

# Annual Report for the period ended 30 June 2009

Volume 1 of 2

Department of Transport and Main Roads



# // Letter of compliance

October 2009

The Honourable Rachel Nolan MP  
Minister for Transport  
Level 15  
Capital Hill Building  
85 George Street  
BRISBANE Qld 4000

The Honourable Craig Wallace MP  
Minister for Main Roads  
Level 13  
Mineral House  
41 George Street  
BRISBANE Qld 4000

Dear Minister

I am pleased to present the Annual Report 2008-09 for the Department of Transport and Main Roads. The report outlines our activities and achievements for the period 27 March 2009 to 30 June 2009.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997*, and
- the detailed requirements set out in the *Annual Reporting Guidelines for Queensland Government Agencies*.

A checklist outlining the annual reporting requirements can be accessed at [www.transportandmainroads.qld.gov.au](http://www.transportandmainroads.qld.gov.au)

Yours sincerely



David Stewart  
Director-General  
Department of Transport and Main Roads

# // Highlights, financial summary, opportunities and challenges

## HIGHLIGHTS

- Integrated the former departments of Queensland Transport and Main Roads into the new Department of Transport and Main Roads (DTMR) (page 4).
- Completed 44 road safety projects (81 projects for the year) under the Safer Roads Sooner (SRS) Program (page 59).
- Delivered our \$3.6bn road program of works for the fourth consecutive year, sustaining employment for more than 28,000 people (page 56).
- Continued the rollout of the STREAMS system to integrate Transport and Main Roads' and Brisbane City Council's (BCC) traffic signal network in order to enhance traffic management and improve travel time (page 76).
- Constructed 17 bridges under the Regional Bridge Renewal Program (RBRP) (page 58).
- Continued construction on the Boggo Road Busway, Northern Busway, Eastern Busway and the South-East Busway to improve public transport and reduce travel times (page 17).
- Supported investment in new coal infrastructure with the expansion of the Port of Abbot Point coal terminal to 25 million tonnes per annum (page 22).
- Provided \$13.6m for new and upgraded recreational boating facilities and related services (page 37).
- Amended legislation to introduce free-flow tolls from 1 July 2009, as well as introduction of the new Queensland driver licence (page 24).
- Commenced implementation of the *Transport Security (Counter-Terrorism) Act 2008* (page 32).

Table 1 – Financial summary

	2008–09* \$'000	Comments
Total income	1,404,419	Total appropriation revenue transferred to the Department of Transport and Main Roads was \$1.4bn. Appropriation revenue funds the outputs/major activities undertaken by the department. For further information, refer to Note 2 in the Financial Statements.
Total expenses	1,464,684	Expenses include significant items such as supplies and services which include payments for services provided in operational activities and a revaluation decrement reported to cater for movements in the valuation of departmental assets. For further information, refer to the Financial Statements
Operating result	(60,265)	The parent entity reported a deficit for the reporting period ending 30 June 2009.
Capital expenditure	1,142,374	Capital expenditure represents money spent to construct and improve Federally-funded and State-funded projects.
Total assets	46,769,245	The majority of assets held by the parent entity included \$43bn in infrastructure assets and \$2.6bn in property, plant and equipment. For further information, refer to the Financial Statements
Total liabilities	2,168,497	Liabilities are mainly made up of current trade creditors and a debt facility provided by Queensland Treasury Corporation to fund roadworks. For further information, refer to the Financial Statements
Equity	44,600,748	The parent entity's reported net worth is total assets less liabilities. Equity for the department as at 30 June 2009 is \$44.6bn.

\* Performance as at 30 June 2009

## Opportunities

- Improved integration and delivery efficiencies across the whole transport system through collaboration with other Queensland Government agencies and industry stakeholders to improve transport policy and develop funding and investment initiatives (page 22).
- Provided smart transport solutions to manage the impacts of urban traffic growth – including a variety of transport options, integrated traffic signals, variable speed technology, intelligent transport technology, traffic response units, and heavy-vehicle tow trucks (page 76).
- Worked closely with local governments to improve integrated land use and long-term transport planning (page 53).
- Developed innovative delivery methods – providing value for money through partnerships, alliances, and contract approaches (page 48).
- Provided job opportunities in Queensland's diverse regions through the delivery of our program of works (page 56).

## Challenges

- Managing the impacts of population growth and demographic changes, particularly in south-east Queensland and provincial cities (page 63).
- Managing strong growth in the movement of freight and an increase in private vehicle use that is increasing pressure on the transport system (page 14).
- Addressing diverse stakeholder and community expectations (page 34).
- Responding to climatic extremes and environmental concerns (page 21).
- Responding to rapid technological change (page 17).
- Meeting the needs, including employment, of Queensland's diverse regions (page 52).

i	Letter of compliance <i>Presenting the report to our Ministers</i>
ii	Highlights, financial summary, opportunities and challenges <i>Snapshot of our significant achievements, challenges and opportunities</i>
1	Communication objective <i>Why we produce an annual report</i>
2	About Us <i>Who we are and what we do</i>
6	Director-General's report <i>David Stewart explains the machinery of government changes and how we delivered on our strategic priorities</i>
10	Our performance <i>Our performance against the Queensland Transport Corporate Plan 2008–12 and the Main Roads Strategic Plan 2008–2013</i>
88	Corporate social responsibility <ul style="list-style-type: none"> <li>• <i>Introducing our Board of Management</i></li> <li>• <i>Our governance policies and practices</i></li> <li>• <i>Outlining our environmental sustainability initiatives</i></li> <li>• <i>Explaining our financial position</i></li> </ul>
100	Our environmental impact
104	Our financial position
110	Appendix 1—Overseas travel—International knowledge exchange
113	Appendix 2—Investments in controlled entities and reporting arrangements
115	Appendix 3—Global Reporting Index
118	Appendix 4—Legislation
119	Appendix 5—Transport infrastructure and investigation projects
120	Appendix 6—Camera detected offence
123	Appendix 7—Performance statements
133	Glossary
134	Acronyms
135	Index
137	Regional contacts
	CD contents <ul style="list-style-type: none"> <li>• <i>Annual report</i></li> <li>• <i>Financial report</i></li> <li>• <i>TravelSafe Committee reports</i></li> <li>• <i>Passenger transport payments</i></li> <li>• <i>School transport operator payments</i></li> <li>• <i>Committees and advisory groups</i></li> </ul>

*This annual report outlines how we continue to work toward our vision of Connecting Queensland*

## COMMUNICATION OBJECTIVE

On 26 March 2009, the former departments of Queensland Transport and Main Roads were integrated into Department of Transport and Main Roads (DTMR—see page 2). This is the first annual report for DTMR, and (unless otherwise stated) it covers the period 27 March to 30 June 2009.

Our annual report outlines how we will work toward achieving our vision of Connecting Queensland.

We use this report to inform our diverse range of stakeholders about our activities. In doing this we not only ensure that our legislative reporting obligations under the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997* are met, but we also strive to exceed them.

This annual report is available on our website at [www.transportandmainroads.qld.gov.au](http://www.transportandmainroads.qld.gov.au) and in hard copy on request (these can be requested through the contact details provided below).

A checklist outlining the governance, performance, reporting compliance and procedural requirements of the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997* is available on our website [www.transportandmainroads.qld.gov.au](http://www.transportandmainroads.qld.gov.au)

Stakeholder feedback is important to us and contributes to improving the value of future annual reports for our readers. We welcome your comments about this annual report and ask you to forward them to:



Phone: +61 7 3306 7008



Email: [annual.report@transportandmainroads.qld.gov.au](mailto:annual.report@transportandmainroads.qld.gov.au)



Mail: Annual Report  
Department of Transport and Main Roads  
GPO Box 1412  
Brisbane QLD 4001

The Queensland Government is committed to providing accessible services to Queenslanders from culturally and linguistically diverse backgrounds. If you have difficulty understanding the annual report, you can contact Translating and Interpreting Service National on 13 14 50 to arrange for an interpreter to effectively explain the report to you.

## “Connecting Queensland”

### OUR VISION

We will achieve our vision of Connecting Queensland by being:

- a contemporary and progressive organisation
- forward thinking and leading the transport agenda
- customer and service delivery focused
- alert to opportunities to deliver value.

### Who we are

On 26 March 2009, the Queensland Government announced the integration of the former departments of Queensland Transport and Main Roads to form a single entity, the Department of Transport and Main Roads (DTMR).

We will plan, manage and oversee the delivery of a safe, efficient and integrated transport system that supports sound economic, social and environmental outcomes in Queensland.

A well-developed integrated transport system is essential to connecting people and communities, moving goods and services and providing access to employment, education, social services and recreational activities.

Our core business involves:

- leading the strategic direction and outcomes for Queensland's transport system including road, rail, air and marine
- undertaking comprehensive planning for the movement of people and goods in collaboration with key stakeholders
- regulating service providers (public transport providers and heavy vehicle operators) for quality and ensuring access and safe use of the transport system for all users
- funding essential services such as public transport, long distance passenger services and freight delivery in remote areas
- providing key infrastructure such as roads, busways, cycleways, boat ramps and jetties.

Our corporate planning provides strategic direction for a four-year period. It is reviewed annually to update our opportunities, priorities and challenges as required. The corporate plan aligns with the goals of the *Transport Coordination Plan for Queensland* that is the overarching document providing direction to our major transport strategies and plans.

Our corporate plan also aligns with our road network strategy, *Roads Connecting Queenslanders*, which is part of a suite of strategic planning documents that include the Queensland Road System Performance Plan and the Roads Implementation Program (RIP).

These documents are used in conjunction with the *Integrated Regional Transport Plan*, *Regional Cycle Network Plans*, modal strategies, divisional and regional business plans and individual achievement plans, to manage our services for Queensland.

We have positioned ourselves strongly to deliver positive outcomes for the community and we will continue to work with our stakeholders to ensure that we deliver our core business.



*Connecting Queensland*

Our vision

# // About us cont...

## **Our history**

The two former departments—Queensland Transport and Main Roads—were well-established with a long history of working together.

In 1990, Queensland Transport was established from the Department of Transport, the Department of Main Roads and the Department of Harbours and Marine.

In 1996, the Department of Main Roads was re-created from within Queensland Transport and assumed responsibility for all road infrastructure functions. Collection of registration revenue remained a Queensland Transport function, as did transport planning, policy and stewardship of the transport system.

## **Our operating environment**

DTMR administers a number of pieces of legislation (see Appendix 4 for details).

Our new organisational structure will deliver efficient and effective services to customers and stakeholders, create savings and efficiency gains and provide the ability to reprioritise resources across the department.

We take pride in developing and delivering high quality services to Queenslanders. These services include:

- transport network planning, including road design, construction, maintenance and operation
- management and development of transport system infrastructure
- integrated transport planning and studies

- land use and transport development assessment
- driver and boat operator licensing
- road, rail and maritime safety education
- marine pollution prevention and response
- public transport policy and services (urban bus, limousine, taxi, ferry, long-distance bus and aviation)
- vehicle and boat registration
- intelligent transport systems (ITS)
- transport system security and disaster response and recovery operations
- accessible transport options.

## **Our people**

We have a workforce of 8,989 people (full-time equivalent) who work in a wide range of professional, technical and administrative disciplines. Our people work across 18 regional offices, seven divisional offices and 66 customer service centres throughout the state.

We are committed to achieving excellence through a high performance culture. As an employer of choice, we support our people by providing them with opportunities to enhance and develop their skills and obtain higher education and qualifications.

## **Our stakeholders**

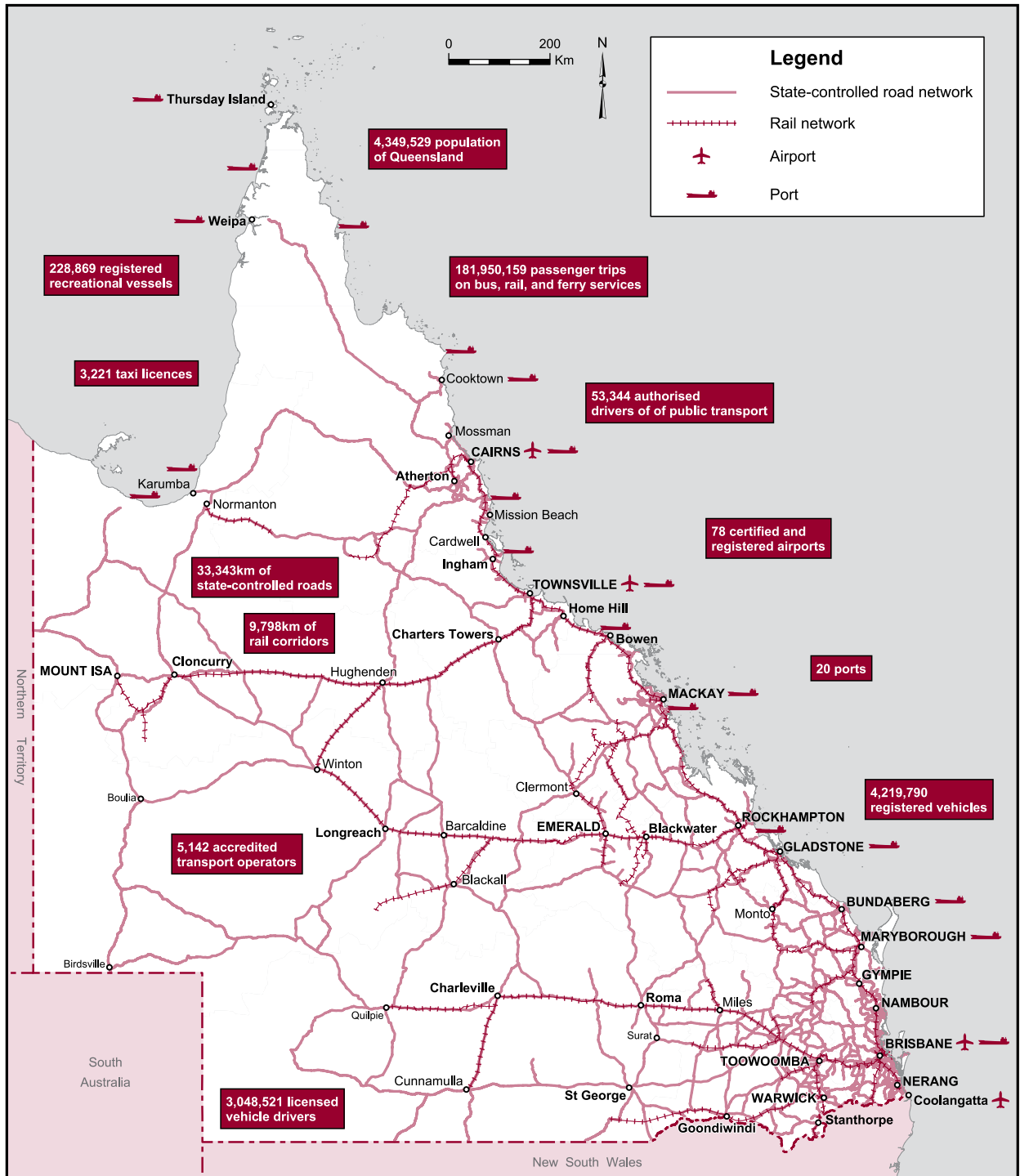
A diverse range of stakeholders from community, industry and all levels of government depend on us to provide an integrated transport system that meets their current and future requirements.

Our approach to managing stakeholder expectations is fundamental to how we do business and manage change. We recognise that working with our stakeholders and listening to them is essential if we are to continue to be successful in connecting Queensland.

*Our new organisational structure will deliver efficient and effective services to customers and stakeholders create savings and efficiency gains and provide the ability to reprioritise resources across the department.*



## Queensland's transport system



# Director-General's report

*We're continuing to deliver on our vision of Connecting Queensland*



David Stewart  
Director-General

## Our new department

The new Department of Transport and Main Roads was formed in March 2009 to plan, manage and oversee the delivery of a safe, efficient and integrated transport system that supports sound economic, social and environmental outcomes in Queensland. The new department was created from the former Queensland Transport and Department of Main Roads; it's working to apply the strengths of those two organisations to better deliver the state-wide transport system, building on existing strong collaboration and cooperation to do that. We're also focussing on how the department can plan, program and deliver better integrated transport infrastructure and services to Queenslanders.

We have introduced a new business model that brings discipline, rigour and contestability to policy and investment decisions and capitalises on the strong regional delivery networks that are already in place.

The model reflects some of the organisation's key priorities—to lead the transport agenda, have a strong customer and service delivery focus and to ensure we deliver value for money.

## Investing in Queensland

We continue to invest in Queensland's roads and transport system through our infrastructure programs, including major road projects, busways, and improved rail and port facilities.

The department has allocated \$3.6bn to further develop and manage the transport system, and to provide services for our communities and industry. This will help create public transport services that are accessible, reliable, efficient and safe for all commuters.

We will invest \$3.5bn in critical roads infrastructure to continue to meet the demand for new roads, increased road capacity and connectivity. Our investment programs will help us develop and manage a sustainable transport system for all Queenslanders.

