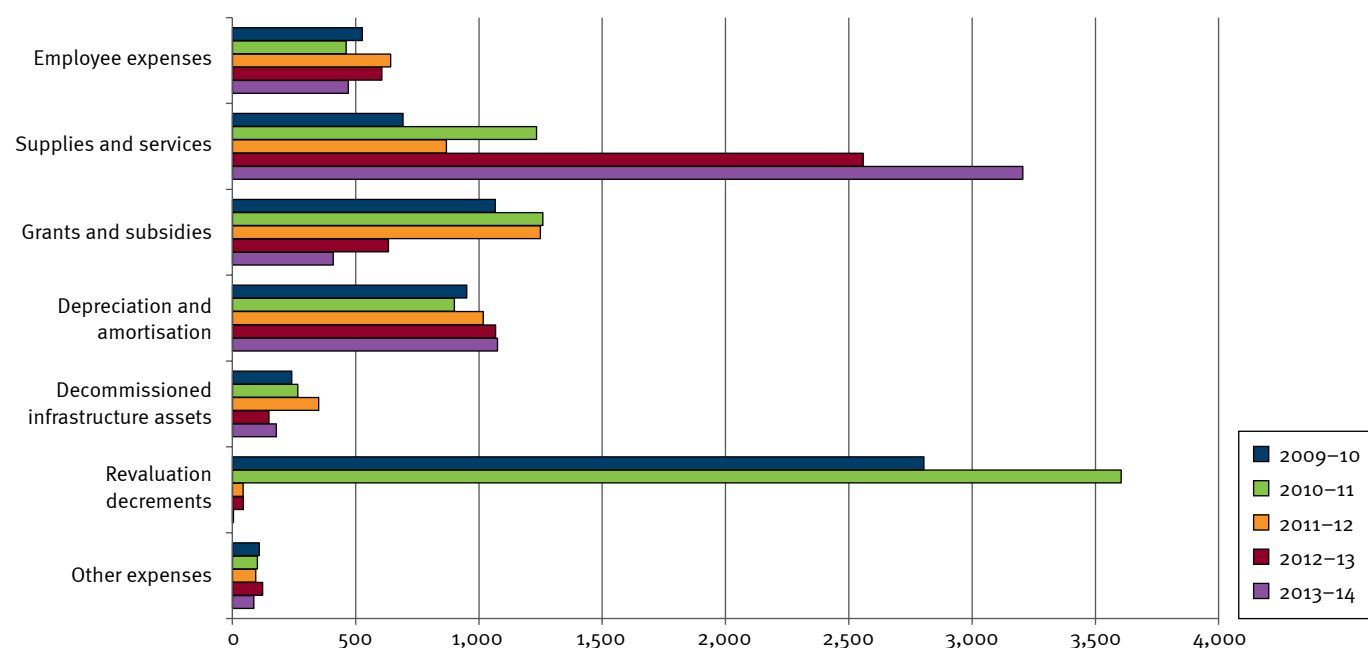
Figure 6: Major income items (\$ million)



Due to the size of Appropriation revenue for services (\$4.538 billion) it has been excluded from the above.

Total expenditure for the department is \$5.455 billion. Figure 7 illustrates that supplies and services, depreciation and amortisation, and grants and subsidies costs account for most of our expenditure. Approximately 20 per cent of the supplies and services costs are a result of payments to contractors mainly for maintenance activities.

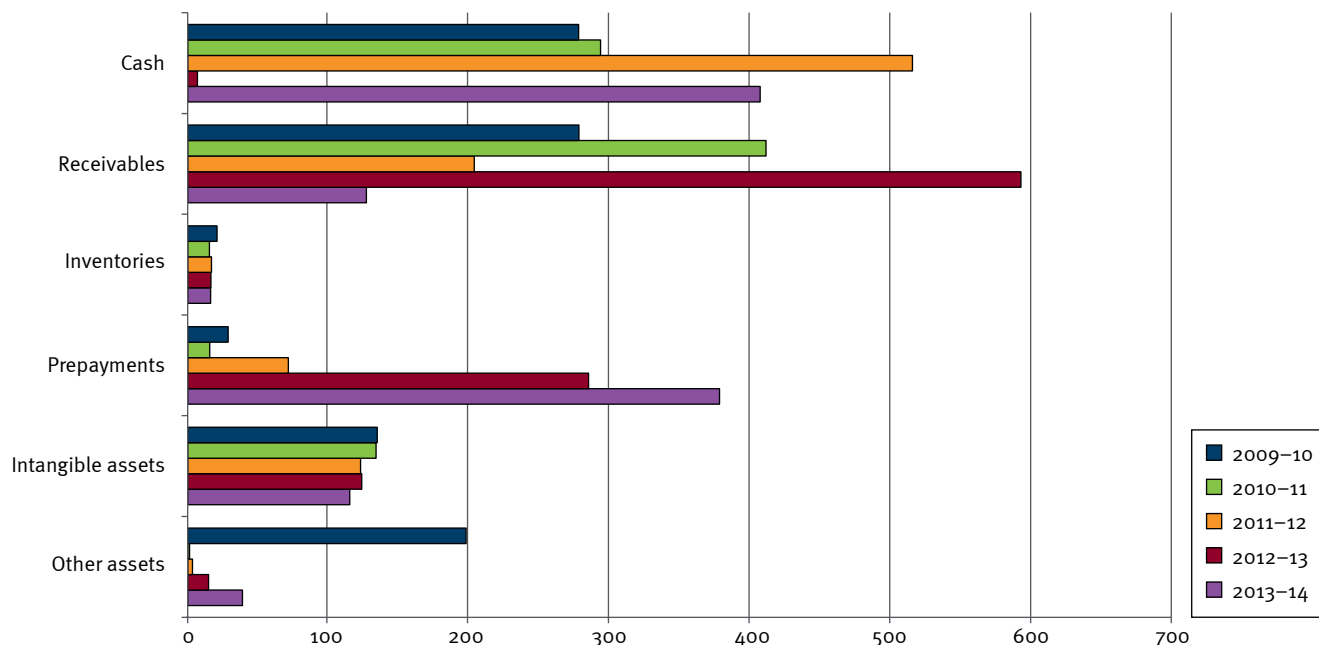
Figure 7: Major expense items (\$ million)



Financial position

The department held assets totalling \$60.742 billion as at 30 June 2014. The road infrastructure network makes up most of our assets and is valued at \$56.215 billion. Figure 8 shows the total of current and non-current assets.

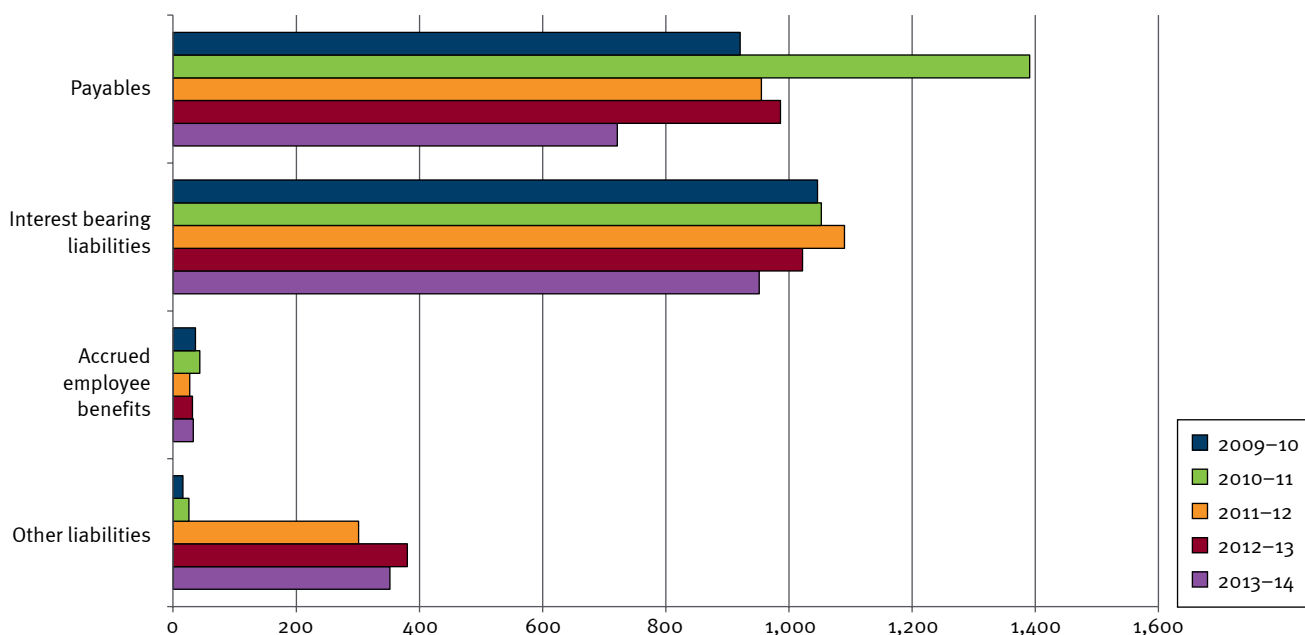
Figure 8: Assets (\$ million)



Due to the size of Property, plant and equipment (\$59.654 billion) it has been excluded from the above.

The department held liabilities totalling \$2.058 billion as at 30 June 2014. Figure 9 shows the total of current and non-current liabilities. Payables and interest bearing liabilities make up most of our liabilities. Most payables are invoices that remain outstanding to trade creditors at financial year end. Borrowings received from Queensland Treasury Corporation assists in funding our infrastructure projects.

Figure 9: Liabilities (\$ million)



Comparison of actual financial results with budget

Actual results in comparison to the budget for 2013–14 are presented in the following tables with accompanying notes for Transport and Main Roads and RoadTek. Note that a direct comparison of the figures between the Transport and Main Roads' audited financial statements and the figures in the statements below cannot be made due to the different basis on which the statements have been prepared.

Department of Transport and Main Roads (excluding RoadTek)

Figure 10: Statement of comprehensive income for the year ended 30 June 2014

	Notes	2013–14 Actual \$'000	2013–14 Adjusted Budget \$'000	Variance \$'000
Income				
Appropriation revenue	1	4,538,418	4,546,457	(8,039)
User charges and fees	2	723,690	650,538	73,152
Grants and other contributions	3	2,041,117	2,056,564	(15,447)
Interest		1,658	2,645	(987)
Other revenue	4	131,309	111,628	19,681
Gains on sale/revaluation of assets	5	23,478	1,492,500	(1,469,022)
Total income		7,459,670	8,860,332	(1,400,662)
Expenses				
Employee expenses	6	459,973	449,442	10,531
Supplies and services	7	3,280,087	1,505,180	1,774,907
Grants and subsidies	7	415,181	2,075,411	(1,660,230)
Depreciation and amortisation	8	1,057,804	1,167,628	(109,824)
Finance/borrowing costs		66,534	65,461	1,073
Other expenses		27,740	23,364	4,376
Losses on sale/revaluation of assets	9	181,060	145,547	35,513
Total expenses		5,488,379	5,432,033	56,346
Operating surplus/(deficit)		1,971,291	3,428,299	(1,457,008)

Notes:

1. The conditions outlined in the notes below have impacted on the amount of service revenue received by the department.
2. Variance is mainly due to higher than anticipated recoveries revenue from RoadTek as a result of a higher volume of work undertaken, increased revenue from recoverable works and unbudgeted revenue from local governments for NDRRA works.
3. Variance primarily reflects the difference in timing between when NDRRA expenditure is incurred and claims are made on QRA for reimbursement of that expenditure.
4. Increase primarily reflects higher than anticipated revenue received from developers' contributions and dividends from RoadTek offset by the reduced revenue from inventory sold to RoadTek.
5. Variance is due to the anticipated reversal of impairment losses to the road network from recent natural disasters being fully recovered in prior years.
6. From 1 July 2014 departments were no longer liable for payroll tax. To provide comparable cost forecasts, payroll tax has been removed from the 2013–14 Adjusted Budget but the actual expense includes payroll tax. This variance is offset by reduced expenditure due to the transfer of pilotage services to Port Corporations from November 2013.
7. Variance is mainly due to the reclassification of expenditure for 2013–14 actual, but not the 2013–14 Adjusted Budget. The reclassification of expenditure is due to the introduction of the new guideline "Distinction between Grants and Service Procurement Payments". Supplies and Services (including some items that were previously classified as Grants) have been reclassified as "Other Supplies and Services" and includes contracts with external parties to the department to provide "front line" services to the community.
8. Variance reflects lower than anticipated depreciation on infrastructure assets.
9. Variance primarily reflects a higher than anticipated value of write off of decommissioned infrastructure assets.

Department of Transport and Main Roads (excluding RoadTek)

Figure 11: Statement of financial position as at 30 June 2014

	Notes	2013–14 Actual \$'000	2013–14 Adjusted Budget \$'000	Variance \$'000
Assets				
<i>Current assets</i>				
Cash assets	1	346,170	187,775	158,395
Receivables	2	213,978	259,711	(45,733)
Inventories		8,031	11,371	(3,340)
Other	3	376,789	27,033	349,756
Non-financial assets held for sale	4	34,523	-	34,523
Total current assets		979,491	485,890	493,601
<i>Non-current assets</i>				
Other financial assets		601	-	601
Property, plant and equipment	5	59,572,212	58,384,098	1,188,114
Intangibles	6	116,252	103,793	12,459
Other		1,407	-	1,407
Total non-current assets		59,690,472	58,487,891	1,202,581
Total assets		60,669,963	58,973,781	1,696,182
Liabilities				
<i>Current liabilities</i>				
Payables	7	858,207	1,003,750	(145,543)
Accrued employee benefits		21,259	18,891	2,368
Interest-bearing liabilities and derivatives		74,486	77,940	(3,454)
Provisions	7	105,374	-	105,374
Other		57,494	50,410	7,084
Total current liabilities		1,116,820	1,150,991	(34,171)
<i>Non-current liabilities</i>				
Accrued employee benefits		4,781	6,132	(1,351)
Interest-bearing liabilities and derivatives		877,401	875,861	1,540
Provisions	7	187,567	-	187,567
Other		-	(1,424)	1,424
Total non-current liabilities		1,069,749	880,569	189,180
Total liabilities		2,186,569	2,031,560	155,009
Net assets		58,483,394	56,942,221	1,541,173
Equity				
Capital/contributed equity	8	52,748,268	53,352,568	(604,300)
Accumulated surplus/(accumulated deficit)		3,678,295	3,589,653	88,642
Asset revaluation surplus	9	2,056,831	-	2,056,831
Total equity		58,483,394	56,942,221	1,541,173

Notes:

1. Movement is mainly due to payment yet to be made for an increased volume of infrastructure related works, NDRRA works and accrued community service obligation payments and higher than anticipated revenue received from developers' contributions.

Figure 10 Notes (continued):

1. Variance is mainly due to improved debt management.
2. Increase is due to Gold Coast Rapid Transit project lease prepayments recognised in advance of commencement of the operations period in July 2014.
3. Variance is primarily due to the recognition of multiple parcels of land that are surplus to requirements that are to be sold. These are currently listed with agents and sales are expected to be finalised in 2014–15.
4. Movement is mainly due to continued investment in transport infrastructure and revaluation of infrastructure assets.
5. Variance reflects higher than anticipated investment in computer software for the year.
6. Variance is due to the reclassification of the anticipated cost of land resumptions from payables to provisions.
7. Decrease is mainly due to deferral of funding from 2013–14 to 2014–15 partially offset by the refund of monies previously paid for land associated with Townsville Eastern Access Corridor and additional funding for New Generation Rolling Stock.
8. Increase reflects a revaluation of infrastructure in 2012–13.

RoadTek

Figure 12: Statement of comprehensive income for the year ended 30 June 2014

	Notes	2013–14 Actual \$'000	2013–14 Adjusted Budget \$'000	Variance \$'000
Income				
User charges and fees	1	749,090	579,605	169,485
Grants and other contributions		21	-	21
Interest	2	1,937	651	1,286
Other revenue		1,829	1,153	676
Gains on sale/revaluation of assets		1,012	1,332	(320)
Total income		753,889	582,741	171,148
Expenses				
Employee expenses	3	127,343	119,583	7,760
Supplies and services	4	543,762	396,585	147,177
Grants and subsidies		-	125	(125)
Depreciation and amortisation	5	18,647	22,552	(3,905)
Finance/borrowing costs	6	1,650	2,645	(995)
Other expenses		5,023	4,818	205
Losses on sale/revaluation of assets		2,349	1,582	767
Total expenses		698,774	547,890	150,884
Surplus or deficit before related income tax		55,115	34,851	20,264
Income tax equivalent expense	7	17,166	10,455	6,711
Operating surplus/(deficit) after related income tax		37,949	24,396	13,553

Notes:

1. Increase is due to higher than anticipated emergent and recovery work undertaken across Queensland from flood events that have occurred in 2011, 2012 and 2013.
2. Increase is due to an improved balance in cash assets.
3. Increase is due to unbudgeted voluntary separation payments made.
4. Increase is due to a higher than anticipated program of work.
5. Decrease is due to disposal of plant and equipment and less than anticipated acquisition of new plant and equipment.
6. Decrease is due to a \$10 million reduction in term loan.
7. Increase is due to an increased surplus from trading.

RoadTek

Figure 13: Statement of financial position as at 30 June 2014

	Notes	2013-14 Actual \$'000	2013-14 Adjusted Budget \$'000	Variance \$'000
Current assets				
Cash assets	1	59,263	20,572	38,691
Receivables	2	88,255	81,236	7,019
Inventories	3	36,685	51,691	(15,006)
Other		826	1,336	(510)
Total current assets		185,029	154,835	30,194
Non-current assets				
Property, plant and equipment	4	81,540	96,157	(14,617)
Deferred tax assets		4,760	4,497	263
Total non-current assets		86,300	100,654	(14,354)
Total assets		271,329	255,489	15,840
Current liabilities				
Payables	5	45,295	35,563	9,732
Current tax liabilities	6	1,715	117	1,598
Accrued employee benefits	7	4,580	2,173	2,407
Interest-bearing liabilities	8	19,000	29,000	(10,000)
Total current liabilities		70,590	66,853	3,737
Non-current liabilities				
Payables		-	-	-
Interest-bearing liabilities		-	-	-
Accrued employee benefits		-	-	-
Total non-current liabilities		-	-	-
Total liabilities		70,590	66,853	3,737
Net assets (liabilities)		200,739	188,636	12,103
Equity				
Capital/contributed equity		113,214	113,214	-
Accumulated surplus/(accumulated deficit)	9	87,525	75,422	12,103
Asset revaluation surplus		-	-	-
Total equity		200,739	188,636	12,103

Notes:

1. Increase is due to profitable trading and a higher than anticipated program of work.
2. Variance is due to increased revenue as a result of a larger than expected program of works.
3. Decrease is due to strategy to reduce work in progress across RoadTek.
4. Decrease is due to an increased disposal program and a reduced purchase replacement program.
5. Increase is due to a higher program of works than expected.
6. Increase is due to increased surplus from trading and increased tax instalment rate.
7. Increase is due to wage accrual timing difference.
8. Decrease is due to a reduction in the term loan of \$10 million.
9. Increase is due to profitable trading for 2013-14.

Transport and Main Roads Strategic Plan 2013–2017

Vision: *Connecting Queensland – delivering transport for prosperity*

Goal: *An integrated, safe, efficient and reliable transport system for Queensland*

We contribute to all the government’s objectives for the community, with a key role to deliver better infrastructure and better planning and grow a four pillar economy.

Business objectives	Integrated transport system that supports the safe, efficient and reliable movement of people and goods	Safe and cost-efficient transport infrastructure that meets the current and future needs of Queensland	Customer, safety and regulatory services that improve community safety and satisfaction	Integrated passenger transport services that are safe and accessible	Strategic corporate services that enable business outcomes and create a great workplace that values our people
Strategic priorities	<p>We will do this by:</p> <ul style="list-style-type: none"> developing strategies, policies and plans to improve the integration of the core components (road, rail, bus, ports, air, freight) of the transport system planning to meet demand associated with growth in the economy and population investing to optimise the maintenance, operation and expansion of the transport system 	<p>We will do this by:</p> <ul style="list-style-type: none"> delivering long-term, innovative infrastructure solutions which deliver value for money developing new delivery models in road construction, preservation and management managing and operating the state-controlled road network to ensure travel reliability. 	<p>We will do this by:</p> <ul style="list-style-type: none"> providing customers with services that are quick, easy to access and easy to use ensuring the safety, security and resilience of our transport system regulating access to, and use, of our transport system. 	<p>We will do this by:</p> <ul style="list-style-type: none"> effectively managing and regulating industry to provide safe and accessible transport services enhancing customer experience by improving service integration, passenger information and ticketing products driving efficiencies through network optimisation and next generation service contracts. 	<p>We will do this by:</p> <ul style="list-style-type: none"> developing a high-performing, safe and capable workforce meeting our legal and statutory obligations as an accountable public sector organisation providing timely business advice and fit-for-purpose information and communication services applying best-practice corporate financial management, accounting and procurement support to find organisational savings.
Performance indicators	<ul style="list-style-type: none"> Transport system planning Transport infrastructure condition Transport infrastructure investment 	<ul style="list-style-type: none"> Transport network efficiency Transport infrastructure delivery 	<ul style="list-style-type: none"> Transactional customer satisfaction Safety of transport users 	<ul style="list-style-type: none"> Effectiveness of transport services Customer satisfaction with public transport Patronage on public transport 	<ul style="list-style-type: none"> Delivery of agreed savings Capable, high-performing organisation Safe, healthy and sustainable workforce

Strategic risk categories	Strategic opportunities
<p>Economic growth – meeting transport demand so that the economy can continue to grow</p> <p>Funding prioritisation – using resources efficiently and prioritising investment in system operation and maintenance</p> <p>Engaging with partners – working across government, industry and community to deliver and operate the transport system</p> <p>Future disasters and failures – managing disrupted transport infrastructure and services due to unforeseen or significant events</p> <p>Changing demographics and travel patterns – addressing changes in population growth and distribution, mobility, safety and security</p> <p>Workplace challenges – maintaining business systems and capability to meet operational needs</p>	<p>Innovative funding models and partnerships to deliver an integrated, efficient, reliable, and safe transport system</p> <p>Innovative, cost-effective transport solutions including using new technologies to reduce the cost of transport construction, operation, maintenance and service delivery</p> <p>Partnering with other levels of government and the private sector to fund, build, maintain and operate new and existing infrastructure and services</p> <p>Using strategic planning tools to prepare and plan for disasters and significant events</p> <p>Make greater use of existing capacity of infrastructure and services to meet demand</p> <p>Focus on delivering core services in an efficient and effective way</p>

www.tmr.qld.gov.au

This document has an information security classification of 'Public' © The State of Queensland (Department of Transport and Main Roads) 2012. <http://creativecommons.org/licenses/by-nd/3.0/au>



Great state. Great opportunity.



Our performance

The department contributes to the government's community objectives and has a key role in supporting the government objective to *Invest in better infrastructure and better planning*. These objectives guide the department's strategic direction described in our strategic plan.

The *Transport and Main Roads Strategic Plan 2013–2017* sets out five strategic objectives:

- Integrated transport system that supports the safe, efficient and reliable movement of people and goods
- Safe and cost-efficient transport infrastructure that meets the current and future needs of Queensland
- Customer, safety and regulatory services that improve community safety and satisfaction
- Integrated passenger transport services that are safe and accessible
- Strategic corporate services that enable business outcomes and create a great workplace that values our people.

The plan ensures emerging risks and opportunities are strategically addressed, and underpins and guides our work and actions. We align our lower-level branch business plans to the plan.

Progress against the plan is measured quarterly and annually, in quarterly performance reports presented to our Board of Management and the annual report.

Our performance against the strategic objectives and the service standards described in the department's *Service Delivery Statements 2013–14*, are presented in figures 14, 16, 17, 19, 27 and 28.

Objective 1

Integrated transport system that supports the safe, efficient and reliable movement of people and goods

We develop policy frameworks for the future development of the transport system, and plan and prioritise strategic investment in effective, efficient and sustainable integrated transport infrastructure, systems and services. Responsible transport system planning ensures that Queensland's long-term road, rail, maritime and air transport needs are met in the most cost-effective way and that other development impacts are managed. This is achieved through developing and implementing:

- the State Planning Program to coordinate and prioritise planning across all modes of transport
- asset management plans for maintenance, preservation and operation of the state-controlled road and busway network
- a 10-year transport infrastructure investment strategy that identifies and prioritises transport system investments
- the Queensland Transport and Roads Investment Program (www.tmr.qld.gov.au/About-us/Corporate-information/Publications.aspx), a four-year rolling program of priority transport infrastructure works, published annually
- funding submissions to the Australian Government for nationally significant transport infrastructure and investment strategies for key priority routes that support resource development areas
- major transport infrastructure project evaluation and assurance to ensure projects are delivered on a value-for-money basis.

Activities delivered under this service area support:

- growing communities and the rapidly increasing freight task
- continued economic development opportunities across the state
- appropriate responses to long-term demand drivers relevant to the transport system.

Performance measures and standards set out in the table below were used in 2013–14 to assess our overall performance in delivering our services.

Our performance at a glance

The department achieved the following results in 2013–14.

Figure 14: Objective 1 performance statement

Performance measures /Service standards	Notes	2013–14 Target/ Estimate	2013–14 Estimated actual	2013–14 Actual	Status
Asset sustainability ratio	1	113%	Not applicable*	112%	▲
Percentage of projects in the State Planning Program					
• commencing no later than four months after the programmed commencement date		90	100	100	▲
• completed no more than 10% after the programmed date	2	80	74	51	▼
• costing less than 10% over the programmed estimate		80	87	94	▲
Road system seal age (percentage of the state-controlled road network exceeding the optimal seal age)	3	29	29	30.11	▼
Road system condition (the percentage of urban and rural state-controlled roads with condition better than the specified benchmark)					
• Urban		97 – 99	97 – 99	97.43	▲
• Rural		95 – 97	95 – 97	95.65	▲

▲ On track ● Slight variance ▼ Significant variance

Notes:

1. This actual result of 112 per cent reflects the asset sustainability ratio as at 30 June 2014, taking into account expenditure on natural disaster recovery works, noting that NDRRA expenditure relates to restoring damage, as opposed to renewal of the asset. When NDRRA expenditure is excluded, the actual asset sustainability ratio as at 30 June 2014 is 45 per cent.
2. Significant re-prioritisation of planning projects due to the diversion of resources to emerging higher priorities, has resulted in the 2013–14 actual falling below target.
3. The percentage of network exceeding the optimal seal age increased from 25.65 in 2012–13 to 30.11 in 2013–14.

* As this is not an SDS service standard, an estimated actual is not calculated.

Key projects

Queensland Transport and Roads Investment Program 2014–15 to 2017–18

In June 2014, we released our new \$18.1 billion infrastructure plan. The *Queensland Transport and Roads Investment Program (QTRIP) 2014–15 to 2017–18* details the department's core program of works scheduled to occur between 2014–15 and 2017–18. This includes the planned infrastructure for roads, bridges, railways, marine infrastructure and public transport solutions for works across the local, state and national networks in Queensland. Funding for works is provided by the Queensland Government, Australian Government and through other contributions.

For more information, visit www.tmr.qld.gov.au.

State Planning Program

The State Planning Program (SPP) is the department's principal program for delivering transport investment planning and analysis projects.

During the 2013–14 year, the SPP held 342 projects statewide to the value of \$58.299 million to support key government priorities including community and industry needs to enhance the transport network.

In June 2014, as part of the QTRIP 2014–15 to 2017–18 process, the 2014–15 SPP was approved and released. The new program comprises 303 statewide projects valued at \$56.6 million.

Figure 15: Key planning activities in the State Planning Program (2014–15)

Project	Work description
Passenger Transport Facilities Program	Undertake five planning projects across Queensland to identify critical enabling infrastructure to the state's passenger transport network.
Planning to support the Gold Coast 2018 Commonwealth Games™	Progress a range of planning and technical activities to inform preparations for the Games in collaboration with the Gold Coast 2018 Commonwealth Games Corporation, City of Gold Coast and other relevant local authorities.
State-wide Principal Cycle Network Prioritisation and Action Plan Development	Develop Priority Action Plans for Principal Cycle Network Plans to guide the investment for state and local cycle networks to areas where the greatest benefit to cycling will be realised.
Surat Basin Regional Transport Strategy Study Stage 2 and Stage 3	Progress studies to determine priority initiatives for the Surat Basin Region over the next 20 years, including a heavy vehicle and flood immunity strategy and the optimum approach to planning and upgrading the region's rail system.
Various transport studies including: <ul style="list-style-type: none"> Bundaberg – East to North and CBD Bypass Corridor Study Logan West Area Transport Study 	<p>Identify short, medium and long-term solutions to address the functional requirements, capacity issues and land use objectives.</p> <p>Undertake a multi-network study to identify travel demand and freight activities to best enable economic growth associated with the emergence of this major growth front within south-east Queensland.</p>
Greater Brisbane Strategic Model Development	Develop a new Greater Brisbane Strategic Transport model, in conjunction with Brisbane City Council, to provide up-to-date strategic analysis to inform the region's transport outcomes.
Bruce Highway – Edmonton to Gordonvale Duplication	Provide a business case to upgrade this important section of the Bruce Highway to a four-lane road, with signalised intersections and service roads where required. The business case includes an additional bridge over Wrights Creek.
<p>Note:</p> <ul style="list-style-type: none"> The State Planning Program is inherently dynamic in nature and therefore the number of projects within the program will fluctuate throughout the year. 	

Gold Coast 2018 Commonwealth Games™

We continued to plan for the Gold Coast 2018 Commonwealth Games™ in conjunction with other government agencies and relevant local authorities.

Planning included:

- facilitating priority movement of athletes, team officials and media
- passenger transport strategies to efficiently transport spectators and the games workforce to venues
- a transport coordination centre with systems and the capability to monitor and coordinate all transport operations affecting the Games.

The Commonwealth Games Federation (CGF) Coordination Commission Review in November 2013 provided positive feedback about the department's planning activities and the strength of the multi-agency planning partnership to support the Gold Coast 2018 Commonwealth Games™.

Bus and Train (BaT) Tunnel project

Working in collaboration with Projects Queensland and Brisbane City Council, we developed and released an early concept design for Brisbane's Bus and Train (BaT) Tunnel project in November 2013. Following further engineering and technical investigations, a Draft Reference Design was released for public comment in March 2014. More than 3,000 people were engaged over the five-week consultation period.

The BaT Tunnel project comprises:

- a proposed new 5km north-south tunnel combining a railway and busway in a single, double-decked, 15-metre wide tunnel beneath the Brisbane River and Central Business District
- three new combined bus and rail underground stations at Woolloongabba, George Street and Roma Street.

Construction works could start as early as 2015.

For more information, visit www.qld.gov.au/transport/projects/bat.



The BaT Tunnel project will double public transport capacity across the Brisbane River.