## Our priorities

To ensure we deliver on our vision of Connecting Queensland, we are targeting a number of key priorities.

### Improving safety

The safety of Queenslanders is one of the priorities helping us to meet our vision. Our focus is to reduce the number of people injured in road, rail or marine incidents, as well as ensure the safety of passengers on public transport.

We have delivered a range of safety programs including:

- launched the Here for Life road safety strategy which includes an interactive website where people can share images, stories and road safety information and actively demonstrate their support for safe driving

- completed phase one of the Queensland motorcycle safety strategy to address the high level of motorcycle-related crashes including a graduated licensing system for riders
- completed 71 road safety projects as part of our Safer Roads Sooner Program, including projects such as bitumen surfacing, removal of roadside hazards, building guardrails and installation of traffic lights
- introduced audio tactile line markings on an additional 1,300km of state-controlled roads to reduce the number of fatigue-related crashes
- commenced the Federal Government-funded Boom Gates for Rail Crossings Program with \$42.7m allocated to upgrade 66 priority public open level crossings across Queensland
- continued the delivery of the Torres Strait marine safety program, including 13 BoatSafe training courses to island communities, developing and distributing marine safety education information and initiatives to improve access to vital safety equipment
- continued working closely with commercial and fishing ship owners and operators to improve safety management practices and improve their capacity to fulfil their statutory marine safety obligations
- continued the clean up of the oil spill caused by the *Pacific Adventurer* and undertaking an extensive investigation into the incident.



## *Improving public and active transport*

We provided funding for the Toowong cycle and pedestrian overpass

## Planning for our integrated transport system

Our planning is critical to delivering an integrated, sustainable and safe transport system that meets the future transport needs of the state. Planning gives the community and our stakeholders the opportunity to have input and enables different options to be put forward and considered. Our planning aims to ensure that the transport system integrates all modes of transport and coordinates and supports wider government regional planning and initiatives. The following presents some of our key planning activities.

- The *Connecting SEQ 2031: An Integrated Regional Transport Plan* for south-east Queensland is a companion to the recently released *SEQ Regional Plan*. This transport plan presents an integrated strategy for developing the future transport network for the region. It provides a blueprint for how all levels of government and other stakeholders will address the major challenges facing the transport system in south-east Queensland including, managing congestion, addressing capacity constraints on the road and rail networks, limiting carbon emissions and responding to sustainability and climate change.
- Cross river rail which is the new rail link planned for Brisbane inner city that will change the way people travel into and through the city. It is the first step in transforming the rail network for Brisbane. A new corridor through the inner city will make it possible to add more trains to the region's network, which will mean more frequent services and less overcrowding.
- CoastConnect—Caloundra to Maroochydore which is investigating benefits, impacts and staging options for bus/transit lanes on main roads between Caloundra and Maroochydore, as well as upgrades to major bus stops and stations and priority for buses at key intersections.

## Managing the impact of urban traffic growth

In recent years, the significant population growth around the state has contributed to an increased demand on Queensland's transport system. In response we are delivering critical infrastructure and non-infrastructure projects to support industry and to better-connect communities across the state.

Some of our key projects include:

- construction of the \$226m Boggo Road Busway, the ongoing delivery of the Eastern Busway and the Northern Busway to reduce travel time and cater for 600 buses per day
- \$97.3m for the Gold Coast railway extension from Robina to Varsity Lakes
- \$17.9m for metropolitan freight capacity enhancements
- \$650m toward the Ipswich Motorway upgrade between Dinmore and Goodna
- completion of the Bruce Highway six-lane upgrade between the Gateway Motorway and Caboolture
- \$259.2m for the upgrade of the Gateway Bridge Duplication Project
- \$125m to continue construction of the new Houghton Highway duplication

- continued to rollout the STREAMS system to integrate Transport and Main Roads and Brisbane City Councils network of traffic signals to enhance traffic management capability and analysis and reduce travel times
- introduction of the Open Roads Policy to reduce traffic delays on the road network by strengthening the power of authorised officers from Transport and Main Roads and local governments to remove abandoned vehicles, loads or other items from the road across the state.

## Improving public and active transport and road infrastructure

We want to create public and active transport services that are accessible, reliable, efficient and safe for all commuters, and to provide major infrastructure upgrades to our road network. In addition to our significant major capital works projects some of our other projects include:

- \$12.4m for the Princess Alexandra Hospital Cycleway, \$9.9m for the Toowong cycle and pedestrian overpass and \$8m to construct the Royal Brisbane and Women's Hospital cycle centre
- \$135m for the Gold Coast Rapid Transit System project
- \$16.5m to purchase 150 new, or near new, school buses Under the School Bus Upgrade Scheme
- \$351m allocated to QR Network Pty Ltd to improve network safety and reliability and increase efficiency of train services
- \$47.3m to continue the construction of the Townsville Port Access Road

- \$37.6m toward the duplication of the Forgan Bridge in Mackay
- \$36m to continue the realignment of the Dawson Highway west of Gladstone
- \$16m to complete widening of the Maryborough–Hervey Bay Road, south of Pialba
- \$5.8m to complete widening and sealing the New England Highway, south of Crows Nest.

### **We are also rehabilitating and maintaining our transport assets**

While planning for capital infrastructure is important to building economic success and embracing growth in cities and regions, it is just as important to preserve and maintain our existing transport assets.

Examples of this include:

- our Regional Bridge Renewal Program to replace and rehabilitate timber and other older concrete bridges with new structures
- our investment in replacing surfaces on sections of the road network across the state
- funding the Boating Infrastructure Capital and Maintenance Program for new and upgraded recreational boating facilities for the community
- protecting Queensland's flora and fauna by undertaking field trials to improve rehabilitation and management practices and minimise losses. Such as our planning to revegetate an area of road reserve north of Gin Gin, this will be protected for its environmental values.

### **Better service for our customers**

Service delivery continues to be one of our priorities. From my observations, our front line staff deliver a high standard of service when interacting with customers about both routine and more complex requirements. This includes customer service centre staff, transport inspectors, school crossing supervisors, call centre staff and others who are the face of the department in the community.

One way we are improving service delivery is by installing Q-Matic ticketing systems into a further eight customer service centres during 2009–10. To better assist our customers, we will continue to implement improvements in customer service.

### **Future direction**

The Department of Transport and Main Roads will continue to be a contemporary and progressive organisation. We will play a key role in helping the government deliver a sustainable future for Queensland through:

- engaging with the community, industry and governments
- being recognised as a significant contributor to national transport and road policy and practice
- delivering on the government's transport and road commitments.

We will continue to demonstrate strong leadership across government and look forward to continuing to work with our stakeholders to achieve the Queensland Government's ambitions. We will:

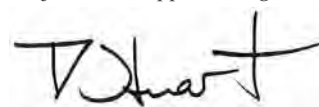
- provide job opportunities that support a strong economy
- achieve value for money in delivery of our programs
- manage the impact of urban traffic growth to protect our lifestyle and environment.

### **Acknowledging support and commitment**

I want to thank both the Main Roads Minister and the Transport Minister for the support they have given to the department since their appointments.

I would also like to thank our people, the Board of Management and the Senior Leadership Team for their dedication and achievements in 2008–09 and especially over the past few months since the integration of the two former departments.

I look forward to the next year, and the opportunity it brings to build on our proud history to provide Queenslanders with the best transport system to support our growing state.



David Stewart  
Director-General

## Our performance

### As a new department we have consulted with our key stakeholders to develop the Transport and Main Roads Corporate Plan 2009–13

On 26 March 2009, the former departments of Queensland Transport and Main Roads were integrated to form DTMR. During the period 27 March to 30 June 2009, the *Queensland Transport Corporate Plan 2008–12* and the *Main Roads Strategic Plan 2008–2013* were still operational. This annual report details DTMR's performance against these plans.

The performance section is structured in two parts. The first section reports our performance against the six goals in the *Queensland Transport Corporate Plan 2008–12*. The second section reports our performance against the six Key Results Areas (KRAs) in the *Main Roads Strategic Plan 2008–13*.

As a new department we have consulted with our key stakeholders to develop the *Transport and Main Roads Corporate Plan 2009–13*. This corporate plan will provide the strategic policy direction for DTMR

over the next four years. The plan will meet government expectations, support the integration of the new department and build on the strategic and business planning of the former departments.



For more information about our new corporate plan visit us at:

[www.transportandmainroads.qld.gov.au](http://www.transportandmainroads.qld.gov.au)

#### Section 1: Queensland Transport Corporate Plan 2008–12

12	Queensland Transport Corporate Plan 2008–12
14	Facilitate and respond to growth <i>Facilitate the state's economic growth while responding to transport demand</i>
18	Environmental sustainability <i>Contribute to a healthier, more liveable environment</i>
22	Transport leadership <i>Provide leadership in the transport sector and community</i>
26	Safety and security <i>Improve the safety and security of the transport system</i>
34	Fair, efficient services and infrastructure <i>Deliver transport infrastructure fit for purpose and efficient services that are accessible to transport users</i>
38	Capable people and organisation <i>Enhance organisational capability and performance</i>

#### Section 2: Main Roads Strategic Plan 2008–13

42	Main Roads Strategic Plan 2008–13
44	Performance summary
46	Effective Relationships <i>Be a leader in stakeholder engagement and community and industry relations</i>
50	State-wide System Planning <i>Lead integrated road system planning across the transport sector</i>
56	Program Development and Delivery <i>Develop and deliver the roads program effectively</i>
66	Corridor Land Management <i>Lead the sustainable management of road corridor land</i>
72	Road Operations <i>Provide a safe, efficient and reliable road network</i>
80	Capable Organisation <i>Achieve excellence through the performance of our people, systems and practices</i>



*Fair, efficient services and infrastructure*

Considering the needs of Queensland's diverse regions

# Queensland Transport Corporate Plan 2008–12

## Moving Queensland forward

### Overview of the corporate plan

*Queensland Transport Corporate Plan 2008–12* set the strategic direction for the former Queensland Transport over a four-year period. Prior to machinery of government changes, our vision of Moving Queensland forward was supported by the six goals (shown below) that were set in our corporate plan.

- **Facilitate and respond to growth:** facilitating the state's economic growth while responding to transport demand.
- **Environmental sustainability:** contributing to a healthier, more liveable environment.
- **Transport leadership:** providing leadership in the transport sector and community.
- **Safety and security:** improving the safety and security of the transport system and its users.
- **Fair, efficient services and infrastructure:** delivering transport infrastructure fit for purpose and efficient services that are accessible to transport users.
- **Capable people and organisation:** enhancing organisational capability and performance.

By achieving these goals, we contributed to all five ambitions of *Toward Q2: Tomorrow's Queensland (Q2)*—the State Government's 2020 vision for Queensland.

Appendix 7 details our performance against our output measures.



Moving Queensland forward with our Corporate Plan

*Our Corporate Plan set the strategic direction for the former Queensland Transport over the four-year period 2008–12*





# Queensland Transport Corporate Plan 2008–12 cont...

## Overview of the corporate plan

**OUR VISION:** Moving Queensland forward

**OUR PURPOSE:** Lead, develop and manage a sustainable transport system which is safe, efficient, reliable and accessible

Government ambitions and relevant targets	Our goals and targets	Our objectives
<p><b>Strong</b>  <b>Creating a diverse economy powered by bright ideas</b>            Queensland is Australia's strongest economy with infrastructure that anticipates growth</p>	<p><b>1. Facilitate and respond to growth</b>            Facilitate the state's economic growth while responding to transport demand</p>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>1.1 Integrated transport and land use</li> <li>1.2 A transport system providing appropriate travel and freight options</li> <li>1.3 More efficient use of the existing network</li> <li>1.4 Transport infrastructure and services keeping pace with Queensland</li> </ul>
<p><b>Green</b>  <b>Protecting our lifestyle and environment</b>            Cut by one-third Queenslanders' carbon footprint, with reduced car and electricity use</p>	<p><b>2. Environmental sustainability</b>            Contribute to a healthier, more liveable environment</p>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>2.1 Environmentally sustainable transport options increasingly used</li> <li>2.2 Transport related environmental impacts minimised</li> <li>2.3 Meeting the challenges of climate change and energy vulnerability</li> </ul>
<p><b>Smart</b>  <b>Delivering world-class education and training</b>            Three out of four Queenslanders will hold trade, training or tertiary qualifications</p>	<p><b>3. Transport Leadership</b>            Provide leadership in the transport sector and community</p>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>3.1 Influence on national transport policy and leadership in state policy</li> <li>3.2 Strong community, local government and industry relationships</li> <li>3.3 Capable transport and logistics industry</li> </ul>
<p><b>Healthy</b>  <b>Making Queenslanders Australia's healthiest people</b>            Cut by one-third obesity, smoking, heavy drinking and unsafe sun exposure</p>	<p><b>4. Safety and security</b>            Improve the safety and security of the transport system and its users</p>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>4.1 Safe vehicles, vessels and trains</li> <li>4.2 Safe movement of people and freight on air, land and water</li> <li>4.3 Personal safety of users of the transport system</li> <li>4.4 Transport system security and continuity</li> </ul>
<p><b>Fair</b>  <b>Supporting safe and caring communities</b></p>	<p><b>5. Fair, efficient services and infrastructure</b>            Deliver transport infrastructure fit for purpose and efficient services that are accessible to transport users</p>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>5.1 Accessible transport services</li> <li>5.2 Efficient and effective transactional services</li> <li>5.3 Economically sustainable transport services and infrastructure</li> </ul>
	<p><b>6. Capable people and organisation</b>            Enhance organisational capability and performance</p>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>6.1 A performance oriented culture based on effective planning, management and governance</li> <li>6.2 Staff capabilities aligned with organisational goals</li> <li>6.3 Business systems and processes aligned with organisational goals</li> </ul>

# Queensland Transport Corporate Plan 2008—12 cont...

## Facilitate and respond to growth

*Facilitating the state's economic growth while responding to transport demand*

### HIGHLIGHTS

During the period, we actively managed the transport system in response to the state's economic growth.

Highlights include:

- released the *Connecting South East Queensland 2031: An Integrated Regional Transport Plan for South East Queensland Strategic Directions Paper* in April 2009
- continued construction on the Boggo Road Busway, Northern Busway, Eastern Busway and the South East Busway to improve public transport and reduce travel times
- 172 development applications (under the *Integrated Transport Planning Act 1997*) were received and assessed within prescribed time frames
- achieved a 100% safe vessel movement rate in pilotage areas.

Having a planned approach to land use development is key to ensuring transport services are accessible and that people are able to fulfil social opportunities and reach their desired destinations.

We are working hard to provide a transport system for Queenslanders that supports the increased use of public transport and active transport options (walking and cycling) and enables the sustainable use of private vehicles.

At the same time, it is essential to ensure an efficient freight system to aid economic growth in Queensland.

### Our performance

#### Integrated transport and land use

The *Connecting South East Queensland 2031: An Integrated Regional Transport Plan for South East Queensland Strategic Directions Paper* was released to local governments in April 2009. This paper identifies transport initiatives to serve the future needs of the people living, working, recreating and conducting business in south-east Queensland.

We completed the *Ipswich to Springfield Public Transport Corridor Study*. The study investigated and identified a public transport corridor from the Ipswich Central Business District (CBD) to Springfield via the Ripley Valley. In April 2009, the Transport Minister announced the corridor would be preserved to enable the future delivery of infrastructure and services to support the employment and industry growth anticipated in the Ipswich region.

#### Managing the impact of development

To ensure that developers consider public transport and corridor protection we assess and place conditions on development applications. The conditions applied result in a wide range of benefits for the community including:

- bus stops and interchanges provided by developers
- land preserved for transport corridors
- a decrease in noise in buildings
- courtesy bus services
- security fencing along transport corridors.

During the reporting period, 100% of the 172 development applications (under the *Integrated Transport Planning Act 1997*) were assessed within prescribed time frames.

#### Providing appropriate travel and freight options

##### *Listening to Queenslanders about transport solutions*

We recently conducted surveys collecting information about household travel in south-east Queensland. These surveys are an excellent source of information on the impact of congestion, the impact of road improvements and the current state of the transport network. The data collected was used to inform the work for the *Connecting South East Queensland 2031: An Integrated Regional Transport Plan for South East Queensland Strategic Directions Paper*.



## *Constructing busways*

Continued construction of busways improves public transport and reduces travel times



# Queensland Transport Corporate Plan 2008–12 cont...

## Facilitate and respond to growth cont...

### *Collaborating with stakeholders for an efficient freight system*

We worked closely with freight industry stakeholders to establish the Queensland Transport and Logistics Council (QTLC), a peak industry/government council dedicated to facilitating improved efficiency and integration of all modes of freight transport and infrastructure in support of local, interstate and global supply chains. The QTLC is now actively involved in developing a multi-modal Freight Strategy for Queensland that will provide a strategic reference point to engage industry and inform government policy, strategy and planning.

### **Ensuring the efficient operation of the transport network**

#### *Changing behavioural norms*

The Queensland Government is managing growing congestion in south-east Queensland through a balanced approach and a program of targeted initiatives. These initiatives include TravelSmart™ Communities, a range of behaviour change programs and awareness campaigns that encourage entire suburbs to be less reliant on motor vehicles.

### *Advocating Queensland's transport needs*

We coordinated the Queensland Government transport submission for Infrastructure Australia's (IA) National Infrastructure Audit and Priority List. This resulted in Queensland securing \$1.27bn from the Federal Government's *Building Australia Fund* for the following projects:

- Ipswich Motorway, including construction of the Dinmore to Goodna and Wacol to Darra sections (Stage 2) and planning for the Darra to Rocklea section (\$884m)
- Gold Coast Rapid Transit (\$365m)
- Cross River Rail detailed feasibility study (\$20m).

### *Ensuring safe and efficient ship movements*

To ensure the safety of people, ships and the environment as well as facilitating the economics of trade, our Maritime Safety Queensland agency provided marine pilots for 3,318 ship movements (1 April 2009–30 June 2009), with a rate of 100% safe movements not only for the period of this report but for the 2008–09 financial year.

Two new marine pilot transfer vessels were built and they were commissioned in June 2009, rejuvenating the pilot vessel fleet. The design of these new 'Rodgers Class' vessels embraces fuel efficiency and introduces an improved level of safety for transferring pilots.

We led initiatives to introduce improvements to the Port of Hay Point's static and dynamic underkeel clearance systems to facilitate an increase in coal tonnage exported from the two Hay Point terminals.

To support port developments and ensure the safe and efficient movement of ships, senior marine pilots, including regional harbour masters, participated in simulation studies in the United Kingdom and Malaysia.

### **Supporting Queenslanders with transport infrastructure and services**

We continue to conduct studies and investigations into the best transport options for Queenslanders. These guide the future delivery of infrastructure and services to support the growth anticipated in Queensland.

They assist us in planning new transport corridors, capacity improvements for the system and delivery of major transport infrastructure projects.

### *Building infrastructure to support public transport*

As part of the SEQIPP, we planned and delivered major projects, such as construction of busways, to provide better public transport and reduced travel times.

Construction continued on the \$226m Boggo Road Busway, from the Princess Alexandra Hospital to Eleanor Schonell Bridge and the \$140m Eastern Busway, from the Princess Alexandra Hospital to the South East Busway at Buranda.

Construction continued on the \$198m Northern Busway from the Royal Children's Hospital to Windsor. We commenced construction of the Northern Busway from Windsor to Kedron.

These busways are expected to cut travel times between five and 10 minutes on weekdays and will cater for 600 buses per day and 13,000 passengers daily.

#### *Providing traveller information and travel options*

Since the Transport Information Centre opened in May 2008 over 200,000 people have made enquiries about transport options in and around Brisbane. The Centre, a joint initiative of the DTMR, TransLink and the BCC, provides information and raises awareness of sustainable modes of travel such as public transport, cycling, walking and car pooling.

### *We continue to conduct studies and investigations into the best transport options for Queenslanders*

#### *Providing funding to build rail infrastructure*

As part of the Transport Service Contract (Rail Infrastructure) for infrastructure services, \$351m was allocated to QR Network Pty Ltd in 2008–09. This enabled the delivery of capital works projects that provide improved network safety and reliability, increased efficiency of train services and improved social and environmental benefits.

#### *Advising on port capital expansions*

We continue to provide expert advice to shareholding ministers about the commercial and operational viability of significant capital expansions for ports. As a result of this advice shareholding ministers approved the progression of several projects including a \$16m investment approval to Ports Corporation of Queensland Limited for preliminary design and engineering of the Port of Abbot Point Coal Terminal expansion.

## **FOCUSING ON THE FUTURE**

**We will continue to facilitate and respond to growth within Queensland by enabling transport options and an efficient freight system.**

Our priorities for 2009–10 include:

- finalising the Cairns Transit Network concept design
- continuing to assist industry in the assessment of freight transport methods and infrastructure opportunities in relation to improving and/or expanding their operational activities
- implementing the new Queensland Port Network Structure
- commencing construction of the Eastern Busway (South East Busway at Buranda to Main Avenue)
- seeking approval for the land use plans for the ports of Bundaberg, Gladstone, Rockhampton, Townsville and Hay Point
- trialling the real time passenger information system which will enhance information and communication technology on a number of key bus routes on the Sunshine Coast.

# Queensland Transport Corporate Plan 2008–12 cont...

## Environmental sustainability

*Contributing to a healthier, more liveable environment*

### HIGHLIGHTS

During the period, we actively contributed to a healthier and more liveable Queensland.

Highlights include:

- conducted 2,079 On-road Vehicle Emissions Random Tests, of these 1,777 vehicles (85.5%) received a rating of 'good'
- cleaned up the oil spill caused by the *Pacific Adventurer*
- funded cycling infrastructure such as progressing the \$1.3m Bicentennial Bikeway Upgrade (Stage 1).

To contribute to a healthier, more liveable environment, we encourage the use of sustainable transport options such as walking, cycling and using public transport. We also support the increase in environmentally friendly public transport and aim to reduce the number of polluting vehicles and vessels.

#### Our performance

##### Encouraging sustainable transport options

###### *Informing motorists about vehicle air pollution*

Aircare is a vehicle emissions program which aims to reduce motor vehicle air pollution. Our Aircare team of transport inspectors conducted 2,079 On-road Vehicle Emissions Random Testing to measure levels of carbon monoxide and hydrocarbons from vehicle exhausts. Of the tests conducted, 302 vehicles (14.5%) received a 'poor' or 'fair' rating. Motorists receiving a poor or fair rating are encouraged to take their vehicles to a mechanic to be checked and if necessary serviced. The remaining 1,777 vehicles (85.5%) received a 'good' rating.

###### *Planning for transport choices*

The Queensland Government committed \$22.6m over a four-year period until 2012 to TravelSmart™ Communities for the delivery of voluntary behavioural change projects that encourage reduced reliance on motor vehicles.

We developed the Active Transport Policy that aims to include cycling and walking facilities within new State Government infrastructure. A draft policy statement, discussion paper and implementation plan have been developed with work progressing to determine the economic feasibility of the policy.

We contributed to the active transport and environmental goals through cycleway projects, including completion of the draft *Regional Cycle Network Plan* in June 2009. This plan incorporated the *Royal Brisbane Hospital Bicycle Parking Study Report*.

###### *Delivering infrastructure for cyclists*

We continue to operate programs that fund cycling infrastructure such as cycleways, bridges, end-of-trip facilities, signage and lighting. This infrastructure supports trips that connect major centres such as schools, universities, shopping complexes and workplaces.

In 2008–09, we committed \$45.9m in capital works projects funded from the *Cycle Network Program* for state government-owned cycle facilities. Projects include: \$12.4m for the Princess Alexandra Hospital Cycleway and \$8m for the RBWH Cycle Centre (opening in late 2009). The cycle centre will provide state-of-the-art end-of-trip facilities for cyclists, pedestrians and joggers travelling to and from the RBWH precinct. The facility will provide parking for 750 bicycles, lockers, showers, a towel service and integrated security.



*Cycleways—a healthy way to travel*

We contributed to active transport and environmental goals through our cycleway projects

# Queensland Transport Corporate Plan 2008–12 cont...

## Environmental sustainability cont...

In 2008–09, \$18.8m in capital grants has been committed towards 89 cycle infrastructure projects in partnership with local governments in south-east Queensland. Projects include a \$1.3m capital grant towards the Bicentennial Bikeway Upgrade (Stage 1) due for completion in September 2009 and a \$1.6m capital grant towards the Coolangatta Kirra Bilinga Cycleway (due for completion late 2009).

The Queensland Signage and Mapping Project has provided best-practice signage and mapping guidelines for cyclists. A workshop attended by local government representatives, reviewing the training package was conducted in June 2009.

### **Minimising the transport system's impact on the environment**

#### *Delivering environmental benefits for the community*

We address transport-related greenhouse gas emissions by investing in public transport, walking and cycling infrastructure and services that help Queenslanders choose sustainable transport options. We have implemented congestion management initiatives that will deliver environmental benefits, for example, the TravelSmart™ Communities Program and end-of-trip facilities for cyclists and walkers. We continued to work with the Australian Transport Council (ATC) and the Environment Protection and Heritage Council to examine the potential for enhanced vehicle fuel efficiency standards.

We provided advice on rail and port environmental issues and the following key projects as part of the state's planning approval processes:

- Wandoan Coal Project
- Billiton Mitsubishi Alliance Bowen Basin Coal Growth Project
- Curtis Island Liquid Natural Gas Project
- Wateranga Minerals Project
- Alpha Coal Mine Project
- Galilee Coal Project—northern export facility.

#### *Responding to marine pollution*

Our Maritime Safety Queensland agency continued the clean up of the oil spill caused by the *Pacific Adventurer* and undertook an extensive investigation into the incident.

The cost of the *Pacific Adventurer* oil spill clean up is currently estimated to be in the vicinity of \$31m. Our Maritime Safety Queensland agency is working to ensure all agencies involved in the clean up are reimbursed for their expenses. Third parties will be reimbursed for valid claims from a fund established by the ship owner.

The Marine Pollution Prevention and Response Program 2008–09 details the key projects, policies and financial provisions that support marine pollution prevention and our response to ship-sourced pollution.

*We implemented congestion management initiatives that will deliver environmental benefits, for example, the TravelSmart™ Communities Program and end-of-trip facilities for cyclists and walkers*

Key initiatives undertaken to support changes to the sewage discharge provisions of the *Transport Operations (Marine Pollution) Act 1995* and regulation included a series of information and networking seminars conducted with vessel owners and operators across the state in April 2009.

As leader and coordinator of the Queensland National Plan State Committee on marine pollution, our Maritime Safety Queensland agency is responsible for ensuring a response to marine incidents in Queensland's waters. To ensure an effective response capacity, between April and June 2009 1,592 hours were spent preparing for pollution incidents, bringing the total for 2008–09 to 8,500 hours.



We responded to four marine pollution incidents during the reporting period and 45 incidents in 2008–09. All reported incidents were responded to in accordance with the *Queensland Coastal Contingency Action Plan*.

Removing unseaworthy and abandoned vessels from Queensland waters reduces the risk to the safe navigation of other vessels and reduces the threat of pollution. We removed seven derelict vessels from Queensland's waterways in the reporting period, bringing the total for 2008–09 to 27.

We successfully prosecuted five cases for offences against the *Transport Operations (Marine Pollution) Act 1995* in 2008–09, resulting in Queensland courts imposing fines and costs of more than \$18,000 for offences against the Act.

#### ***Using alternative power for our navigational aids***

We continued to reduce the environmental impact of our aids to navigation network by trialling high intensity discharge lights, using buoys made of recyclable polyethylene and increasing the use of light-emitting diode (LED) lights and solar technology to power the aids.

#### **Meeting the challenge of climate change**

We participated in the development of Queensland Government climate change adaptation and mitigation strategies.

We developed freight focused climate change and congestion mitigation initiatives. One such initiative relates to investigating whether vehicles capable of higher freight loads, for example, Super B-Doubles can improve the efficiency of freight movement without damaging road infrastructure while reducing greenhouse gas emissions from reduced numbers of trips.

We initiated a trial to examine the feasibility of these vehicles to reduce road network congestion at the Port of Brisbane and Australia Trade Coast precincts.

#### ***Using technology to improve heavy vehicle movement***

We commenced an investigation into the benefits and feasibility of a web portal accessible to transport operators to assist back loading of heavy vehicles from the Port of Brisbane and reduce the incidence of unproductive heavy vehicle movements.

## ***FOCUSING ON THE FUTURE***

**We will contribute to making Queensland healthier and more liveable by encouraging the use of sustainable transport options and reducing pollution.**

Our priorities for 2009–10 include:

- continuing to assess options for minimising transport emissions—we will develop policy positions on a range of issues related to climate change
- establishing an implementation group to move forward with the *Far North Queensland Principal Cycle Network Plan*
- pursuing legal action against the owner and master of the *Pacific Adventurer* for discharging oil into Queensland waters.

# Queensland Transport Corporate Plan 2008–12 cont...

## Transport leadership

*Providing leadership in the transport sector and community*

### HIGHLIGHTS

During the period, we influenced national and state transport policy to benefit Queensland.

Highlights include:

- provided input into national transport policy reforms including proposals to nationalise the regulation, registration and licensing of heavy vehicles
- supported investment in new coal infrastructure with the expansion of the Port of Abbot Point coal terminal to 25 million tonnes per annum
- increased community and industry commitment to boat safety by delivering the *Torres Strait Marine Safety Project*.

To ensure all our stakeholders' needs are considered, we work directly with all levels of government (local, state and federal) to influence state and national transport policy. In doing this we maintain strong relationships with the community, government and industry bodies.

### Our performance

#### Influencing national transport policy

##### *Advocating reform for Queenslanders*

As part of the ATC's *National Transport Policy* reform process, we led the National Safety and Security Working Group, overseeing a program of work that included improvements in speed management, road environment safety, vehicle design and railway level crossing safety.

We provide input into high priority national transport policy reforms, including proposals to nationalise the regulation, registration and licensing of heavy vehicles. These policies will address major national freight and passenger transport challenges and will support the Federal Government's aim of a 'seamless national economy' by reducing red tape and removing inconsistencies in transport regulations.

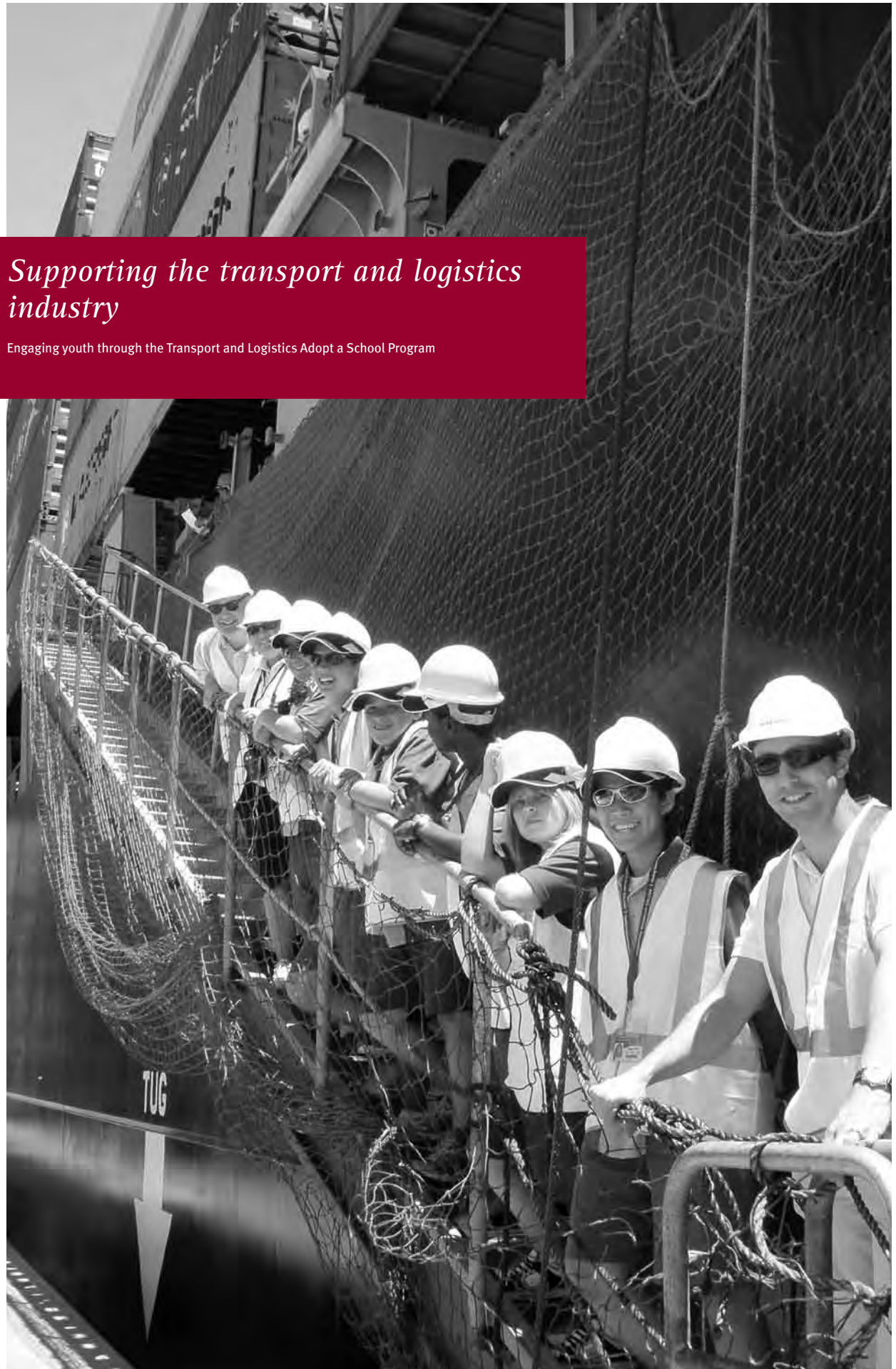
We support investment in new coal transport infrastructure to foster the growth of this Queensland export industry. One example of this is the expansion of the Port of Abbot Point coal terminal to a capacity of 25 million tonnes per annum (mtpa) with further work being done to expand the terminal to a 50mtpa capacity.