Achievements

Transport and Main Roads' achievements in 2013–14 included:

Road infrastructure planning

- planning to support the Queensland and Australian Government commitments to the Bruce Highway and Warrego Highway, such as the Haughton River Floodplain project and the Warrego Highway Toowoomba to Oakey Stage 1 project
- progressing the Toowoomba Second Range Crossing, with Projects Queensland managing procurement for the project.



The second range crossing will link Brisbane, the Darling Downs and the Surat Basin on the road freight network.

Road network planning

- continuing the City Centre Bus Infrastructure project to provide detailed information on infrastructure and operational planning for Adelaide Street and the Brisbane Government Precinct with a view to staged implementation
- developing the South-East Queensland Park 'n' Ride Strategy. The strategy will guide the provision and management of park 'n' ride facilities in south-east Queensland to ensure they are cost effective and located to provide the greatest benefit to the transport network
- signing the contract with Coorparoo Developments Proprietary Limited for the Coorparoo Transit Oriented Development.

Heavy vehicle reform

- releasing the *Moving Freight Strategy* and progressing key actions to meet the freight demand over the next 10 years. The Over Size Over Mass (OSOM) Action Plan, part of the overall strategy, focuses on improved heavy vehicle access systems, software and processes for OSOM and high productivity vehicle movements. The innovative software program identifies conflict points between infrastructure and freight vehicles remotely, which will be used to prioritise investment, unlock OSOM routes and prevent vehicle incidents before they occur. For more information, visit www.tmr.qld.gov.au/movingfreight

Our Moving Freight Strategy supports Queensland's primary freight network made up of 13,600km of road, 9550km of public and privately managed rail lines, 15 trading ports, three international airports, and multiple domestic airports and freight terminals.

- implementing the new Heavy Vehicle Charging Determination Framework
- contributing to the Heavy Vehicle Charging and Investment reform, including obtaining the Council Of Australian Government's agreement to proceed with an initial package of reform measures
- developing and implementing a Performance Based Standards (PBS) Class B Route Assessment Policy. The PBS Policy encourages collaboration across all levels of government and outlines the process for the transport industry to engage and fund consultants for assessment and classification of PBS Class B routes in Queensland
- delivering stages three and four of the Heavy Vehicle Action Plan, which identified projects required on key routes to meet access needs and influence future funding decisions.

Rail infrastructure planning and regulation

- purchasing 75, six-car train sets as part of the New Generation Rollingstock Project along with the construction of a modern, purpose-built maintenance centre and maintenance of the rollingstock for 30 years



Purpose-built maintenance centres will service and maintain the New Generation Rollingstock fleet.

- progressing the South-East Queensland Outer Network Stabling Stage 1 project in collaboration with Queensland Rail. The project will deliver rail stabling facilities across south-east Queensland for the planned significant expansion of the south-east Queensland train fleet, to be delivered from mid-2016. Construction of the Stage 1 facilities is expected to commence in early 2015



To be delivered from late 2015, the new trains will increase passenger capacity and security.

- completing a planning study for a potential northern extension of Gold Coast Light Rail
- finalising an infrastructure agreement with FKP Commercial Developments Proprietary Limited to secure developer funded infrastructure upgrades to Milton rail station in Brisbane
- progressing the Queensland Rail Safety Bill which largely mirrors the *Rail Safety National Law* to provide regulation for rail operators that is consistent with other states
- progressing the Inland Rail project, in conjunction with the Department of State Development, Infrastructure and Planning. In particular, we are representing Queensland's interests on the Inland Rail Project Coordination and Communication Group and sharing the findings from its Surat Basin Rail Transport Study (currently under way) to inform the alignment in Queensland via the Toowoomba Range.

Ports reform

- completing the ports governance review to respond to recommendations made by the Queensland Commission of Audit about ownership and governance of Queensland ports
- delivering the Master Plan for the State Boat Harbours and commencing the Strategic Boat Harbour Divestment Plan in collaboration with the Department of State Development, Infrastructure and Planning
- transferring port pilotage services to Queensland port corporations in November 2013, to improve customer responsiveness and enhance commercial focus.

Transport policy and investment

- continuing policy engagement with the Australian Government's National Transport Agenda and Future Transport Reforms
- developing draft investment strategies to prioritise future infrastructure investment on the Flinders/Barkly Highways, Capricorn Highway and Peak Downs/Gregory Highways to support freight reliability, connectivity and safety for agricultural and mining commodities



The Peak Downs/Gregory highways are recognised as critical to supporting regional communities and the mining and agricultural sectors in Queensland.

- finalising the South-East Queensland Capacity Improvement Project. The project will provide the basis for a rail investment strategy and follows comprehensive capacity improvement investigations to define the 10-year and 20-year rail investment options for the south-east Queensland passenger and freight networks
 - developing the Route Ranking and Intersection Ranking Tool. Based on a connection to the National Performance Indicator system, the tool will help identify congestion 'hot-spots' enabling the department to target investment and obtain the best value from the network
 - developing and refining policy, regulatory provisions and processes to reduce red tape, and supporting the planning reform agenda and the State Assessment and Referral Agency
 - continuing to develop transport legislation amendments, including key amendments to the *Transport Infrastructure Act 1994* to reduce red tape, decrease costs and promote the most efficient delivery of transport infrastructure
 - updating the Benefits Management Framework to clearly define the benefits and outcomes to be realised through investment in the transport system
 - developing the *Transport Infrastructure Management Guidelines*, which tie together the different threads defining how an infrastructure project is identified, prioritised and delivered
- streamlining the review, input and negotiation of transport state interests in local governments' planning schemes and environmental impact statements
 - progressing the procurement phase for the Transport Infrastructure Asset Management System project to improve the department's asset management capability. The procurement phase is expected to be completed by early 2015 and will:
 - evaluate and select a preferred implementation partner and ICT solution
 - produce the full business case for the implementation phase of the project
 - in response to the Parliamentary Inquiry into Cycling Issues (www.parliament.qld.gov.au) in Queensland, introducing a two-year trial of a minimum overtaking width for motorists when passing cyclists, and aligning fines for cyclists where fine rates differ compared to other road users.

Objective 2

Safe and cost-efficient transport infrastructure that meets the current and future needs of Queensland

We construct, maintain, manage and operate an integrated transport network accessible to all. Works and management activities are delivered using cost-effective, safe and fit-for-purpose engineering solutions and innovative delivery mechanisms to achieve value for money.

Activities undertaken relate to stewardship of the state road network and include:

- delivering, managing and maintaining transport infrastructure
- managing road operations, including traffic incidents, heavy vehicle operations and traveller and traffic information
- managing use of the road corridor including environmental preservation and third party road access
- controlling access to, and recovering the road network during and following emergency events.

This work is underpinned with technical expertise that treats risk and provides sustained performance from the transport system.

Our performance at a glance

The department achieved the following results in 2013–14.

Figure 16: Objective 2 performance statement

Performance measures /Service standards	Notes	2013–14 Target / Estimate	2013–14 Estimated actual	2013–14 Actual	Status
Percentage of QTRIP projects >\$5 million:					
• completed no more than 10% after the programmed construction period	1	90	90	84	●
• costing less than 10% over the published QTRIP figure		90	90	91	▲
Road network efficiency – Average travel time per 10km					
• AM peak		10.9	10.9	11	▲
• Off peak		9.5	9.7	9.7	▲
• PM peak		11.2	11.0	11.2	▲
Road network reliability – Percentage of the road network with reliable travel times					
• AM peak		85	83	83	▲
• Off peak		96	92	91	▲
• PM peak		82	79	79	▲
Road network productivity – Percentage of the road network with good productivity					
• AM peak		74	73	72	▲
• Off peak		79	78	77	▲
• PM peak		72	73	71	▲
Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be a contributing factor	2	0.05	0.05
▲ On track ● Slight variance ▼ Significant variance					
Notes:					
1. Projects have been delayed due to late approvals, project complexity and changes to scope while maintaining good cost control.					
2. The result for the 12-month period to 31 March 2014 is 0.058. There is a three month lag in data availability for this measure due to the time it takes to complete preliminary crash investigations and to determine causal factors (such as road conditions).					

During 2013–14, RoadTek achieved the following results.

Figure 17: RoadTek performance statement

Service standards	Notes	2013–14 Target/ Estimate	2013–14 Estimated actual	2013–14 Actual	Status
Long term debt/equity	1	15.4%	9.1%	9.7%	▲
Long term debt / total assets	1	11.4%	6.6%	6.9%	▲
Return on equity	2	12.9%	19.2%	19.7%	▲
Return on revenue (after tax)	3	4.2%	5.2%	5.1%	▲
Profit margin (earnings before income tax / user charges)	4	5.9%	7.4%	7.3%	▲
Lost time injury frequency rate		<10	9	12.3	▲
Customers' and stakeholders' value of RoadTek (on a scale of 1 to 5)		>4	4.3	4.29	▲
Plant utilisation – percentage hired as a percentage of total available hours		80%	83%	89%	▲

▲ On track ● Slight variance ▼ Significant variance

Notes:

1. Reduction in target is due to \$10 million reduction in RoadTek debt.
2. Return on equity has increased substantially for 2013–14 due to a higher than expected amount of work being undertaken.
3. Return on revenue (after tax) for 2013–14 is higher than expected due to a higher than expected amount of work being undertaken.
4. Profit margin for 2013–14 is higher than expected due to a higher than expected amount of work being undertaken.

Key projects

Gold Coast Light Rail – Stage 1

We continued to deliver the \$1.3 billion Gold Coast Light Rail – Stage 1 in partnership with the Australian Government and Gold Coast City Council.

The Gold Coast Light Rail network extends 13km from the new Gold Coast University Hospital and Griffith University to Southport, Surfers Paradise and Broadbeach. Trams will stop at 16 stations between the Gold Coast University Hospital and Broadbeach every seven and a half minutes during peak hours and operate 24 hours during weekends. Tram testing along the route was conducted from September 2013 with light rail services scheduled to commence in July 2014.

For more information, visit www.tmr.qld.gov.au/Projects/Name/G.



During peak periods, each tram can carry 309 passengers or the equivalent of six buses.

Bruce Highway Action Plan

We continued to implement the *Bruce Highway Action Plan* (2013–14 to 2022–23), a program of works to improve the safety, flood immunity and capacity of the Bruce Highway over the next 10 years. Key commitments delivered under the plan include:

- completing works on the Cardwell Range realignment, which opened to traffic in November 2013
- beginning major earth works and piling on the southern approach to Townsville (Vantassel Street to Cluden)



Part of the Nation Building Program, the upgrade will improve safety, capacity, freight efficiency and flood immunity on the Bruce Highway at the southern approach to Townsville.

- opening Yeppen North Bridge to traffic in late October 2013
- beginning construction on the \$80.7 million Roys Road/Bells Creek Road interchange in October 2013



The new interchange will improve safety and efficiency for local and highway traffic, and enhance connectivity between local communities and visitors to the region.

- completing final works at Wrights Creek bridge, south of Edmonton, which includes doubling the bridge's width

- upgrading Sandy Corner to Collinsons Lagoon, including paving, sealing, bridge construction, culvert placement and street light installation



Construction of the Bruce Highway upgrade between Sandy Corner and Collinsons Lagoon is part of the jointly funded Federal and Queensland Government Nation Building Program.

- progressing the Mackay Ring Road Planning Study business case to approval with the project proceeding to preliminary design phase
- continuing works on new overtaking lanes, including north and south of the Isis River and south of Gin Gin
- awarded the second highway construction contracts for Cooroy to Curra – Section A in October 2013. Works commenced from November 2013



The new overpass forms part of a new 13.5km, four-lane divided highway under construction from south of Cooroy to Federal (near Sankeys Road).

- completing the \$150 million Cairns Bruce Highway Upgrade project between Ray Jones Drive and Sheehy Road



The upgrade has improved safety and traffic flow, reduced congestion and enhanced access into Cairns.

- completing 374km of Wide Centreline Treatment on priority sections of the Bruce Highway, at a cost of \$6.048 million, during 2013–14 under the Safer Roads Sooner program.

For more information, visit www.tmr.qld.gov.au/Projects/Name/B.

Moreton Bay Rail Link

During the year, we finalised the design phase for the federal, state and local government-funded \$988 million Moreton Bay Rail Link project and moved into the construction phase. The Queensland Government contributed \$300 million toward the project.

Rail corridor works (including the track, structures and six stations) began in early 2014 and are expected to be completed in late 2016.

The rail link will deliver a 12.6km dual-track passenger rail line between Petrie and Kippa-Ring.

For more information, visit www.tmr.qld.gov.au/Projects/Name/M.



The rail link will provide a more reliable, economical, and faster alternative to driving to Brisbane's Central Business District during peak periods.

Yeppen South Project

In July 2013, we completed planning and a detailed design for the Yeppen South Project, with John Holland Group (Queensland) announced in November 2013 as the successful construction contractor joining the department to deliver the project.

The \$296 million state and federally-funded project was identified as a high priority in the Queensland Government's 10-year *Bruce Highway Action Plan*. Once completed, it will provide a new elevated crossing of the Bruce Highway across the Yeppen Floodplain at a Q100 level (1 in 100 year flood level) from the Burnett Highway intersection to the Yeppen roundabout. The project is designed to integrate with the Yeppen North project to improve flood immunity across the Yeppen floodplain on Rockhampton's southern approaches. It will also significantly increase the capacity of the Bruce Highway south of Rockhampton.

Site construction commenced in January 2014 and the project is expected to take more than two years to complete.

For more information, visit www.tmr.qld.gov.au/Projects/Name/Y.



The high-level flood route will benefit freight operations during natural disaster events.

Technology offers 'One network' view

In an Australian first, the department has demonstrated innovation through technology by installing 350 bluetooth readers at major nodes across south-east Queensland to collect travel time information. Previously almost \$1 million was spent each year collecting this information through floating car surveys. Developed in close partnership with Brisbane City Council and other local governments, the initiative establishes a 'one network' view enabling the department to report on annual travel times on the south-east Queensland road network.

The initiative is being extended to cover heavy vehicles, public transport and cycling.

131940 Traffic and Travel Information service

Our 131940 Traffic and Travel Information service (www.131940.qld.gov.au) provides valuable traffic and road condition information to help motorists make informed travel decisions, reduce the disruption caused by incidents, and minimise the effects of congestion.

We further enhanced the 131940 service during the year, by introducing improved emergency alert functionality and a new look and feel for the website. We also adapted the website to make it more compatible with, and user friendly for, smaller screen devices such as tablets and smartphones.

In 2013–14 the service supported Queensland through several tropical cyclones, including tropical cyclone *Ita* which crossed the far north Queensland coast in April 2014.

Figures 18a and 18b: 131940 use by month

Figure 18a: Calls to 131940 phone hotline by month/year

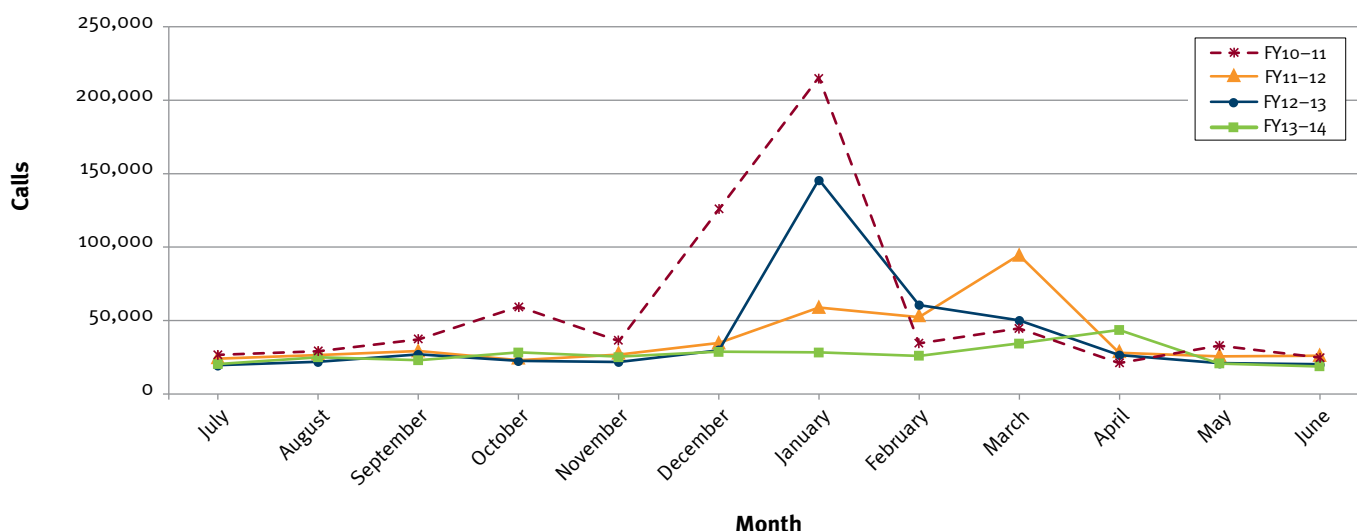
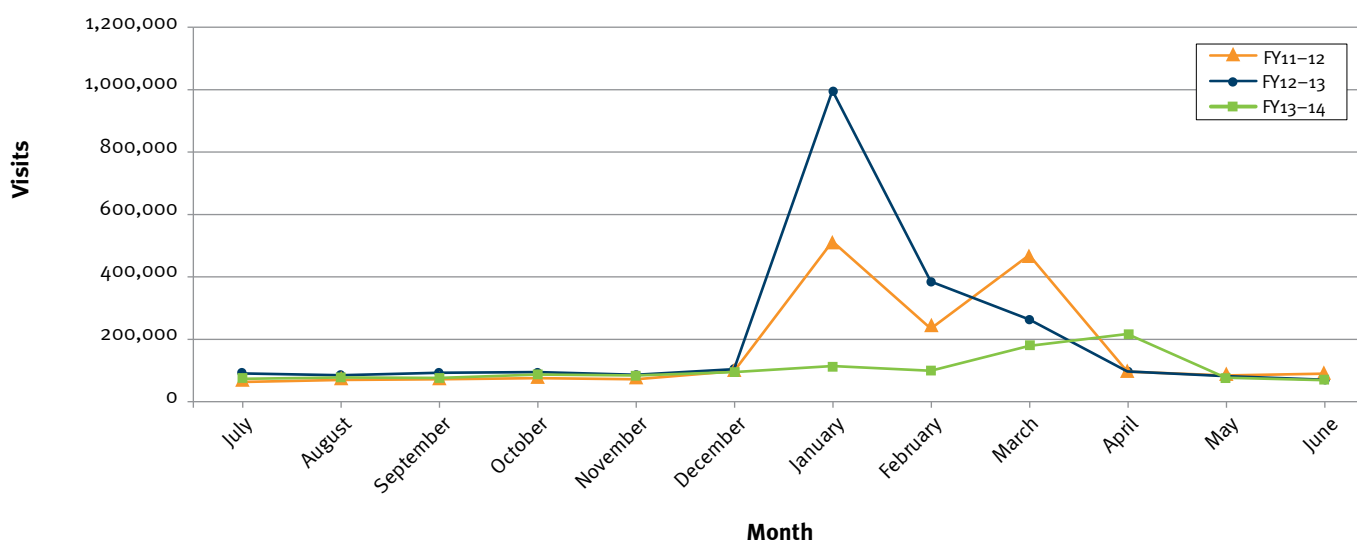


Figure 18b: Visits to 131940 website by month/year



These graphs show use of the 131940 phone hotline and website for each month, with peak activity generated during the annual wet season. In 2013–14 the 131940 Traffic and Travel Information service supported Queensland through several tropical cyclones, including tropical cyclone *Ita* (April 2014).

Data source: 131940 phone and web analytics (provided by Telstra and Google)

Note:

- Data for 2010–11 for the website is not included as a different (and non-comparable) reporting tool was used at this time.

Achievements

Transport and Main Roads' achievements in 2013–14 included:

Road and rail infrastructure

- continuing to deliver the Gateway Additional Lane project to improve motorist safety, reduce congestion and accommodate future traffic growth. Works to provide an additional northbound lane for 2.5km between Sandgate Road and the Deagon Deviation are under way and scheduled for completion in October 2014. For more information, visit www.tmr.qld.gov.au/Projects/Name/G
- completing the \$475 million second stage of the Darra to Springfield Transport Corridor. The integrated road and rail project includes a 9.5km rail line to new stations at Springfield (near Woodcrest College) and Springfield Central (near Orion Shopping Centre) and a 5.5km upgrade of the Centenary Highway between the Logan Motorway, Forest Lake and Springfield Parkway, Springfield



Train services commenced on the corridor in December 2013, giving Springfield residents their first access to Queensland Rail's network.

- continuing delivery of the Royalties for the Regions program on state and local government roads, with:
 - ten projects completed, toward which the Queensland Government committed \$20.9 million, including:
 - provision of metered signals at Woolcock/Mather Street Intersection in Townsville at a total cost of \$10 million
 - widening and sealing an 18.8km section of Fairymeadow Road in the Western Downs at a total cost of \$3 million
 - nine projects commenced construction, toward which the state is contributing \$124.3 million, including:
 - construction of a new rail bridge at West Creek in Toowoomba at a total estimated cost of \$5 million
 - duplication of O'Mara Road between the Warrego Highway and Toowoomba-Cecil Plains Road on the outskirts of Toowoomba at a total estimated cost of \$21 million
 - construction of a new bridge at Blakey's Crossing in Townsville at a total estimated cost of \$24 million

- commencing an investigation into road congestion at open level crossings in the greater Brisbane area. Treatments that can reduce road congestion will be considered including upgrading technology, changing road geometry and/or signage, signalling upgrades, better integration of traffic and rail signals and addressing human factors issues, while maintaining appropriate rail safety standards
- launching a suite of initiatives under the 'reducing the cost of infrastructure' program. For more information, visit www.tmr.qld.gov.au/business-industry/Business-with-us/Reducing-the-cost-of-infrastructure
- continuing to progress open level crossing projects in collaboration with Brisbane City Council, including:
 - delivering the new road overpass bridge as part of the Robinson Road Open Level Crossing Replacement Project at Geebung with project completion anticipated in August 2014. Jointly funded by the Queensland Government and Brisbane City Council, the \$176.4 million project will improve safety, connectivity and travel times, and reduce road congestion in the area
 - continuing construction works at the Telegraph Road open level crossing at Bracken Ridge. The southern lanes of the road overpass bridge opened to traffic in May 2014 with the project expected to be completed by late 2014
- completing major projects, under the Transport Network Reconstruction Program, including Cunningham's Gap, Grigor Bridge at Conondale, Mount Morgan Range and key stretches of the Bruce, Warrego, Leichhardt and Gore highways.

Under the \$6.923 billion Transport Network Reconstruction Program, we continued to repair damage to the state road network caused by natural disasters from 2010 to 2013. In 2013–14 the program reconstructed 2195km of road, 972 structures and 890 earthworks and batter locations.



Road repairs are carried out on the Peak Downs Highway following flooding in early 2013.



Repairing damage sustained to the embankment of the bridge following flooding in early 2013.

Safety programs and initiatives

- continuing to deliver the \$86 million Safer Roads Sooner program (made up of \$82 million from the Camera Detected Offence Program and \$4 million for motorcycle safety) targeted at low-cost, high-benefit road infrastructure treatments on Queensland's state-controlled road network
- rolling out emergency vehicle pre-emptive signals in south-east Queensland
- trialling speed algorithms (high-flow, poor weather, queue protection) for roll-out on managed motorways.

Engineering projects

- developing National Steel Fabrication Specifications for road authorities to reduce costs and open the market to more suppliers
- developing Tier 2 Assessment Methodology through the B-Double and Road Train Bridge Assessment Project, reducing the number of bridges requiring strengthening and/or replacement
- releasing a pavement design supplement to allow for greatly reduced pavement thickness in Queensland, based on less conservative design assumptions
- introducing flood resilient pre-case culvert headwalls allowing the road network to be reopened more quickly after a flood event.

Marine services

- establishing, in conjunction with the Gladstone Ports Corporation, navigational aids and services to assist with the safe introduction of Liquefied Natural Gas ship movements in the Port of Gladstone. This included installation of 64 major aids to navigation in May and June 2014
- establishing permanent electronic virtual aids to navigation at the Port of Hay in October 2013 to assist with the safe passage of deep draft coal carriers, replacing costly physical structures. For more information, visit www.msq.qld.gov.au.

Objective 3

Customer, safety and regulatory services that improve community safety and satisfaction

We strive to improve customer service and to manage and regulate the transport system safely, economically and sustainably. Safety of transport networks is critical to supporting Queensland's future growth. A safe, secure and resilient transport system aims to protect the lives and property of everyone who interacts with the network for business, employment and leisure.

Regulatory and safety-related activities undertaken include:

- managing the safe movement of vessels using Queensland's waterways, regulating pilotage services, providing hydrographic services in support of safe port development, and promoting safe standards and practices for commercial and recreational vessels
- developing and implementing rail safety initiatives, legislation and regulation (including operations, investigations, compliance, accreditation, risk and audit)
- developing and implementing road safety programs and initiatives for safer road use and safer speeds
- increasing and improving emergency management and security capabilities across the transport system promoting resilience, providing best practice risk management guidance, exercising, testing and validating prevention and response arrangements across all hazards for improved prevention, preparedness, response and recovery
- regulating transport providers and markets
- delivering licensing, registration and accreditation services.

Our performance at a glance

During 2013–14 the service area, Transport safety, regulation and customer service, achieved the following results.

Figure 19: Objective 3 performance statement

Performance measures/Service standards	Notes	2013–14 Target/Estimate	2013–14 Estimated actual	2013–14 Actual	Status
Marine fatalities per 100,000 registered vessels		5.40	5.40	5.2	▲
Rail fatalities per 100,000 population		0.10	0.07	0.04	▲
Hospitalised rail casualties per 100,000 population	1	0.40	0.40	0.43	●
Number of level crossing collision occurrences per 1,000,000 train kilometres travelled		0.45	0.33	0.26	▲
Fatalities per 100,000 population on state-controlled roads		3.40	3.17	3.16	▲
Road fatalities per 100,000 population		5.90	5.30	4.88	▲
Hospitalised road casualties per 100,000 population	2	135	155.2
Percentage of people in target audience who have high-level awareness of road safety campaigns	3	90
Percentage of vessel movements without serious incidents					
• Pilotage areas		99.8	100	100	▲
• ReefVTS area		99.8	100	99.99	▲
Average wait time in Customer Service Centres (minutes)		10min	8min	6min 34sec	▲
Percentage of call centre calls answered within three minutes	4	80	39	40	▼

▲ On track ● Slight variance ▼ Significant variance

Notes:

- Estimated actual based on 19 physical hospitalisations. The variance was generated due to an increase of 1 hospitalisation.
- The result for the 12-month period to 31 March 2014 is 151.18. This is due to a time lag in obtaining data from other agencies.
- This measure will be discontinued as it was developed in 2001 when television formed the core of road safety campaign activity. Given the current diversification of media consumption, a new measure has been developed to capture community attitudes towards road safety.
- A Capacity Improvement Plan has been put in place to reduce call volumes, increase available agents and reduce average handling time for calls.

Key projects

Join the Drive to Save Lives

The *Queensland Road Safety Action Plan 2013–2015* comprises more than 60 items to tackle Queensland’s road toll, and includes a \$19.8 million strategy to improve road safety through greater involvement and engagement with the Queensland community.

In November 2013, we launched the \$2.2 million *Join the Drive to Save Lives* road safety strategy targeting the ‘Fatal 5’. For the first time television, radio and online advertising featured real Queenslanders sharing their thoughts and ideas about how we, as a community, can improve road safety. Almost two-thirds of Queenslanders remembered seeing the campaign, with strong recall of key messages on speeding (88 per cent), drink driving (88 per cent), driver fatigue (66 per cent) and talking/texting (52 per cent).

The *Join the Drive to Save Lives* website and Facebook page were also launched in November 2013. Almost 70,000 people have pledged their support for road safety through the website, with 92,606 visits to the website and 2,111 personal road safety messages, videos and photos uploaded (as at 30 June 2014). In addition, 42,471 people became fans of the *Join the Drive to Save Lives* social media sites and participated in the ongoing community discussion on road safety.

Throughout Easter 2014, we ran a campaign highlighting the dangers of speeding, even by just a small margin. In a first for Queensland, people were invited to go online and add their names to personalised billboards pledging they had ‘no time for speeding’. As at 30 June this year, 1,163 people had added their names to the billboards.

For more information on our safety campaigns and road safety action plan, visit www.qld.gov.au/jointhedriver and www.tmr.qld.gov.au/Safety



Everyday Queenslanders are playing their role in road safety through the *no time for speeding* interactive billboards.

Figure 20: Operation Safe Drive results

Financial year	Intercepts	Vehicle defects	Penalty infringement notices issued
2009–10	9,434	1,517 (16.0%)	437
2010–11	7,183	1,309 (18.2%)	342
2011–12	7,826	1,329 (16.9%)	290
2012–13	4,878	1,334 (27.3%)	380
2013–14	4,333	1,153 (26.6%)	345

The 2013–14 reporting period showed a reduced number of vehicle intercepts compared to previous years. This reduction is due to the reallocation of resources to areas presenting a higher safety risk. When compared to the number of intercepts, the rate of defects identified in 2012–13 and 2013–14 is moderately higher than 2011–12. This higher defect rate is the result of improved vehicle targeting and operational planning, and should not be considered evidence of a reduction in vehicle safety.

Data source: Data Analysis Reporting Centre (Service Delivery System and Program Office, Customer Services Branch)

Notes:

- All regions conduct Operation Safe Drive operations each year in the lead up to school holidays.
- While the defect rate in recent years may appear high, it should be noted that the majority of the defects recorded were only minor, and that vehicles were filtered during these operations to target the worst ones.

Stay wider of the rider

In March 2014, we launched an awareness campaign to alert road users to new minimum passing distance rules to improve cyclist safety.

The new rules are part of the 68 recommendations put forward by the Queensland Parliamentary Inquiry into Cycling Issues, and were introduced in April 2014. They include:

- staying wider of the rider by giving at least one metre when passing cyclists in a 60km/h or less speed zone
- giving at least 1.5 metres when the speed limit is over 60km/h
- allowing drivers to cross continuous and painted islands to free up the road lane.

For more information, visit www.tmr.qld.gov.au/Safety/Safety-campaigns/Bicycle-safety



Improving the customer experience

The department continued to implement a range of initiatives to improve customer experience, including:

- delivering new online transport transactions, such as:
 - a check of demerit points
 - the replacement of a lost, stolen or destroyed driver licence
 - the purchase of an electronic traffic history report
- commencing the Customer Experience Transformation project to improve the customer experience across all transport products and services, including:
 - identifying, understanding and analysing the varied customer segments that interact with the department, their needs and preferences
 - enabling products and services to be redesigned to meet the needs of our customers
 - delivering products and services through an integrated and seamless end-to-end customer experience
- opening a new Transport and Main Roads Customer Service Centre at Toowong in June 2014.

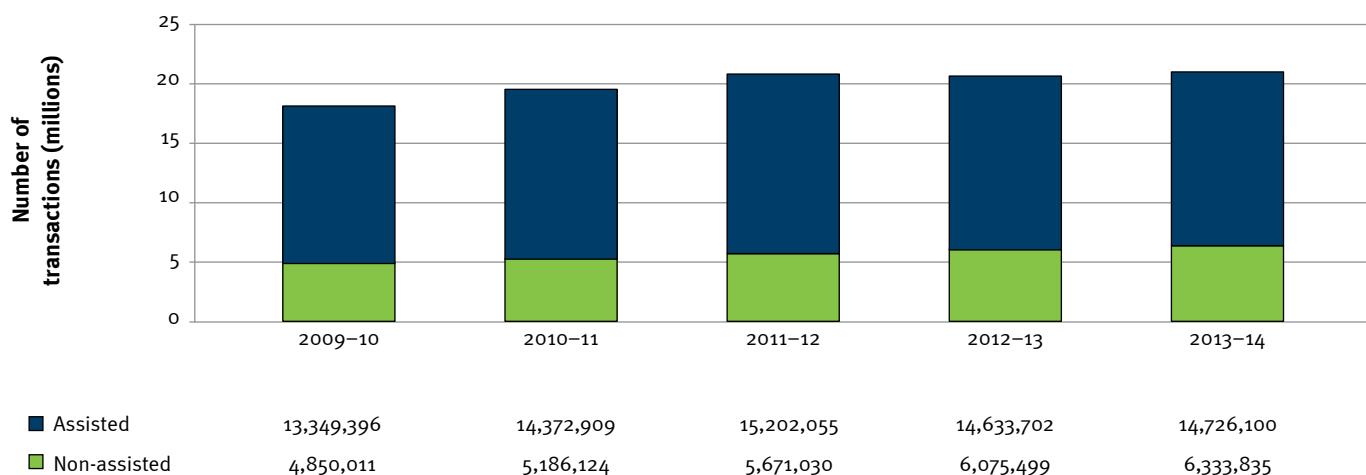


The new Toowong Customer Service Centre includes a personal concierge, self-service terminals and an open plan waiting area.

Our customer satisfaction levels reached a 10-year high, recording an October 2013 result of 8.2 out of 10 and a February 2014 result of 8.4 out of 10.

Source: Bi-annual Nielsen Channel Management Research Monitor Report

Figure 21: Customer service transactions – assisted vs non-assisted



Non-assisted service options like BPay, internet and Interactive Voice Response, enable the network to provide greater service to customers. The proportion of non-assisted transactions increased from 29.3 per cent in 2012-13 to 30.1 per cent in 2013-14.

Data source: Data Analysis Reporting Centre (Service Delivery System and Program Office, Customer Services Branch)

Note: Transactions are those which produce a TMR product, for example, licensing, registration, address change. Not enquiries or advice provided by the Call Centre.

Transport safety data

Safety data is maintained by the department to provide statistics for the accurate and timely analysis of safety programs and for the development of new, effective safety campaigns and initiatives. For more information on our safety initiatives, see pages 29-38.

Figures 22 to 26 show trend safety data over the previous 10 years.

Rail

In 2013-14, there were two rail-related fatalities (excluding suicides) reported. This compares to one fatality in 2012-13 and nine fatalities in 2011-12.

Fatalities involving railway trespassers (45 per cent) and collisions at level crossings (38 per cent) comprise the majority of all fatalities for the 10-year period 2004-05 to 2013-14.

Figure 22: Rail fatalities per 100,000 population

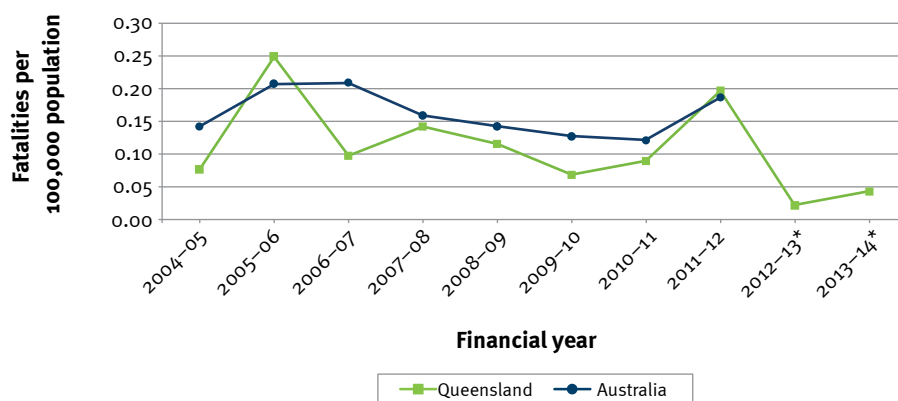


Figure 22

Data sources: Australian Safety Transport Bureau; Australian Bureau of Statistics; Transport and Main Roads' Land Transport Safety Branch.

Notes:

- Data excludes fatalities resulting from suspected suicides, assaults and natural causes.
- * Australian figures for 2012-13 and 2013-14 are not available. On 20 January 2013, the introduction of the Office of the National Rail Safety Regulator (ONRSR) saw the rail industry in all states except Queensland, Victoria and Western Australia now reporting rail safety occurrences to the ONRSR. As a result there has been no national rail dataset produced since this time.
- Rail fatality data are subject to review and amendment as additional or more detailed information becomes available. This may result in variations to historical data which have previously been published.

Roads

During 2013–14, there were 229 fatalities as a result of crashes within Queensland, 68 (22.9 per cent) fewer fatalities than the previous year and 60 (20.8 per cent) fewer fatalities than the previous five-year average. The 2013–14 road fatality rate for Queensland was 4.88 per 100,000 population, which is 24.2 per cent lower than the rate for the previous year (6.44). The road toll places Queensland fourth behind the Australian Capital Territory (2.34), Victoria (4.42) and New South Wales (4.58).

Figure 23: Road fatalities per 100,000 population

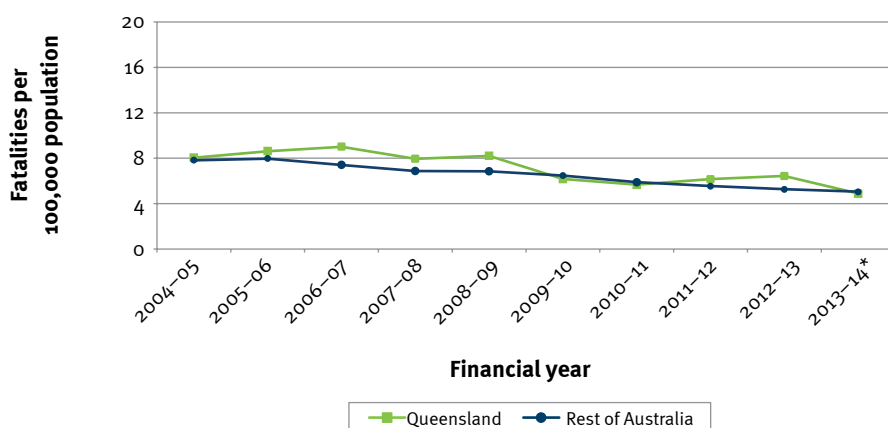


Figure 23

Data sources: Transport and Main Roads' RoadCrash database and the relevant interstate authorities; Population figures are from the Australian Bureau of Statistics – Catalogue 3101.0

Notes:

- Each month Transport and Main Roads requests updates on interstate road crash data from the relevant interstate authorities for the current year-to-date road toll and confirmation of the road toll for the previous year by month.
- The ABS reviewed population figures in late 2013. This resulted in flow-on changes to fatalities per population figures.
- * Reporting of 2013–14 data may differ from state to state as figures are preliminary at time of printing.

Figure 24: Road fatalities by road user type (in Queensland)

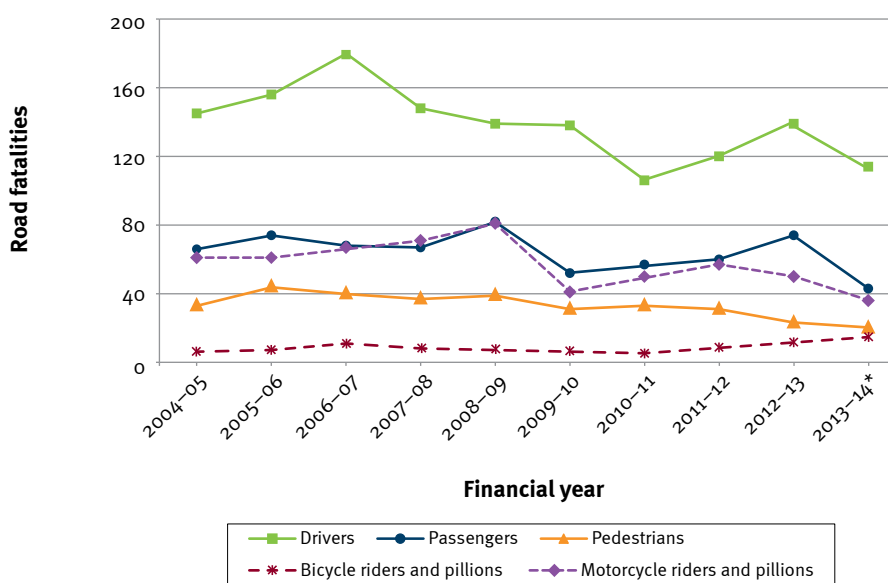


Figure 24

Data source: Transport and Main Roads' RoadCrash database

Notes:

- This graph excludes 'other' fatalities such as horse riders, train drivers and train passengers. In 2013–14, there were no fatalities recorded in this category.
- There was an anomaly with the legend for this graph in previous TMR annual reports.
- * 2013–14 figures are preliminary at time of printing.

Marine

During 2013–14, reported marine incidents in Queensland included:

- 11 fatalities (see figure 25). This equated to 4.4 fatalities per 100,000 registered recreational vessels and is significantly lower than the 10-year average of 6.15 fatalities per 100,00 registered recreational vessels
- 47 injuries resulting in hospital admission (see figure 26). This equated to 18.8 hospital admissions per 100,000 registered recreational vessels and does not significantly differ from the 10-year average of 17.9 hospital admissions per 100,000 registered vessels.

Figure 25: Marine fatalities (in Queensland)

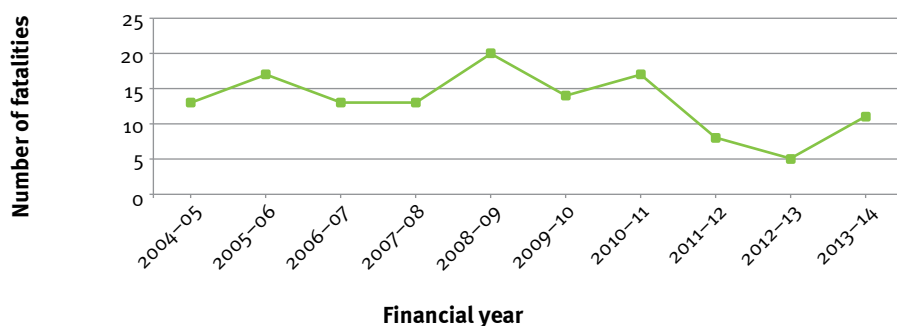


Figure 25

Data source: Caseman Marine Incident Database

Note:

- Marine incident data are subject to review and amendment as additional or more detailed information becomes available. This may result in variations to historical data which have previously been published.

Figure 26: Serious injuries from marine incidents (in Queensland)

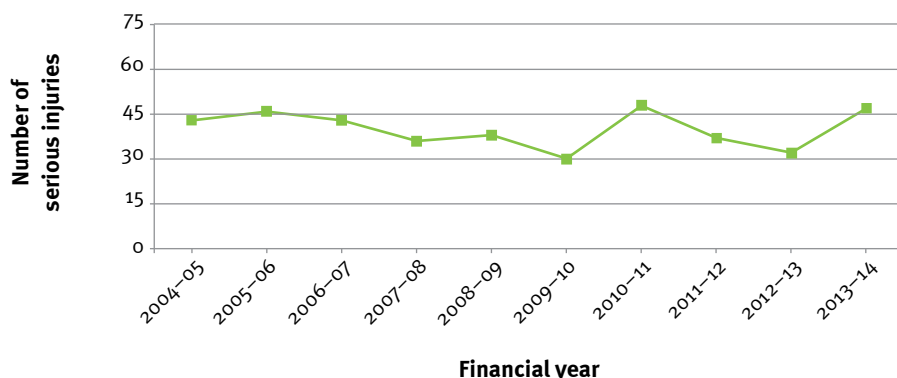


Figure 26

Data source: Caseman Marine Incident Database

Note:

- Marine incident data are subject to review and amendment as additional or more detailed information becomes available. This may result in variations to historical data which have previously been published.

Achievements

Transport and Main Roads' achievements in 2013–14 included:

Registration and licensing initiatives

- introducing reforms to the Queensland Licensing System on 1 January 2014 to reduce red tape and help make our roads safer. They include:
 - all drivers – minimum age of 18 years old for a P2 licence and 20 years old for an open licence
 - drivers 75 years and over – a maximum 12 month validity period for medical certificates, ensuring problems are detected early and managed sooner
 - new motorcycle riders – a more comprehensive knowledge test, with Q-Ride the primary method of assessing practical riding skills
 - young drivers – a simplified definition for high-powered vehicles manufactured after 1 January 2010

A full list of reforms is available at www.tmr.qld.gov.au/Licensing/Licensing-reform

- trialling an enhanced Q-SAFE practical driving test for learner drivers
- developing an education and awareness package to better support older drivers, their families and drivers with medical conditions
- preparing to implement a more efficient and effective method of registration renewal for vehicles up to 4.5 tonnes in weight (which accounts for about 96 per cent of vehicles registered in Queensland) including the introduction of label free registrations from 1 October 2014. For more information, visit www.qld.gov.au/transport/news/features/label

Road safety strategies and initiatives

- developing and implementing:
 - the three-year Road Safety Social Change Strategy to improve transport safety through social marketing campaigns and strategies targeting high risk behaviours and key risk groups such as young drivers, and engaging and building partnerships with the community to encourage dialogue about road safety issues
 - the *Join the Drive to Save Lives* road safety social change strategy (see page 32)
 - a \$2 million a year Community Road Safety Grants Program to encourage community involvement in local road safety projects. For more information, visit www.tmr.qld.gov.au/Safety/Road-safety/Community-road-safety-grants
- reviewing the scheduling method for mobile speed cameras to maximise the general deterrence of speeding and reduce road casualties. For more information on the Camera Detected Offence Program, see Appendix 3
- reviewing the speed limits on 100 priority roads across the state following wide consultation in 2013. The department and local governments in Queensland are progressing the reviews with results published at www.tmr.qld.gov.au/speedlimitreview

- continuing the focus on school safety by installing more flashing school zone signs at priority Queensland school zones
- completing and implementing the department's Compliance Plan 2013–2016 to provide a coordinated approach to compliance to improve safety, infrastructure protection and revenue protection across the transport network in Queensland.

Rail safety strategies and initiatives

- establishing a nationally-consistent rail safety audit program
- continuing to implement, through the Queensland Level Crossing Safety Group, priority actions identified under the *Queensland Level Crossing Safety Strategy 2012–2021*. For more information, visit www.tmr.qld.gov.au/Safety/Rail-safety/Rail-safety-overview
- continuing the trial and evaluation of the selected level crossing safety technologies as part of a \$2.1 million commitment to improve safety at railway crossings, and making recommendations to government related to their safety impacts
- bringing rail and road stakeholders together to explore ways to reduce road congestion around level crossings in south-east Queensland while maintaining safety standards
- implementing timetable improvements in collaboration with Queensland Rail and other stakeholders to achieve a more efficient rail system.

Regulatory reform

During the year, we reviewed Vehicle Inspection Guidelines reducing the number from 3180 to 2180 guidelines and cutting red tape by 68 per cent. We also removed the need to obtain a certificate of modification for motorcycle seats, resulting in a customer saving of \$80 per certification and 2600 fewer certifications a year.

- implementing a prioritised program of regulatory reform with a focus on reducing the regulatory burden for industry and the wider community
- assisting large families by excluding 'mini-buses' (buses under 4.5t gross vehicle mass) that are used for private purposes from the requirement to have a yearly Certificate of Inspection
- establishing an online tool to enable people to check if the registration of a vehicle is current, support the removal of registration labels and check if the vehicle is subject to 'high-powered vehicle' restrictions for young drivers
- simplifying the approval process for vehicle modifications for drivers with a disability, driving schools and the owners of individually constructed vehicles.

Emergency management and transport security initiatives:

- actively contributing through the department's ready reserve response team at the State Disaster Coordination Centre and to community recovery through the department's recovery reserve team
- supporting the State Disaster Coordination Group through the department's liaison officer role
- providing timely alerts and notifications to stakeholders through the 24-hour watch officer role
- delivering a range of statewide preparedness sessions for emergency management and transport security to representatives from Queensland Police Service, Queensland Fire and Emergency Services, local government, bus, rail and ferry passenger transport operators, intelligence agencies and key staff in the department's regions
- reviewing and refreshing the department's continuity process, and our regional Continuity Network Response Planning arrangements
- reviewing the *Transport Security (Counter-Terrorism) Act 2008* and associated risk assessment processes
- delivering improved security support services, regulatory administration, counter-terrorism risk management guidance and exercising opportunities for key transport precincts and mass passenger transport operators
- establishing a strategic partnership with the Centre for Excellence in Policing and Security to deliver tailored training for the improvement of security resilience across the transport sector
- supporting whole-of-government and national strategy, planning and policy initiatives through:
 - the Queensland Counter-Terrorism Committee
 - the Australia-New Zealand Counter-Terrorism Committee
 - the national Transport Security Committee
 - the Queensland Strategy for Disaster Resilience
 - the Emergency Management Assurance Framework
 - transport systems input to G20 planning.

Marine initiatives

- adopting and implementing the new National Plan Pollution Response training program in Queensland in May 2014 to ensure the state is capable of fulfilling its pollution response obligations
- conducting marine pollution response exercises in Brisbane and Rockhampton and providing training in operational oil spill response through courses held in Brisbane, Gladstone, Mackay, Cairns and Weipa to enhance Queensland's marine pollution response capabilities
- completing a maritime-based planning and implementation project to ensure the first Liquefied Natural Gas (LNG) shipment in the Port of Gladstone, anticipated in late 2014, is delivered safely and efficiently

- announcing the second round of waterways projects under the Marine Infrastructure Fund
- establishing the new port Vessel Traffic Service centre in Gladstone in March 2014 to monitor and assist with port navigation and managing the growth in vessels movement in the port related to LNG and other industries



The new vessel traffic service provides 24/7 advice and guidance on the position of ships, weather, tidal condition and possible hazards to navigation.

- providing extensive input in March 2014 to the drafting of the *North-East Shipping Management Plan* (www.amsa.gov.au) with a focus on sustainable shipping operations
- providing extensive input in May 2014 to two further strategic reviews on the management of the Great Barrier Reef World Heritage Area, which focus on protecting the unique waters of the Great Barrier Reef
- providing annual tide predictions as a free online service (www.msq.qld.gov.au), from October 2013, replacing a published book for purchase
- implementing in July 2013 the National Domestic Commercial Vessels system leading to efficiencies for vessels trading across jurisdictions
- successfully positioning Maritime Safety Queensland to deliver a range of marine safety services on behalf of the national regulator (the Australian Maritime Safety Authority) under the *Marine Safety (Domestic Commercial Vessel) National Law Act 2012* and implemented a range of measures to assist Queensland's fleet to transition to the new single national jurisdiction.

One-Stop Shop

- as part of the One-Stop Shop team, we developed, piloted and delivered a range of key initiatives that will improve the customer experience for accessing Queensland Government information and services. They include:
 - improved transport and main roads information online through one government website www.qld.gov.au and one telephone number, 13 QGOV (13 74 68)
 - piloting a new approach to customer service outlets throughout regional Queensland that will provide customers with easier and quicker access to government services from a location in their local community. For more information, visit www.qld.gov.au/onestopshop

Objective 4

Integrated passenger transport services that are safe and accessible

We lead and shape Queensland's overall passenger transport system. We also facilitate passenger transport systems across the state and provide a single integrated transport system enabling fair access to everyone.

Key focus areas include:

- regulating passenger transport providers and markets where necessary
- delivering passenger transport driver authorisation and operator accreditation
- supporting increasing public transport patronage
- providing subsidies for fair access to public transport
- administering efficient passenger transport service networks to minimise the cost of congestion, maximise economic productivity and improve mobility
- maintaining a fit-for-purpose contract management framework for passenger transport services
- overseeing the School Transport Assistance Scheme
- managing and developing *go* card and ticketing products and other customer systems to improve ease of use and patronage of the passenger transport network.

Our performance at a glance

During 2013–14, passenger transport services achieved the following results.

Figure 27: Objective 4 performance statement

Performance measures/Service standards	Notes	2013–14 Target/Estimate	2013–14 Estimated actual	2013–14 Actual	Status
Wheelchair accessible taxi response times compared to conventional taxi fleet response times					
• Peak – Percentage within 18 minutes					
- Conventional		85	95	96	▲
- Wheelchair		85	87	88	▲
• Peak – Percentage within 30 minutes					
- Conventional		95	98	99	▲
- Wheelchair		95	95	94	▲
• Off peak – Percentage within 10 minutes					
- Conventional		85	87	88	▲
- Wheelchair	1	85	73	74	▼
• Off peak – Percentage within 20 minutes					
- Conventional		95	97	97	▲
- Wheelchair	1	95	90	90	●
Average subsidy per trip provided through the Taxi Subsidy Scheme		\$8.18	\$7.80	\$7.66	▲
Average subsidy per passenger on Government contracted services					
• Regional air		\$23.46	\$18.39	\$17.69	▲
• Long distance bus	2	\$25.35	\$37.31	\$32.27	▼
• Regional urban bus	3	\$3.08	\$3.17	\$3.17	●
• TravelTrain		\$474.92	\$401.12	\$423.65	▲

Figure 27: Objective 4 performance statement *continued*

Performance measures/Service standards	Notes	2013–14 Target/ Estimate	2013–14 Estimated actual	2013–14 Actual	Status
Patronage on Government contracted services (millions)					
• South-east Queensland	4, 5	176.4	176.72	175.91	●
- Bus		118.4	119.02	118.65	▲
- Rail	5	51.07	49.72	49.82	●
- Ferry		7.0	7.68	7.44	▲
• Rest of Queensland	3, 7	12.8	12.42	12.42	●
- Regional air		0.4	0.48	0.48	▲
- Long distance bus	6	0.1	0.11	0.13	●
- Regional urban bus	3	11.8	11.45	11.45	●
- TravelTrain	7	0.4	0.38	0.36	●
Customer satisfaction ratings of public transport by service type (using a 0–100 index – 100 being excellent)					
• Whole of Queensland					
- Taxi	8	≥70	66	65	●
• South-east Queensland					
- Bus		≥70	70	70	▲
- Rail		≥70	70	69	▲
- Ferry		≥70	77	76	▲
• Rest of Queensland					
- Regional urban bus		≥70	72	74	▲
Customer complaints on <i>go</i> card per 10,000 trips		<3	0.56	0.49	▲
Customer service complaints in south-east Queensland (other than <i>go</i> card) per 10,000 trips		<3	2.62	2.48	▲
Average on-time running performance in peak times – CityTrain		95%	98%	98%	▲
Percentage of scheduled services delivered – CityTrain		>99.9	99.87	99.83	▲
Average cost of subsidy per passenger trip in south-east Queensland – bus, rail and ferry	9	\$6.40	\$6.58	\$6.65	●

▲ On track ● Slight variance ▼ Significant variance

Notes:

- Response times for wheelchair accessible jobs are longer than response times for conventional taxis. This may be due to drivers not prioritising wheelchair work or because they are engaged in providing other services under a contract with other entities such as Department of Veteran Affairs.
- The result for long distance bus average subsidy is above target due to additional payments for Emergency Service Contracts to ensure continuity of service on three routes.
- The 2013–14 result is an estimate due to the inherent time lag in obtaining results from operators.
- Actual patronage for 2013–14 increased for the first time since 2010 and compared to actual patronage of 175.7 million in 2012–13.
- The 2013–14 rail patronage target included 0.3 million for light rail patronage for June 2014. Light rail is scheduled to commence operation in July 2014 and patronage will be reported separately in 2014–15.
- The 2013–14 long distance coach patronage target was 140,000 prior to rounding. Long distance coach patronage has been impacted by increased competition through cheaper air fares.
- The 2013–14 TravelTrain patronage target was 382,000 prior to rounding. TravelTrain patronage has been impacted by increased competition through cheaper air fares.
- Customer satisfaction ratings for taxis remain stable. Satisfaction with affordability and information continue to remain comparatively low and impact on overall satisfaction.
- The average subsidy per passenger trip in south-east Queensland has increased following the integration of TransLink Transit Authority (TTA) into the department which resulted in changes to the calculation methodology for this measure. The comparable 2013–14 target/estimate calculated under the new methodology would be \$6.61.

Key projects

Improving our transport networks

During 2012–13, we implemented the SEQ Bus Network Review, with Brisbane City Council responsible for the review in their area. After three rounds of consultation with customers, the first of the changes were launched in Brisbane in October 2013. The Sunshine Coast and Ipswich region bus networks followed suit in November and December respectively. Bus networks in the Gold Coast, Logan, Moreton Bay and Redlands regions were updated from January 2014 to coincide with changes to the rail timetables network.

We also:

- introduced the first high frequency routes outside of Brisbane with 105 additional trips a week on the Sunshine Coast (Route 600) and 369 additional trips a week on the Gold Coast (Route 704)
- delivered 200 additional services to the south-east Queensland City Rail Network with the introduction of new train timetables in January 2014 for the Airport, Beenleigh, Cleveland, Doomben, Ferny Grove, Gold Coast and Shorncliffe rail lines. Minor changes were also implemented on the Caboolture/Sunshine Coast lines
- provided over 824,000 passenger trips on the new rail line to and from Springfield Central, Springfield and Richlands since December 2013.

For more information, visit www.translink.com.au/about-translink.

Network access improvements

The *Disability Action Plan—Improving Access to 2017*, released in June 2014, takes a customer-centric approach to improving network access, focussing on four key priorities supported by 28 actions. The four priorities are:

- building an accessible transport network
- enhancing the customer experience
- improving the accessibility of information
- working in collaboration with partners and stakeholders.



The department is committed to reducing barriers for people with a disability when using the passenger transport network.

The department will begin implementing actions aligned to the priorities in 2014–15.

For more information on accessible services, visit www.translink.com.au/travel-information/accessibility-and-safety/accessible-services. For data on public transport accessibility, visit www.data.qld.gov.au/group/transport-and-main-roads.

Achievements

Transport and Main Roads' achievements in 2013–14 included:

Public transport infrastructure works

- The Gap park 'n' ride, which provides about 85 park 'n' ride spaces for commuters and a new bus station with capacity for four buses, bicycle parking and bus driver lay-over amenities
- the upgrade of Toowoomba bus station in partnership with Toowoomba Regional Council
- the Maroochydore bus station, which provides six bus bays, bus driver lay-over amenities, high quality shelters and seating for passengers, and convenient pedestrian links to the shopping centre. The bus station is the first to use a new standard platform edge design
- the Kawana bus station on Nicklin Way (southbound platform). The new station provides two bus bays, high quality shelters and seating for passengers and convenient pedestrian links to Kawana Shoppingworld. The northbound platform will commence construction in early 2015
- the upgraded Palm Island ferry pontoon, undertaken in partnership with the Australian Government, Palm Island Aboriginal Shire Council and Sealink. The rigorous design structure of the pontoon is expected to provide resilience to withstand cyclonic winds and waves. The pontoon complies with the Commonwealth's *Disability Standards for Accessible Public Transport 2002*
- the Passenger Transport Accessible Infrastructure program, with \$4,986,000 allocated to local governments to upgrade non-Disability Discrimination Act-compliant passenger transport infrastructure and meet compliance targets under the *Disability Standards for Accessible Public Transport 2002*. In 2013–14, the program funded the upgrade of 448 bus stops throughout Queensland. We contributed an additional \$1,628,000 for Brisbane City Council's upgrade of the Bulimba Ferry Terminal.

Fares and ticketing

- halving the scheduled 15 per cent fare increase on TransLink services to reduce cost of living for passengers in south-east Queensland
- from January 2014, trialling off-peak fares in south-east Queensland cheaper from 8.30am (instead of the current 9am start). The changes are expected to encourage passengers to travel later, increasing public transport capacity

- implementing the Tertiary Transport Concession Card in February 2014 to enhance revenue protection, ensuring tertiary and post-secondary students will continue to receive discounted public transport fares when travelling with a valid card
- continuing to manage and develop *go* card and ticketing products
- increasing the south-east Queensland public transport network security force from 44 to 54 officers to target fare evasion and anti-social behaviour
- implementing changes to legislation in December 2013 requiring taxi meters to be automated and cameras to record audio. The new laws will reduce incidents of overcharging and fare disputes, provide better protection of earnings for operators and increase transparency of taxi fares
 - under the Taxi Subsidy Scheme, providing more than \$14 million in taxi subsidies to ensure an affordable and accessible transport option for people with a disability who experience profound difficulties using other modes of public transport. Taxi Subsidy Scheme members receive a 50 per cent subsidy for taxi fares up to a maximum subsidy of \$25 a trip. For more information, visit www.translink.com.au/tickets-and-fares/concessions/taxi-subsidy-scheme
 - implementing the findings of the Revenue Protection Taskforce to enhance revenue protection on the public transport network.

Bus and ferry service improvements

- developing a comprehensive Bus Reform Strategy to deliver tangible savings
- finalising the integration of the Southern Moreton Bay Island ferry service to form part of the TransLink network in July 2013, improving access to and from Lamb, Karragarra, Russell and Macleay islands.

Rail renewal and service improvements

- adding 200 additional daily services in south-east Queensland in January 2014
- maintaining a peak reliability record at 96 per cent since the new services commenced in January
- launching the first refurbished Cairns tilt train service, the Spirit of Queensland, on 28 October 2013
- finalising the review of long-distance passenger services as a part of the government's commitment to ensure value for money, and commenced implementation of accepted recommendations
- renewing rail freight contracts. We began negotiations with Australian and international train freight operators to deliver the next round of Queensland rail freight contracts
- renewing rollingstock contracts, including a new \$4.4 billion, 32-year fixed price contract to design, finance, build and maintain 75 new six-car south-east Queensland trains awarded to Bombardier NGR Consortium.

Healthy, active travel initiatives

- encouraging school children to walk, cycle or use public transport more often under our Healthy Active School Travel program (www.translink.com.au/about-translink/what-we-do/healthy-active-school-travel), in partnership with Queensland Health and local councils. The department is working with Cairns Regional Council, Townsville City Council, Gold Coast City Council and Ipswich City Council to develop School Travel Plans which will include a range of activities to promote physical activity in children. The project is also working to build the skills and knowledge of school communities by delivering improved infrastructure, community events and parent information sessions.