#### *Contributing to national and international maritime policies*

Our Maritime Safety Queensland agency participated in a number of national and international working groups and committees to progress maritime safety, pollution, and vessel traffic management issues.

We made significant contributions to the development of national maritime policies including the development of:

- *the National Standards for Administration of Marine Safety*
- new sections and revisions to the *National Standard for Commercial Vessels (NSCV)*
- amendments to the *Uniform Shipping Laws Code*
- transitional arrangements for the application of the NSCV to existing commercial ships and transitional arrangements for the implementation of new Australian standards for personal flotation devices.



## *Supporting the transport and logistics industry*

Engaging youth through the Transport and Logistics Adopt a School Program

# Queensland Transport Corporate Plan 2008—12 cont...

## Transport leadership cont...

### Forging strong stakeholder relationships

#### *Encouraging our stakeholders to have their say*

Building and maintaining strong stakeholder relationships is essential to meeting the state's diverse needs. We engaged with the community and other stakeholders about projects through activities such as open days, surveys, market research, newsletters and community liaison groups. Examples of stakeholder engagement are:

- *The Australia TradeCoast Transport Study*
- Cairns Transit Network
- *Connecting SEQ2031: An Integrated Regional Transport Plan for South East Queensland*
- Eastern Busway (Carindale)
- *Ipswich to Springfield Public Transport Corridor Study*
- Market Research to inform Northern Busway (Kedron to Bracken Ridge) design
- Mt Lindesay/Beaudesert Strategic Transport Network Investigation
- *Landsborough to Nambour Rail Corridor Study*
- Varsity Station Village
- Caboolture to Beerburrum rail duplication
- Eastern Busway (Eleanor Schonell Bridge to South East Busway)
- Gold Coast rapid transit
- South East Busway extension (Rochedale to Springwood).

#### *Working with industry for better outcomes*

We partnered with the CSIRO and other Queensland Government agencies to review infrastructure and policy options for major freight supply chains. This work will assist in developing a planning and modelling tool to evaluate the need for investment in current and future transport infrastructure for Queensland. This model will be applied to the Northern Economic Triangle, the area between Mount Isa, Townsville and Bowen as part of the government's strategy for industry development in this area.

The *Transport Operations (Road Use Management) Act 1995* was amended to allow the introduction of free-flow tolling in Queensland from July 2009 and allow the release of registered operator information to toll road operators to assist with toll management and compliance.

#### *Increasing community and industry commitment to boat safety*

Our Maritime Safety Queensland agency continued the delivery of the *Torres Strait Marine Safety Project* to improve boating safety outcomes in the region. This project aims to reduce the incidence of lost seafarers through training and improved maintenance of vessels, as well as increasing community and industry commitment to safety by enhancing the boating safety culture of the region.

We also continued to work in partnership with the Gold Coast Marine Safety Committee to expand our representation on the committee and achieve safety outcomes in the region.

#### *Providing safer interactions between river users*

In collaboration with the BCC, Transdev TSL (Citycats) and Rowing Queensland, we produced the *Brisbane River Code of Conduct* that provides guidelines for safer interactions between river users, in particular how commercial ferries and rowers should conduct themselves when using the river.

We reviewed the regulatory regime for ship operations and activities on the Maroochy River system and produced the *Maroochy River Discussion Paper*, released for public comment in June 2009. It provides 20 recommendations about speed limits, water skiing prohibitions and administrative matters.

#### *Working with commercial and fishing ship operators to improve safety*

Our Maritime Safety Queensland agency continued to work closely with commercial and fishing ship owners and operators to improve their safety management practices. In the reporting period, we delivered interactive risk management workshops for commercial operators in Brisbane and Airlie Beach. The workshops produced a range of risk management tools that will complement existing guidance material and improve the capacity of ship owners and operators to discharge their statutory marine safety obligations.

*Our Fishing Ship Safety Trial Report provided recommendations that were endorsed by commercial fishers as practical solutions to improve the safety of life at sea*

We tabled *The Fishing Ship Safety Equipment Trial Report*. Commercial fishers endorsed the report's recommendations as practical solutions to improving the safety of life at sea.

We rolled out the 2009 version of commercial marine licence, model assessment tools. These tools are a product of a cooperative working relationship between DTMR, the Department of Education and Training and approved commercial marine licence training organisations. In May 2009, we convened an industry based Continuous Improvement Working Party, gaining commitment from all parties to continuous improvement of these tools.

#### **Supporting the transport and logistics industry**

We supported and advised the transport and logistics industry by:

- engaging the Transport and Logistics Workforce Advisory Group
- setting a national standard for skilling solutions in transport and logistics
- engaging youth through the Transport and Logistics' Adopt a School Program
- implementing the Queensland Government's *Experience Pays Awareness Strategy* (45+ strategy) and the Skilling Queenslanders for Work initiative—delivering 126 skilled workers for the transport sector.

## **FOCUSING ON THE FUTURE**

**We will continue to provide leadership in both the transport sector and community.**

Our priorities for 2009–10 include:

- releasing the *Australia TradeCoast Strategy and Action Plan* to our planning partners
- commencing a full operating environmental policy scan, building on the work already done as part of the initial (2008) interim environmental policy scan
- continuing the expansion of the Transport and Logistics' Adopt a School Program and promoting resources to support youth engagement
- piloting the *People Strategy at Brismark* (Brisbane Markets)
- piloting mentoring/ leadership programs in the transport and logistic industry
- release of the final *Far North Queensland Principal Cycle Network Plan* to the public, local government and industry
- continuing stakeholder engagement activities for a range of studies and projects.

# Queensland Transport Corporate Plan 2008–12 cont...

## Safety and security

*Improving the safety and security of the transport system and its users*

### HIGHLIGHTS

During the period, we continued to operate programs to improve safety in Queensland.

Highlights include:

- completed 43 rail safety audits
- conducted 20 prosecutions for offences under the *Transport Operations (Marine Safety) Act 1994*
- released the *Motorcycle Safety Strategy 2009–2012*
- opened new supervised school crossings at Buddina, Woodford and Golden Beach State Schools
- progressed work on eight rail level crossing upgrades
- commenced implementation of the *Transport Security (Counter-Terrorism) Act 2008*
- developed a *Transport Pandemic Influenza Plan 2009* and *Pandemic Planning Guidelines for Transport Operators*
- implemented the *Transport Disaster Management Plan* to guide transport agencies in effective management of disaster events.

We aim to have safe movement of people and freight throughout the transport system by improving the safety of vehicles, vessels and trains.

### Our performance

#### Making vehicles, vessels and trains safe

##### *Providing safe transport for school students*

Under the School Bus Upgrade Scheme, we spent \$16.5m to purchase 150 new, or near new, school buses for use across Queensland (buses will be compliant with the ADR 59/00 Omnibus Rollover Strength requirements).

##### *Increasing motorcycle rider awareness*

In April 2009, we convened a Rider Survivor event at Canungra with a number of local businesses, groups and state agencies including:

- Queensland Police Service (QPS)
- Queensland Fire and Rescue Service
- Jimboomba Motorcycles
- Honda Australia Rider Training
- Canungra Auto Wreckers
- members of Motorcycles, Awareness, Training, Education and Safety, a Gold Coast group.

The event included crash data, demonstration of protective gear, simulated rescues, a motorcycle simulator and radar demonstrations. The department received positive feedback from participants.

##### *Monitoring rail safety*

We conduct rail safety audits to ensure we target the main areas of safety concern. We completed 43 rail safety audits comprising 23 compliance inspections, nine spot audits, seven audits of safety management systems and four national safety management system audits of accredited railway operators and railway managers.

We led investigations into the fatal level crossing occurrences at Rungoo and Mundoo in accordance with section 216 of the *Transport Infrastructure Act 1994*. The report into the Mundoo level crossing will be released in August 2009, whilst investigations into the level crossing occurrence at Rungoo are expected to be completed later in 2009.

We conducted joint investigations with Queensland accredited railways into a further four incidents.



## *Being environmentally friendly*

This polyethylene buoy has an LED lantern and solar panels to power it, reducing the environmental impact of our navigation aids

# Queensland Transport Corporate Plan 2008–12 cont...

## Safety and security cont...

### *Ensuring Queensland waters are safe*

The prosecution of marine safety offences is important to progressing marine safety outcomes in Queensland waters. We conducted five successful prosecutions for offences under the *Transport Operations (Marine Safety) Act 1994* in the period April to June 2009 resulting in the courts imposing fines of \$8,400. There were 20 successful prosecutions for offences under the *Transport Operations (Marine Safety) Act 1994* in 2008–09, resulting in the courts imposing \$74,325 in fines, including one fine of \$35,000 for 'unsafe operation'.

We completed the second round of commercial vessel safety training for industry, accredited persons and compliance partners at all major Queensland ports to support the implementation of the new commercial vessel safety standards commencing in October 2009.

### **Moving people and freight safely**

#### *Our commitment to road safety*

We implemented a number of new initiatives and continued several programs aimed at reducing road fatalities, including:

- the young drivers' hazard perception test
- vehicle impoundments for offences such as repeated unlicensed or disqualified driving, high-end drink-driving and 'hooning' offences
- new licence requirements for motorcycle riders.

We continue to implement the *Queensland Road Safety Action Plan 2008–2009* in partnership with QPS. The initiatives in the action plan are consistent with the safe system concept, which guides the development of best-practice road safety policy across Australian jurisdictions.

The action plan lists 82 initiatives under the four outcome areas of the safe system approach:

- safe roads and roadsides
- safe vehicles
- safe speeds
- safe road users.

The initiatives focus on:

- road trauma reduction
- influencing reduced car dependence
- safe road user behaviour
- road engineering design and leadership
- coordination and partnership between all parties associated with roads–road system owners, vehicle designers and road users.

#### *Protecting motorcyclists*

We released the *Motorcycle Safety Strategy 2009–2012*. The strategy is aimed at enhancing the safety of motorcycle riders and outlines a range of safety initiatives to address the unacceptably high level of motorcycle-related accidents. The initiatives also improve road rule consistency between Queensland and other states.

### *Heavy vehicle safety*

We introduced the *Transport Operations (Road Use Management–Mass, Dimensions and Loading) and Other Legislation Amendment Regulation (No.1) 2008*. The amendments were introduced to improve the safety of road users by monitoring heavy vehicles that carry additional mass, dimension or load restraints.

#### *Providing safer passenger transport services*

Our transport inspectors conducted taxi and bus on-road operations to ensure compliance with the *Transport Operations (Passenger Transport) Act 1994*. These operations took place in regional and tourist areas (such as airports and the Gold Coast) and in urban areas. As at 30 June 2009, transport inspectors had dedicated 15,379 hours to passenger transport activities. This is a significant increase on the 10,843 hours completed in 2007–08.

Across the state, transport inspectors performed 3,825 on-road vehicle inspections of taxis. We allocated 1,881 hours to this compliance operation and 551 offences were detected. Overall the standard of compliance was good by comparison with previous campaigns.

These inspections demonstrate our continued commitment to ensuring safer passenger transport services.



*Supervised crossings increase the safety of students, parents, teachers and members of the public who cross at them*

***Making school crossings safe***

School crossing supervisors play a very important role in Our Safe School Travel efforts and are valued members of the school community. As at 30 June 2009, there were 1,846 supervisors on 1,171 crossings at 641 schools across the state.

In September 2006, the government committed to employing an additional 45 school crossing supervisors employed over the period July 2007–June 2010. Between July 2007 and March 2009 we employed 15 school crossing supervisors and from April to June 2009, we employed a further 15. Another 15 school crossing supervisors will be employed by June 2010 meeting the government's commitment.

We officially opened three new supervised school crossings at Buddina State School, Woodford State School and Golden Beach State School. Supervised crossings increase the safety of students, parents, teachers and members of the public who cross at them.

***Improving safety at rail crossings***

We continued to conduct safety assessments and upgrades on all public level crossings on the non-commercial rail network. Of the 1,305 open level crossings (those without boom gates) on the non-commercial rail network, 1,200 were upgraded by May 2009 to *Australian Level Crossing Assessment Model* recommended standard.

We commenced the Federal Government-funded Boom Gates for Rail Crossings Program with \$42.7m allocated to upgrade 66 priority public open level crossings across Queensland. We are progressing the completion of eight level crossing upgrades with an expenditure to 30 June 2009 of \$13.97m.

***Moving vessels safely***

Our Maritime Safety Queensland agency ensures the safety of vessels in Queensland's coastal waters and ports by providing pilotage services, a ship reporting/vessel traffic system and the development and implementation of appropriate standards as well as education, enforcement and other services.

The Great Barrier Reef Vessel Traffic Service (REEFVTS) provides navigational information to reduce the risk of accidents and potential pollution. Safe vessel movements in the REEFVTS area, as a percentage of total movements, exceeded 99.95% in 2008–09.

We assisted the Sunshine Coast Regional Council to develop the Noosa River Marine Zone under the *Transport Operations (Marine Safety) Act 1994*. The Act controls the operation of ships in the Noosa River Marine Zone and addresses amenity issues associated with competing waterway and adjacent land use. The development of this marine zone seeks to ensure that the Noosa River values are protected and conserved as on-water traffic increases.

# Queensland Transport Corporate Plan 2008–12 cont...

## Safety and security cont...

### *Celebrating 150 years*

This year we published special edition Q150 commemorative nautical charts covering the Gold Coast, Brisbane, Gladstone, Mackay, Townsville and Cairns. These charts replicate the colours and styles of old hand-drawn charts but are published using the latest computer technology and hydrographic information.

### **Transport fatalities and injuries**

Transport deaths and trauma have major personal, social and economic impacts on the community.

### *Road fatalities*

During the 2008 calendar year, there were 328 fatalities on Queensland roads. This was 32 fatalities (8.9%) less than the previous year and one fatality (0.4%) less than the previous five-year average. This outcome represents a road fatality rate of 7.64\* fatalities per 100,000 population, and is 11% lower than the 8.58\* fatality rate for 2007.

The 2008 road fatality rate (7.64) is the lowest road fatality rate recorded for a calendar year since accurate records began in 1952.

The preliminary year-to-date road toll as at 28 June 2009 stood at 175 fatalities.

The long-term trend in Queensland road fatalities is downward and demonstrates the benefits of random breath testing, speed management via speed cameras and steady improvements in vehicle safety features.

### *Rail fatalities*

From April to June 2009 there were no rail-related fatalities reported. There were five rail-related fatalities in 2008–09 (following investigation a previously reported fatality was identified as suicide).

Of these fatalities, four occurred at level crossings and one was a trespasser. In 2006–07 there were four fatalities and in 2007–08 six.

Fatalities involving trespassers (44%) and collisions at level crossings (47%) make up the major proportion of all fatalities for the previous eight-year period.

### *Marine fatalities and injuries*

In June 2009, we published our *Marine Incidents in Queensland, 2008*.

There were nine marine incident related fatalities in the 2008 calendar year, the lowest annual fatality toll since 1998. The marine fatality toll fell by 40% in 2008 compared with 2007 (15 recorded fatalities). This is a significant reduction on the previous four-year average of 14.5 fatalities. This was a positive outcome, particularly given the growth in boating exposure in Queensland.

The number of reported marine incident-related serious injuries—those requiring hospital admission—has declined every year since 2005. In 2008, there were 32 serious injuries, a 25% drop compared to the prior four-year average. The majority of serious injury incidents reported in 2008 involved either a collision (28%) or an overboard incident (24%).



Further information on *Marine Incidents in Queensland 2008* is available from Maritime Safety Queensland's website at [www.msq.qld.gov.au](http://www.msq.qld.gov.au)

### *Camera Detected Offence Program report*

The Camera Detected Offence Program consists of the Mobile Speed Camera Program, the Fixed Speed Camera Program and the Red Light Camera Program. These programs are jointly managed by the department and the QPS.

The philosophy behind the *Mobile Speed Camera Program* is general deterrence. It is intended to create a perception in the community those motorists who exceed the speed limit anywhere, anytime, will be caught. The deterrent effect of these cameras is related to the unpredictability of their locations. The program uses visible road signs that indicate speed cameras are in use as well as using marked vehicles.

\* The Australian Bureau of Statistics has reviewed and updated Queensland's (and Australia's) estimated population for the last eight quarters. These new figures have been applied to the Land Transport and Safety Data Analysis Unit's 'basedata' spreadsheet with the addition of the December 2008 population estimate. The Queensland population estimate has been adjusted, and increased, by about 14,000. This affects all fatality rate calculations and has resulted in slight variations in rates for 2007–08 and estimates for 2008–09.

Strict criteria are used to approve speed camera sites, and a computerised scheduling process is used to randomly place cameras.

**Mobile speed cameras** are used at sites that have been approved according to criteria such as crash history and high-risk speeding behaviour. These are checked and referred for approval taking into consideration about workplace health and safety issues for road workers.