Objective 5

Strategic corporate services that enable business outcomes and create a great workplace that values our people

We provide strategic corporate services to enable the department to achieve its business objectives. Our centred, locally delivered operating model ensures a consistent enterprise-wide approach to managing our corporate services. They include:

- building a whole-of-department future blueprint and corporate strategy which emphasises the functional capabilities that drive business value to deliver more effective services, deliver value for money and ultimately achieve better outcomes for Queenslanders
- providing best practice corporate financial management, accounting and procurement, delivering sustainable and fit for purpose facilities and accommodation solutions to achieve organisational savings
- delivering value for money Information and Communication Technology services
- providing timely and accurate information and advice to the Board of Management and other key stakeholders across the department to ensure the department is a properly functioning, resilient organisation with a high-performing, safe and capable workforce.

Our performance at a glance

During 2013–14, our corporate services achieved the following results.

Figure 28: Objective 5 performance statement

Performance measures	Notes	2013–14 Target/ Estimate	2013–14 Estimated actual	2013–14 Actual	Status
Delivery of services and activities within the agreed budget	1	\$3.294b	Not applicable*	\$4.725b	▼
TMR separation rate		>5% and <10%	Not applicable*	7.96%	▲
TMR sick leave					
• average sick leave rate		<9	Not applicable*	8.76	▲
• average occurrences per employee		<6.39	Not applicable*	5.17	▲
Lost Time Injury Frequency Rate	2	≤5.3	Not applicable*	6.5	▼
Severity Frequency Rate	3	≤56.3	Not applicable*	121.6	▼

▲ On track ● Slight variance ▼ Significant variance

Notes:

1. The full year actual result is greater than the target due to a \$1.490 billion impairment reversal included in the target not being reflected in the actual transactions. Excluding the impact of this transaction from the target, the performance measure would have been met.
2. The 2013–14 Lost Time Injury Frequency Rate is 6.5, which is slightly lower than the result for 2012–13 (6.7).
3. The significant increase was due to recent claim decisions by WorkCover Queensland, including reviews and appeals, and an increase in the duration of injury among school crossing supervisors. TMR is working to improve safety performance through initiatives such as the Safety Improvement Plan (SIP). The SIP represents TMR's commitment to a Zero Harm future by driving improvements in safety leadership, communication and consultation, systems and risk management.

* As these are not SDS service standards, estimated actuals are not calculated.

Key projects

One TMR: Our strategic workforce plan

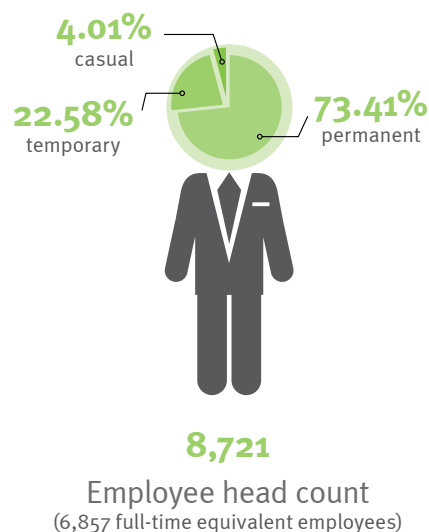
Following analysis of comprehensive workforce data and the conducting of a series of workshops with our leaders and Human Resource practitioners, we developed and released the *One TMR: Our Strategic Workforce Plan* in March 2014. The plan focuses on addressing six challenges underpinned by key actions and initiatives, and milestones to address attracting, developing and retaining our people:

- Making One TMR a reality
- Putting customers first
- Employee engagement – make TMR a great place to work
- Organisational leadership
- Shifting capability – from doing to enabling
- Keeping a sharp focus – delivering what matters.

Our success in realising the outcomes in our plan will be measured by the Employee Opinion Survey data and standard human resource metrics, including single day sick leave and turnover.

Figure 29: Workforce statistics for TMR at 30 June 2014

Permanent employee separation rate	8%
Non-Corporate roles	81%
Average age	45.1 years
Manager to employee ratio	1:10.8
SES/SO eligible to retire	23%
Average retirement age	62.7 years
Note:	
• Percentages have been rounded to the nearest whole number	



38% of our workforce is located **outside of south-east Queensland**

Innovation in the workplace

In 2013–14, our newly formed Strategy and Renewal Branch led reform and renewal across the department, and played a key role in innovation leadership across the public sector. Innovation initiatives undertaken included:

- launching the *Our Innovation Strategy: Putting ideas into action*
- planning and conducting the Director-General Innovation Challenge (Ideas Factory) attended by 160 senior leaders and selecting ten innovation flagship projects as a result of the challenge
- planning the Regional Director-General Innovation Challenge Forum, and the Transport Regulation Branch Innovation Challenge Forum attended by 120 staff
- supporting whole-of-government innovation through our participation in:
 - the Innovation Champion Network
 - the design team responsible for developing the whole-of-government innovation ICT portal
 - the Department of Science, Information Technology, Innovation and the Arts' Innovation Hub Pilot to progress graffiti management
- launching and developing Yammer as a social collaboration tool for innovation with more than 2,500 members (about 38 per cent of the department's total workforce)
- conducting the first Queensland Government YamJam as a consultation tool to gather direct feedback with 180 comments received on the innovation strategy
- taking the innovation experience on the road by facilitating multiple innovation workshops across Queensland

- facilitating innovation capability through:
 - the Queensland University of Technology's Actioning Strategic Change and Innovation module completed by senior managers as part of public sector leadership and management courses
 - online innovation training modules for all staff
 - partnering with the Information Technology industry to drive more value from procurement and assist suppliers' understanding of business requirements under a hybrid of the competitive dialogue approach used in the United Kingdom and Europe.
- aligning the Road Traffic Noise Management Code of Practice to Australian Standards and legislative requirements, streamlining and reducing the document by approximately 30 pages
- reviewing and completing laboratory publishing test method equivalencies between the department and Austroad's test methods
- initiating business process improvements for the procurement framework.

Achievements

Transport and Main Roads' achievements in 2013–14 included:

Leading renewal

- leading the development of the department's renewal agenda to deliver contestability reviews of departmental services
- implementing Commission of Audit recommendations.

Reduced red tape

- finalising the department's red tape reduction agency action plan in support of the government's commitment to deliver a 20 per cent reduction in red tape and the regulatory burden by 2018. Major initiatives undertaken during the year to progress the department's own reduction target (16 per cent or the removal of 6,568 requirements by 2018) include:
 - removing registration labels for light vehicles from 1 October 2014, saving the department \$3.5 million a year with an estimated saving of at least \$10 million a year to the community and industry
 - introducing driver licencing reforms, including the automatic upgrade from a P1 to P2 licence, expected to save approximately 37,000 people a year from having to visit a Customer Service Centre (CSC), and the relaxation of High Powered Vehicles (HPV) restrictions
 - reducing Development Assessment triggers by more than 50 per cent from 99 down to 44, with further reductions proposed
 - piloting a new process for low-risk applications
 - condensing hundreds of pages of potential requirements for the over 3,000 development applications considered by the department to four performance-based codes
 - initiating passenger transport business process improvements, such as the Tertiary Transport Concession Card
 - developing Self Assessable Codes following consultation with multiple regulators to enable the department to self-regulate to comply with environmental legislative obligations (for example, noise). This will reduce project risks and costs.

Improved investment and procurement decision making

- developing a 10-year financial model to inform key financial decisions
- realising \$22.5 million in hard dollar savings through procurement changes
- implementing in June 2014 an integrated and trusted Enterprise Resource Program by upgrading the existing systems
- delivering Stage 1 of the Brisbane CBD and regional accommodation strategy through the sale of three major Central Business District buildings in late 2013–14 to reduce the amount of office space occupied by the department
- reducing the size of the department's vehicle fleet by 20 per cent by June 2014 as a result of improved vehicle utilisation and rationalisation, and focusing on reducing the cost of running the motor vehicle fleet
- introducing a 0.4 per cent surcharge on credit card payments under the Recovery of Merchant Fee Project from 1 July 2013
- streamlining payment processes, resulting in payment performance improving from 31 per cent to 11 per cent late payments
- transforming the department's procurement function to align with lead practice in like organisations.

Renewed information systems and communication

- implementing the Microsoft Upgrade Project across the department, transitioning from an outdated ICT environment to a modern collaboration platform using Windows 7 and 8
- enabling a mobile workforce through a rollout of applications for tablets and smartphones, transforming the property maintenance, assessment and reporting process and resulting in savings of more than \$490,000 a year in costs
- continuing to develop and implement an enterprise-wide mobility service that supports business capability, including the delivery of the Transport and Main Roads Information and Communication Technology Mobility Strategy and the development of a Transport and Main Roads mobile application catalogue

- developing and implementing a new Transport Infrastructure Asset Management System. For more information, see page 23
- developing an integrated and trusted Enterprise Resource Program by upgrading existing systems
- finalising the renewal of Transport and Main Roads' legacy telephony infrastructure and simplifying our telecommunications system resulting in \$4.659 million in savings and cost avoidance
- publishing departmental ICT performance to the new Queensland Government ICT dashboard to show investment focus areas
- progressing the procurement and implementation readiness phase for a new transport infrastructure Portfolio, Program, Project and Contract Management (3PCM) solution to replace multiple legacy systems and improve the management, delivery and reporting of the department's Transport Infrastructure Portfolio. The project will:
 - evaluate and select a preferred implementation partner and ICT solution
 - produce the full business case for the implementation phase of the project

It is anticipated that the procurement component of this phase will be completed by October 2014.

We are currently the second most published agency on the Queensland Government's Open Data portal.

As at 30 June 2014, we have 167 datasets – comprising 227 data resources – published on the Open Data portal. These include vehicle registration and driver licensing data.

Transport and Main Roads' open spatial data is also available on the Transportation Globe.

Workforce capability initiatives

- developing a People Performance Management Framework focused on providing a clear line of sight for how business, team and employee performance is measured against the department's priorities and objectives
- delivering a suite of courses under the department's Critical Capability Program and Leadership Excellence and Development Program
- implementing the department's Mentoring Program to build capability and leadership skills
- developing a recognition program to assist in people performance management, engagement and retention of employees by building a culture of recognition into everyday practices
- receiving an international e-learning bronze award for excellence in the production of learning content (public sector) for the 'Which way would you go' course. Transport and Main Roads was one of six shortlisted in the category from more than 200 entrants.



Complex workforce with **80 occupational groups**



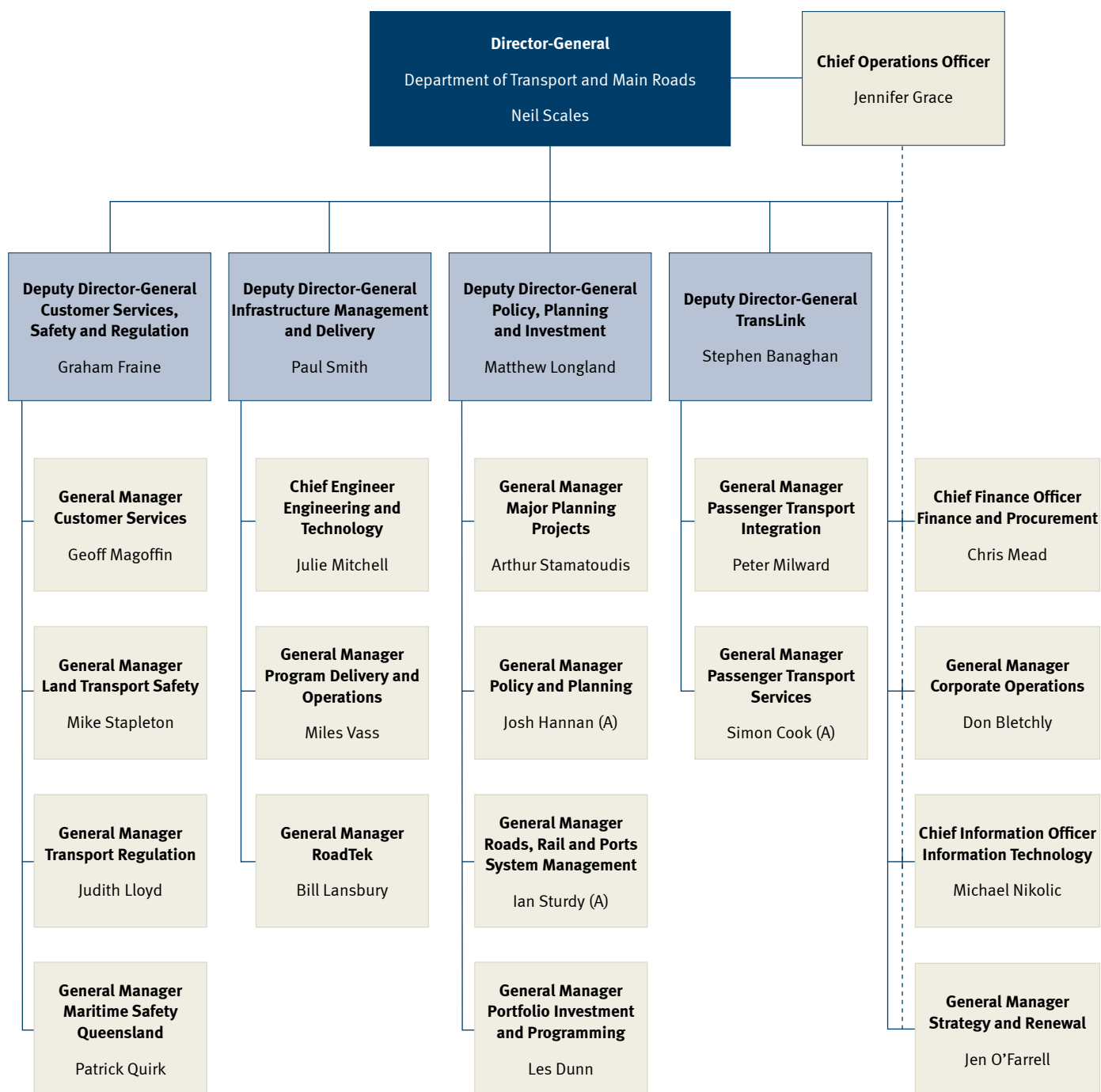
25% of our Senior Executive/ Officer cohort are **women**

Workplace safety and wellbeing initiatives

- delivering efficient and effective safety and wellbeing services to contribute to a capable, high performing workforce that is safe, healthy and sustainable
- completing the department-wide delivery of the Safety Improvement Plan in June 2014
- launching the Asbestos Management Framework in March 2014
- developing the department's Compliance Management Framework to ensure that the department identifies and actively manages compliance risks.

Structure

Senior Leadership Team as at 30 June 2014



Governance

During 2013–14, changes were made to the department's structure.

The former Corporate Division was realigned to facilitate enhanced corporate service capability and delivery. Changes included:

- transferring Emergency Management and Transport Security from the Customer Services, Safety and Regulation Division to Corporate Operations Branch
- reallocating staff from other areas of the department into the new Strategy and Renewal Branch
- further aligning corporate functions and services within Corporate Operations Branch to better connect the business to workable and effective solutions.

The new organisational structure also:

- restored Maritime Safety Queensland from a business unit to a branch to reflect the specialised and vital nature of their work
- transferred the passenger transport aspects of Rail Strategy from Policy, Planning and Investment Division to TransLink Division to combine our rail expertise – from contract management to planning – and deliver better outcomes for our customers.

In October 2013, the Board of Management also endorsed a revised structure for infrastructure delivery consisting of a six region/12 district organisational model that is centrally led, regionally planned and coordinated, and locally delivered.

The regions are:

- Central Queensland Region formed by merging the Fitzroy Region and Central West Region
- North Queensland Region formed by merging the Northern Region and North West Region
- Downs/South West Region formed by merging Darling Downs Region and South West Region
- North Coast
- Metropolitan
- South Coast.

Our Board of Management

(at 30 June 2014)

The Board of Management (BoM) 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. BoM meets on the first, second and third Friday of each month.

Chair: Director-General

Members:

- Deputy directors-general
- Chief Operations Officer
- Chief Finance Officer
- Chief Information Officer
- General Manager (Corporate Operations)
- General Manager (Strategy and Renewal)

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, FILT, FCILT, FRSA, FIRTE, FSOE, MAICD

Commenced as Director-General October 2012

Appointed as Director-General January 2013

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 \$5.458 billion, capital budget of \$4.369 billion and managed assets worth \$60.742 billion.

Former positions:

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

Along with almost 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 Board of Management November 2011

Appointed as Deputy Director-General (Customer Services, Safety and Regulation) October 2012

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 over 20 years' experience in public policy development and social science research specialising in transportation.

Paul Smith

Deputy Director-General (Infrastructure Management and Delivery)

B Eng, GradDipBM, MAICD, MIEAust, CPEng

Commenced with Board of Management April 2009

Commenced as Deputy Director-General (Infrastructure Management and Delivery) October 2012

Appointed as Deputy Director-General (Infrastructure Management and Delivery) June 2013

Paul is responsible for providing fit-for-purpose technical solutions for road, rail and marine infrastructure projects that are safely managed, operated and cost-effectively delivered for the state of Queensland.

As a leader in major infrastructure, Paul is responsible for several high-level projects and decision-making groups including the \$1.3 billion Gold Coast Light Rail.

Former positions:

- Deputy-Director General (Investment and Program Development), Department of Transport and Main Roads
- General Manager (State-wide Planning), Department of Main Roads

Paul has more than 40 years' experience with roads and community issues, having worked in remote western areas as well as the rapidly developing urban areas of Mackay, Townsville, the Sunshine Coast and the Gold Coast.

Matthew Longland

Deputy Director-General (Policy, Planning and Investment)

BBitEnv (URP), GDURP, MPIA, GAICD

Commenced with Board of Management January 2013

Appointed as Deputy Director-General (Policy, Planning and Investment) October 2013

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.

Stephen Banaghan

Deputy Director-General (TransLink)

LL.M, FCILT, FCIPD

Commenced with Board of Management October 2013

Appointed as Deputy Director-General (TransLink) October 2013

Stephen is accountable for the leadership of Queensland's passenger transport network, an annual budget of more than \$2 billion and managing partnerships with TransLink's service delivery partners.

Former positions:

- General Manager (Passenger Transport Services), Department of Transport and Main Roads
- Director (Rail), TransLink Transit Authority

Stephen has more than 35 years' international experience in the transport sector and has sat on the boards of several train operating companies in the United Kingdom.

Chris Mead

Chief Finance Officer

B Bus CPA

Commenced with Board of Management October 2013

Appointed as Chief Finance Officer October 2009

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.

Don Bletchly

General Manager (Corporate Operations)

B Bus, MBA FCILT, FAIM, MAICD

Commenced with Board of Management October 2013

Commenced as General Manager (Corporate Operations) October 2013

Appointed as General Manager (Corporate Operations) January 2014

Don is responsible for providing professional corporate governance and support services which enable the department to achieve its business objectives. He also leads the department's emergency management and transport security prevention, preparedness, response and recovery program.

Former positions:

- Executive Director (Emergency Management and Transport Security), Department of Transport and Main Roads
- General Manager (Emergency Management), Department of Transport and Main Roads

Don has more than 30 years' experience in public administration and in 2011 received the state and national awards for the Transport and Logistics 'Professional of the Year' from the Chartered Institute of Logistics and Transport Australia. Don was also awarded the National Emergency Medal for sustained service during the 2010–11 Queensland Floods.

Michael Nikolic

Chief Information Officer (Office of the Chief Information Officer)

MAICD, MSP, MSCE, Dip Inf Tech

Commenced with Board of Management October 2013

Commenced as Chief Information Officer October 2013

Appointed as Chief Information Officer November 2013

Michael presides over the management of departmental information systems and the delivery of Information and Communication Technology (ICT) services for 8,500 users across Queensland. He is accountable for the delivery of ICT programs of work and ICT transformation outcomes for the department.

Former positions:

- Executive Director (ICT Operations), Department of Transport and Main Roads
- General Manager (IT Service Delivery), Department of Communities

Michael joined the Department of Transport and Main Roads in 2011 after holding senior positions at the Department of Communities and brings over 15 years' experience in ICT management, in both federal and state governments. He is currently completing a Master of Business Administration at the University of Queensland.

Jen O'Farrell

General Manager (Strategy and Renewal)

BBusMan, BCom, LLB

Commenced with Board of Management October 2013

Appointed as General Manager (Strategy and Renewal) October 2013

Jen is responsible for corporate strategy management, including the development and implementation of the Transport and Main Roads blueprint for portfolio reform and renewal. The blueprint has been designed to create the more efficient, accountable and capable Transport and Main Roads required to deliver and sustain continuous improved service delivery for all Queenslanders. Jen also presides over our innovation strategy and program, and leads the strategic renewal of the department's workforce.

Former positions:

- Director (Legal Services), Department of Transport and Main Roads
- Solicitor, Corrs Chambers Westgarth

Jen has more than 15 years' experience in the both the public and private sectors in business management, commerce and law.

Jennifer Grace

Chief Operations Officer

MAPSL, GradCertPSP, VFF

Commenced with Board of Management October 2013

Appointed as Chief Operations Officer October 2013

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 17 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 Board of Management, the Director-General established 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 BoM 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

Accountability

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.

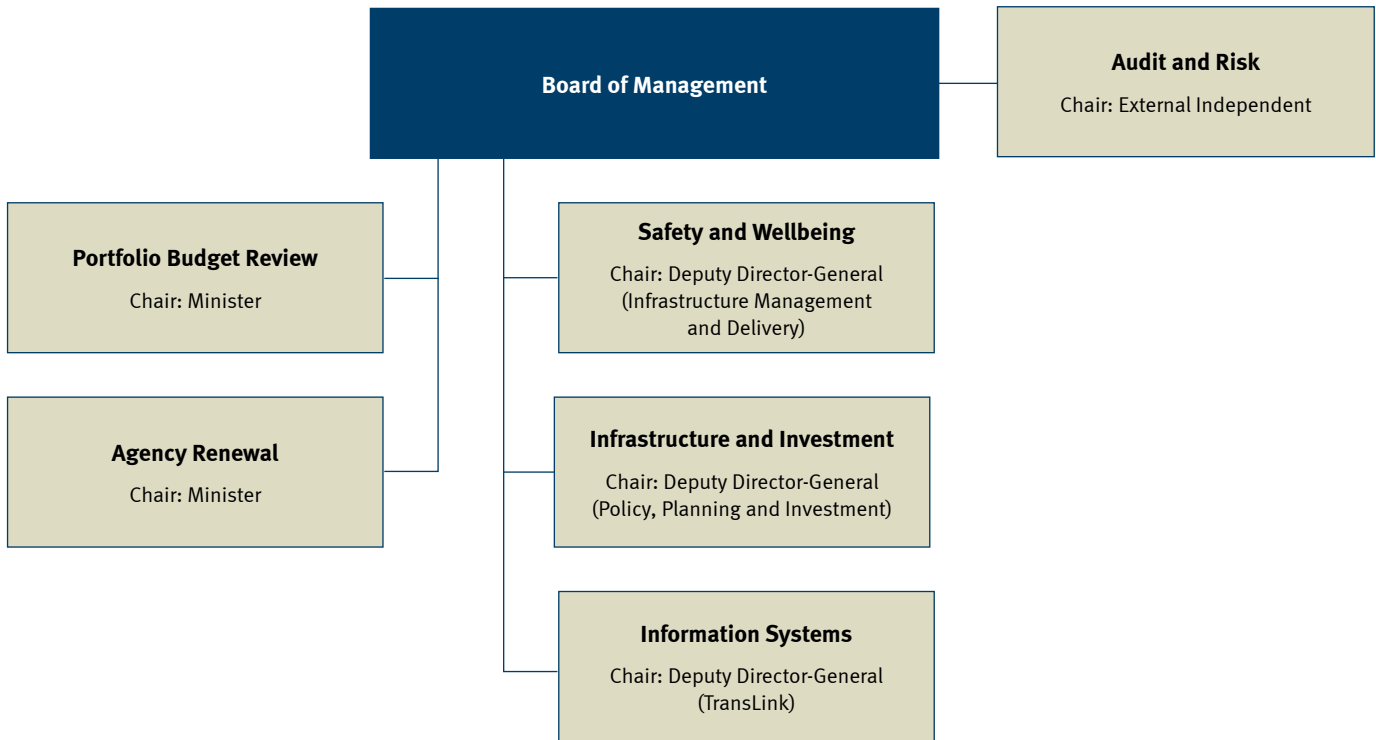
At the highest level, the Board of Management, the Senior Leadership Team and six governance committees oversee organisational performance and risk, and ensure we operate efficiently, effectively and transparently.

Governance committees

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

- Portfolio Budget Review Committee
- Audit and Risk Committee
- Agency Renewal Committee
- Information and Systems Committee
- Infrastructure Investment Committee
- Safety and Wellbeing Governance Committee.

Transport and Main Roads governance committees



Portfolio Budget Review Committee

The Portfolio Budget Review Committee (PBRC) meets monthly to monitor the progress and performance of all entities within the transport and main roads portfolio and examines and seeks robust justification for all matters with budgetary implications.

Chair: Minister for Transport and Main Roads

Members:

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

Achievements:

During the past year, the PBRC:

- monitored overall financial progress and performance and managing whole-of-department financial risk
- developed the 10-year financial model (2013–14 to 2022–23) to provide guidance for current and future financial decisions.

Audit and Risk Committee

The Audit and Risk Committee (ARC) members are appointed by the Director-General and assists 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 six times in 2013–14. Costs associated with external committee members' fees totalled \$57,448 (including GST). ARC observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines.

Chair: Peter Dowling (External)

Members at 30 June 2014:

- Ian Rodin (External – Ernst & Young)
- Paul Smith, Deputy Director-General (Infrastructure Management and Delivery)
- Wietske Smith, Head of Business Performance (TransLink)
- Don Bletchly, General Manager (Corporate Operations)
- Jennifer Grace, Chief Operating Officer
- Geoff Magoffin, General Manager (Customer Services)

Achievements:

During the past year, the ARC reviewed:

- the integrity of the 2012–13 financial statements and progress on the 2013–14 statements
- performance of the internal audit function, including progress against the annual audit plan
- outcomes from internal and external audits, and management's response to recommendations, including Queensland Audit Office performance audit recommendations
- progress in implementing the risk management framework and building risk management capability within the department.

Agency Renewal Committee

The committee meets monthly and is responsible for:

- supporting the delivery of detailed agency plans and making key decisions necessary for renewal activities, including decisions required for the stage gates under the contestability framework
- ensuring the overall performance and good governance of the implementation of recommendations that are the responsibility of the department
- considering and approving the strategic direction, key objectives and performance measures and monitoring the successful implementation of the recommendations.

Chair: Minister for Transport and Main Roads

Members:

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

Achievements:

The committee's achievements included:

- designing and applying governance arrangements for implementation of the April 2013 Queensland Government response to the Commission of Audit Final Report
- introducing governance and leadership for contestability and renewal of the department's business
- approving and monitoring progress of renewal and contestability initiatives.

Information and Systems Committee

The Information and Systems Committee (ISC) manages all ICT-enabled business initiatives, regardless of the funding source, ensuring the department achieves maximum value for these investments. The committee meets every two months (or more frequently as determined by the chair).

Chair: Deputy Director-General, TransLink

Members:

- Chief Engineer
- Chief Finance Officer
- Chief Information Officer
- Deputy Chief Engineer (Road Operations)
- Executive Director (Customer Technology)
- General Manager (Portfolio Investment and Programming)
- General Manager (Transport Regulation)
- External member – representative of the Chief Information Officer, Queensland Government Chief Information Office

Achievements:

During the past year, the ISC:

- managed a Portfolio of 58 ICT-enabled business change initiatives
- established a rolling three-year portfolio for the department's ICT investment
- stabilised and reduced the asset management systems risk through the Australian Road Management Information System Remediation Project completed in September 2013
- implemented the current ICT governance framework, including four key business program streams
- major initiatives completed or substantially completed:
 - Microsoft Upgrade Project
 - Driver Licence Renewal
 - Finance and Human Resource system (SAP) upgrade.

Infrastructure Investment Committee

The Infrastructure Investment Committee (IIC) 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.

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)

Achievements:

During the past year, the IIC:

- approved the department's 10-year Transport Infrastructure Portfolio Plan and Schedule (2014–2024)
- approved 19 major projects through investment gating processes, including:
 - Gate 3 Business Case approval: Peaks Down Highway (Eton Range realignment); Mackay Ring Road; and Bruce Highway (Cooroy to Curra) Section C
 - Gate 5 Award of Contract: New Generation Rollingstock; Moreton Bay Rail Link; Bruce Highway Roys Road/Bells Creek Road Interchange; Bruce Highway (Townsville Southern Access Corridor – Stage 1); Bruce Highway (Bernarby – Rockhampton: Yeppen South); Bruce Highway (Cooroy to Curra) Section A Contract 2 (Cudgerie Drive to Sankeys Road) and Contract 3 (Cooroy Southern Interchange to Cudgerie Drive)
- provided oversight of the four-year *Queensland Transport and Roads Investment Program (QTRIP) 2013–14 to 2016–17* outlining a \$17.2 billion rolling program of works, including natural disaster reconstruction projects through a monthly performance review to ensure return on investment, management of risk and effective governance.

Safety and Wellbeing Governance Committee

The Safety and Wellbeing Governance Committee 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 monitoring of the department's safety and wellbeing risk profile
- the implementation of strategies to achieve Zero Harm
- ensuring the department has appropriate policies, procedures, systems and accountabilities to meet its safety and wellbeing responsibilities and objectives.

The committee meets bi-monthly and additionally as requested by the Director-General. Membership of the Safety and Wellbeing Committee during 2013–14 comprised:

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:

- directed the establishment of 41 health and safety committees in Transport and Main Roads’ workplaces
- supported the rollout of a compulsory online induction course titled ‘Making your workplace safe’
- approved an updated Safety and Wellbeing Governance Committee Charter
- approved a Health and Wellbeing Framework and Wellbeing Working Group focused on improving the physical and mental health of staff
- endorsed the first Transport and Main Roads Safety and Wellbeing Risk Profile Report
- endorsed a two-year Safety and Wellbeing Initiatives plan to target risks identified in the risk profile
- endorsed the launch of the Transport and Main Roads enterprise-wide Asbestos Management Framework
- approved the *Transport and Main Roads Safety Improvement Plan 2014–16*.

Risk management

Organisational risk

The department implements a risk management framework to identify, assess and manage risks that may impact its business operations and the delivery of its programs and projects. The framework is aligned to the international risk management standard, AS/NZS ISO 31000:2009.

The Board of Management is responsible for reviewing and approving the department’s risk management framework and overall risk management strategy. The Audit and Risk Committee monitors the effectiveness of the framework in the management of the department’s business, financial and fraud risks.

Audits conducted by the Queensland Audit Office (QAO) and KPMG this year provided valuable insight into the department’s risk management practices. A QAO Interim Management Report was provided to the department in May 2013 and includes recommendations on risk governance and accountability, and better integration of risk into planning processes. The department is in the process of implementing these recommendations.

The final report is expected to be available from www.qao.qld.gov.au/Reports-to-Parliament in July 2014.

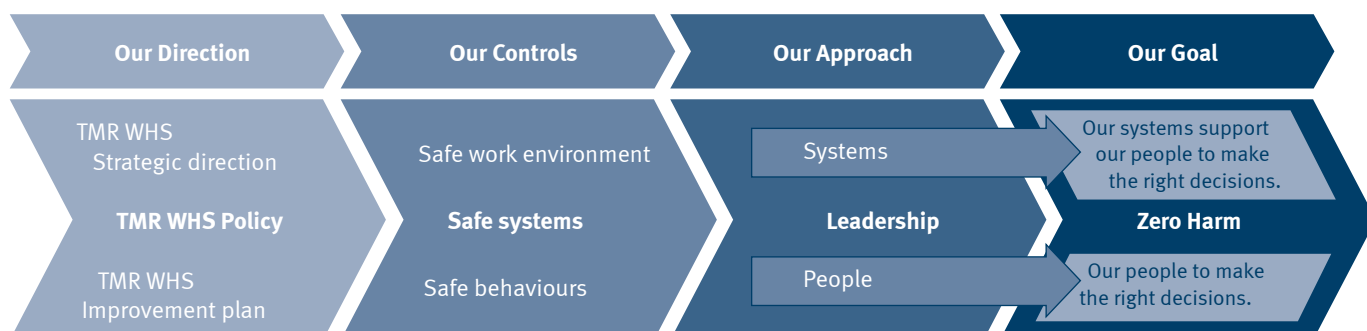
Safety risk

During 2013–14, we implemented the *Safety Improvement Plan 2014–16*, which builds on and enhances the previous *Safety Improvement Plan 2012–14*. The current plan represents our commitment to a zero harm future by driving improvements in safety leadership, communication and consultation, systems and risk management. Implementation of the plan continues to lift the profile of safety within the department.

We also continued to assist our employees to strive for a healthier work-life balance by:

- providing 256 annual health checks for executives during the year. The executive health checks were further enhanced by offering health coaching and goal setting support to those identified as ‘high risk’
- providing 3,258 influenza vaccinations
- approving reimbursements for 700 employees for approved health and wellbeing related activities.

Improving the health and safety of workplaces through a culture of Zero Harm



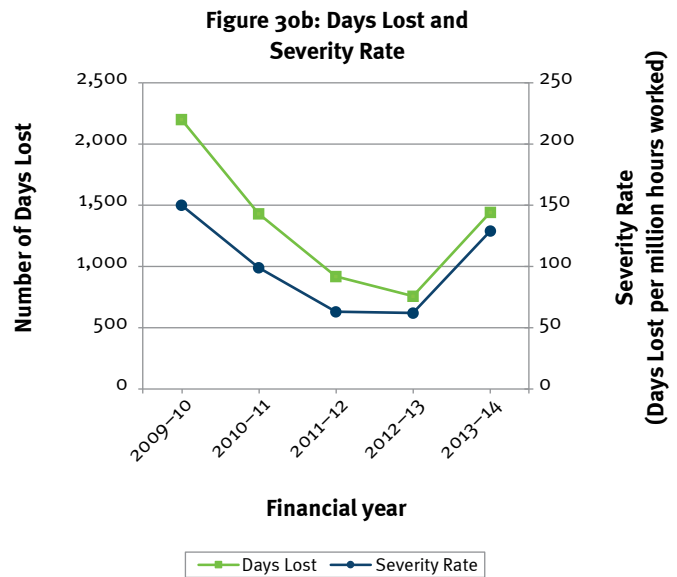
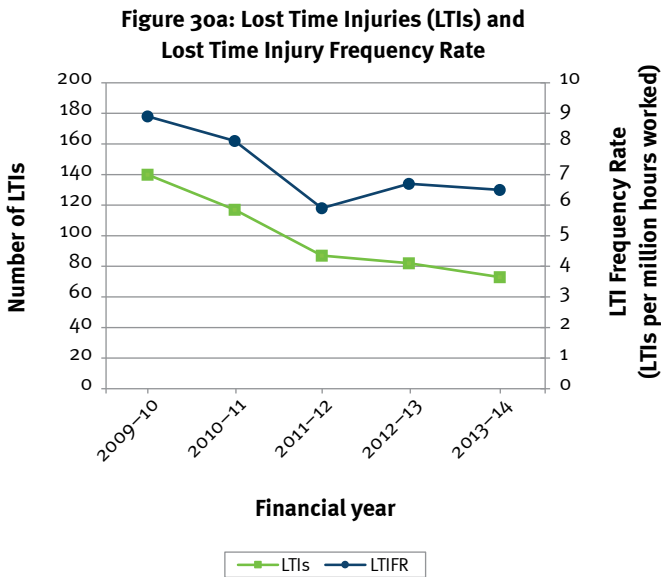
Our safety performance

Our goal is Zero Harm – a work environment that is free of injury or incidents. During 2013–14, we developed an effective Workplace Health and Safety (WHS) Management System, which provides a consistent and systematic approach to managing WHS through workplace health and safety promotions, education, empowerment and the treatment of risks. The WHS

function is managed under the OneTMR:OneWHS centre-led, locally delivered model.

Our WHS Connect service continues to enhance the standard of the department’s safety reports by capturing more incidents and higher-quality data. A total of 3,246 safety incidents were recorded during this reporting period.

Figures 30a and 30b: WHS statistics



The quality and volume of safety performance data improved significantly in 2011 with the introduction of WHS Connect, a telephone and email service for reporting incidents and providing follow up information (e.g. investigation outcomes). The graphs show that the number of lost time injuries has continued to decrease each year since 2009–10. As a result of the recent restructure the department has experienced a decrease in the total number of employees in most business areas over the past 18 months. As a consequence the number of total hours worked has decreased significantly, subsequently impacting the Corporate Measures frequency rate metrics. The School Crossing Supervisor (SCS) network was not impacted by the restructure and their numbers have not reduced.

The increase in the Severity Rate is the result of an increase in the number of days lost by SCS network for work related injuries. The 1,739 SCS work limited hours and only account for 193.2 FTEs. This ratio however has not been taken into consideration in the safety metrics where a SCS full shift (1.5hrs) corresponds to a full day lost. A recent decision by the WHS Governance Committee is to exclude the SCS from the safety dataset as it provides a false assessment of TMR’s Risk Profile. TMR will continue to report on the safety performance of SCS but as a separate indicator.

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

Notes:

- Data are subject to change in accordance with decisions made by WorkCover Queensland regarding the determination of compensable claims. This may result in variations to historical data which have previously been published.
- Lost Time Injury (LTI) is an injury that results in at least one full shift being lost at some time after the shift during which the injury occurred.
- Lost Time Injury Frequency Rate (LTIFR) is the number of lost time injuries per million hours worked.
- Days Lost is the number of full work shifts lost for a lost time injury.
- Severity Rate is the number of days lost per million hours worked. Savings are based on costs of \$40,000 per lost time injury and \$3,500 per day lost.

Internal audit

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

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

The Chief Auditor reports regularly to the Audit and Risk Committee, which reviews the work of the internal audit function. The relationship with the committee is based on Queensland Treasury and Trade’s Audit Committee Guidelines.

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

- assessing the effectiveness and efficiency of departmental financial and operating systems, reporting processes and activities
- identifying operational deficiencies and non-compliance with legislation or prescribed requirements
- assisting in risk management and identifying deficiencies in risk management
- bringing a broad range of issues to management’s attention, including performance, efficiency and economy
- monitoring whether agreed remedial actions are undertaken.

Figure 31: Internal Audit team experience at 30 June 2014

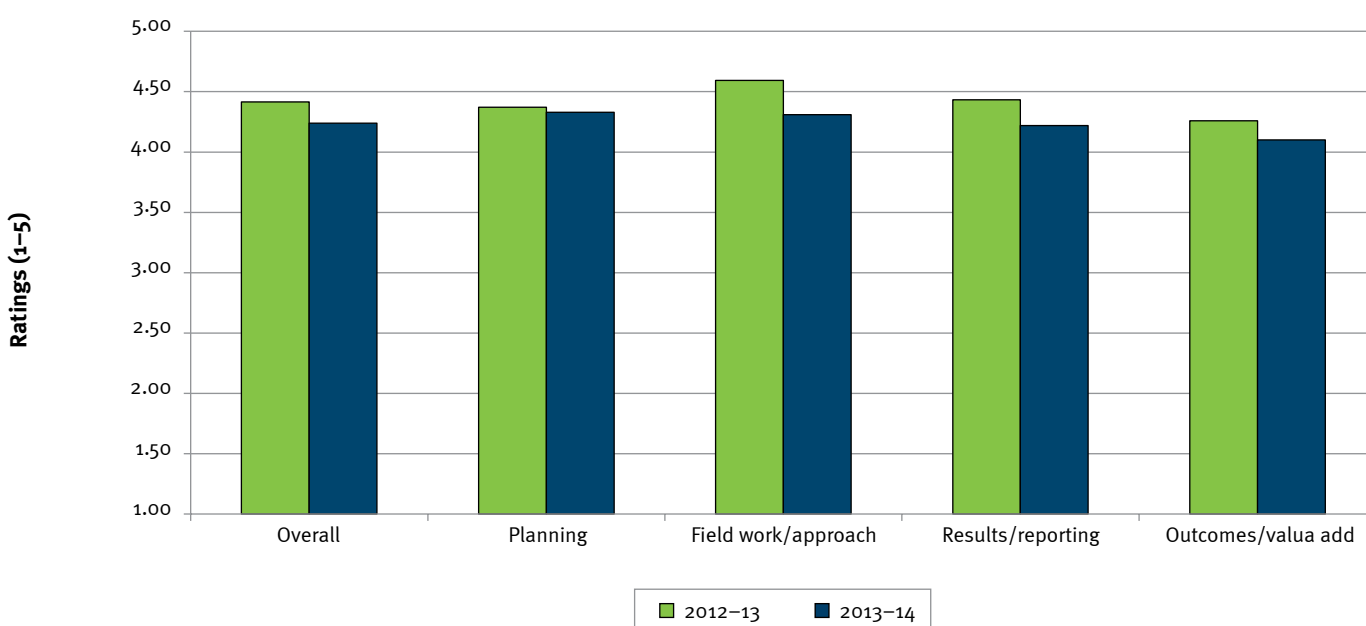
Internal Audit team experience at 30 June 2014			
< 5 years	5–10 years	10–20 years	> 20 years
0%	20%	40%	40%

During the past year, Internal Audit:

- developed and delivered a risk-based annual plan of audits approved by the Director-General and completed 31 audit reports covering assurance about, and improving effectiveness of, controls, systems, project management, operations and risk management
- provided advice and assistance on key projects and initiatives
- monitored implementation of agreed audit recommendations
- maintained an effective working relationship with QAO
- commenced a service contestability review as part of the department’s renewal program.

We obtained feedback from clients about our audits. Figure 32 summarises aggregated ratings from our clients based on a 1–5 scale, with 5 being most favourable.

Figure 32: End-of-audit client surveys



External scrutiny

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

Auditor-General reports

In addition to his audit of the department's financial statements, during 2013–14 the Auditor-General conducted audits where recommendations were specifically addressed to the department or were for all agencies to consider. These audits included:

- *Traffic management systems*
(Report to Parliament 5: 2013–14)
- *Results of audit: Internal control systems*
(Report to Parliament 6: 2013–14)
- *Contract management: renewal and transition*
(Report to Parliament 10: 2013–14)
- *Monitoring and reporting performance*
(Report 18: 2013–14).

These audit reports are available at www.qao.qld.gov.au/reports-tabled-in-2013---14-financial-year

Coronial inquests

The Department of Justice and Attorney General publishes the Queensland Government's Response to Coronial Recommendations in report form each year. The latest version (2012) is available from www.qld.gov.au/law/legal-mediation-and-justice-of-the-peace/coronial-recommendations.

The 2012 report, published in March 2014, includes five inquests (12 deaths) involving Transport and Main Roads and seven recommendations. Most of the recommendations have been either agreed or agreed in part by the Minister for Transport and Main Roads, and either implemented or are in the process of being implemented.

Crime and Misconduct Commission reports

On 1 July 2014, legislative changes resulted in the former Crime and Misconduct Commission being renamed the Crime and Corruption Commission (CCC). The new *Crime and Corruption Act 2001* provides for the reduction of the incidence of corruption in the public sector. The department maintains a cooperative and strong relationship with the CCC and the department's Ethical Standards Unit maintains responsibility for CCC liaison and routinely works with the CCC to deal with and prevent any allegation of corrupt conduct.

Due to the very recent changes that apply to the CCC, there are no CCC reports involving the department for this reporting period.

Parliamentary committees

The Transport, Housing and Local Government Committee was established by the Queensland Legislative Assembly on 18 May 2012. The committee conducted the following parliamentary inquiries in 2013–14:

- Inquiry into the Motorcycle Licensing Process in Queensland
- *Transport Legislation (Port Pilotage) Amendment Bill 2013*
- Inquiry into Cycling Issues
- Inquiry into rail freight use by the agriculture and livestock industries
- Examination of Portfolio Subordinate Legislation
- *Transport and Other Legislation Amendment Bill 2014*

The committee also commenced the Inquiry into Coastal Sea Freight. It is due to report back to Parliament on this Inquiry by 1 December 2014.

Committee reports can be found at www.parliament.qld.gov.au/work-of-committees/committees/THLGC

Industrial and employee relations

During the 2013–14, the department participated in the award modernisation project and the rollover of existing enterprise agreements into continuing agreements in consultation with departmental stakeholders, central agencies and the Queensland Industrial Relations Commission. Finalised in July 2014, the project is expected to create more flexible work conditions by removing restrictive work practices and providing consistency across the public sector.

We also progressed the Capability and Performance and Excellence (CaPE) project, which will determine how case management will be conducted in the future for all staff. The CaPE project will influence the department's employee performance management framework, including strategies for induction, staff development and performance management.

Ethics and conduct

The principles contained in the Code of Conduct for the Queensland Public Service provide staff with direction and guidance in shaping an ethical workplace and making better decisions. The department continues to enhance an ethical workplace culture through designing, developing and implementing aligned policies, processes and procedural systems to raise ethical awareness and prevent alleged wrongdoing and corrupt conduct. This includes:

- an online Code of Conduct training module, Which Way Would You Go – a mandatory part of the induction process for new staff
- access to the Code of Conduct for the Queensland Public Service and easily accessible information through the department's intranet, including what constitutes a conflict of interest and the procedures to declare and manage a conflict should it arise.

To assist the department in complying with the *Public Sector Ethics Act 1994*, all employees are provided with workplace ethics education and training.

The department also has a Public Interest Disclosure Policy and Procedure that assists us in complying with the *Public Interest Disclosure Act 2010*. The policy promotes a work culture that encourages and welcomes such disclosures as a way to continually improve our operations, and protects those who make public interest disclosures. These documents outline the processes we use to encourage, assess, manage, record and report public interest disclosures. Public reporting on such disclosures is undertaken by the Queensland Ombudsman.

Our Ethical Standards team maintains responsibility for investigating allegations of unethical conduct including serious matters constituting alleged corrupt conduct. The team also assists the department in coordinating and managing public interest disclosures.

Fraud and corruption control

The department is finalising its Fraud and Corruption Control Policy, along with an aligned framework and plan to identify and control opportunities for fraud or corruption.

The suite of documents, together with existing departmental policy, will assist our managers with their ongoing responsibility for the prevention, detection, reporting and reduction of risks and exposures to any fraud.

Critical to our success in combating any instance of fraud is the department's zero tolerance approach to fraud and corruption.

Information systems and recordkeeping

The department is required by legislation and government standards to keep and maintain proper records of its activities.

To ensure recordkeeping compliance, the department is committed to meeting its responsibilities under the *Financial Management Standard 1997*, the *Public Records Act 2002* and the Queensland Government Information Standards. As such, we manage all departmental information in its original format.

We recognise the importance of records management in the digital information economy and are working towards ensuring systems and processes are in place to support the transition from paper based to a digital environment. Departmental systems and processes are in place to ensure full and accurate records of departmental business are documented, preserved and made accessible as required under legislation.

A framework of strategies, policies, standards, procedures, education and training materials and compliance tools has been developed and will be continuously maintained to assist managers of business areas within the department to comply with the principles of records management. Compliance with the policies and standards included in the recordkeeping framework is mandatory.

All department records are kept in accordance with retention and disposal schedules approved by Queensland State Archives (QSA). The current schedules for the department are:

- the General Retention and Disposal Schedule (GRDS) (QDAN 249) for administrative records
- Queensland Disposal Authority Number 474 (QDAN 474) for service function records
- Queensland Disposal Authority Number 479 (QDAN 479) for business maps and plans of state-controlled roads
- Queensland Disposal Authority Number 690 (QDAN 690) for Maritime Safety Sector records

These schedules ensure the department complies with the statutory obligations for the retention and disposal of records, meets accountability requirements and community expectations, and preserves the corporate memory. They set out the length of time records must be kept after a certain trigger event, such as a record end date or sale of land.

During 2013–14, the department worked with the QSA to develop a new Retention and Disposal Schedule for business records that reflects our current functions. The new schedule will be submitted to the QSA for approval and implemented within the department over the next 12 months.

Workforce planning and performance

Strategic workforce planning is undertaken at a departmental level and covers a five-year time horizon. It seeks to address organisational trends and develop enterprise-wide strategies through two key documents – our *Workforce Planning Framework* and *One TMR: Our Strategic Workforce Plan* – and an annual action plan, *One TMR People Strategy*.

One TMR: Our Strategic Workforce Plan

Following analysis of comprehensive workforce data and a series of workshops with our leaders and capability community practice group, we developed and released the *One TMR: Our Strategic Workforce Plan* in March 2014. The plan focuses on addressing six challenges underpinned by key actions, initiatives and milestones.

One TMR People Strategy

During the year, we also developed a *One TMR People Strategy*, an evolving program of work to be delivered by 2018. The strategy is expected to be implemented in 2013–14.

Workforce profile

At 30 June 2014, there were 6,857 full-time equivalent (FTE) employees within the department, representing a decrease of 51 on last year's total FTEs. Our workforce composition is complex and includes 80 occupational groups spread across trade, professional, technical and administrative disciplines throughout the state.

For the period 2013–14, our permanent employee retention rate was 92.8 per cent compared with 76.2 per cent in 2012–13. For the same period, our permanent employee separation rate was 8.1 per cent compared with 28.1 per cent in 2012–13. The results* include employee separations that took place under a program of redundancies.

* Separation and retention rates are calculated using different formulas. Overall combined rates do not add up to 100 per cent.

Redundancies and retrenchments

During 2013–14, 164 employees received redundancy packages at a cost of \$8,547,491.91. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements.

During the period, six temporary employees received retrenchment packages at a cost of \$50,244.35. They were retrenched in accordance with the Public Service Commission Directive No. 08/13: Temporary Employment – End of Contract Payment.

Leadership and management development

We support the ongoing learning and development of our people to achieve a capable, professional and adaptive workforce. During 2013–14, 27 participants undertook the Leadership Excellence and Development program. Working in small teams, the participants delivered innovative workplace projects rigorously selected by the department's Board of Management and general managers, and representatives from the Queensland University of Technology (QUT). Some of the workplace projects included:

- Graffiti Management strategy
- Technical Capability Reporting Framework
- One TMR: Stakeholder Management Strategy
- Developing a One TMR Leadership Capability Roadmap to build a sustainable leadership pipeline (listed as a priority in the draft One TMR People Strategy).

The department's People Performance Management Framework was officially released in October 2013 and is supported by:

- the Onboarding Model – the process of bringing a new employee into the department and the recommended activities that should be undertaken in their first 12 months of employment

- the First 12 Month Plan – a guide for human resource representatives and managers on activities to be undertaken during the stages of: pre-start, 1 to 2 weeks, 1 to 6 months and 12 months
- the TMR 'Thank You' Recognition Program – to assist in people performance management, engagement and retention of employees by building a culture of recognition into everyday practices.

Flexible work arrangements

The department recognises that flexible work practices can support the attraction and retention of a skilled, diverse and agile workforce. We have a range of flexible work options and support tools available to help employees achieve a quality work-life balance and to support the business in managing a flexible work environment. These include:

- Flexible Work Practices Policy – promotes a transparent and consistent approach to the application of flexible work practices within the department
- generous leave provisions – common leave types include recreational, sick, carer's, parental and long service leave
- considerations for carers and parents – for example, established family/carers rooms located at Transport and Main Roads' offices.

As at June 2014, 8.13 per cent of employees undertook formal part-time arrangements, a slight increase from 7.55 per cent in 2012–13.

Employee satisfaction

In response to the Working for Queensland Employee Opinion Survey conducted across the public sector in June 2013, we developed and implemented a comprehensive Difference Maker Campaign to identify two to three priority areas at departmental, divisional or branch and work unit levels across the organisation.

Key drivers of engagement were identified as Leadership and Learning and Development and addressed through the piloting of an intra-agency mentoring program, establishment of a One TMR Culture and Values Network, and the establishment of Organisational Leadership and Shifting Capability as key focus areas of the One TMR People Strategy.

Appendices

Appendix 1 – Legislation administered by the department

The Minister for Transport and Main Roads is responsible for the following Acts, which are administered by the Director-General.

Adult Proof of Age Card Act 2008

Air Navigation Act 1937

Central Queensland Coal Associates Agreement Act 1968 (Sch pts IV-IVC)

Century Zinc Project Act 1997 (ss 5(2)-(7), 11, 12, 13, 21)

Civil Aviation (Carriers' Liability) Act 1964

Gold Coast Waterways Authority Act 2012

Heavy Vehicle National Law Act 2012

Maritime Safety Queensland Act 2002

Queensland Nickel Agreement Act 1970 (Sch pts IV-V)

Queensland Rail Transit Authority Act 2013

State Transport Act 1938

State Transport (People Movers) Act 1989

Thiess Peabody Mitsui Coal Pty. Ltd. Agreements Act 1965

Tow Truck Act 1973

Transport Infrastructure Act 1994

Transport Operations (Marine Pollution) Act 1995

Transport Operations (Marine Safety) Act 1994

Transport Operations (Passenger Transport) Act 1994

Transport Operations (Road Use Management) Act 1995

Transport Planning and Coordination Act 1994

Transport (Rail Safety) Act 2010

Transport (South Bank Corporation Area Land) Act 1999

Transport Security (Counter-Terrorism) Act 2008

Appendix 2 – Related entities (statutory bodies and other entities)

Figure 33: Related entities (statutory bodies and other entities)

Entity	Enabling legislation	Reporting arrangements	Functions and responsibilities	2013–14 achievements	Costs
Far North Queensland Ports Corporation Limited (Ports North)	<i>Government Owned Corporations Act 1993</i>	Annual report and financial statements tabled in Parliament	<p>To manage and operate the ports of Cairns, Burketown, Cape Flattery, Cooktown, Karumba, Mourilyan, Port Kennedy (Thursday Island), Quintell Beach and Skardon River.</p> <p>As a port authority, its responsibilities include:</p> <ul style="list-style-type: none"> • strategic port planning • port business development • port infrastructure development • environmental management and marine pollution (within port limits) • port security and safety • port efficiency • maintaining navigable port depths for shipping. 	<ul style="list-style-type: none"> • Record total throughput for Ports North of more than 4.9 million tonnes of cargo. • New trade export of iron ore through the Port of Mourilyan. 	Nil
Gladstone Ports Corporation Limited (GPCL)	<i>Government Owned Corporations Act 1993</i>	Annual report and financial statements tabled in Parliament	<p>To manage and operate the ports of Gladstone, Rockhampton and Bundaberg.</p> <p>As a port authority, its responsibilities include:</p> <ul style="list-style-type: none"> • strategic port planning • port business development • port infrastructure development • environmental management and marine pollution (within port limits) • port security and safety • port efficiency • maintaining navigable port depths for shipping. 	<ul style="list-style-type: none"> • Record total throughput of 98.3 million tonnes across all GPCL operations. • Ongoing facilitation of the multi-billion dollar Liquid Natural Gas industry at the Port of Gladstone with first shipment expected for the third quarter of 2014. 	Nil

Figure 33: Related entities (statutory bodies and other entities) *continued*

Entity	Enabling legislation	Reporting arrangements	Functions and responsibilities	2013–14 achievements	Costs
Gold Coast Waterways Authority (Established December 2012)	<i>Gold Coast Waterways Authority Act 2012</i>	Annual report and financial statements tabled in Parliament	To deliver the best possible management of the Gold Coast waterways at reasonable cost to the community and government, while keeping government regulation to a minimum.	<ul style="list-style-type: none"> Giving management of the Gold Coast waterways back to local residents 10 year Gold Coast Waterways Management Strategy released in March 2014 	\$28,776
North Queensland Bulk Ports Corporation Limited (NQBP)	<i>Government Owned Corporations Act 1993</i>	Annual report and financial statements tabled in Parliament	To manage and operate the ports of Abbot Point, Hay Point, Weipa, Mackay and Maryborough. As a port authority, its responsibilities include: <ul style="list-style-type: none"> strategic port planning port business development port infrastructure development environmental management and marine pollution (within port limits) port security and safety port efficiency maintaining navigable port depths for shipping. 	<ul style="list-style-type: none"> NQBP received federal environmental approvals for the capital dredging works in support of the proposed T0, T2 and T3 coal terminal developments at the Port of Abbot Point. NQBP facilitated the development of a new import fuel terminal by Puma Energy at the Port of Mackay. 	Nil
Port of Townsville Limited (POTL)	<i>Government Owned Corporations Act 1993</i>	Annual report and financial statements tabled in Parliament	To manage and operate the ports of Townsville and Lucinda. As a port authority, its responsibilities include: <ul style="list-style-type: none"> strategic port planning port business development port infrastructure development environmental management and marine pollution (within port limits) port security and safety port efficiency maintaining navigable port depths for shipping. 	<ul style="list-style-type: none"> Completion of the \$85 million upgrade of Berth 10 which saw the extension and raising of the previous Berth 10 land area, and construction of a new wharf and multi-purpose terminal building for the processing of cruise and navy personnel. Record throughput of more than 201,000 head of cattle were shipped from the Port of Townsville. POTL celebrated 150 years since the beginning of trade through the Port of Townsville. 	Nil

Figure 33: Related entities (statutory bodies and other entities) *continued*

Entity	Enabling legislation	Reporting arrangements	Functions and responsibilities	2013–14 achievements	Costs
Queensland Rail	<i>Queensland Rail Transit Authority Act 2013</i>	Annual report and financial statements tabled in Parliament	To provide passenger transport services (above and below rail) and below rail freight network, including contracts with the Department of Transport and Main Roads.	<ul style="list-style-type: none"> Implemented the most significant timetable upgrade in Queensland Rail’s history, adding 1,100 extra daily services. Queensland Rail Travel launched the new Spirit of Queensland service, traveling from Brisbane to Cairns with rail beds and premium economy seating. Opened the Richlands to Springfield rail line, delivering 9.5 kilometres of dual track and two new rail stations. 	Nil
Transmax Propriety Limited	<i>Corporations Act 2001</i>	Financial statements tabled in Parliament	To develop and provide Intelligent Transport Systems (ITS) products and services to help maximise road network performance and manage traffic congestion. Its main product is STREAMS, which enables holistic road network management and integrates with other ITS devices for all state-controlled roads, a significant number of local governments and a number of Queensland and interstate clients.	<ul style="list-style-type: none"> Transmax worked collaboratively with the Department of Community Safety and TMR to implement the Emergency Vehicle Priority (EVP) solution which interrupts traffic signals to provide green lights for emergency responders. The EVP project was trialled on the Gold Coast, showing travel time improvements of between 10 and 20 per cent along major routes. EVP was also activated in Bundaberg. Transmax also developed a system interface for the Gold Coast Light Rail project 	\$139,730

Appendix 3 – Camera Detected Offence Program

Figure 34: Camera Detected Offence Program financial overview for 2013–14

Includes expenditure in 2013–14 that was paid out of prior year surpluses.		\$'000
Department of Transport and Main Roads		84,785
Department of Treasury and Trade (State Penalties Enforcement Registry)		37,331
Total revenue		122,115
Administrative/operational costs		
Department of Transport and Main Roads		8,278
Queensland Police Service – operating (including road safety enforcement initiatives)		34,090
Queensland Police Service – equity		2,498
Department of Treasury and Trade (State Penalties Enforcement Registry)		5,574
Total administrative/operational costs		50,440
Expenditure of remaining revenue		
<i>Road safety education and awareness</i>		
Department of Transport and Main Roads		8,144
<i>Road accident injury rehabilitation programs</i>		
Queensland Health – to support the purchase of blood and blood products used in the treatment of victims of road trauma		4,500
<i>Improvements to the safety of state-controlled roads</i>		
Department of Transport and Main Roads – equity		65,956
<i>Royal Brisbane and Women's Hospital – Prevent Alcohol and Risk-related Trauma in Youth</i>		
Department of Transport and Main Roads		327
<i>RACQ (DocuDrama)</i>		
Department of Transport and Main Roads		160
Total expenditure of remaining revenue		79,087
Balance of 2013–14 revenue		(7,412)
Note:		
<ul style="list-style-type: none"> Includes expenditure in 2013–14 that was paid out of prior year surpluses. 		

Community attitudes

The following results from recent research* indicate the community regards speeding as a dangerous and unacceptable behaviour. Of those drivers surveyed:

- 82 per cent agreed with the statement 'I think speeding is a major contributor to crashes'
- 73 per cent agreed with the statement 'It's time the community took a stand against speeding'
- 60 per cent felt that speeding is as dangerous as drink driving
- 66 per cent agreed with the statement 'No matter what I always drive under or at the speed limit'
- 76 per cent agreed that driving/riding 10km/hr over the speed limit increases crash risk.

* Each year, Transport and Main Roads commissions a Road Safety Attitudes Tracking Study by an independent market research company, Marketing and Communications Research. The most recent survey (2014) asked transport-related questions of a sample of 600 Queensland drivers/riders. A number of the questions were specific to the Camera Detected Offence Program.

Figure 35 shows the average number of vehicles that were monitored for every mobile speed camera notice that was issued between January 2009 and December 2013.