The Mobile Speed Camera Program has been evaluated several times by the Monash University Accident Research Centre. The estimated number of serious casualty crashes prevented by the mobile speed camera program for 2006 was 2,877. This translates to an estimated total social cost saving of \$1.7bn.

**Fixed speed cameras** are a valuable enforcement method and contribute significantly to road safety in Queensland. They operate around the clock at specific locations to deliver strong localised speed deterrence in areas known to have a significant risk of crashes.

They are also used in locations that are difficult or unsafe to enforce using other methods.

### *Installing security cameras in Queensland's regional and urban bus fleets has improved safety for drivers and passengers*

**Red light camera sites** are selected based on crash history, physical constraints, and geographic distribution of locations.

From studies completed by Monash University Accident research centre, the estimated number of serious casualty crashes prevented by the red light camera program for 2006 was 41. This translates to an estimated total social cost saving of \$24.2m.

#### *Putting fines to good use*

The distribution of fine income from camera-detected offences (speed and red light) is governed by the *Transport Operations (Road Use Management) Act 1995*. Under this Act all money collected in excess of the administrative and operational costs of collection must be used to fund road safety education and awareness projects, road accident injury rehabilitation programs and safety improvements to state-controlled roads.

Administration of the Act is the responsibility of the Minister for Transport. In compliance with the Act, revenue collected from camera-detected offences is monitored separately from consolidated revenue.

Departments currently involved in program delivery are DTMR, QPS and Department of Justice and Attorney-General.

For more details on the Camera Detected Offence Program, see Appendix 6.

### **Keeping people safe in the transport system**

#### *Walking and cycling to school safely*

We continue to promote the Safe Walking and Pedalling Program. The program improves the safety of children walking or cycling to school through the review of footpaths, bicycle paths and infrastructure that children use within 3.2km of a school. Rather than simply making children adopt a particular safe route to and from school, the program also aims to increase the number of walking and cycling trips taken by children.

Between April and June 2009 four schools received funding to improve bicycle education, facilities and pathways: Taigum State School, Mt Crosby State School, Woodford State School and Jinibara State School.

#### *Ensuring safe travel in buses and taxis*

Installing security cameras in Queensland's regional and urban bus fleets has improved safety for drivers and passengers. We funded the installation of security cameras in 91 buses delivering scheduled urban services in 17 regional locations, at a cost of \$720,000.

We implemented and provide support to the ongoing operation of secure taxi ranks across Queensland. Secure taxi ranks are staffed by a rank marshal and security guard and are monitored by closed circuit television.

# Queensland Transport Corporate Plan 2008–12 cont...

## Safety and security cont...

Secure taxi ranks already operate in Brisbane CBD, Fortitude Valley and Caxton Street entertainment precincts, the Gold Coast at Surfers Paradise and Broadbeach and on the Sunshine Coast in Noosa, Mooloolaba and Caloundra as well as in Ipswich, Townsville, Cairns, Toowoomba, Rockhampton and Mackay. The establishment of secure taxi ranks has improved late night safety in entertainment precincts across Queensland.

As part of an integrated approach to passenger safety and security we funded the installation of taxi security cameras in 3,135 taxis across Queensland at a cost of \$8.3m.

### Securing the transport system

#### *Working collaboratively to secure the national transport system*

We continued implementing the *Transport Security (Counter-Terrorism) Act 2008* across our transport operations. The Act requires detailed risk assessments and management plans to be undertaken for surface transport operations with an assessed elevated risk of terrorist threat or attack, such as:

- high occupancy vehicles transporting passengers
- high payload vehicles transporting goods.

Risk assessments and management plans are developed by transport operators who have been declared under the *Transport Security (Counter-Terrorism) Act 2008* to be at an elevated risk of terrorist attack.



Our commitment to road safety – implemented the young drivers hazard perception test

As a key member of the Transport Security Working Group, we have taken a major role in Australian-Queensland Government relations on surface transport security under the new National Transport Policy arrangements.

We have provided input to development of the *National Surface Transport Security Strategy*. As part of this strategy we lead the national working group, implementing outcomes from the Commonwealth Inspector of Transport Security's Inquiry into Intrastate Ferry Operations.

#### *Disaster Management*

We implemented the *Transport Disaster Management Plan* that guides transport agencies in disaster response and recovery operations. The plan assists other government departments to understand the functions transport agencies fulfil in a disaster event.

Debriefs were conducted for the 2009 floods and Tropical Cyclone Hamish and this information has been used to improve business practices. We also aided in the Maritime Safety Queensland led response to the *Pacific Adventurer* oil spill in the waters off south-east Queensland.

### *Protecting public health*

In response to pandemic (H1N1) Human Swine Influenza, we drafted the *Pandemic Influenza Plan 2009* and *Pandemic Planning Guidelines* for transport operators. These documents assist us and the transport sector to prepare for and respond to pandemic events.

### *Refining the licensing system*

We amended the *Adult Proof of Age Card Act 2008* and *Transport (New Queensland Driver Licensing) Amendment Act 2008* to allow the introduction of an adult proof-of-age card, smartcard driver licence, marine licence and industry licence. This amendment improves the integrity and sustainability of the licensing system and allows for secure on-line transactions with the department.

*In response to pandemic (H1N1) Human Swine Influenza, we drafted the Pandemic Influenza Plan 2009 and Pandemic Planning Guidelines for transport operators*

## **FOCUSING ON THE FUTURE**

**We will continue to plan and operate programs for a safe Queensland.**

Our priorities for 2009–10 include:

- developing and releasing the *Queensland Road Safety Action Plan 2010–2011*
- participating in the national reform agenda being driven by the ATC—we have particular carriage for the safety agenda, including the establishment of a national regulator for heavy vehicles, rail and maritime
- implementing the initiatives contained within the *Queensland Motorcycle Safety Strategy 2009–2012*
- releasing and implementing the *Queensland Speed Management Strategy 2009–2011*
- conducting a Port Precinct Trial of business continuity measures in Townsville
- continuing to lead the national working group on implementation of outcomes from the Inspector of Transport Security's ferry security inquiry
- undertaking further counter-terrorism exercising at major transport precincts, including drill-style exercise activities
- delivering annual disaster management training to disaster liaison district officers to ensure they are prepared to respond to any disaster events during the 2009–10
- reviewing, updating and reissuing the *Transport Disaster Management Plan*
- continuing work with transport providers and supporting Queensland Health in the management of Pandemic (H1N1) Human Swine Influenza
- continuing implementation of the *Transport Security (Counter-Terrorism) Act 2008*.

# Queensland Transport Corporate Plan 2008–12 cont...

## Fair, efficient services and infrastructure

*Delivering fit for purpose transport infrastructure and efficient, accessible services to transport users*

### HIGHLIGHTS

During the period, we delivered infrastructure and efficient, accessible services to transport users.

Highlights include:

- continued to support people with disabilities through the Taxi Subsidy Scheme
- provided approximately \$13.6m for new and upgraded recreational boating facilities and related services
- provided \$2.4m for bus stop upgrades as part of the *qconnect* regional bus network.

We continue to improve access to transport infrastructure and services for all transport users and we strive to offer accessible and efficient customer services for the community.

### Our performance

#### Making transport accessible

##### *Improving access for all*

We are committed to providing transport options for people with disabilities who are unable to use other modes of public passenger transport. Members of the Taxi Subsidy scheme are provided with a 50% discount on taxi fares to a maximum subsidy of \$25 per trip.

To improve access for all passengers, we invested in upgrading QR Limited rolling-stock and station infrastructure in south-east Queensland. The upgrades included stair, lift and escalator access, new accessible ticket windows and tactile ground surface indicators.

To support infrastructure in regional areas we continue to provide the Regional Airport Development Scheme as part of Blueprint for the Bush. This supports 15 airport infrastructure projects through a 50/50 shared funding partnership with local governments.

#### *Disability Discrimination Act 1992 compliant infrastructure*

To comply with the *Disability Discrimination Act 1992* the Queensland Government is contributing \$22.1m to upgrade public transport infrastructure throughout regional Queensland over the next 14 years. Queensland is the only state to meet the Federal Government's compliance targets for bus stops on the urban network, with 42% compliance reported in an assessment completed by an external party.

As part of the *qconnect* regional bus network we provided \$2.4m for bus stop upgrades between April and June 2009.

We continued upgrading the jetty infrastructure that supports government subsidised ferry routes. This included jetties in: Moreton Bay, Townsville, Magnetic Island, Palm Island and various jetties in the Torres Strait.

We entered into 50/50 funding agreements with local government in: Cairns, Townsville, Cassowary Coast, Whitsunday, Gladstone, Bundaberg, Fraser Coast, Gympie, Southern Downs, Goondiwindi and Redlands to ensure they achieve 55% bus stop compliance with the *Disability Discrimination Act 1992* by December 2012.



## *Meeting transport needs*

We continue to provide a transport system designed to address diverse stakeholder needs

# Queensland Transport Corporate Plan 2008–12 cont...

## Fair, efficient services and infrastructure cont...

### Working for our customers

#### Getting you moving

To provide better service to customers, we are improving the management of queues and wait times by installing Q-Matic ticketing systems in our customer service centres.

Additional Q-Matic machines will be installed in Bundaberg, Harristown, Maryborough, Redbank, Rosalie, Beaudesert, Townsville City and Warwick customer service centres in 2009–10. This will increase our data collection of wait times to approximately 90% of transactions conducted by the customer service centre network. This data will assist us to improve our services to customers.

As part of our electronic service delivery strategy, there are 25 online services available including: change of address, paying your registration renewal and booking a driving test. Further electronic services are being developed.

 For more information about online services visit our website at: [www.transportandmainroads.qld.gov.au](http://www.transportandmainroads.qld.gov.au)

#### Answering the call

For the reporting period, our customer service direct call centre handled approximately 341,048 calls. Our service standard is 80% of calls to be answered within three minutes. During this quarter, the average time increased slightly due to an increase in unplanned leave as a result of influenza.

We also responded to 83% of marine commercial licensing applications and 77% of marine commercial registration applications within statutory requirements. There were approximately 5,600 commercial vessels registered as at 30 June 2009 and approximately 2,500 applications associated with commercial licences granted during 2008–09.

### Providing economically sustainable services and infrastructure

#### Delivering value for money

The *Transport Infrastructure Act 1994* (the Act) and standards ensure the government is delivering value for money for resources applied to the construction, maintenance and operation of transport infrastructure. The Act outlines the obligations for government-supported transport infrastructure as follows:

- the construction, maintenance and operation of all government supported transport infrastructure for which the chief executive is responsible is carried out in accordance with standards published by the chief executive. These are designed to achieve efficiency, affordable quality and cost effectiveness

- construction, maintenance or operation is carried out in a way that:
  - takes into account national and international benchmarks and international best practice
  - promotes, within overall transport objectives, the safe transport of persons and goods
  - encourages efficient and competitive behaviour in the construction and maintenance of transport infrastructure
- contracts that are let for the construction, maintenance or operation of transport infrastructure are designed in a way that encourages efficient performance by the contractor.

We ensure the construction and maintenance of transport infrastructure is efficient and competitive by:

- guaranteeing that the outputs from each project will deliver outcomes consistent with whole-of-government and DTMR policy, procurement procedures and strategic objectives
- managing opportunities and risks
- making the best use of resources.

For more information about the status of our transport infrastructure and investigation projects, see Appendix 5.



## Boating infrastructure capital and maintenance program

### *Improving community access to recreational boating*

This program funds new and upgraded recreational boating facilities to improve community access to recreational boating. The program was developed in conjunction with local governments, port authorities and Marine Queensland (representing the marine industry sector).

During the reporting period, we provided funding for approximately \$13.6m of new and upgraded facilities and related services comprising:

- \$9.4m for new and upgraded recreational boating facilities
- \$2.5m for hydrographic surveys and marine safety education and enforcement
- \$1.7m for dredging.

This compared with \$5.5m revenue received from boating registration fees.

Under the program, we fund the construction and ongoing structural maintenance of a facility. The local managing authority provides the land-based infrastructure such as car and trailer parking and manages and maintains the operations at the facility.

We currently own approximately \$328m of marine assets which assist boating throughout the state. These assets include:

- 271 boat ramps
- 68 landings (jetties and pontoons)
- two barge ramps
- five state-managed boat harbours including commercial land, public car and trailer parking, breakwaters and revetments
- 33 navigation channels
- other land and infrastructure including facilities at Nelly Bay harbour (Magnetic Island), the Gold Coast seaway and sand bypass system and three quarries.

## FOCUSING ON THE FUTURE

We will continue to improve transport infrastructure and accessibility and offer efficient customer service.

Our priorities for 2009–10 include:

- continuing to develop the state-wide Q-Matic queuing system in the customer service direct call centre. The system will make customer service consistent across the state and will reduce waiting time in customer service centres
- continuing to develop and promote our electronic services, including online payment options
- fit for purpose infrastructure such as busways, cycleways and recreational boating facilities
- upgrading jetties with pontoons that are compliant with the *Disability Discrimination Act 1992*, including One Mile on Stradbroke Island and Idabu Pontoon on Thursday Island by June 2010.

*We fund new and upgraded recreational boating facilities to improve community access to recreational boating*

# Queensland Transport Corporate Plan 2008–12 cont...

## Capable people and organisation

### *Enhancing organisational capability and performance*

#### **HIGHLIGHTS**

During the period, we continued to develop and enhance our people's and our organisation's capability and performance.

Highlights include:

- celebrated the 25th anniversary of the School Crossing Supervisor scheme in Queensland
- permanent job placement for six Indigenous people under the Aboriginal and Torres Strait Islander Transition to Sustained Employment
- promoted and participated in the whole-of-government Flexible Workplace Program Central Brisbane Pilot in June 2009.

Developing, enhancing and recognising the capabilities of our people are one of our highest priorities. We aim to be a highly capable organisation that rewards performance, creativity and innovation. By developing and aligning our people, processes and systems to meet our current and future business needs, we are able to support the delivery of a varied transport system for all stakeholders.

#### **Our performance**

##### **Our people performing effectively**

The Queensland Government celebrated the 25th anniversary of the School Crossing Supervisor Scheme in Queensland. The scheme commenced in 1984, and there are now 255 schools across the state involved in it. School crossing supervisors play an important role in our safe school travel efforts and are valued members of the school community. This year marked an anniversary for 21 school crossing supervisors who have given 25 years continuous service to this worthwhile scheme—we offer them our congratulations and our thanks.

##### ***Improving opportunities for women***

We are committed to improving opportunities for women in the workplace and this commitment is reflected in our *Equal Employment Opportunity Management Plan 2006–09*.

This year we achieved:

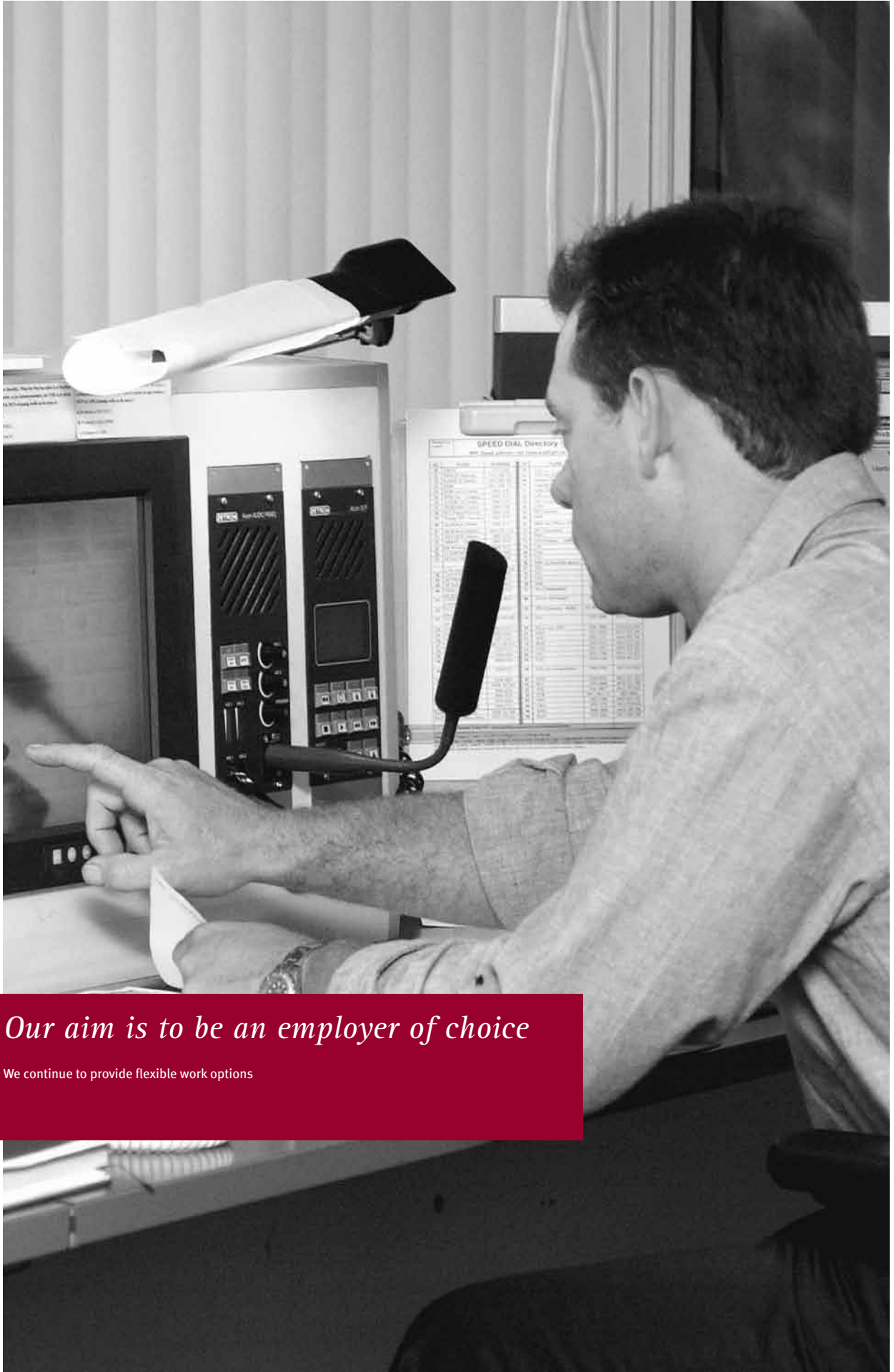
- 40% of graduates recruited for the 2009 graduate program were women
- 77% of employees completing Certified Agreement Training were women
- 45% of attendees participating in the Middle Management Development Program were women
- 15 female employees completed the Mentoring for Women Pilot Program
- three female mentors and three female mentees participating in the Queensland Women in Public Sector mentoring program.