Figure 35: Mobile speed cameras – Vehicles monitored per notice issued



Data source: Queensland Police Service

Figure 36: Number of mobile speed camera infringements per penalty bracket for 2013

Penalty bracket	< 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	> 40 km/h	Total
Number of mobile speed camera infringements	269,079	146,650	17,949	1,886	607	436,171
Percentage	61.69%	33.62%	4.12%	0.43%	0.14%	100%

Data source: Transport and Main Roads Data Analysis Team

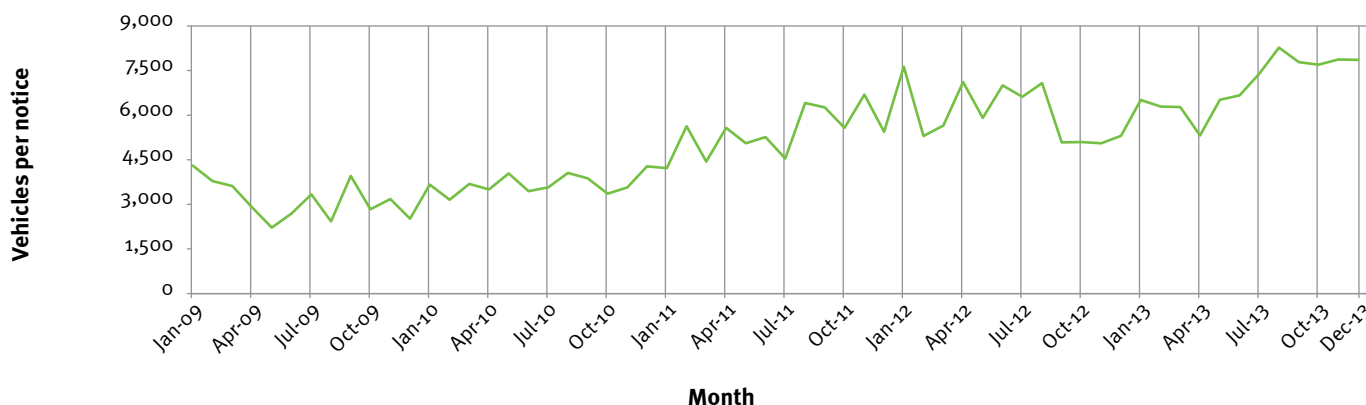
Note:

- Penalty bracket is vehicle exceeding the speed limit by this amount.

In the 2013 calendar year, there were 31,455 red light camera infringement notices issued. This includes red light camera notices issued by combined red light/speed cameras.

Figure 37 shows the average number of vehicles that were monitored for every red light camera notice that was issued between January 2009 and December 2013.

Figure 37: Red light cameras – Vehicles monitored per notice issued



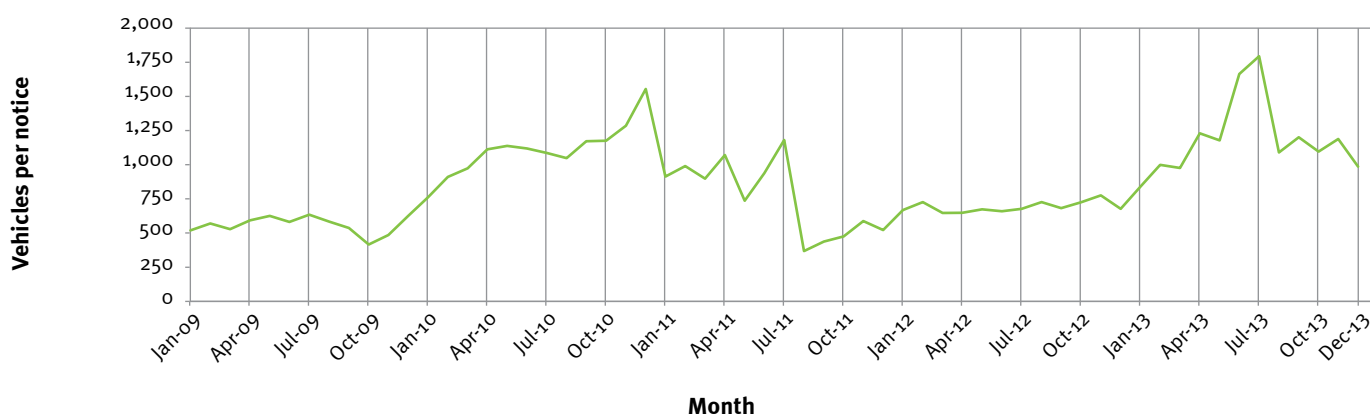
Data source: Queensland Police Service

Note:

- This graph does not include red light camera notices issued by combined red light/speed cameras. See Figure 40.

Figure 38 shows the average number of vehicles that were monitored for every fixed speed camera notice that was issued between January 2009 and December 2013.

Figure 38: Fixed speed cameras – Vehicles monitored per notice issued



Data source: Queensland Police Service

Note:

- This graph does not include fixed speed camera notices issued by combined red light/speed cameras. See Figure 40.

Figure 39: Number of fixed speed camera infringements per penalty bracket for 2013

Penalty bracket	Less than 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	More than 40 km/h	Total
Number of fixed speed camera infringements	72,442	36,210	3,770	527	286	113,235
Percentage	63.97%	31.98%	3.33%	0.47%	0.25%	100%

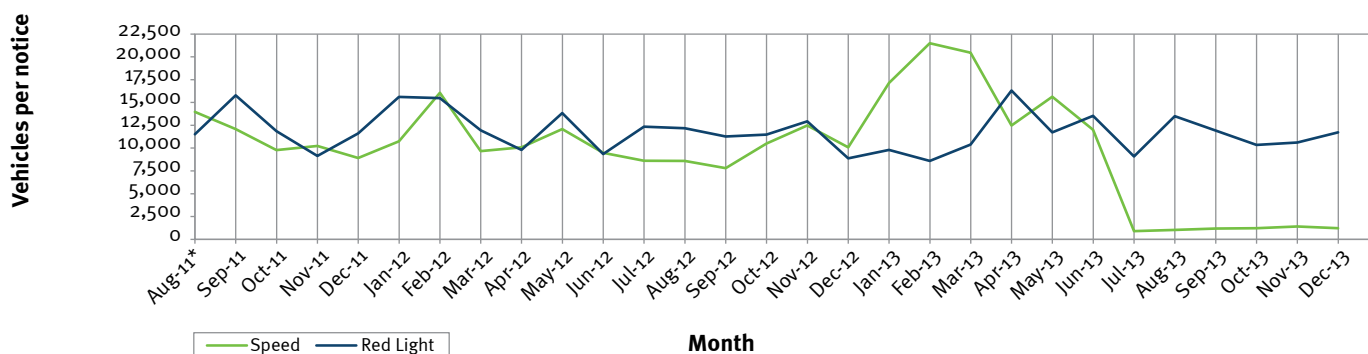
Data source: Transport and Main Roads Data Analysis Team

Note:

- Penalty bracket is vehicle exceeding the speed limit by this amount.

A combined red light/speed camera is placed at a signalised intersection and is able to detect both/either failure to obey the red signal and/or speeding. The speed detection component of the camera can operate on the red, yellow and green signal. Figure 40 shows the average number of vehicles that were monitored for every red light or speed camera notice issued from combined red light/speed cameras since August 2011.

Figure 40: Combined red light/speed cameras – Vehicles monitored per notice issued



Data source: Queensland Police Service

Notes:

- * Combined red light/speed cameras were introduced on 2 August 2011.
- Between 2 August 2011 and 31 December 2013, data was captured from two combined red light/speed cameras.
- The very large drop observed in July 2013 coincides with the addition of 5 extra combined cameras that are issuing a much lower rate of notices/ vehicle than the original 2 combined cameras that were installed in 2011.
- August 2011 to December 2012 data relating to 'vehicles monitored per speed notice issued' has been updated. Previously, the 'speed' data series displayed vehicles monitored per speed plus red light notice. It now shows vehicles monitored per speed notice only.
- The *Transport and Main Roads Annual Report 2012–13* referred to 'speed camera notices detected by combined red light/speed cameras'. This terminology has now been updated to 'speed camera notices issued by combined red light/speed cameras'. This change reflects the fact that some camera detections are not progressed to an infringement notice.

Figure 41: Number of point-to-point speed camera infringements per penalty bracket for 2013

Penalty bracket	Less than 13 km/h	13–20 km/h	21–30 km/h	31–40 km/h	More than 40 km/h	Total
Number of point-to-point speed camera infringements	1,147	854	97	14	6	2,118
Percentage	54.15%	40.32%	4.58%	0.66%	0.28%	100%

Data source: Transport and Main Roads Data Analysis Team

Notes:

- Penalty bracket is vehicle exceeding the speed limit by this amount.
- A point-to-point (or average) speed camera system uses a number of cameras over a length of road to measure a vehicle's average speed. The system uses the time it takes for a vehicle to travel between the two points to calculate the average speed of the vehicle: $\text{Speed} = \text{Distance} \div \text{Time}$.
- In the 2013 calendar year, there were 2,178.06 vehicles monitored per notice issued by the point-to-point system where the average speed was calculated.

Appendix 4 – Transport Operator Payments

Figure 42: Passenger transport operator payments – South-east Queensland

Payments are for the period of 1 July 2013 to 30 June 2014 and are GST exclusive.

Operator	Amount \$
Bus	
BIC COACHES PTY. LTD. ACN 134 809 617	5,348,279
BRISBANE BUS LINES PTY. LTD. ACN 009 739 593	105,998
BRISBANE CITY COUNCIL (BRISBANE TRANSPORT)	294,918,294
BUS QUEENSLAND PTY. LTD. ACN 010 516 757 T/A PARK RIDGE TRANSIT	13,495,902
BUSLINK QUEENSLAND PTY. LTD. ACN 085 000 693	13,855,581
CABOOLTURE BUS LINES PTY. LTD. ACN 010 974 599	6,723,180
CAVGLASS PTY LIMITED ACN 124 444 711 T/A GLASSHOUSE COUNTRY COACHES	147,076
CLARK'S LOGAN CITY BUS SERVICE (QLD) PTY. LTD. ACN 081 364 776	28,406,442
G.K. & J.M. THOMPSON PTY. LTD. ACN 064 465 176 T/A THOMPSON BUS SERVICES	8,131,716
HORNIBROOK BUS LINES PTY. LTD. ACN 010 013 224	14,673,365
MT GRAVATT BUS SERVICE PTY. LTD. ACN 010 232 827 ATF THE L G COLE FAMILY TRUST	4,664,147
S & S WEBSTER INVESTMENTS PROPRIETARY LIMITED ACN 004 804 497 T/A KANGAROO BUS LINES	13,012,298
SOUTHERN CROSS TRANSIT (QLD) PTY. LTD. ACN 097 130 615	156,133
SURFSIDE BUSLINES PTY. LTD. ACN 010 957 552	83,515,562
TRANSDEV QUEENSLAND PTY. LTD. ACN 087 046 044	27,343,738
TRANSIT AUSTRALIA PTY. LIMITED ACN 065 794 943 T/A SUNSHINE COAST SUNBUS	34,039,559
WESTSIDE BUS CO PTY. LTD. ACN 083 497 312	19,477,552
	568,014,821
Ferry	
BRISBANE CITY COUNCIL (FERRY SERVICES)	16,457,929
TSA FERRY GROUP PTY. LTD. ACN 108 664 848 T/A BAY ISLANDS TRANSIT SYSTEM	7,014,940
	23,472,869
CityTrain	
QUEENSLAND RAIL LIMITED ACN 132 181 090	904,540,559
Rail Bus Replacement Services	
BRISBANE BUS LINES PTY. LTD. ACN 009 739 593	2,958,798
CAV QUEENSLAND PTY. LTD. ACN 115 410 725	2,797,509
G.K. & J.M. THOMPSON PTY. LTD. ACN 064 465 176 T/A THOMPSON BUS SERVICES	3,388,913
S & S WEBSTER INVESTMENTS PROPRIETARY LIMITED ACN 004 804 497 T/A KANGAROO BUS LINES	2,462,603
YELLOW CABS (QUEENSLAND) PTY. LTD. ACN 009 662 408 ATF THE MONBURN TRUST	6,723
	11,614,547

Figure 42: Passenger transport operator payments – South-east Queensland *continued*

Operator	Amount \$
Railbus	
BUS QUEENSLAND (LOCKYER VALLEY) PTY. LTD. ACN 140 535 888	1,134,705
S & S WEBSTER INVESTMENTS PROPRIETARY LIMITED ACN 004 804 497 T/A KANGAROO BUS LINES	1,405,821
WESTSIDE BUS CO PTY. LTD. ACN 083 497 312	286,149
	2,826,675
Flexilink Taxi Service	
YELLOW CABS (QUEENSLAND) PTY. LTD. ACN 009 662 408 ATF THE MONBURN TRUST	120,943
BLACK & WHITE CABS PTY. LTD. ACN 054 497 353	24,659
	145,602
Total subsidy	1,510,615,073

Figure 43: Passenger transport operator payments – Rest of Queensland

Payments are for the period of 1 July 2013 to 30 June 2014 and are GST exclusive.

Operator	Amount \$
Regional Urban Bus	
ASTRONOMICAL CHILLAGOE PTY. LTD. ACN 107 487 972 ATF SEVEN BRIDGES UNIT TRUST	7,967
BOWEN TRANSIT PTY. LTD. ACN 105 749 602	138,000
BUSLINK QUEENSLAND PTY. LTD. ACN 085 000 693	1,187,651
CAMPSIE BUS CO PTY. LTD. ACN 000 953 328 T/A WHITSUNDAY TRANSIT	805,719
CAVBUS PTY. LTD. ACN 096 924 677	20,180
CAVGLASS PTY LIMITED ACN 124 444 711 T/A GLASSHOUSE COUNTRY COACHES	283,214
COMPLETE GOLF COACHING PTY. LTD. ACN 101 380 116 T/A KERRY'S BUS SERVICE	22,860
D.G YOUNG & P.J YOUNG & P.J YOUNG T/A YOUNGS BUS SERVICE	1,802,118
DUFFY'S CITY BUSES PTY. LTD. ACN 053 761 023 ATF THE DUFFY TRUST	1,428,776
FULTONLAWN PTY. LTD. ACN 010 489 068 ATF NHPRIEBBENOW FAMILY TRUST T/A WIDE BAY TRANSIT	2,479,128
GJ & LE CHRISTENSEN T/A CHRISTENSENS BUS AND COACH	333,013
HAIDLEY, DONALD JOSEPH T/A HAIDLEY'S PANORAMIC COACHES & MOTORS	206,976
HUBBARDS COACHES PTY. LTD. ACN 076 988 120 ATF HUBBARD FAMILY TRUST	6,743
ICENHAM PTY. LTD. ACN 010 724 624 ATF THE GRAY-MONEY FAMILY TRUST	21,623
KUHLE PTY. LTD. ACN 093 136 317 ATF THE KUHLEWEIN FAMILY TRUST T/A COAST & COUNTRY BUSES	14,224
L.G. STEWART FAMILY CO. PTY. LTD. ACN 009 971 617 ATF L G STEWART FAMILY TRUST	47,096
MACKAY TRANSIT COACHES PTY. LTD. ACN 050 416 227	2,067,110
POLLEYS COACHES PTY. LTD. ACN 134 694 992	506,383
STRADBROKE ISLAND BUSES PTY. LTD. ACN 151 219 420	452,676
SUNCOAST CABS LTD ACN 010 183 892	3,629
TOOWOOMBA TRANSIT PTY. LTD. ACN 135 249 062 T/A BUS QUEENSLAND TOOWOOMBA	3,993,969
TRANS NORTH PTY. LTD. ACN 074 538 159 T/A TRANS NORTH BUS AND COACH SERVICE	250,481
TRANSDEV QUEENSLAND PTY. LTD. ACN 087 046 044	9,506,221
TRANSIT AUSTRALIA PTY. LIMITED ACN 065 794 943 T/A CAPRICORN SUNBUS	2,130,682
TRANSIT AUSTRALIA PTY. LIMITED ACN 065 794 943 T/A TOWNSVILLE SUNBUS	8,451,795
YELLOW CABS (QUEENSLAND) PTY. LTD. ACN 009 662 408 ATF THE MONBURN TRUST	39,659
	36,207,889
Ferry	
COOCHIEMUDLO ISLAND FERRY SERVICE PTY. LTD. ACN 109 277 376	220,038
KELLSTAR PTY. LTD. ACN 073 449 439 T/A STRADBROKE FLYER	861,045
SEA-CAT CHARTERS PTY. LTD. ACN 010 551 925 T/A PEDDELLS THURSDAY ISLAND TOURS	160,781
SEALINK QUEENSLAND PTY. LTD. ACN 148 811 170	1,501,431
STRADBROKE FERRIES PTY. LTD. ACN 009 725 713	133,423
	2,876,718
Long Distance Rail	
CAIRNS - KURANDA RAIL PTY. LTD. ACN 084 801 212	1,668,024
QUEENSLAND RAIL LIMITED ACN 132 181 090	157,939,728
RAIL CORPORATION NEW SOUTH WALES	4,531,590
	164,139,342

Figure 43: Passenger transport operator payments – Rest of Queensland *continued*

Operator	Amount \$
Regional Air	
REGIONAL EXPRESS PTY. LTD. ACN 101 325 642	3,017,090
SKYTRANS PTY. LTD. ACN 100 751 139	5,405,349
	8,422,439
Long Distance Coach	
BOWEN TRANSIT PTY. LTD. ACN 105 749 602	87,156
CALLIDE COACHES PTY. LTD. ACN 106 306 307 ATF THE MJ MOSCHIONI FAMILY TRUST	194,227
DOUGLAS COACHES PTY. LTD. ACN 104 860 611 ATF THE DOUGLAS FAMILY TRUST	145,631
G.A SHULTZ & S.G SHULTZ	5,735
GREYHOUND AUSTRALIA PTY. LTD. ACN 104 326 383	2,146,418
HARLOW, ALLAN T/A COUNTRY ROAD COACHES	63,084
JENA BORAN ABORIGINAL & TORRES STRAIT ISLANDERS CORPORATION INC	10,849
MACKAY TRANSIT COACHES PTY. LTD. ACN 050 416 227	386,049
NORTH BURNETT REGIONAL COUNCIL	10,804
SUMMOOK PTY. LTD. ACN 119 941 294 T/A PARADISE COACHES	128,097
TOOWOOMBA TRANSIT PTY. LTD. ACN 135 249 062 T/A BUS QUEENSLAND TOOWOOMBA	810,460
TRANS NORTH PTY. LTD. ACN 074 538 159 T/A TRANS NORTH BUS AND COACH SERVICE	197,303
D.G YOUNG & P.J YOUNG & P.J YOUNG T/A YOUNGS BUS SERVICE	34,622
	4,220,435
Total subsidy	215,866,823

Figure 44: School transport operator payments

Payments are for the period of 1 July 2013 to 30 June 2014 and are GST exclusive.

Operator	Amount \$
9DORF PTY. LTD. ACN 144 832 762 ATF 9DORF FAMILY TRUST	101,578
ABBOTT, DARREL K & BERNADETTE H B	82,400
AGOSTINELLI, LAURENCE P & LUCY	34,584
AHRUNDEE PTY. LTD. ACN 106 192 938 ATF DREAM DISCRETIONARY TRUST T/A BLUE SAILS BUS LINE	136,177
ALBECK, ARNOLD J & EVON J	65,270
ALBECK, WILLIAM H & NORMA A	77,174
ALLAN, WARREN J & JANICE E T/A ALLAN'S BUS SERVICE	81,676
ALLEN, JULIE-ANN	99,530
ALLEN, RAYMOND D & ANN-MAREE	210,726
ALSTON, R J & TALBOYS, D J	60,194
AMBERLEY ROSEWOOD 'BUS COY. PTY. LTD. ACN 009 668 151	126,448
ANARU, SUSAN M	92,819
ANDERSON, STEVEN J	75,131
ANSCOMBE, ROBIN J & CHRISTINE L	55,198
ANTONIO, MICHAEL L	195,547
ARDREY, COLIN F & NOELA	359,220
ARMSTRONG, DAVID B & BRAUN, MARIANNE I	73,030
ARNOLD BUSES PTY. LTD. ACN 099 920 966 ATF THE ARNOLD FAMILY TRUST	201,862
AT & SB INVESTMENTS PTY. LTD. ACN 101 198 841	64,229
ATKINSON, W, E A, P & C G T/A CRYSTALBROOK COACHES	95,524
AUBURN CONVEYANCE COMMITTEE	67,616
AUTISM QUEENSLAND LIMITED ACN 164 075 156	581,093
B & C BARNES INVESTMENTS PTY. LTD. ACN 010 109 958 ATF BARNES FAMILY TRUST	92,493
B & C FLEMING PTY. LTD. ACN 108 522 363 ATF BJF TRUST T/A FLEMINGS GARAGE	97,456
BA DOWNS PASTORAL PTY. LTD. ACN 119 780 193 ATF MORAN FAMILY TRUST	77,081
BAKER, ROGER D & LYNDA C	176,460
BAKSJ, MICHAEL B & NARELLE	336,920
BALDOCK, SHIRLEY, NEVILLE W & DAVID A	80,657
BALL, HAROLD E & KAREN L	100,955
BAMBINO, DOMENIC & TIFFANY M	191,692
BAMBINO, ERMINIO & ROBERTO	231,463
BANGE, BRENDAN K & KRISTINE M	150,239
BANNERGRANT PTY. LTD. ACN 058 223 751 ATF DANNY POBAR FAMILY TRUST	103,421
BANNERHIVE PTY. LTD. ACN 063 747 875	59,377
BARDSIDE PTY. LTD. ACN 010 186 455 ATF WAYNE CAMPBELL TRUST T/A CAMPBELL'S COACHES	658,657
BARKER, ERIC W	80,798
BARKER, JOHN E & GLENDA A	45,368
BARNARD, CONWAY M	75,496
BARNARD, IAN C	82,248
BARR, BRIAN L & SINNOTT, MARGARET L	199,214

Figure 44: School transport operator payments *continued*

Operator	Amount \$
BARTON, H N & S J	66,612
BARTON, JEFFREY J & KATHLEEN A	1,110,980
BAUER, GRAHAM L	125,616
BAUER, KARL C	170,904
BAUMANN, PETER W & COLLEEN G	51,724
BEAN, SHARYN L	80,091
BEDE (QLD) PTY. LTD. ACN 130 559 849	18,407
BELLINGHAM, PETER T & ROBYN N	117,909
BENNETT, RAYMOND J & DAPHNE C	268,423
BENSON, IAN J S	67,391
BENTROY PTY LIMITED ACN 003 536 954 T/A SCIFLEET SCHOOL BUS SERVICE	288,537
BEWICK, LINCOLN J & ROXANNE C	49,847
BIDGOOD, LINDSAY W & CAROLYN B	61,255
BIRCH, MERVYN G & BETTY L	166,492
BLACK & WHITE CABS PTY. LTD. ACN 054 497 353	1,363,808
BLACK AND WHITE TAXIS MARYBOROUGH PTY. LTD. ACN 074 545 985	42,295
BLACK, TERENCE M ATF T M & V M BLACK FAMILY TRUST	312,854
BLUE AND WHITE TAXIS GLADSTONE PTY. LTD. ACN 010 390 575	362,794
BLUEGUM BUSES (QLD) PTY. LTD. ACN 161 067 929 ATF BLUEGUM BUSES TRUST	1,212,153
BLYTH, GJ & WG	14,018
BLYTH, JAMES S, JANICE L & ALAN G T/A KOUMALA MOTORS	49,234
BOWEN TRANSIT PTY. LTD. ACN 105 749 602	909,017
BRADFIELD, WILLIAM H	26,319
BRADLEY'S BUSES PTY. LTD. ACN 072 364 973	692,000
BRADSHAW, KENNETH H & CHRISTINE C	41,603
BRAUER, OWEN R & TRACEY L	189,351
BRIEBIE BAYSIDE CAB CO PTY. LTD. ACN 068 146 878	32,683
BRIGALOW PARK PTY. LTD. ACN 113 906 979	85,561
BRISBANE BUS LINES PTY. LTD. ACN 009 739 593	3,919,835
BRISCHETTO, CHARLIE M & COLLEEN M T/A MOSSMAN TAXI SERVICE	7,524
BRIZAC PTY. LTD. ACN 120 921 539	182,146
BROOMHALL, ROBYN S	29,920
BROWN, REX W, BEVERLEY A & CHRIS W	71,551
BROWNING, IAN D & SANDRA D	102,741
BUNDABERG CAB CO. PTY. LTD. ACN 009 850 926	258,621
BURGESS, JAMES M & MARYANN	84,109
BURNS, DUDLEY R & SHARYN J	240,075
BURNSIDE PTY. LIMITED ACN 054 160 977	67,680
BURRAWONG BUS SERVICE PTY. LTD. ACN 141 689 983	80,344
BUS FOX PTY. LTD. ACN 078 172 460	1,185,701
BUS QUEENSLAND (LOCKYER VALLEY) PTY. LTD. ACN 140 535 888	1,723,474
BUS QUEENSLAND PTY. LTD. ACN 010 516 757 T/A PARK RIDGE TRANSIT	1,096,030

Figure 44: School transport operator payments *continued*

Operator	Amount \$
BUSLINK QUEENSLAND PTY. LTD. ACN 085 000 693	1,620,555
BUTLER, PATRICK G, GLORIA A & BARRY J	132,279
C.M HORTON & THE TRUSTEE FOR KEVIN THOMAS HORTON ESTATE T/A HORTONS BUS SERVICE	272,537
C.R. TRITTON PTY. LTD. ACN 010 832 587	37,518
CAIRNS REGIONAL COUNCIL	1,924
CAIRNS TAXIS LIMITED ACN 009 754 705	37,075
CAIRNS, RICHARD G & MONICA	95,544
CAITASH PTY. LTD. ACN 075 780 942	113,541
CALDWELL, DAVID S & LISA J ATF DALIBRA FAMILY TRUST	99,230
CALLIDE COACHES PTY. LTD. ACN 106 306 307 ATF THE MJ MOSCHIONI FAMILY TRUST	576,010
CALYPSO COACHES PTY. LTD. ACN 101 605 289	7,691
CAMPBELL, ROBERT W	20,481
CAMPBELL BUS CO PTY. LTD. ACN 000 953 328 T/A WHITSUNDAY TRANSIT	2,214,417
CAPRA FIBREGLASS PTY. LTD. ACN 117 944 902	62,570
CAPRICORN COAST TAXI SERVICES PTY. LTD. ACN 010 999 827 T/A CAPRICORN CABS	58,163
CARNEY, DAVID R & RITA J	111,743
CASEY, FRANCIS & GLORIA G	72,426
CAULEY, MARK O & MARGARET A	160,774
CAUST, GREGORY P	83,005
CAVBUS PTY. LTD. ACN 096 924 677	1,429,453
CAVBUS PTY. LTD. ACN 096 924 677 T/A LOGAN COACHES	1,430,739
CAVGLASS PTY LIMITED ACN 124 444 711	867,635
CHADWICK, DANIEL P & KAREN L	77,803
CHAMPION, STEVEN W & SHIRLEY M	133,716
CHAPMAN, PETER W & JULIE-ANNE F	140,381
CHATFIELD KEVIN A & KATHLEEN	255,293
CHRISTENSEN, GRAHAM J & LENORE E	1,187,436
CHRISTENSEN, MERVYN R	62,809
CLARK, FREDERICK F T/A MORANBAH BUS SERVICE	176,508
CLARRIS, PHILIP J & KAYLENE L	76,758
CLIFFORD, DENNIS & STEWART, ADELE L	73,226
COCHRANE, ROBERT S & JUDITH B	397,030
COLEMAN, TREVOR J & VALERIE M	410,360
COMPLETE GOLF COACHING PTY. LTD. ACN 101 380 116	86,635
COOCHIEMUDLO ISLAND FERRY SERVICE PTY. LTD. ACN 109 277 376	47,395
COOKTOWN CONNECTIONS PTY. LTD. ACN 120 945 379 ATF COVENTRY FAMILY TRUST	339,872
COOLUM COACHES PTY. LTD. ACN 087 303 964 ATF THE ROSS FAMILY TRUST	715,442
CORAL REEF COACHES PTY. LTD. ACN 101 829 243 ATF THE TEPPINEL TRUST	364,448
CORKILL, OWEN L & JANELLE	102,996
COUNIHAN, PETER J & GWENDA K	42,888
COX, MICHAEL & GILLIAN T/A KURANDA TAXI	25,334
CREEVEY, D J & L J	89,740

Figure 44: School transport operator payments *continued*

Operator	Amount \$
CRISP, G D, L M & T H T/A CRISPS COACHES AND BUS LINE	835,395
CROYBERG PTY. LTD. ACN 050 492 923 ATF THE E J HILL FAMILY TRUST	385,503
CUNNINGHAM, ANDREW R	108,219
CURCIO, JOSEPH F & MARCELLA M	41,935
D & S PORTER TRANSPORT PTY. LTD. ACN 074 464 752	164,041
DAIRY BROKERS AUSTRALIA PTY. LTD. ACN 107 781 019	52,524
DALBY COURTESY TRANSPORT PTY. LTD. ACN 104 017 469 T/A DALBY COURTESY CABS	636
DALE, DONNA L	58,796
DALE, JOHN M	79,272
DALTON, BETH I	102,896
DANSAN BUSLINE PTY. LTD. ACN 164 693 565	98,876
DASCOMBE, HARVY K, MARIANNE F & ANDREW K	1,822,355
DAVISON, LYNN P	73,901
DAY, BARRY K & SHONA L	113,675
DE IACOVO, GIANFRANCO C & ROSINA	76,547
DENMAN, JENNIFER G	34,108
DEXTAPOL PTY. LTD. ACN 094 908 157	74,886
DIONYSIUS, JOHN W & HELEN M	213,803
DODD PAINTING PTY. LTD. ACN 138 274 512 ATF DODD FAMILY DISCRETIONARY TRUST	55,708
DOHERTY, EDWARD P T/A TAROOM MOTORS	42,028
DOHLE, KENNETH W & KATHRYN E M	86,574
DRUMMOND, JENNIFER A	100,991
DUFFY'S CITY BUSES PTY. LTD. ACN 053 761 023 ATF THE DUFFY TRUST	1,559,109
DUGGAN, JOHN M & MICHELLE M	128,481
DWYER, DANNY J & DONNA S	63,478
E&S CROCKER PTY. LTD. ACN 132 227 073 ATF THE CROCKER FAMILY TRUST	377,361
EBBAGE, MICHAEL J	71,287
EDENVALE ENTERPRISES PTY. LTD. ACN 131 370 397	577,100
EDWARDS, BARRY J & LEANNE M	3,116
EDWARDS, JOHN & SUZANNE M	433,721
EDYVEAN, JOHN G & YVONNE L T/A LAIDLEY TAXI SERVICE	39,776
EDYVEAN, JOHN G & YVONNE L T/A LOWOOD TAXI SERVICE	3,034
EMERALD COACHES PTY. LTD. ACN 103 929 371	365,235
EMERALD COACHES PTY. LTD. ACN 131 060 145	289,738
EMERSON BUS COMPANY PTY. LTD. ACN 126 275 205 ATF THE EMERSON FAMILY UNIT TRUST	779,541
ERICKSON, CHRISTOPHER C & SANDRA T/A TAMBORINE MOUNTAIN COACH SERVICE	327,110
ERNESTINA BUS CO-OP LTD	12,593
ESPIE, ALLAN D	71,972
EUROMBAH CREEK SCHOOL BUS ASSOCIATION INCORPORATED T/A EUROMBAH CREEK BUS COMMITTEE INC	57,244
EVANS, KERRY A	68,872
F.N.Q. BUS LINES PTY. LTD. ACN 004 804 808	948,573
FALLON, JACQUELINE M T/A RAINBOW BEACH TAXIS	8,165

Figure 44: School transport operator payments *continued*

Operator	Amount \$
FARMER, BRADLEY J & KELLIE L	60,104
FAVARO, UMBERTO & CATHERINE	105,793
FINE COAL COMPACTION PTY. LTD. ACN 064 369 624	32,891
FISHER, MAURICE E & SUSAN M	45,910
FLEITER, ADRIAN J & SONYA L	45,804
FLEMING, E & M D T/A WEIPA TAXI SERVICE	5,740
FLOYD, MARK H & MARGARET A	31,401
FORBES, GLENDEN J	86,021
FORSBERG, ALF R T/A MARYVILLE BOER GOATS	130,891
FRASER, ANN M	101,634
FREDRICKSON, ALAN B & NATALIE G ATF AB & NG FREDRICKSON FAMILY TRUST	48,734
FROHLOFF, SYDNEY R & LEANNE M	64,502
FSG AUSTRALIA ACN 112 839 184	1,617
FULTONLAWN PTY. LTD. ACN 010 489 068 T/A WIDE BAY TRANSIT	2,799,091
G & D ROMANELLO TRUST GARY AND DARYL ROMANELLO T/A HERBERT RIVER BUS SERVICE	255,505
G & S JACOB & SONS PTY. LTD. ACN 098 721 334	157,658
G J & G DRIVER PTY. LTD. ACN 075 637 026	181,741
G&A HOLDINGS INVESTMENT PTY. LTD. ACN 146 454 131 ATF G&A RAVANELLO FAMILY TRUST	197,559
GANLY, KEVIN J & LARA G	103,467
GAVANIC PTY. LTD. ACN 153 742 682 ATF THE TAYLOR FAMILY TRUST	110,782
GAVLEEN PTY. LTD. ACN 125 742 216 ATF THE DONALDSON FAMILY TRUST	90,567
GEHRKE, MERVYN C	49,252
GEISEL, GARRY J & RHONDA E	92,806
GIBSON, DEBORAH A	58,508
GIBSON, NEIL J & KAREN M	47,828
GILES, BARRY ATF GILES FAMILY TRUST	500,957
GILLILAND, IAN J & CATHERINE A	329,571
GILMOUR, REGINALD E & SHARRYN A	68,598
GOLDSMITH, CAROLIN A & PAORA R	3,453
GOLTZ, CHRISTINE A	35,392
GOODWIN, SCOTT D & DEBBIE L	299,505
GOODY, BURNETT G & GALE M	88,088
GOTZ, NOEL S & LYNETTE A	45,428
GRAY, CLIFFORD H & BARBARA C	96,054
GREEN, BARRY L & MARY E	53,493
GREEN, TINA L ATF SHELANNA FAMILY TRUST	195,628
GREENWOOD, DAVID W ATF THE GREENWOOD FAMILY TRUST	247,497
GREG GODDARD MOTORS PTY. LTD. ACN 005 331 215	674,104
GRENNAN, TONY A & DORIS M	347,899
GREYHOUND AUSTRALIA PTY. LTD. ACN 104 326 383	30,037
GRIMES, BARRY E & SHARON L	65,621
GTM PTY. LTD. ACN 128 633 349	110,069

Figure 44: School transport operator payments *continued*

Operator	Amount \$
GUNNIS, P F & WOOD, K L T/A GUNWOOD	149,828
GYMPIE GOLDEN CITY CABS PTY. LTD. ACN 081 468 573	98,997
HADLEY, DONALD N	40,694
HAFEY, MICHELLE L	28,531
HAIDLEY, CAMERON & LYNDAL	373,984
HAIDLEY, DONALD J T/A HAIDLEY'S PANORAMIC COACHES & MOTORS	222,358
HALL, BARRY D & LINDA J T/A KINGAROY TAXI CAR SERVICE	12,209
HAMBLIN, CAMERON J & LEAH M	82,398
HAMILTON, BRONWYN J ATF THE BRONWYN HAMILTON FAMILY TRUST T/A B. HAMILTON & CO.	130,016
HAMPSON, DEBRA C	171,074
HANSEN, COLIN W & JO-ANNE E	48,294
HARLOW, ALLAN C E	50,965
HARMCO PTY. LTD. ACN 097 208 421	23,827
HARRIS, DIANA R	39,722
HARRISSON, ALAN & ALISON M	19,489
HARTLEY, MARK J T/A MJ HARTLEY - SCHOOL BUS RUN	63,465
HASLOP, A L, J A & K A	59,046
HATTE, WILLIAM J & ANNE T	69,999
HAY, BARBARA A	61,784
HAYES, RICHARD J	717,323
HEARN, MICHAEL R & CATHERINE A	341,964
HEATH, JANET N	41,415
HEIR, PAUL J & MAREE A	106,330
HENNINGSSEN, GRAHAM	80,567
HERRON, DARREN J T/A WIVENHOE MINIBUS CHARTER	80,782
HERVEY BAY TAXI SERVICE PTY. LIMITED ACN 010 670 283	110,617
HESLIN, MATTHEW J & TRACEY R	314,130
HILDER, BRITT AND KRISTINA	44,877
HILL, CW & MAYNE MJ	25,242
HILL, MERVYN J T/A BILOELA COACHES	15,798
HILLGROVE BUS INC.	89,076
HOBBS ADAMS PTY. LTD. ACN 132 754 673 ATF HOBBS TRUST NO 1	39,886
HODGE, KEN G & DESLEY A ATF THE HODGE FAMILY TRUST T/A MURPHYS CREEK - TOOWOOMBA BUS SERVICE	256,534
HOLZAPFEL, KEVIN E & CAROL A	12,507
HOMEWOOD, M B & A	326,206
HONDAROSA VALLEY ENTERPRISES PTY. LTD. ACN 133 646 474 ATF CRAMERI FAMILY TRUST	193,624
HOOPER, BENJAMIN A T/A EMERALD TAXIS	4,958
HORN, RODNEY J & ANTOINETTE T	476,292
HORNERY, AMANDA L	77,535
HORROCKS, TREVOR T & KIM L	206,112
HOUSTON, WESLEY P & SHARON J ATF W & S HOUSTON FAMILY TRUST	55,493

Figure 44: School transport operator payments *continued*

Operator	Amount \$
HUBBARD, LEONARD G & JOAN L	103,433
HUBBARDS COACHES PTY. LTD. ACN 076 988 120 ATF HUBBARD FAMILY TRUST	1,007,862
HUNTER, GEOFFREY R T/A HUNTER COACHES	64,280
HYLAND, JOHN R	84,874
I, A & D LOGAN PTY. LTD. ACN 122 371 644 ATF IAD LOGAN FAMILY TRUST T/A GATTON TAXI SERVICES	2,930
ICENHAM PTY. LTD. ACN 010 724 624 ATF THE GRAY-MONEY FAMILY TRUST	1,881
ILEGLOVE PTY. LIMITED ACN 010 397 396 T/A DETOURS COACHES	303,922
INNISFAIL TAXIS PTY. LTD. ACN 134 731 016	53,490
INNS, ALEXIS J & MARTIN K	10,865
IRVINE, MURRAY J	55,187
J & J WATERS ENTERPRISES PTY. LTD. ACN 154 201 082	160,660
JACKSON, GREGORY J & MICHELLE J ATF JACKSON FAMILY TRUST	79,888
JACKSON, LIONEL W & TANIA M	62,651
JACKSON, PETER R & AMANDA A ATF JACKSON BUS TRUST	79,011
JACKSON, RAYMOND C & KATHLEEN P	79,001
JACOB, SANDRA J ATF THE G & S JACOB FAMILY TRUST	161,935
JAMIESON, CHARON A	69,633
JAMIESON, KRISTIN L & PEARCE, JAY A	47,161
JAMIESON, RAYMOND B & SHANE E	144,621
JARADEL PTY. LTD. ACN 091 033 859	120,372
JARMAN ACE PTY. LTD. ACN 098 561 721 ATF STEVENS FAMILY TRUST T/A ACE BUSES	2,574,206
JASBO HOLDINGS PTY. LTD. ACN 100 636 002 ATF THE MEGAW FAMILY TRUST	153,358
JCL SNIP PTY. LTD. ACN 102 604 508	173,119
JENSEN, DONALD J & SUE A	67,821
JENSEN, RICKY A & AMANDA J	210,880
JEPSEN, JOHN E & BEVERLEY R	50,079
JESSE, JACK R, EDNA M, RICHARD T & KATHY J T/A CARDWELL BUS & COACH CHARTERS	682,446
JOHNSON, SHANE A & SONIA L	70,199
JOHNSTON M A & TRUSTEE FOR THE A J JOHNSTON ESTATE	121,691
JOKAYE PTY. LTD. ACN 112 285 542 ATF THE MILLARD FAMILY TRUST	70,504
JONES, ADRIAN N	96,700
JONES, ELIZABETH P	181,485
JONES, LEISA M	57,912
JUSTIN, THERESA G	48,471
K & D HILLS PTY. LTD. ACN 081 071 374	114,282
K.B.S. PTY. LTD. ATF LEIGH FAMILY TRUST	170,537
K.J JOHNSTON & M.A JOHNSTON & M.A JOHNSTON & THE TRUSTEE FOR ALAN JOHN JOHNSTON ESTATE	88,780
KAMERLING, STEVEN G	54,019
KEEN, DIANNE D	116,324
KEENDEW PTY. LTD. ACN 011 044 518	458,538
KELLSTAR PTY. LTD. ACN 073 449 439 T/A STRADBROKE FLYER	109,971
KENTON 5 PTY. LTD. ACN 141 405 058 ATF K & T BROWN FAMILY TRUST	186,385

Figure 44: School transport operator payments *continued*

Operator	Amount \$
KEON CARGO STEVEDORING (AUSTRALIA) PTY. LTD. ACN 075 621 386	199,570
KERR, WILLIAM R & KATHRYN P	53,478
KEYDALE PTY. LIMITED ACN 010 184 353 T/A ROTHERY'S COACHES	912,677
KILCUMMIN EAST SCHOOL BUS RUN PTY. LTD. ACN 163 025 214	52,037
KILLEN, M H & K T	61,669
KIRBY, LESLIE J & ROSLYN G	99,575
KLAYLAND PTY. LTD. ACN 125 840 486 ATF MAGUIRE FAMILY TRUST T/A MAGUIRE COACHES & TRAVEL	238,352
KLUPFEL, RAYMOND K & LYNETTE	35,076
KNIGHT, STANLEY G & PATRICIA A	508,706
KOALA KOACHES PTY. LTD. ACN 010 200 281 ATF RICHARD YOUNG FAMILY TRUST	271,657
KOCH, GEOFFREY E & SHERRELL M	84,471
KROG, KENNETH J & LILLIAN E	69,448
KUHLE PTY. LTD. ACN 093 136 317 ATF THE KUHLEWEIN FAMILY TRUST	1,262,713
KUHLE PTY. LTD. ACN 093 136 317 ATF THE KUHLEWEIN FAMILY TRUST T/A COAST & COUNTRY BUSES	1,541,055
KURZ, M C & J E T/A C.J. KURZ AND SON	242,117
L.G. STEWART FAMILY CO. PTY. LTD. ACN 009 971 617 ATF L G STEWART FAMILY TRUST T/A STEWART AND SONS	1,135,961
LADE, J H & A M	191,940
LAHEY, GREG V	54,730
LANDSBERG, MAXWELL N & BARBARA S	50,019
LARARD, DAVID T/A WESTMECH SERVICES	80,988
LAWRIE, DAVID J & RHONDDA M T/A LAWRIES BUS & CHARTER SERVICE	428,991
LAWRIE'S SCHOOLINX PTY. LTD. ACN 159 656 603	215,220
LEERENTVELD, ANTONIUS M H & NOLA E	81,111
LEISHMAN, LESLIE R & KAYLEEN F	25,751
LEISHMAN, LESLIE RG	31,269
LEMA INVESTMENTS PTY. LTD. ACN 105 057 850	167,308
LERCH, P W & A M ATF LERCH FAMILY TRUST	36,364
LOBAN MARINE PTY. LTD. ACN 089 166 165	192,653
LOGAN, TIMOTHY S & GLENYS M	74,835
LOR-KEN TRANSIT PTY. LTD. ACN 090 742 171	111,788
LOWE, PHILLIP D & MURRAY, KIM L	135,727
LOY, STANLEY A & NORMA J L	56,168
LYND-GREENVALE SCHOOL BUS ASSOCIATION INC	88,719
LYNIS-HUFFENREUTER, J C G & B A	111,391
LYONS & KLEIDON PTY. LTD. ACN 166 029 723 ATF LYONS & KLEIDON UNIT TRUST	353,445
MACAIT PTY. LTD. ACN 128 352 714 ATF JJ & JJ RUDD FAMILY TRUST	154,013
MACHFIVE PTY. LTD. ACN 135 866 205	104,770
MACKAY TAXI HOLDINGS LIMITED ACN 009 946 329	207,005
MACKAY TRANSIT COACHES PTY. LTD. ACN 050 416 227	2,912,938
MACKENZIE RIVER CONVEYANCE INC	48,203
MACKENZIE, J P & R J	36,393

Figure 44: School transport operator payments *continued*

Operator	Amount \$
MADDEN, J M, L M & R E	27,522
MADIN, NOELENE M	94,526
MAHONEY, LYNETTE J & JOHN K	50,332
MARKK INVESTMENTS PTY. LTD. ACN 104 399 635	344,569
MARKK INVESTMENTS PTY. LTD. ACN 104 399 635 ATF THE MARKK TRANSPORT TRUST	112,751
MARTIN, CLYDE P & GAIL L	59,853
MAUGER, DAVID F & JULIE M	65,643
MAYZ SERVICES PTY. LTD. ACN 165 458 042	72,220
MC KENZIE, GRAHAM P & ROBYN A	175,304
MCCARRON, BARRY W T/A MAR-ZEKE TAXI SERVICE	54,408
MCCURLEY, MARGARET M	49,609
MCDONALD, DARRYN R & KATRINA M ATF DARRYN R & KATRINA M MCDONALD FAMILY TRUST	99,313
MCDONALD, DONALD C & MARY M	61,007
MCGOWAN, TROY A & SUZANNE M	88,504
MCINNES, KAREN A	44,876
MEGA HOLDINGS PTY. LTD. ACN 008 682 013 T/A LOVES BUS SERVICE QLD	2,251,065
MEL_A_LEAF OILS PTY. LTD. ACN 099 374 697	181,315
METRO COACH PTY. LTD. ACN 134 218 465 ATF ATF COACHTRANS UNIT TRUST NO 2	2,516,945
MICKELBOURGH, BETTY J	65,353
MILLARD, LESLIE R & FRANCES J	58,954
MILLER, STEVE & NANCY R	42,341
MINCHIN, D A & D L ATF THE MINCHIN FAMILY TRUST	148,131
MINNIKIN, DENIS J & LYNNE M	143,279
MISTAKE CREEK AREA CONVEYANCE ASSOCIATION INC	66,784
MONTGOMERY, EDGAR R	137,214
MORRIS, BARRY L & BRONYA A	128,554
MORRIS, TONYA ATF THE RANDAL & TONYA MORRIS FAMILY TRUST	156,633
MOSCHIONI INVESTMENTS PTY. LTD. ACN 143 620 179 ATF BJ MOSCHIONI FAMILY TRUST T/A KEPPEL COACHES	311,185
MUELLER, TREVOR A	120,160
MUNROE, DEBORAH L	52,382
MURRAY, ALEC W	34,584
MUSSO, G M ATF THE AUSTRALIAN PROJECT TRUST T/A FASSIFERN COACHES	1,530,439
MYELLA FARM STAY PTY. LTD. ACN 111 273 057	50,651
N.E. & R.M. HUGHES PTY. LTD. ACN 063 791 113 ATF NOEL HUGHES FAMILY DISCRETIONARY TRUST	168,521
NANANGO TAXI & DELIVERY SERVICE PTY. LTD. ACN 113 438 172	24,235
NAPRANUM ABORIGINAL SHIRE COUNCIL	95,252
NARWIN PTY. LTD. ACN 068 643 710 ATF BROSE FAMILY TRUST NO. 1	19,948
NASH, VAUGHAN T/A NASH'S BUS & CHARTER SERVICE	50,702
NASTASI, TONY B & KAY F	135,385
NAYLOR, SHARON T	71,466
NEV MORRIS TRANSPORT PTY. LTD. ACN 067 523 835 ATF THE NEV & DEB FAMILY TRUST	90,845

Figure 44: School transport operator payments *continued*

Operator	Amount \$
NEWMAN, ROBERT C & JANETTE	362,646
NICHOL, W & T	45,233
NOLAN'S PLUMBING PTY. LTD. ACN 073 222 376 ATF THE NOLAN FAMILY TRUST	17,409
NORMAN, KENNETH J & MARJORIE J	156,640
NORTH ROLLESTON SCHOOL BUS ASSOCIATION INC	82,180
NORTH, DARRYL W	96,109
NORTHERN PENINSULA AREA REGIONAL COUNCIL	67,270
OAKLEIGH PARK PTY. LTD. ACN 009 670 777	49,265
O'DONNELL, ANGELA M	45,220
O'LEARY, NEALE J & LINDY K	110,323
OLIVER, JULIE A	54,530
O'NEILL, PAUL L	95,878
ORAM, MARK L & SANDRA M	63,785
O'RIORDAN, JOHN C & JANET L	394,169
PAGEL, GARY J	103,393
PAGEL, GLENN D & SHEREE E	96,734
PAGEL, MARK W & JULIE A	107,729
PARKER, R P & J W	71,143
PARKER, ROBYN O ATF PARKLIN FAMILY TRUST	146,782
PASIN, DINO R & KAROL U	32,735
PATCH, GRAHAM L & COLLEEN M ATF THE GRAHAM PATCH FAMILY TRUST	52,709
PATTIE, MATTHEW A & TRACEY M	50,655
PAYNE, PETER C & CHRISTINE J	120,318
PEACOCK, JOHN V & C M	50,444
PEARDON, DALE N	115,327
PEEBLES, ALAN R & TERESA M	166,433
PELICAN BUSES PTY. LTD. ACN 140 174 492 ATF PELICAN BUSES UNIT TRUST	954,726
PERKINS, TONY A & TONI L ATF T & T PERKINS TRUST	283,432
PETER SINCLAIR PTY. LTD. ACN 010 674 567 ATF PETER SINCLAIR FAMILY TRUST	294,248
PETRIE, ALEXANDER C	69,844
PFEFFER, TREVOR I & RUTH L	94,464
PICKERING, WAYNE FT/A HINTERLINK	135,816
PINBARREN TRANSPORT PTY. LTD. ACN 067 838 742	185,013
POINTON, KIM M	52,666
POLKINGHORNE, GARY D & SHARON M	50,311
POLLEYS COACHES PTY. LTD. ACN 134 694 992	2,611,453
PUGH, RICHARD A & JANEEN M	112,959
PUKALLUS, COLIN R & CHRISTINE A	44,253
PURCELL, MARTIN A	198,473
QUEENSLAND POLICE-CITIZENS YOUTH WELFARE ASSOCIATION	27,775
R K LYONS PTY. LTD. ACN 128 256 397 ATF LYONS BUSINESS TRUST	249,196
RACKHAM, JACK C & JOANNE M	81,514

Figure 44: School transport operator payments *continued*

Operator	Amount \$
RAIDA ENTERPRISES PTY. LTD. ACN 011 075 639	129,583
RANGE CHARTER COACHES PTY. LTD. ACN 118 749 572 ATF JAKERTIE FAMILY TRUST	234,998
RAWLINSON, GRAHAM W & SHARYN L	60,462
RAYMENT, PAUL J	103,108
REED, GRAHAM L & PAULINE D	111,496
REGENT TAXIS LIMITED ACN 009 705 113	554,872
REISS, RAYMOND J & GAYLEEN M	81,305
REWAN SCHOOL BUS COMMITTEE INC.	55,382
RICHTER, DAWN	37,865
RIDDEN, RAYMOND W	87,932
RIECK, KERRY J	202,877
RIENECKER, TERRENCE R	540
RILEY, BRENT J & AMANDA G T/A RILEYS BUS SERVICE	151,239
ROBERTSON, GRAHAM R	105,844
ROBERTSON, ROLAND ATF ROBERTSON FAMILY TRUST	74,882
ROBOAT BUS COMPANY PTY. LTD. ACN 143 382 263 ATF ROBOAT TRUST	135,185
ROCKHAMPTON CAB COMPANY LTD. ACN 009 718 807	169,276
ROD NORTH & SONS TRANSPORT (NORTH QUEENSLAND) PTY. LTD. ACN 097 916 571	66,945
ROD NORTH & SONS TRANSPORT PTY. LTD. ACN 010 818 498	433,091
ROLLESTON/SPRINGSURE LOCAL CONVEYANCE GROUP INC	34,747
ROSS BUS COMPANY PTY. LTD. ACN 111 712 031	469,654
ROSS FORD PTY. LTD. ACN 070 391 089 ATF THE ROSS FORD FAMILY TRUST	64,677
ROSS, GREGORY K & DONNA M	586,818
ROSS, JAMES K & JODI S T/A JJ ROSS & SONS	100,269
ROSS, PETER J & JENNIFER M	85,869
ROWE, FREDERICK J	156,925
ROWEN, GARY & CHRISTINE ATF THE ROWEN FAMILY TRUST	189,332
RUDD, REBECCA M & TONY E	37,568
RYAN, MARK J	74,693
SABATINO, S L & M R	118,615
SAINTY'S BUS SERVICE PTY. LTD. ACN 094 075 046	332,578
SANDWIN PTY. LTD. ACN 010 455 464	166,648
SC WHEATON PTY. LTD. ACN 132 338 151	171,217
SCHIMKE, CHRISTINE M	63,584
SCHLUMPF, G S & K M T/A COOROY COUNTRY COACHES	278,368
SCHMID, JOSEPH P	139,994
SCHNEIDER, JEFF	45,886
SCHULTZ, DAPHNE J	59,705
SCHULTZ, JEFFREY M	227,283
SCIFLEET, RUSSELL E & SHERELLE M	376,073
SEA-CAT CHARTERS PTY. LTD. ACN 010 551 925	63,224
SEALINK QUEENSLAND PTY. LTD. ACN 148 811 170	272,883

Figure 44: School transport operator payments *continued*

Operator	Amount \$
SECCOMBE, ANTHONY D	305,803
SECCOMBE, ANTHONY D T/A MOURA BUS SERVICE	71,357
SELMANOVIC, P J & R J	66,568
SERVICE PLEASE PTY. LTD. ACN 158 130 959	397
SHANKS, ROSS & ELIZABETH A	145,448
SHEPPARD, RONALD W	93,698
SHOECRAFT, ELIZABETH A	237,008
SHULTZ, GERALD A & SUSAN G	96,840
SMALLACOMBE, ROGER D & KYLIE L	656,424
SMITH, COLIN J & MAREE P	62,620
SMITH, DIANE D M	146,851
SMITH, KENNETH D & JOCELYN M T/A CHINCHILLA TAXI SERVICE	11,922
SOUTH BUNDY BUSES PTY. LTD. ACN 101 338 783	429,725
SOUTHERN CROSS TRANSIT (QLD) PTY. LTD. ACN 097 130 615	2,976,974
STACK, DONALD J & ROBYN J	102,750
STAFFORD, ROBERT C & LEILA E	58,128
STAINKEY, TREVOR J & SHIRLEY M T/A STAINKEYS BUS LINES	265,325
STANDARD WHITE CABS LIMITED. ACN 009 743 962	403,735
STEWART, CATHERINE A	13,388
STEWART, GARY J & PAMELA J	72,355
STEWART, GREGORY J & GEORGINA A	121,943
STEWART, KENNETH R	2,148
STILES, PHILLIP R	85,267
STILLER, R D & C	62,511
STONEHOUSE, CLINT T & VERONICA K	57,837
STONESTREET'S COACHES PTY. LTD. ACN 002 738 927 ATF THE KAPE FAMILY TRUST	282,930
STONESTREETS INVESTMENTS PTY. LTD. ACN 090 887 111	1,855,845
STORMRIDGE PTY. LTD. ACN 062 473 027	655,558
STRADBROKE FERRIES PTY. LTD. ACN 009 725 713	72,506
STRADBROKE ISLAND BUSES PTY. LTD. ACN 151 219 420	181,008
STRATFORD, DUGGAN L	315,065
SUMMOOK PTY. LTD. ACN 119 941 294 T/A PARADISE COACHES	3,314
SUNCOAST CABS LTD ACN 010 183 892	190,839
SUNSHINE BUSES PTY. LTD. ACN 127 627 856	7,270,565
SURF CITY COACHES PTY. LTD. ACN 115 011 937	156,338
SUTTON, EDWARD W & KERRY P	76,720
SWIFT, CAROL A	48,110
TABETRO PTY LIMITED ACN 010 276 490	56,439
TAGAI STATE COLLEGE	38,297
TARASEL PTY. LTD. ACN 010 273 088 ATF HARRIS POLLOCK UNIT TRUST	79,917
TASSEX PTY. LIMITED ACN 010 663 653	85,945
TATE, ROBERT T	153,463

Figure 44: School transport operator payments *continued*

Operator	Amount \$
TAYLOR, BEVEN J & VOLL, NORMA E	136,563
TD & GR ECKEL PTY. LTD. ACN 074 098 114	340,307
TELLENE PTY. LIMITED ACN 010 146 237 ATF THE HARLOW FAMILY TRUST	70,247
TEXAS P-10 STATE SCHOOL	18,418
THE BLUE CATTLE DOG PTY. LTD. ACN 124 054 799 ATF THE BAXTER FAMILY TRUST	156,596
THIES, DESMOND L & MARY V	66,641
THOMAS, JEAN	50,105
THOMPSON, J S & B S	99,053
THOMPSON, LAWRENCE M & HAYWARD, HELEN G	295,550
THRELKELD INVESTMENTS PTY. LTD. ACN 095 617 431	377,255
THRUPP TRANSPORT PTY. LTD. ACN 161 513 533 ATF THRUPP FAMILY TRUST	121,279
TIGELL, GRAHAM R & MARIE ATF TIGELL FAMILY TRUST	57,041
TJL ENTERPRISES PTY LIMITED ACN 092 435 704	270,022
TOMKINS, GRAHAM L & PAMELA J	99,566
TOMS, PAMELA A	10,726
TOONEN, VICTOR A	83,385
TOOWOOMBA TRANSIT PTY. LTD. ACN 135 249 062	2,620,796
TOPP, JANELLE	37,602
TORRISI, GUISEPPE & CAROLYNNE M	92,676
TORRISI, SALVATORE	48,523
TOWNSEND SCHOOL BUS SERVICES PTY. LTD. ACN 063 956 169	10,718,414
TRANS NORTH PTY. LTD. ACN 074 538 159	6,684,861
TRANSDEV QUEENSLAND PTY. LTD. ACN 087 046 044	505,104
TRANSIT AUSTRALIA PTY. LIMITED ACN 065 794 943 T/A CAPRICORN SUNBUS	64,046
TRANSIT AUSTRALIA PTY. LIMITED ACN 065 794 943 T/A MAGNETIC ISLAND SUNBUS	115,730
TRANSIT AUSTRALIA PTY. LIMITED ACN 065 794 943 T/A TOWNSVILLE SUNBUS	2,978,507
TSAKISSIRIS, GEORGE & JOAN T/A G J BUSES	158,272
UNITED CAB COMPANY (NO.2) PTY. LTD. ACN 010 096 714	55,971
UNOLD, JAQUELINE T	106,014
VALKYRIE SCHOOL BUS INCORPORATED	28,181
VAN HOEYEN, STEPHEN G & HELEN M T/A GEBEN MOTORS	102,325
VARDY, DAVID J & CAROLYN K	70,241
VARTA ECHO PTY. LTD. ACN 011 058 361	38,082
VASSALLO, JAMES & SANDRA ATF J & S VASSALLO FAMILY TRUST T/A VASSALLO BUSES	504,789
VECCHIO-RUGGERI, FRANCESCO, SILVANO & VINCENZO T/A RUGGERI'S BUS SERVICE	395,194
VELLA, S J & T L	85,969
VILLAGE TAXI CABS PTY. LTD. ACN 092 776 273	34,874
W.G. & S.M. HEADING PTY. LTD. ACN 010 481 017 ATF THE HEADING FAMILY TRUST	182,441
WALKER, ROBERT E M	4,531
WALL, JIM L & MARGARET J ATF THE JIM & MARGARET WALL FAMILY TRUST	179,739
WALL, WAYNE J & JACQUELINE A	55,711
WALSH, NEVILLE J & NARELLE G	60,679

Figure 44: School transport operator payments *continued*

Operator	Amount \$
WARNER, ANTHONY J & TRACEY L	73,026
WARRENER, DONALD W	75,054
WATKIN, AARON S & SUSAN	114,430
WATSON, NOEL & KAROL J	35,069
WATT, GRAHAM D	91,535
WATTS, JOHN W & JO-ANNE K	397,185
WAYTEE PTY. LTD. ACN 123 014 924 ATF DOWLING FAMILY TRUST	175,773
WEBB, MARIUS P & JULIA R	52,930
WEIER, BARRY R & PETA M	79,578
WEIR, LYLE J & ROBERT F	13,421
WESTERN CAPE COLLEGE	24,088
WEST'S TRANSPORT ENTERPRISES PTY. LTD. ACN 011 034 923 T/A WNBC NATIONAL NAMBOUR	413,880
WHEELER, L W & C J	170,234
WHELAN, ROSS J T/A BAMAGA TAXI	51,649
WHILEY, ALISON C T/A AC WHILEY BUSES	123,033
WHITE HORSE COACHES PTY. LTD. ACN 149 768 016	693,320
WHITE, ASHLEY F	15,104
WHITLEY, NEIL & MARILYN A	46,555
WICKHAM, TREVOR B	166,200
WILKINS, COLIN M & PATRICIA A	85,367
WILLIAMS, ALAN G T/A SILVER LEAF TAXI SERVICE	29,373
WILLIAMS, G T, D A, G C, A T, B J T/A GLENDALE PARTNERSHIP	43,568
WILLJOY PTY. LTD. ACN 051 094 369 ATF THE GIST FAMILY TRUST	12,238
WILSON, MICHAEL & SCHMIDT, DANIELLE L T/A MURGON TAXIS	6,173
WILSON, PETER C M & KAY E	116,084
WOMBAT WANDERERS PTY. LTD. ACN 056 390 955	296,333
WOMPOS PTY. LTD. ACN 135 089 468	40,279
WONDEKAI GRAZING COMPANY PTY. LTD. ACN 075 243 819 ATF THE ROSS MUIRHEAD FAMILY TRUST	57,708
WORTH, JEFFREY J & JULIE N T/A KARRABEE BUS & COACH	300,283
WORTH, PETER D & SUZANNE	93,179
WRIGHT, JUDITH ANN ATF TOREVA TRUST	89,010
WYOMING DISTRIBUTORS PTY. LTD. ACN 079 322 740	577,870
YARRABAH ABORIGINAL SHIRE COUNCIL	48,255
YARROW, COLLEEN M T/A YARRADEEN BUS SERVICE	52,778
YELLOW CABS (QUEENSLAND) PTY. LTD. ACN 009 662 408 ATF THE MONBURN TRUST	1,000,911
YOUNG, DAVID G, PHILIP J & PHYLLIS J T/A YOUNGS BUS SERVICE	1,990,163
ZAMONER PTY. LIMITED ACN 003 532 625 T/A GATTON BUS SERVICE	1,198,200
ZAMONER PTY. LIMITED ACN 003 532 625 T/A MINDEN BUS SERVICE	1,409,593
ZERBST, I K & A J ATF I K & A J ZERBST FAMILY TRUST	193,211
ZIRBEL, GABRIEL L & CUBIS, KELLY A	40,544
ZISCHKE, G W & D L	938,914
ZYNERGY PTY. LTD. ACN 167 209 172	10,214
Total subsidy	165,518,702

Glossary

Terms	Definition
Busway	A dedicated roadway that separates buses from general traffic.
Camera Detected Offence Program	Comprises mobile speed cameras, fixed speed cameras, combined red light/speed cameras and point-to-point speed camera systems. The program is a joint partnership between the Department of Transport and Main Roads and the Queensland Police Service.
Commission of Audit	Established in 2012 to review the Queensland Government's financial position, and to make recommendations on: <ul style="list-style-type: none"> strengthening the Queensland economy improving the State's financial position including regaining a AAA credit rating ensuring value for money in the delivery of frontline services.
<i>Disability Discrimination Act 1992</i>	The <i>Disability Discrimination Act 1992</i> (Commonwealth) protects individuals from direct and indirect discrimination in areas such as employment, education and access to premises and public transport.
Full-time Equivalent (FTE)	Calculated by the number of hours worked in a period divided by the full-time hours prescribed by the award or industrial instrument for the person's position.
go card	TransLink's smartcard (a thin, compact card about the size of a credit card) which stores up to \$250 of electronic credit.
Government Owned Corporation	Government-owned trading enterprises that conduct activities and provide services in a commercial environment.
LEAN	A management methodology focused on reducing waste to improve overall customer value.
Maritime Safety Queensland (MSQ)	A branch of the department responsible for: improving maritime safety for shipping and small craft through regulation and education; minimising vessel-sourced waste and responding to marine pollution; providing essential maritime services such as aids to navigation and Vessel Traffic Services; and encouraging and supporting innovation in the Queensland maritime industry.
Nation Building Program	An Australian Government program to invest in road and rail infrastructure.
Off-peak	TransLink's off-peak period is from 9am to 3.30pm and after 7pm on weekdays until the last service of the day, and all day on weekends and gazetted public holidays. Customers travelling in off-peak periods may be eligible for a discounted fare.
One-Stop Shop	A one-stop shop approach for service delivery focused on delivering a better, more consistent customer experience for Queenslanders.
Park 'n' ride	A dedicated car park located at bus and train stations for customers to park their car and then catch public transport to their destination.
Peak	Those times where passenger demand for public transport services is highest. Historically, TransLink's peak periods are consistent with normal weekday peak commuter periods where passengers are travelling to and from work or school.
Performance Based Standards (PBS) Class B route	A road classification given to a higher standard road assessed as being capable of safely carrying longer freight vehicles.
Public Sector Renewal Program	A current renewal program to transform the Queensland public sector into one government that is connected and working together to deliver smarter, simpler outcomes responsive to the needs of Queenslanders.
Public service values	A set of five organisational value statements and associated behaviours developed by the Public Service Commission in 2013 to support a renewed customer service-focused public service culture.
Queensland Cultural Diversity Policy	A newly developed policy that focusses on improving language independence, education participation and attainment, economic independence and participation, and community participation.