As at 30 June 2009, the former Queensland Transport employed 2,004 women. Approximately 12% of them were at an A07 level or above.

##### ***Promoting equal employment opportunities***

We are committed to providing equal employment opportunities and have implemented strategies to support this, including:

- ongoing management of the Aboriginal and Torres Strait Islander Transition to Sustained Employment Initiative which provided permanent job placements for six Indigenous people
- sponsorship of three cadetships under the National Indigenous Cadetship Scheme



*Our aim is to be an employer of choice*

We continue to provide flexible work options

# Queensland Transport Corporate Plan 2008–12 cont...

## Capable people and organisation cont...

- sponsorship of four Aboriginal and Torres Strait Islander scholarships under the Education-to-Employment Scholarship scheme
- ongoing promotion of our online cross-cultural awareness training module to assist our people to understand cross-cultural factors when interacting with people from culturally and linguistically diverse backgrounds
- promoting National Aborigines and Islanders Day Observance Committee (NAIDOC) Week
- sponsoring attendance of four employees at the week-long Rotary Youth Leadership Camp; open to all of our people under 25 years of age
- completing the Reasonable Adjustment Policy and resource kit to support managers to modify or adjust the work environment and employment practice or job design to enable our people to perform their role.

### *Enhancing effective service delivery*

The *Human Resource Policy Framework* was reviewed in 2008–09, through surveys, focus groups and individual feedback from human resource practitioners and front line managers to gather data about the accessibility and relevance of the existing framework.

The effectiveness of the framework was reviewed to ensure our human resources policies continue to support our business and enhance effective service delivery.

As well as initiating a review of the effectiveness of the approach and accessibility of the framework, significant policy development and review occurred in 2008–09, including:

- recruitment and selection
- workplace health and safety
- conflict of interest
- flexible working arrangements
- rewards and recognition
- learning and development.

### *Providing flexible working arrangements*

We continue to support flexibility within our workplace. Currently, 509 employees participate in part-time arrangements, 38 participate in purchased leave arrangements and 46 participate in formal telecommuting arrangements.

In June 2009, we promoted and participated in the whole-of-government Flexible Workplace Program Central Brisbane Pilot.

For the reporting period, our employee retention rate was 98.3% and our separation rate was 1.2%.

We continue to place a significant focus on the safety, health and well-being of our people.

This focus is reflected in the average working days lost per accepted workers compensation claims for 2008–09 of 13.1 days.

### *Developing our people*

The Applied Policy Skills Program was developed in 2005 to address gaps in policy skills development and provides a path of study and activities for our people wishing to improve their policy skills. Twenty participated in the Applied Policy Skills Program in June 2009.

We managed Stage 1 of the competency-based training assessment development for the Diploma of Government (Rail Safety Regulation) that was approved by Government Skills Australia.

We developed a *Learning and Development Strategic Framework* that will ensure learning across all levels of DTMR is aligned with organisational priorities and performance, that consistency is achieved, and evaluation of learning and development activities is part of a continual improvement process.

We regularly evaluate all corporate learning and development initiatives to assess their effectiveness in terms of the desired learning outcomes. Evaluation strategies include participant evaluation and post-training surveys of participants and their managers to gauge skills improvement.

We deliver a wide range of corporate training to our people including corporate induction, graduate development, Certificate IV to advanced diploma qualifications, performance management and review, and middle management development.

During the reporting period, 1,476 employees participated in our online learning programs. Via our intranet we deliver a number of corporate compliance learning courses which build capability and improve organisational governance and performance.

### **Our systems working effectively**

#### *Making sure we are reaching our goals*

We developed our *Strategic Performance Management Framework* to enhance accountability and transparency of our performance management and governance arrangements. This framework outlines the relationship between planning, resource allocation and reporting requirements. The framework is aligned with the *Queensland Government Performance Management Framework*.

Following the amalgamation of the former departments of Queensland Transport and Main Roads, we began the process of developing our new corporate plan. This will set our future strategic direction for the next four years.

We continue to use a number of organisational performance systems (financial and non-financial) to monitor our effectiveness in terms of our goals and objectives.

The major systems for monitoring and reporting our performance are:

- **Strategic Planning Management System:** to assist strategic and business planning and performance monitoring and reporting processes

- **Key Facts Repository:** to record performance measures and their results
- **SAP:** to manage financial, human resources, products and assets
- **Employee Self Service:** to update and view personal details and manage leave applications.

We also developed or integrated several new business systems including:

- a toll compliance and management system to enable better road toll administration and management
- the Student Transport Assistance Scheme, providing students disadvantaged by distance, income or disability with an on line process for applying for assistance and removing existing paper-based processing
- Transport Integrated Customer Access (TICA), integrating core business functions into a single customer interface to support emerging technologies—TICA will deliver functions identified by customer service centres as necessary to improve service delivery to customers without the need for multiple software applications.

During the reporting period, we achieved the following industrial relations outcomes:

- analysed and developed options for uniform industrial relations for DTMR as a consequence of machinery-of-government changes in March 2009
- identified key issues to include in enterprise bargaining discussions for DTMR.

## **FOCUSING ON THE FUTURE**

**We will continue to develop and enhance our people, organisational capability and performance.**

Our priorities for 2009–10 include:

- replacing our internet platform—the new platform will support the future delivery of online services to our customers and partner agencies
- creating a service centre web portal to respond to growth in the number of information communication technology (ICT) services available to internal customers, the web portal will improve enterprise information and systems and customer service response times and reduce costs
- addressing the challenge of the integration of two departments on separate ICT platforms
- continue to enhance people management strategies that attract and retain a talented and diverse workforce through initiatives across entry pathways, career progression and phased retirement.

# Main Roads Strategic Plan 2008-13

## *Planning for the future*

The *Main Roads Strategic Plan 2008-2013* provided the strategic policy direction for the former department of Main Roads over a five-year period. It demonstrated the former department's commitment to planning, providing, managing, maintaining and operating a safe, efficient and reliable road network as part of an integrated transport system.

To achieve the vision of Connecting Queensland the strategic plan identified six KRAs (outlined in the following) to measure our performance.

- **State-wide System Planning:** provided a consistent state-wide response to current and future needs.
- **Program Development and Delivery:** ensured efficient and reliable delivery through effective program, project and contract management.
- **Corridor Land Management:** led consistency and effectiveness in managing the sustainability and access to our land corridors.

- **Road Operations:** led state-wide improvements in the safety, efficiency and reliability of the road network.
- **Effective Relationships:** worked with government agencies and other key stakeholders to ensure their views were understood and reflected in planning and delivery of the road network.
- **Capable Organisation:** ensured we had capable people who were motivated and led to perform using consistent systems, processes and practices.

We delivered on these KRAs through an integrated business planning process which identified key actions that enabled the effective implementation of the strategic plan.

QUEENSLAND  
GOVERNMENT  
AMBITIONS



TO DELIVER ON  
THE QUEENSLAND  
GOVERNMENT'S  
AMBITIONS,  
WE ADDRESS  
STRATEGIC  
OPPORTUNITIES,  
PRIORITIES AND  
CHALLENGES



THESE STRATEGIC  
OPPORTUNITIES,  
PRIORITIES AND  
CHALLENGES  
DRIVE OUR KEY  
RESULT AREAS  
(KRAs)



## QUEENSLAND GOVERNMENT AMBITIONS

### STRONG

Creating a diverse economy powered by bright ideas

### GREEN

Protecting our lifestyle and environment

### SMART

Delivering world-class education and training

### HEALTHY

Making Queenslanders Australia's healthiest people

### FAIR

Supporting safe and caring communities

## STRATEGIC OPPORTUNITIES, PRIORITIES AND CHALLENGES

### Strategic opportunities

- Establish our role in long-term government planning
- Develop robust corporate and technical governance
- Enhance the department's reputation
- Improve the department's strategic risk management
- Improve the department's strategic asset management

### Strategic challenges

- Stakeholder engagement and advocacy
- Long-term planning
- Capital infrastructure and service delivery
- Preservation, safety and efficiency of the transport asset
- Workforce and industry capability and capacity
- Demand growth in urban areas leading to congestion
- Increased freight loadings and volumes

### Strategic priorities

- Improve safety of the road environment
- Achieve reliable delivery of the roads program
- Preserve the increasing road asset
- Manage the impact of urban traffic growth

### Business priorities

- Proactively engage our stakeholders
- Build the capability and capacity of our workforce
- Effectively plan for the long-term
- Ensure the safety and well-being of our people

## MAIN ROADS KEY RESULT AREAS

### Effective relationships

#### Objective 1: Be a leader in stakeholder engagement and community and industry relations

Key result indicator

- Stakeholder satisfaction
- Effective relationship management

### State-wide system planning

#### Objective 2: Lead integrated road system planning across the transport sector

Key result indicator

- Investment aligned with priorities and outcomes
- Level of service of state-controlled road network
- Condition of state-controlled road network

### Program development and delivery

#### Objective 3: Develop and deliver the roads program effectively

Key result indicator

- Reliability of state-wide road project delivery
- Effective technical governance
- Delivery performance of the *South East Queensland Infrastructure Plan and Program (SEQIPP)*

### Corridor land management

#### Objective 4: Lead the sustainable management of road corridor land

Key result indicator

- Road corridor environmental values
- Sustainable road corridor use

### Road operations

#### Objective 5: Provide a safe, efficient and reliable road network

Key result indicator

- Safety of state-controlled road network in line with national targets
- Efficiency of heavy vehicle operations on the state-controlled road network
- Travel efficiency and reliability on the state-controlled road network

### Capable organisation

#### Objective 6: Achieve excellence through the performance of our people, systems and practices

Key result indicator

- Workforce capability and capacity
- Organisational climate and safety
- State-wide functional systems
- Proactive policy and planning

# // Performance summary

This summary provides an overall assessment\* of our performance against strategic priorities, reflected in our achievements against the key result indicators set in *Main Roads Strategic Plan 2008–2013*. Results are based on a graduated scale. The page numbers refer to sections of the report where more detailed information is presented.

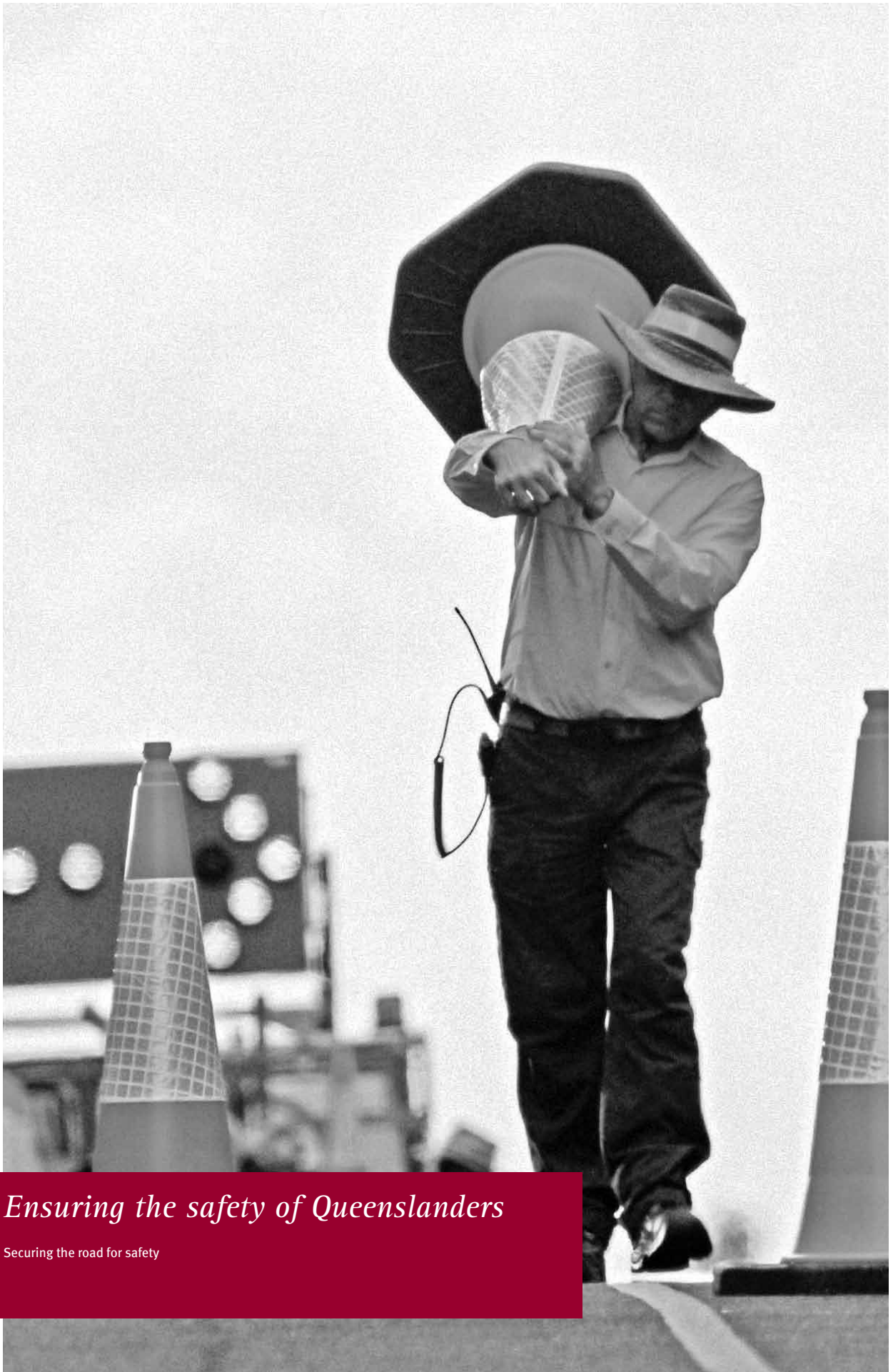
Key Result Area > Objective > Key Result Indicator	2007–08 Results	2008–09 Results**	% Change	Page no.
<b>Effective relationships</b>				
<b>Objective 1: Be a leader in stakeholder engagement and community and industry relations</b>				
Key Result Indicators:				
• Stakeholder satisfaction			2	48
• Effective relationship management			6	49
<b>State-wide system planning</b>				
<b>Objective 2: Lead integrated road system planning across the transport sector</b>				
Key Result Indicators:				
• Investment aligned with priorities and outcomes			0	52
• Level of service of state-controlled road network			0	53
• Condition of state-controlled road network			0	53
<b>Program development and delivery</b>				
<b>Objective 3: Develop and deliver the roads program effectively</b>				
Key Result Indicators:				
• Reliability of road project delivery			5	62
• Effective technical governance			5	64
• Delivery performance of SEQIPP			5	63
<b>Corridor land management</b>				
<b>Objective 4: Lead the sustainable management of road corridor land</b>				
Key Result Indicators:				
• Road corridor environmental values			10	69
• Sustainable road corridor use			0	69
<b>Road operations</b>				
<b>Objective 5: Provide a safe, efficient and reliable road network</b>				
Key Result Indicators:				
• Safety of state-controlled road network			10	72
• Efficiency of heavy vehicle operations on the state-controlled road network			0	78
• Travel efficiency and reliability on the state-controlled road network			(13)	76
<b>Capable organisation</b>				
<b>Objective 6: Achieve excellence through the performance of our people, systems and practices</b>				
Key Result Indicators:				
• Workforce capability and capacity			9	82
• Organisational climate and safety			9	80
• State-wide functional systems			5	86
• Proactive policy and planning			0	87

Improvement needed to achieve our goals  
 On track to achieve our goals  
 Achieving our desired goals

\* Self-assessment based on an evaluation of all achievements within the specified key result indicator.

\*\* Performance as at 30 June 2009.





*Ensuring the safety of Queenslanders*

Securing the road for safety

# Main Roads Strategic Plan 2008—13 cont...

## Effective relationships

*Being a leader in stakeholder engagement and community and industry relations*

### HIGHLIGHTS

Stakeholder engagement remains a priority for DTMR.

Highlights include:

- key stakeholder input to DTMR integration
- establishment of executive-level relationship management roles and accountabilities
- endorsement of highly effective stakeholder engagement practice for continuation or priority integration in DTMR.

### Keeping a finger on the pulse of changing interests, attitudes and values of Queenslanders

We are committed to managing and operating a safe and efficient transport system that will provide a sustainable legacy for future generations of Queenslanders.

We achieve this by staying attuned to the changing preferences, needs and expectations of our stakeholders, understanding their values and considering these in our decision-making and planning.

We identify our stakeholders through the relationships we have with them. Our stakeholders include individuals and groups who:

- collaborate with us on our key planning and policy responsibilities
- enable the resources and autonomy we require to operate effectively
- represent a significant proportion of people who use our products and services
- are essential to DTMR functions
- share a common interest in our operations and activities
- might not have frequent interaction with us, but who become involved in response to our actions.

We listen to and engage with our stakeholders. There are many ways we do this. For example, we:

- participate in expert panels, technical forums, events and advisory groups
- meet with peak industry bodies, road user organisations, transport bodies and other government agencies
- involve the local community through events, displays and project site offices
- nurture strong local connections through our people who are living and working in communities across Queensland
- enable representation of citizens to Members of Parliament
- undertake research, surveys and focus groups.

These approaches support our commitment to ensure that policies, programs, investment decisions and services are underpinned by fair, responsive and inclusive community and stakeholder engagement practices.

*Engaging stakeholders to ensure we make effective business decisions*

Opening of Boggo Road Busway



# Main Roads Strategic Plan 2008–13 cont...

## Effective relationships cont...

### Community and stakeholder participation

Queensland's transport system is an integral part of community life—connecting people, business and industry, markets, employment and social networks.

In addition to meeting community needs, transport infrastructure must keep pace with changes in the global economy, population growth, industry dynamics, changing travel patterns and the nature of work, as well as social and environmental trends.

We know that community and stakeholder participation makes a real difference in developing and implementing sustainable policies, programs and services.

For this reason, we will continue to connect directly with a broad range of stakeholders through engagement activities that have proven highly effective in the past. For example, we have confirmed our commitment to:

- lead transport policy debate at local, state and national levels
- develop strong relationships with key individuals, groups and organisations from across the community, government and industry bodies as vital partners in our business
- drive greater transport and road efficiencies through partnerships, such as the Roads Alliance

- provide a fair and inclusive process for community and stakeholder engagement on transport infrastructure projects.

### Our performance

#### Stakeholder satisfaction

It is recognised that the merger of two former departments into one entity, DTMR, has impacts on our external stakeholders. During the transition period (27 March to June 2009), we met with a number of key stakeholders to gather their views and expectations of a range of leadership and organisational issues to help us shape our new organisational direction.

We found that stakeholders were supportive of the new integrated department and business model and held high expectations of the benefits that would be delivered through this approach. They were keen to re-establish relationships with our senior leaders and to begin to understand our new priorities.

There is opportunity in a combined agency to promote leadership across all transport issues and setting the transport agenda. Stakeholders understand that this means greater integration of transport modes, contestability around the priorities, as well as quick response to emerging trends and issues affecting the transport system.

Delivery of major projects and other minor road and transport infrastructure works will remain a high priority for us. All projects that impact communities will include a community engagement plan with fair and inclusive processes for the public to have a voice in matters that may have an effect on their lives.

### Effective relationship management

The department will be led by a new Senior Leadership Team with primary responsibility for building strong relationships with key stakeholders. These key stakeholders include individuals, groups and organisations from across the community, government and industry bodies, including the Royal Automobile Club of Queensland, and Queensland Trucking Association (QTA),

*We will continue to connect directly with a broad range of stakeholders through engagement activities*

AgForce Queensland, Infrastructure Association of Queensland, and academia. They are vital partners in our business as they provide a level of critical analysis that helps us refine our policies, programs, investment decisions and services.

There is real opportunity for us to leverage off the strong relationships developed with local government through the Roads Alliance initiative and achieve even greater efficiencies across the state.

We remain committed to nurturing these relationships into the future. As part of this dialogue, we will continue to ask these stakeholders to rate our performance against the quality of relationships, using the elements of trust, commitment, recognition and inclusiveness.

## ***FOCUSING ON THE FUTURE***

**Moving forward as DTMR, we will build on our past strengths and long history of committed stakeholder and community engagement.**

**There will be a continued focus on improvement in stakeholder and community engagement to ensure the broader transport system meets the needs of Queensland.**

# // Main Roads Strategic Plan 2008—13 cont...

## State-wide system planning

*Leading integrated road system planning across the transport sector*

### HIGHLIGHTS

During the reporting period, we actively guided road system planning across the transport sector to achieve integrated transport solutions.

Highlights include:

- secured federal funding for significant transport projects in Queensland, by presenting a network-level investment case
- developed the state-wide, prioritised, Strategic Planning Program (SPP)
- provided expert advice on integrated land use and transport planning in key planning initiatives for south-east Queensland
- developed a *Strategic Road Network Plan (SRNP)* for south-east Queensland
- researched and analysed road network condition to maximise future maintenance investment
- coordinated our initiatives to better manage the impacts of urban traffic growth
- strengthened our working relationships with key government and external stakeholders.

### The importance of strategic network planning and maintenance

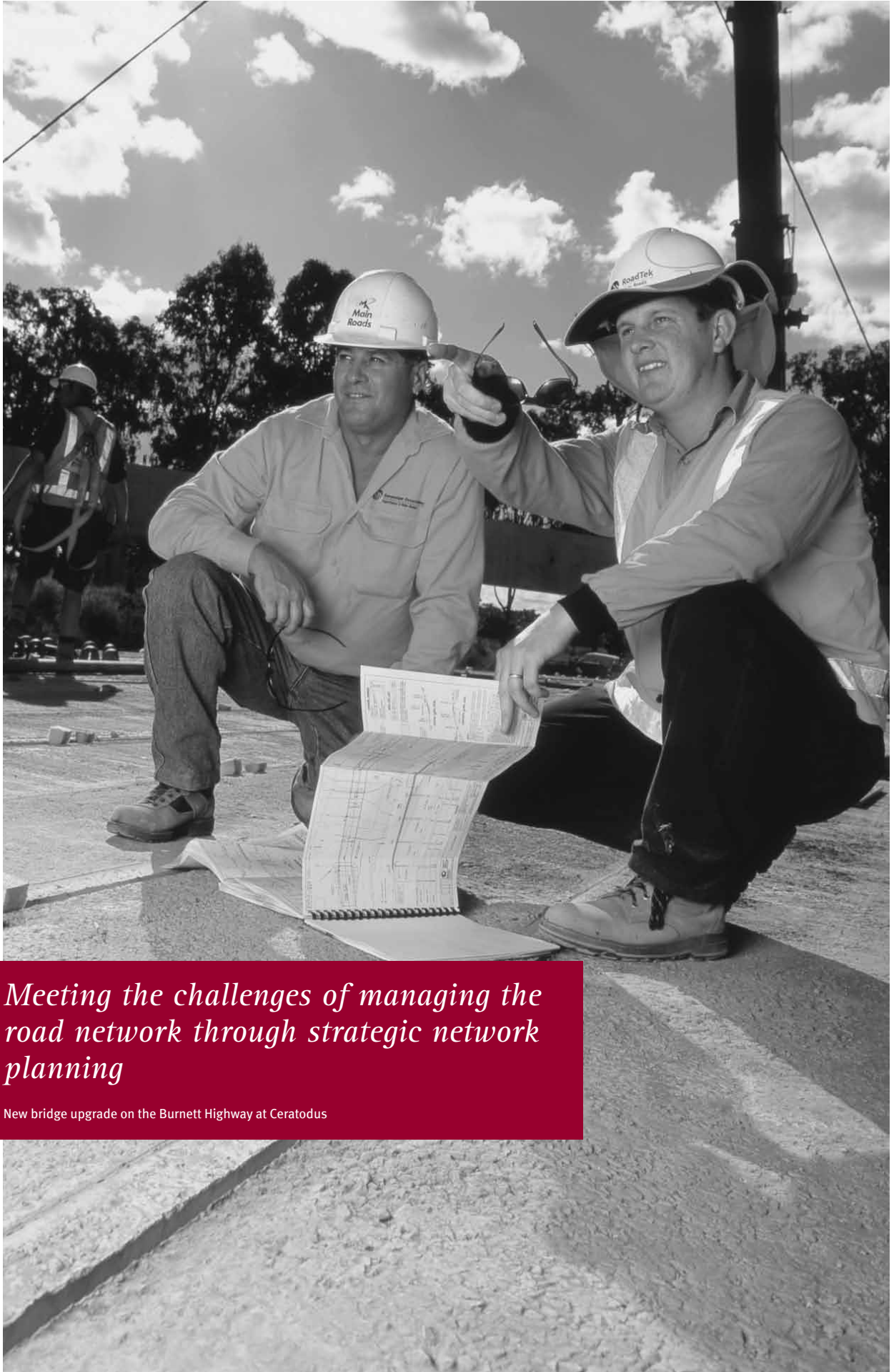
We continue to strengthen our strategic network planning activities to ensure a strong focus on priority needs across the state.

We identified strategic and priority routes, compiled planning guidelines and sourced dedicated strategic planning funding, to underpin the robust network planning that informs network strategies, investment decision-making and project prioritisation. This approach positions us well to meet the challenges of rapid urban growth and economic development, and takes into account the diverse road needs across the state within a climate of constrained funding.

Our achievements this year demonstrate the progress made in strengthening our strategic transport planning approach. We:

- ensured planning was focused on priority needs across Queensland through the development of the SPP
- influenced investment at a national level, by securing a substantial increase in federal funding for Queensland roads in the May 2009 Federal budget. Some \$5.939bn was secured under the Nation Building Program (NBP) and \$884m under the IA Building Australia Fund—the latter as part of Queensland’s overall \$1.27bn share of IA funding for transport infrastructure

- continued to refine our investment approach for maintenance, preservation and operations, which ensures a focus on priority needs, particularly safety, and takes account of diverse requirements across the state
- contributed to the development of a new Integrated Regional Transport Plan (IRTP) for south-east Queensland
- updated the roads program of the SEQIPP
- provided integrated land use and transport advice in the development of the *South East Queensland Regional Plan 2009–2031 (SEQRP)*
- contributed to priority infrastructure investment in regional Queensland, by helping to develop and assess submissions for funding under the Queensland Government’s Sustainable Resource Communities initiative.



*Meeting the challenges of managing the road network through strategic network planning*

New bridge upgrade on the Burnett Highway at Ceratodus

# Main Roads Strategic Plan 2008–13 cont...

## State-wide system planning cont...

### Our performance

#### Network view drives safety

Our approach to state-wide planning is to ensure the right projects are undertaken at the right time, to achieve the best outcomes within available funding, and to meet state-wide priorities, including safety and freight needs.

By providing a robust, network-level view of investment needs for the Queensland section of the national network, we helped secure a significant increase in federal funding. The resultant road upgrades will improve safety for all road users.

Maintenance activities also underpin improved road safety outcomes. We continued our work to build an increasingly detailed understanding of network condition and associated risk, which is helping to guide our investment decision-making for maintenance and preservation.

The aim is to take a longer-term, proactive and more consistent approach to planning, one which balances state-wide priorities and regional transport pressures in managing transport demand on the road system. Our approach, taken on a state-wide basis, is to formulate appropriate and consistent standards for sections of the road network that perform similar functions, and implement them by developing road route strategies and link development plans.

#### Investment aligned with priorities and outcomes

We are actively engaged in a range of whole-of-government planning activities to ensure transport issues and impacts are given due consideration in government land-use decisions and infrastructure and services investment.

We work in partnership with the Department of Infrastructure and Planning (DIP) to refine new statutory regional plans. The draft SEQRP is a recent example. This involvement enables us to positively influence future travel patterns and behaviour and leads to enhanced network performance and investment efficiency.

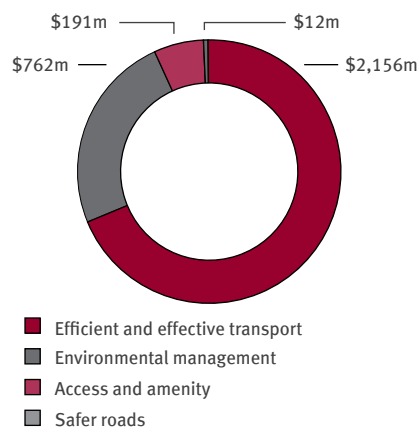
The former Department of Main Roads' projects represented approximately 40% of the \$107bn SEQIPP which supports the SEQRP. We coordinate an annual review of the SEQIPP roads program to reassess priorities, including project scope and sequencing. The review process ensures the infrastructure program is affordable and aligned with whole-of-government regional planning outcomes.

We continue to strengthen our strategic transport planning capacity ensuring road network needs are addressed and support Queensland's economic development, population growth, and employment generation. We work to ensure that the strategic requirements of the network are well understood, so that priority investment is in projects with a well-defined scope that meet those requirements.

We also guide investment in road projects and other network activities to achieve priority outcomes, with most projects contributing to multiple outcomes. These include improving the safety, efficiency and effectiveness of transport and providing fair access and amenity, while managing environmental impacts.

Graph 1 indicates the primary investment allocation of roads projects to Main Roads' outcomes for 2008–09. Current reporting does not allow the benefits achieved against multiple outcomes to be shown against each outcome.

Graph 1 Outcome investment\*



\* These figures reflect 3 months of the current financial year due to the newly formed Department of Transport and Main Roads.



Graph 1 indicates that efficient and effective transport was the primary beneficiary of investment. This investment has multiple outcomes, as it also contributes to associated improvements in safety and environmental conservation and management are a core part of our everyday business.

### **Level of service of the state-controlled road network**

Level of service is a qualitative indicator of service delivery that describes operational conditions within a traffic stream, by comparing the traffic volume with road capacity. There are six levels of service in Austroads' nationally accepted approach to categorising traffic operating conditions. The state-controlled road network has a range of operating conditions, depending on location, traffic flow, standard of road provided and capacity. A level of service 'C' or better is considered a desirable operating condition. Of the total state-controlled network, some 40% of the network in urban areas and 84% in rural areas meets or exceeds level of service C.

Our aim is to provide travel time reliability, through investment that provides the most effective solutions to traffic growth.

We work collaboratively across government, investigate traffic demand management measures and examine policy options in our planning process. This ensures that the state-controlled road network is developed in the context of integrated land use and transport planning decisions so that vehicle usage is complemented by a wide range of other transport choices (walking, cycling, and public transport).

An example of our role in integrated land use and transport planning was our contribution to preparing a new IRTP for south-east Queensland. The IRTP will provide the over-arching policy and strategic direction for the region's transport system to support the desired outcomes of the SEQRP. The revised IRTP will identify:

- long-term infrastructure and network management priorities
- non-infrastructure initiatives.

When it is finalised in 2010, the region's IRTP will effectively respond to forecast population growth and economic development, support efficient network operation and investment and contribute to sustainable travel behaviour in one of Australia's fastest growing areas.

### **Condition of the state-controlled road network**

Austroads provides a methodology for assessing and reporting road ride quality and defines the measure as Smooth Travel Exposure (STE). STE is the proportion of travel undertaken each year on roads with measured surface roughness of less than each of the specified levels of 4.2 and 5.3 International Roughness Index. This is reported separately for urban and rural roads.

Over a five-year period, we have maintained a consistent road ride quality for urban and rural roads, and meet the Austroads standard for both.

### **Strategic road network planning**

As part of our strategic road network planning, we have completed the following documents:

- the *Strategic Road Network Plan* (SRNP). This document guides our network planning, management and development in south-east Queensland. The SRNP defines strategic routes, based on functional significance, and details desired transport outcomes for each route. This information is used to scope and prioritise planning and infrastructure investment on a consistent basis, and improve alignment with whole-of-government plans

# Main Roads Strategic Plan 2008–13 cont...

## State-wide system planning cont...

- the state-wide SPP. This provides a prioritised list of strategic planning projects for the state-controlled road network that, with dedicated funding, is included in the 2009–10 to 2013–14 RIP. The SPP gives a clearer understanding of external factors influencing state-wide road transport demand and the ability to concentrate resources on state-wide planning priorities. It also improves coordination, timing and scheduling of planning projects, to make the best use of available funding and planning resources.