Terms	Definition
Queensland Plan	A 30-year vision for the future of Queensland developed by Queenslanders. The plan focuses on nine foundations: Education; Community; Regions; Economy; Health and wellbeing; Environment; People; and Infrastructure and Governance.
Queensland Rail Limited	A Government Owned Corporation that manages the regional non-coal rail network and the metropolitan rail network, and provides urban and regional passenger rail services.
Queensland Transport and Roads Investment Program (QTRIP)	An annually published program of works the department plans to deliver over the next four-year period.
Q-Ride	Queensland's primary motorbike licensing practical test.
Q-SAFE	Queensland's current practical driving test, designed to evaluate a person's ability to drive safely and correctly in different driving situations.
Red tape reduction	A significant whole-of-Government regulatory reform program aimed at reducing the burden of regulation and promoting a culture of reducing red tape across agencies.
Road infrastructure	All physical road-related assets, including roads/ pavements, bus and cycling facilities, tunnels, complex bridges, rest areas, signage, landscaping, animal crossings under and over roads, noise barriers, traffic signals and lighting.
RoadTek	A commercial business unit of the department and a major provider of transport infrastructure solutions, providing construction and maintenance services across Queensland.
Rollingstock	Rail locomotives and wagons
Royalties for the Regions program	A Queensland Government competitive grants program aimed at providing an economic future for Queensland's regions through community and state-led infrastructure, roads and transport projects and flood mitigation infrastructure
Safer Roads Sooner program	The Queensland Government's targeted program to improve the road safety performance of state-controlled and national road networks. It is funded by revenue from camera-detected offences, and delivers projects to address the road toll and reduce the number of people who sustain serious injuries in road crashes.
Service Delivery Statements (SDS)	Budgeted financial and non-financial information for the Budget year. In addition to financial statements, the SDS includes the department's achievements, highlights for the forthcoming year and performance statements.
Stakeholder	Anyone or any group that either influences or is affected by our business.
State-controlled roads	Roads controlled and managed by the Queensland Government. They include the AusLink national road network, state strategic roads, regional roads and district roads (but not local roads).
Strategic plan	A high-level planning document that links long-term planning with operational delivery.
STREAMS	An integrated Intelligent Transport System platform that enables traffic signalling, incident response, motorway management and other traffic services to be managed from a single system.
Taxi Subsidy Scheme	A subsidised transport option for people with a disability who experience profound difficulties using other modes of public passenger transport.
TransLink Division	TransLink Division, including the former TransLink Transit Authority, is a division of the Department of Transport and Main Roads and is responsible for leading and shaping Queensland's overall passenger transport system. The division facilitates passenger transport services for Queenslanders, aiming to provide a single integrated transport network accessible to everyone.
Transport Network Reconstruction Program (TNRP)	A program of reconstruction works established in March 2011 to manage the recovery and reconstruction of Queensland's integrated transport system. Works are delivered through Natural Disaster and Recovery Arrangements funded by the federal and state governments.
Transportation Globe	A free plug-in developed by the Queensland Government which allows users to view a wide range of spatial data, such as road and rail networks, through Google Earth.
YamJam	A focused online discussion where a group of people share ideas, questions and views usually on a single topic.
Zero Harm	A Workplace Health and Safety vision that aspires to achieve an incident and injury-free work environment where every person comes to work and goes home again safely.

Acronyms

Acronyms	Definition
3PCM	Portfolio, Program, Project and Contract Management
ABS	Australian Bureau of Statistics
AMSA	Australian Maritime Safety Authority
ARC	Audit and Risk Committee
BaT	Bus and Train
BoM	Board of Management
CaPE	Capability and Performance and Excellence
CBD	Central Business District
CCC	Crime and Corruption Commission
CGF	Commonwealth Games Federation
CSC	Customer Service Centre
EVP	Emergency Vehicle Priority
FTE	Full-time Equivalent
GPCL	Gladstone Ports Corporation Limited
GRDS	General Retention and Disposal Schedule
GST	Goods and Services Tax
HPV	High Powered Vehicles
HR	Human Resources
ICT / IT	Information and Communication Technology / Information Technology
IIC	Information Investment Committee
ISC	Information and Systems Committee
ISSN	International Standard Serial Number
ITS	Intelligent Transport Systems
LNG	Liquefied Natural Gas
LTI	Lost Time Injury
LTIFR	Lost Time Injury Frequency Rate
MSQ	Maritime Safety Queensland
NDRRA	Natural Disaster Relief and Recovery Arrangements
NQBP	North Queensland Bulk Ports Corporation Limited
OSOM	Over Size Over Mass
PBRC	Portfolio Budget Review Committee
PBS	Performance Based Standards
POTL	Port of Townsville Limited

Acronyms	Definition
QAO	Queensland Audit Office
QDAN	Queensland Disposal Authority Number
QRA	Queensland Reconstruction Authority
QSA	Queensland State Archives
QTRIP	Queensland Transport and Roads Investment Program
SAP	Systems Applications and Products
SCS	School Crossing Supervisor
SDS	Service Delivery Statements
SEQ	South-east Queensland
SES/SO	Senior Executive Service/Senior Officer
SIP	Safety Improvement Plan
SPP	State Planning Program
SLT	Senior Leadership Team
TMR	Transport and Main Roads
TNRP	Transport Network Reconstruction Program
TOD	Transit Oriented Development
TTA	former TransLink Transit Authority
ReefVTS	Great Barrier Reef and Torres Strait Vessel Traffic Service
WHS	Workplace Health and Safety

Index

Topic	Page
13 19 40 traffic and travel information	7, 28, 96
Aboriginal Shire Council	41
Active transport	20, 42
Airports	22
Asset management	19, 23, 46, 54
Aurizon	40
Australian Government	5, 10, 19–23, 25, 27, 41
Australian Maritime Safety Authority	38, 89
Board of Management	2, 5, 18, 43, 48–52, 55, 60
Bridge	20, 26, 29–30, 49–50
Bruce Highway	7, 9, 20, 21, 26–27, 29, 54
Budget (operating and/or capital)	3, 13–16, 49–50, 52–53
Bus infrastructure	2, 7, 10, 21, 87
Camera Detected Offence Program	30, 37, 65–68, 87
Code of Conduct	58
Commission of Audit	5, 7, 8, 22, 45, 53, 87
Committee	5, 38, 52–58
Congestion	23, 27–29, 37, 39
Contestability	8, 45, 53, 57
Council (also see local government)	2, 5, 20–22, 25, 27, 29, 41–42
Customer service	1, 3–4, 6–9, 17, 22, 25, 31–34, 37–41, 44–45, 48, 94–97
Cycling	20, 23, 27, 33, 58
Development applications	45
Drink driving	32, 65
Emergency management	24, 28, 31, 38
Emergency Vehicle Priority	2, 89
Environmental management	5, 9, 23, 45, 62–63
Ethics	52–53, 58–59
Fares (see also ticketing)	40–42
Fatalities	24, 31, 34–36

Topic	Page
Freight	6, 17, 19, 20–23, 26–27, 42, 58, 64
G20	6, 38
go card	7, 39, 40, 42, 87
Gold Coast 2018 Commonwealth Games™	6, 20–21
Gold Coast Waterways Authority	61, 63
Governance	22, 48–60
Government's objectives	17–18
Heavy vehicle	20, 22, 24, 27, 61
Industrial relations	43–46, 58
Information and Communication Technology (ICT)	17, 23, 54, 89
Intelligent Transport System	64, 88
Internal audit	53, 57
Legislation	9, 23, 31, 42, 57–59, 61–64
Level crossings	29, 31, 34, 37
Licensing	1, 4, 7, 17, 31, 33–34, 37, 45–46, 58, 88, 95
Light rail	6, 15, 22, 25, 40, 64
Local government (see also Council)	2, 5, 13, 23, 27, 29, 37–38, 41, 58
Maritime	2, 4, 19, 20, 30–31, 36, 38, 48, 59, 61–63, 87, 96
Maritime Safety Queensland (MSQ)	2, 30, 38, 48, 61, 87, 89
Moreton Bay Rail Link	6, 7, 9, 27, 54
Nation Building Program	26, 87
National Rail Safety Regulator	34
Natural Disaster Relief and Recovery Arrangements (NDRRA)	3, 4, 10, 13–14, 19, 89
One-Stop Shop	1, 38, 87
Open Data portal	1, 46
Park 'n' ride	7, 21, 41, 87
Passenger transport / public transport	3, 4, 6–7, 9, 17, 18, 20, 21, 27, 38–42, 45, 61, 69–86, 96

Topic	Page
Planning	3, 5, 6-7, 9, 17-23, 26-27, 38, 61-63, 88, 90
Policy	3, 5, 9, 17, 19, 22-23, 38, 53-55, 58-60, 87
Ports	2-4, 17, 22, 30, 38, 62-64, 89
Procurement	13, 17, 21, 23, 43, 45-46
Public transport	4, 6, 7, 9, 17, 20-21, 27, 39, 40-42
Queensland Plan	5-6, 8-9, 88
Queensland Rail	22, 29, 37, 40, 42, 61, 64, 88
Queensland Transport and Roads Investment Program (QTRIP)	19-20, 24, 54, 88, 90
Rail	2-4, 6-7, 9-10, 17, 19-23, 25, 27, 29, 31, 34, 37-38, 40-42, 48, 54, 58, 61, 64, 88
Red light camera	66-68, 87
Red tape	7, 23, 37, 45, 88
Reform	7-9, 22-23, 37, 42, 44-45
Registration	7, 31, 34, 37, 45, 46
Renewal	2, 7-9, 37, 42, 44-46, 52-54, 57-58, 87
Risk management	4-5, 17-18, 24, 31, 37-38, 45-46, 52-54, 55-57, 59
Rollingstock / New Generation Rollingstock	7, 22, 42, 54, 88
Royalties for the Regions	29
Safer Roads Sooner program	27, 30, 88
School safety	6, 37
Service Delivery Statements	3, 18, 88, 90
Speeding	5, 30-33, 37, 65-68, 87
Speed cameras	37, 66-68, 87
State Planning Program	19-20, 90
Strategic plan/strategic planning	5, 17-18, 88

Topic	Page
STREAMS	88
Taxi	4, 9, 39-40, 42, 70, 88
Taxi Subsidy Scheme	39, 42, 88
Ticketing (see also fares)	7, 17, 39, 41, 42
Timetable	37, 41, 64
Traffic management	2, 6-7, 24, 28-29, 37-38, 45, 64, 88
Transport infrastructure	3-4, 6-7, 15, 17-19, 23-30, 41, 46, 54, 61, 88
Transport Network Reconstruction Program	7, 29-30, 90
Transport security	17, 31, 38, 42, 61-63
Transportation Globe	1, 46, 88
Waterways	31, 38, 61, 63
Workforce planning	59
Workplace health and safety	43, 54-56, 90

Figures index

Figure	Page
Figure 1: Statistics for Queensland at 30 June 2014	4
Figure 2: Source of operating funds	10
Figure 3: Application of operating funds	10
Figure 4: Source of capital funds	10
Figure 5: Application of capital funds	10
Figure 6: Major income items (\$ million)	11
Figure 7: Major expense items (\$ million)	11
Figure 8: Assets (\$ million)	12
Figure 9: Liabilities (\$ million)	12
Figure 10: Statement of comprehensive income for the year ended 30 June 2014 (excluding RoadTek)	13
Figure 11: Statement of financial position as at 30 June 2014 (excluding RoadTek)	14
Figure 12: Statement of comprehensive income for the year ended 30 June 2014 (RoadTek)	15
Figure 13: Statement of financial position as at 30 June 2014 (RoadTek)	16
Figure 14: Objective 1 performance statement	19
Figure 15: Key planning activities in the State Planning Program (2014–15)	20
Figure 16: Objective 2 performance statement	24
Figure 17: RoadTek performance statement	25
Figure 18a: Calls to 131940 phone hotline by month/year	28
Figure 18b: Visits to 131940 website by month/year	28
Figure 19: Objective 3 performance statement	31
Figure 20: Operation Safe Drive results	32
Figure 21: Customer service transactions – assisted vs non-assisted	34
Figure 22: Rail fatalities per 100,000 population	34
Figure 23: Road fatalities per 100,000 population	35
Figure 24: Road fatalities by road user type (in Queensland)	35
Figure 25: Marine fatalities (in Queensland)	36

Figure	Page
Figure 26: Serious injuries from marine incidents (in Queensland)	36
Figure 27: Objective 4 performance statement	39–40
Figure 28: Objective 5 performance statement	43
Figure 29: Workforce statistics for TMR at 30 June 2014	44
Figures 30a: Lost Time Injuries (LTIs) and Lost Time Injury Frequency Rate	56
Figure 30b: Days Lost and Severity Rate	56
Figure 31: Internal Audit team experience at 30 June 2014	57
Figure 32: End-of-audit client surveys	57
Figure 33: Related entities (statutory bodies and other entities)	62–64
Figure 34: Camera Detected Offence Program financial overview for 2013–14	65
Figure 35: Mobile speed cameras – Vehicles monitored per notice issued	66
Figure 36: Number of mobile speed camera infringements per penalty bracket for 2013	66
Figure 37: Red light cameras – Vehicles monitored per notice issued	66
Figure 38: Fixed speed cameras – Vehicles monitored per notice issued	67
Figure 39: Number of fixed speed camera infringements per penalty bracket for 2013	67
Figure 40: Combined red light/speed cameras – Vehicles monitored per notice issued	68
Figure 41: Number of point-to-point speed camera infringements per penalty bracket for 2013	68
Figure 42: Passenger transport operator payments – South-east Queensland	69–70
Figure 43: Passenger transport operator payments – Rest of Queensland	71–72
Figure 44: School transport operator payments	73–86

Contact information

Customer service centres

Addresses for the department's statewide network of customer service centres are listed below. For details about the services we provide, visit our website at www.tmr.qld.gov.au or telephone our call centre on 13 23 80*.

Suburb	Address
Atherton	Shop 2, 13B Herberton Road, Atherton Qld 4883
Barcaldine	74 Ash Street, Barcaldine Qld 4725
Beenleigh	31 Logan River Road, Beenleigh Qld 4207
Blackwater	8 Blain Street, Blackwater Qld 4717
Bowen	6 Herbert Street, Bowen Qld 4805
Brisbane (City)	229 Elizabeth Street, Brisbane Qld 4000
Brisbane (Charlotte Street)	Queensland Government Service Centre, 33 Charlotte Street, Brisbane Qld 4000
Bundaberg	9 Production Street, West Bundaberg Qld 4670
Bundall	30 Upton Street, Bundall Qld 4217
Burleigh Waters	Shop 1, Burleigh Home Space, 1 Santa Maria Court, Burleigh Waters Qld 4220
Caboolture	Cnr Aerodrome Road and Piper Street, Caboolture Qld 4510
Cairns (Bentley Park)	Shop 18, Bentley Village Shopping Centre, 96 McLaughlin Road, Bentley Park Qld 4869
Cairns (Kenny Street)	82–86 Kenny Street, Portsmith, Cairns Qld 4870
Caloundra	54 Canberra Terrace, Caloundra Qld 4551
Charleville	Hood Street, Charleville Qld 4470
Charters Towers	11–15 Church Street, Charters Towers Qld 4820
Chermside	766 Gympie Road, Chermside Qld 4032
Cleveland	Ross Court Centre, Cnr Bloomfield Street and Ross Court, Cleveland Qld 4163
Cloncurry	16–22 Ramsay Street, Cloncurry Qld 4824
Currumbin Waters	Unit 3, 109 Currumbin Creek Road, Currumbin Waters Qld 4223
Dalby	20 Cunningham Street, Dalby Qld 4405
Emerald	83 Esmond Street, Emerald Qld 4720
Gladstone	2 Paterson Street, Gladstone Qld 4680
Goondiwindi	6 Brisbane Street, Goondiwindi Qld 4390
Greenslopes	Greenslopes Shopping Mall, 700 Logan Road (Cnr Plimsoll Street), Greenslopes Qld 4120
Gympie	44 Duke Street, Gympie Qld 4570
Helensvale	Helensvale Plaza Shopping Centre, 12 Sir John Overall Drive, Helensvale Qld 4212
Hervey Bay	50–54 Main Street, Pialba Qld 4655
Innisfail	12–14 Clifford Road, Innisfail Qld 4860

Suburb	Address
Ipswich	2 Colvin Street, North Ipswich Qld 4305
Kingaroy	Artie Kerr Building, 130 Kingaroy Street, Kingaroy Qld 4610
Logan City	43–45 Jacaranda Avenue, Logan Central Qld 4114
Longreach	14 Wonga Street, Longreach Qld 4730
Macgregor	Kessels Court, 567 Kessels Road, Macgregor Qld 4109
Mackay	Cnr Endeavour Street and Industrial Street, Mackay Qld 4740
Mareeba	147 Walsh Street, Mareeba Qld 4880
Maroochydore	6 Kelly Court (off Kayleigh Drive), Maroochydore Qld 4558
Maryborough	Bright Street, Maryborough Qld 4650
Mount Isa	Shop 1, 29 Simpson Street, Mount Isa Qld 4825
Nambour	Cnr Stanley Street and Coronation Avenue, Nambour Qld 4560
Proserpine	55 Main Street, Proserpine Qld 4800
Redbank**	Shop 221, Level 2, Redbank Plaza Shopping Centre, 1 Collingwood Drive, Redbank Qld 4301
Redcliffe (Kippa Ring)	Cnr Beach Street and Bingle Street, Kippa Ring Qld 4021
Rockhampton	31 Knight Street, North Rockhampton Qld 4701
Roma	56–58 Gregory Street, Roma Qld 4455
Rosalie**	109 Beck Street (Cnr Boys Street), Paddington Qld 4064
Sherwood	14 Primrose Street, Sherwood Qld 4075
Southport	265 Nerang Street, Southport Qld 4215
Strathpine	43 Bells Pocket Road, Strathpine Qld 4500
Tewantin	8 Sidoni Street, Tewantin Qld 4565
Toowong	15 Lissner Street, Toowong Qld 4066
Toowoomba (City)	Cnr Clopton Street and Phillip Street, Toowoomba Qld 4350
Toowoomba (Harristown)	Cnr Yaldwyn Street and Warwick Street, Toowoomba Qld 4350
Townsville (City)	146 Wills Street, Townsville Qld 4810
Townsville (Garbutt)	21–35 Leyland Street, Garbutt Qld 4814
Warwick	51 Victoria Street, Warwick Qld 4370
Wynnum	139 Tingal Road, Wynnum Qld 4178
Zillmere**	69 Pineapple Street, Zillmere Qld 4034

Notes:

- * Local call charge in Australia. Higher rates apply from mobile phones and payphones. Check with your service provider for call costs. For international callers, please phone +61 7 3834 2011.
- ** Limited services available.
- The department has four mobile customer service centre units operating across Queensland to deliver services to regional and remote areas.
- The department's Indigenous Driver Licensing Unit (based in Cairns) also delivers a range of licensing services to remote areas.

Key regional maritime offices

Brisbane	Floor 1, Pinkenba Marine Operations Base, MacArthur Avenue East, Pinkenba Qld 4008 (07) 3632 7500
Cairns	Floor 1, Portsmith Marine Operations, 100–106 Tingira Street, Portsmith Qld 4870 (07) 4052 7400
Gladstone	Floor 7, 21 Yarroon Street, Gladstone Qld 4680 (07) 4971 5200
Mackay	Floor 3, Mackay Government Office Building, 44 Nelson Street, Mackay Qld 4740 (07) 4944 3700
Townsville	Ground Floor, 60 Ross Street, Townsville Qld 4810 (07) 4421 8100

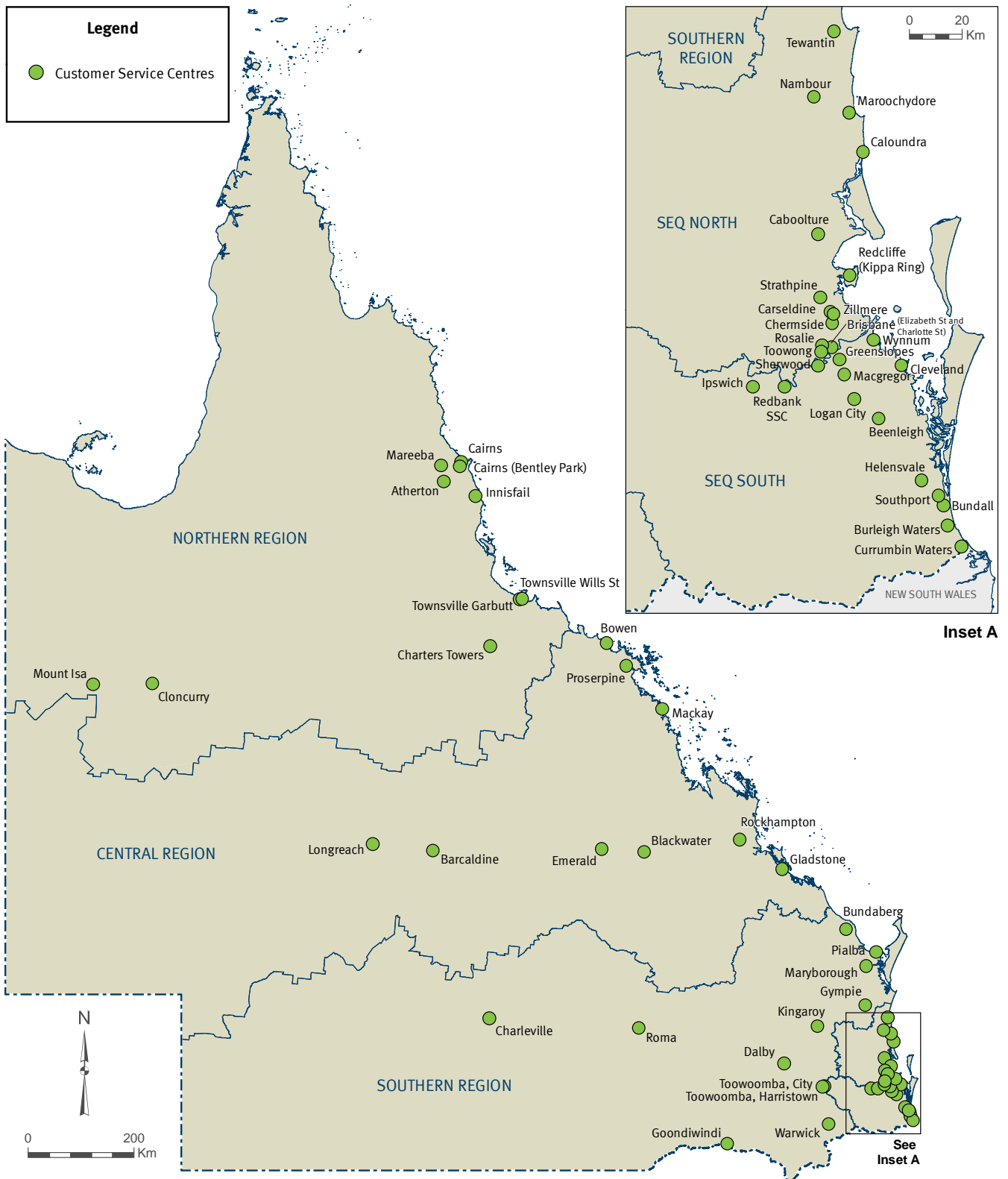
Transport and traffic information

Public transport	Phone: 13 12 30 Web: www.translink.com.au
Traffic information	Phone: 13 19 40 Web: www.131940.qld.gov.au

Traffic management centres

Brisbane Metropolitan Transport Management Centre	Phone: (07) 3292 6000 Post: GPO Box 1434, Brisbane Qld 4001
Statewide Traffic Management Centre, Nerang	Phone: (07) 5561 3800
Maroochydore Traffic Management Centre	Phone: (07) 5313 8737
Townsville Traffic Management Centre	Phone: (07) 4720 7450
Cairns Traffic Management Centre	Phone: (07) 4050 5425
Toowoomba Traffic Management Centre	Phone: (07) 4639 0700

Transport and Main Roads customer service regions and customer service centres



Note:
Four mobile customer service centre units operate across Queensland.

Compliance checklist

Summary of requirement	Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister 	ARRs – section 8 Volume 1 – page iii
Accessibility	<ul style="list-style-type: none"> Table of contents 	ARRs – section 10.1 Volume 1 – page iv
	<ul style="list-style-type: none"> Glossary 	Volume 1 – pages 87–88
	<ul style="list-style-type: none"> Public availability 	ARRs – section 10.2 Volume 1 – page ii
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government Language Services Policy</i> ARRs – section 10.3 Volume 1 – page ii
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 10.4 Volume 1 – page ii
Information licensing	<ul style="list-style-type: none"> Information licensing 	<i>Queensland Government Enterprise Architecture – Information licensing</i> ARRs – section 10.5 Volume 1 – page ii
	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 11.1 Volume 1 – pages 3–4
General information	<ul style="list-style-type: none"> Agency role and main functions 	ARRs – section 11.2 Volume 1 – pages 3–4
	<ul style="list-style-type: none"> Operating environment 	ARRs – section 11.3 Volume 1 – pages 4–5
	<ul style="list-style-type: none"> Machinery of Government changes 	ARRs – section 11.4 N/A
	<ul style="list-style-type: none"> Government objectives for the community 	ARRs – section 12.1 Volume 1 – pages 17–18
Non-financial performance	<ul style="list-style-type: none"> Other whole-of-government plans / specific initiatives 	ARRs – section 12.2 Volume 1 – pages 19–46
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 12.3 Volume 1 – pages 19, 24–25, 31, 39–40, 43
	<ul style="list-style-type: none"> Agency service areas, service standards and other measures 	ARRs – section 12.4 Volume 1 – pages 3–4, 19, 24–25, 31, 39–40, 43
	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 13.1 Volume 1 – pages 10–16
Financial performance		

Summary of requirement		Basis for requirement	Annual report reference
Governance – management and structure	• Organisational structure	ARRs – section 14.1	Volume 1 – page 47
	• Executive management	ARRs – section 14.2	Volume 1 – pages 48–51
	• Related entities	ARRs – section 14.3	Volume 1 – pages 62–64
	• Government bodies	ARRs – section 14.4	N/A
	• <i>Public Sector Ethics Act 1994</i>	<i>Public Sector Ethics Act 1994</i> (section 23 and Schedule) ARRs – section 14.5	Volume 1 – pages 52, 59
Governance – risk management and accountability	• Risk management	ARRs – section 15.1	Volume 1 – pages 4–5, 55
	• External Scrutiny	ARRs – section 15.2	Volume 1 – page 58
	• Audit committee	ARRs – section 15.3	Volume 1 – page 53
	• Internal Audit	ARRs – section 15.4	Volume 1 – page 57
	• Public Sector Renewal	ARRs – section 15.5	Volume 1 – pages 7–8, 44–45, 53
	• Information systems and recordkeeping	ARRs – section 15.6	Volume 1 – page 59
Governance – human resources	• Workforce planning, attraction and retention, and performance	ARRs – section 16.1	Volume 1 – pages 59–60
	• Early retirement, redundancy and retrenchment	Directive No.11/12 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 16.2	Volume 1 – page 60
Open Data	• Open Data	ARRs – section 17	Volume 1 – pages ii
Financial statements	• Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1	Volume 2 – page 53
	• Independent Auditors Report	FAA – section 62 FPMS – section 50 ARRs – section 18.2	Volume 2 – pages 54–55
	• Remuneration disclosures	<i>Financial Reporting Requirements for Queensland Government Agencies</i> ARRs – section 18.3	Volume 2 – page 26

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2009*

ARRs *Annual report requirements for Queensland Government agencies*