Importantly, this work means that DTMR is in an even better position to contribute to and influence whole-of-government regional planning, such as statutory regional planning and integrated transport plans. Our approach also helps to demonstrate to all levels of government, the community and industry, that our robust planning process and long-term planning investment will benefit Queensland.

### **Managing the impacts of urban traffic growth**

We established governance arrangements, to drive the coordination and strengthen the effectiveness of our initiatives for managing the impacts of urban traffic growth. This ensures consideration of a range of interventions, both infrastructure and non-infrastructure, to respond to and manage transport demand in a balanced and integrated way.

Our ability to influence land use and planning decisions, to participate in integrated transport planning and to explore appropriate policy responses is integral to providing travel time reliability in an environment of urban traffic growth.

In south-east Queensland, the finalised SRNP and the south-east Queensland component of the SPP are integral activities. Together, they have identified a number of priority areas where development pressures are likely to be critical in future, and programmed the planning work to develop area and corridor strategies to effectively manage demand on the state-controlled road network.

### **Preserving the increasing road asset**

We are responsible for preserving a road asset that is increasing due to its significant enhancement each year to support rapid population and economic growth. In 2008–09, considerable investment in re-surfacing work was undertaken to protect underlying pavements from moisture that makes them more susceptible to damage. Some \$160m was spent to replace surfaces on sections of the road network across the state.

We also made strong representations to the Federal Government, seeking additional maintenance funding for the national network in Queensland. Commensurate with agreed needs and the Federal Government's national network responsibilities, DTMR will continue to make the case for maintenance needs on the national network to be appropriately funded.

### **Routine maintenance investment**

Making the best use of available routine maintenance funding is vital for road user safety. To use this funding most effectively, we further strengthened our investment process by considering approaches used in other countries. A detailed examination was made of network characteristics (e.g. traffic levels, road length and width), activities which comprise routine maintenance, and related expenditure. This knowledge assisted in state-wide investment of the available routine maintenance funds to achieve overall network outcomes and to take account of the diverse needs of regions.



Gateway Arterial Road, Lytton Road,  
Port of Brisbane

*We established governance arrangements, to drive the coordination and strengthen the effectiveness of our initiatives for managing the impacts of urban traffic growth*

## ***FOCUSING ON THE FUTURE***

We will continue to lead integrated road system planning, by providing expert advice, securing funding for priority planning, coordinating planning at the network level and ensuring priority strategic planning activities are completed. In particular, we will provide strategic guidance on scope and desired outcomes for both road infrastructure and non-infrastructure investment.

Our priorities for 2009–10 include:

- establishing a governance structure to improve coordination of strategic planning activities and integration of priority recommendations into our work programs across the state
- continuing our contributions to finalise the IRTP for south-east Queensland
- balancing investment between enhancement work and funding for maintenance, preservation and operation of the network
- continuing to strengthen our detailed understanding of network condition to guide future optimal investment.

# Main Roads Strategic Plan 2008–13 cont...

## Program development and delivery

*Developing and delivering the roads program effectively*

### HIGHLIGHTS

We delivered another record RIP, with works totalling \$3.6bn across Queensland for the year.

Highlights include:

- completed 44 program safety projects (81 projects for the year) under the SRS Program
- improved the effectiveness and efficiency of our roads programs delivery through implementation of the Primavera system and formulating a Governance and Program Management Framework
- delivered major road network access improvements to regional Queensland, including:
  - progressed on the Accelerated Bruce Highway Upgrade Package north of Townsville, incorporating major flood immunity initiatives
  - widened 130km of narrow single lane road between Cloncurry and Burke and Wills Junction
  - restored roads damaged by extreme weather events in Cairns, Cloncurry, Barcaldine, Townsville and surrounding areas.
- continued to deliver Queensland's significant road infrastructure program within scope, on time and on budget, including projects in the SEQIPP, for example:
  - completed construction of the final stage of the 18km Centenary Highway extension between Springfield and Yamanto. This \$366m project included extending the existing two-lane Centenary Highway to join the Cunningham Highway at Yamanto, and constructing new interchanges at Springfield and Yamanto
  - completed the \$284m Sunshine Motorway upgrade
  - completed the Hope Island Road duplication from the Pacific Motorway to Gracemere Drive, and commenced construction from Cova Boulevard to Boykambil Esplanade, at a cost of \$135m.

### Delivering the program

We develop and deliver road projects to provide a safe, efficient and reliable road network. We do this through the RIP, a program of road infrastructure projects and activities delivered over a five-year period. Projects and activities are planned on the basis that funding for projects is firm for the first two years and indicative for the remaining three years.

The RIP builds on and informs other transport strategies and plans, as well as the plans of business, local government, tourism, industry, the community and our contract and service providers. It is a critical element in delivering integrated road and transport outcomes and meeting government priorities. The RIP is developed in line with Queensland Government and Federal Government road funding allocations.

Our Program Development and Delivery (PD&D) group leads the development of the RIP and manages its delivery through our 12 regions from a state-wide perspective. We are constantly finding ways to improve the delivery of the RIP, including project and program management initiatives.



*Delivering Queensland's significant road infrastructure program*

Gateway Upgrade Project

# Main Roads Strategic Plan 2008–13 cont...

## Program development and delivery cont...

The RIP's state-funded program of roadwork includes:

- works on the 33,343km state-controlled road network
- Transport Infrastructure Development Scheme (TIDS) grants provided to local government for works on local government-controlled transport infrastructure
- the SRS Program to address fatal and serious injury crash sites
- the RBRP to replace and rehabilitate timber and other older concrete bridges with new structures to meet current standards.

We negotiated with the Federal Government to develop Queensland's national network roadworks program and completed planning and early works on priority projects during 2008–09. We delivered additional road maintenance works and commenced an enhanced program of Black Spot safety works as part of the Federal Government's economic stimulus package, released under the Nation Building Program (NBP).

Our Major Projects Office provides a whole-of-government approach to the delivery of major roads and transport infrastructure projects. This includes motorways, bridges, busways and bus stations, pedestrian and cycle links and marine structures.

Our Regional Operations area plans, provides, manages, maintains and operates the state-controlled road network at a regional level. The former department of Main Roads has 12 geographic regions, based on local government boundaries. The former department of Main Roads people are located in 18 offices across the state, each under the leadership of a Regional Director or District Director. These senior officers are our representatives in their local areas, and are responsible for delivering their local program of works. They are also responsible for the allocation of work to local governments, the private sector and our commercial arm, RoadTek. Most importantly, they are our local voice—connecting us to the communities we serve.

RoadTek is one of Queensland's major suppliers of civil construction, maintenance works and related services, with a turnover in excess of \$550m per annum. RoadTek is instrumental in the delivery and maintenance of the numerous projects undertaken on the state's extensive road and bridge network. RoadTek has a workforce of some 1,700 people and operates from 29 locations across Queensland.

### Our performance

#### Improving safety for road users

With safety as our number one priority, road safety is an integral part of all works undertaken. Examples of our safety commitment follow.

- **Safety Leadership Foundation Program:** A program that improves our safety performance by providing our leaders with the skills and experience needed to deliver a strong safety culture. The program commenced in 2009 and will develop effective safety leaders who encourage and support our people in thinking, behaving and operating in a safe and healthy way.
- **Safety improvements for freight and local communities:** West of Townsville, the widening work on North Queensland's extensive single-lane network will deliver safety, access and regional development improvements. This primary north-south inland route for freight and tourism is undergoing progressive widening to 8m. This has included work on about 40km of the Gregory Developmental Road, north and south of Charters Towers, at a cost of about \$19m in 2008–09.

- **Safety initiatives for improving accessibility and flood immunity:** In April 2009, the new high-level bridge over the Mulgrave River at Gordonvale was opened to traffic, providing improved accessibility, flood immunity and increased safety for road users on the Bruce Highway. The overall project was completed in June 2009 at a cost of over \$42m (Federal funding), under budget and ten months ahead of schedule.

#### *Safer Roads Sooner Program*

The SRS Program is aimed specifically at reducing road trauma on Queensland roads by targeting road safety improvements at locations with a severe accident history. Funding, based on the highest priority, is allocated under the program to address known and potential accident sites. We completed 44 projects (81 projects for the year), ranging from bitumen surfacing and removal of roadside hazards to building guardrails and traffic lights.

Examples include:

- improved surface skid resistance and installed guardrails to shield pedestrians at Station Road roundabout at Morayfield
- installed 2 heavy vehicle rest areas along Cunningham Highway
- sealed shoulders and resurfaced the intersection at Lowmead and Bundaberg Roads, Gin Gin
- provided overtaking opportunities between Rockhampton and Emu Park
- installed route lighting on Southport-Burleigh Road at Southport
- carried out intersection and signal improvements at North Street and the Gold Coast Highway, Southport
- carried out improvements to the intersection at Taree Street/ Executive Drive and Burleigh Connection Road.

#### *Black Spot Program*

The Black Spot Program is funded by the Federal Government. The program is focussed on reducing the social and economic costs of road trauma, by identifying cost-effective treatments of locations with recorded casualty crashes. Examples include:

- improvements to Old Cleveland Road, Boundary and Wiles Street in Brisbane including modified signals, extended indented right-turn pocket and banning parking to improve sight lines
- provided anti-skid treatment on the decline, westbound approach to the traffic signals along Burleigh Connection Road, Gold Coast
- widened the existing floodway to 8m on the Muttaborra-Aramac Road, 9.4km east of Aramac
- improved the skid resistance of the road surface, sealed shoulders, improved delineation and signage on curves and removed roadside hazards on a 2km stretch of Amiens Road, Warwick
- completed shoulder sealing on various sections of the Mount Lindesay Highway, south of Beaudesert.

By implementing safe practices, we continue to ensure not only the safety of our people, but also the safety of subcontractors, suppliers and the general public.

#### *Working with powerlines*

Working with powerlines continues to be one of our biggest safety challenges. Innovations implemented to reduce the risk of electrical incidents include:

- electrical spotter training for all of our field people
- informal observation audits
- providing additional signage
- using two-way radios.

#### *Light Emitting Diode installation*

We installed Light Emitting Diodes (LEDs) in 6,000 sets of traffic signals around Brisbane. The long lifespan of LEDs will contribute to road user safety improvements through significantly less bulb failures and maintenance activity on our roads. LEDs are also:

- brighter, which improves their visibility to road users
- less prone to reflection in the morning or afternoon sun.

# // Main Roads Strategic Plan 2008–13 cont...

## Program development and delivery cont...

### Improving safety at roadworks

This year we entered the next phase of our roadwork safety campaign to influence road user behaviour in and around roadworks. Our safety message 'Please slow down—roadwork safety is your responsibility too' is underpinned by three key themes:

- Look out—you could injure yourself, your passengers or a roadworker.
- Watch out—drive to the changed road conditions to avoid vehicle damage.
- Be aware—fines and demerit points apply for speeding at roadworks.

Market research indicates the campaign message resonates well. In a survey of over 400 participants, we found strong support for the campaign.

#### *Awareness of safety issue*

- 99% said the messages were easy to understand.
- 96% indicated they were aware of the dangers of speeding.
- 93% were prompted to think about safety of roadworkers.
- 84% were prompted to think about their safety and that of their passengers.
- 78% were prompted to think about the possibility of vehicle damage when travelling through roadworks.
- 87% supported the key message.

### *Road user behaviour change at roadworks*

- 84% said the advertising caused them to slow down at roadworks.
- 66% said the advertising caused them to stick to the signed speed limit at roadworks at certain times.
- 89% said the advertising caused them to be more observant and alert when driving through roadworks.

In collaboration with QPS, we are monitoring road user speeds at roadworks to assess compliance with the speed limits and alignment with the market research. The results of this research will be used in subsequent phases of the campaign.

### Road project delivery

We have a proven track record in delivering key infrastructure across the state-controlled road network, with \$3.6bn of roadworks delivered in 2008–09. Some key projects for this reporting period are highlighted below.

**Sunshine Motorway:** The final section of the Sunshine Motorway upgrade was completed and officially opened in April 2009. The work included:

- a new interchange on the Sunshine Motorway at Pacific Paradise with connections to David Low Way providing a more direct connection to the Sunshine Coast Airport

- duplication between Maroochy Road and David Low Way and the new bridge across the Maroochy River
- duplication between Sippy Downs and Kawana Way and the new Sippy Downs interchange.

We created over 130 full-time jobs onsite over the construction period, providing stimulation to the local economy. The project also created jobs off-site in the manufacturing sector, responsible for producing the vast array of bridge and road building materials for the work.

**Centenary Highway Extension:** The final section of the 18km extension from Springfield to Yamanto was completed. A community open day was held in June 2009 and the road was officially opened to traffic the following day.

**Ipswich Motorway Upgrade:** A sod turning ceremony was held in June 2009 to mark the official start of construction of the 8km six lane upgrade from Dinmore to Goodna.

**Darra to Springfield Transport Corridor:** We commenced construction of Stage 1 of the \$414.6m Darra to Springfield Transport Corridor to provide a new rail line between Darra and Richlands and a four-lane motorway between the Ipswich Motorway and Logan Motorway.



**Acacia Ridge road/rail overpass:** Construction was completed on the grade separation of the overpass. Rail traffic was diverted to the new alignment in June 2009.

**Moggill Road Upgrade Project:** We completed a \$34.9m upgrade of Moggill Road between Kilkivan Avenue and Pullenvale Road from two to four lanes.

**Houghton Highway Bridge:** Work continued on the \$315m Houghton Highway Bridge duplication, with completion scheduled in 2011. The construction of a new 2.7km bridge between Brisbane and Redcliffe alongside the existing Houghton Highway Bridge will improve travel times and safety for road users.

**Millmerran–Inglewood Road:** We completed work on the \$14m upgrade to the Millmerran Inglewood Road in June 2009. We completed road widening and construction of two bridges, truck rest areas and improvements to the intersection at the Cunningham Highway near Inglewood.

**Forgan Bridge:** We continued construction on the new \$148m Forgan Bridge. This is the largest project we have undertaken in Mackay and involves replacing the current two-lane structure with a four-lane bridge, as well as replacing Barnes Creek Bridge with a new six-lane structure and upgrading the Kooyong intersection. Work is expected to be complete in mid 2011.

**Roma–Taroom Road:** We continued work on the \$30m Roma–Taroom Road upgrade, with 40km of new construction south of Taroom and 25km of widening completed north of Roma.

**Bruce Highway (Townsville to Cairns):** We made good progress in delivering the \$347m, Federally-funded Accelerated Bruce Highway Upgrade Package (Townsville to Cairns). Construction has been completed or is underway on initiatives ranging from major flood immunity works to minor flood immunity projects and lower-cost safety works.

**North Ward Road:** Work continues on the North Ward Road upgrade widening to four lanes (total cost \$59.6m). The North Ward Road upgrade projects will significantly improve traffic flow and improve the safety of intersections on the northern approach to Townsville.

Construction was completed on the \$23.5m Package B for the 2.7km section between Gregory Street and Heatleys Parade. The final section between Walker Street and Gregory Street will continue and will be completed by late 2009 at an estimated cost of \$22m.

**Hervey Range Road:** Construction was completed on the \$17.2m, 2km Hervey's Range Developmental Road project between Blackhawk Boulevard and the Bohle River.

### **RIP delivery performance**

This year is the fourth successive year we have fully delivered our capital works program. This is an excellent result, given the wide-spread impacts of wet weather, flooding and marketplace competition for materials and skilled labour.

# Main Roads Strategic Plan 2008–13 cont...

## Program development and delivery cont...

### Reliability of road project delivery

Our goal is for 90% of projects to be delivered on time and within budget.

We strive to improve project and program performance each year.

Graphs 2, 3 and 4 confirm our consistently high level of providing performance against an increasing roads program. This is a pleasing outcome given the flooding in Queensland which affected progress on many projects and the significant demand for materials and labour throughout most of the year. We accessed Queensland Government

and Federal Government emergency funding to undertake repair work on the flood-damage sections of our network, while our people worked tirelessly to get our roads program in the affected regions back on track.

We will continue to improve our reliability in road project delivery by:

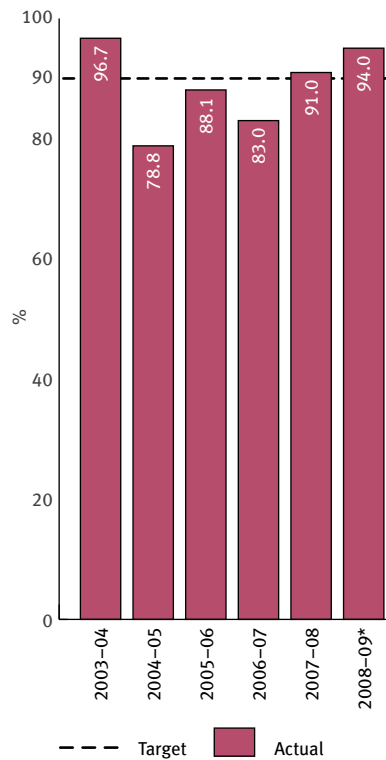
- improving forward planning to highlight issues early in the project lifecycle and effectively manage them to minimise the impact on milestones
- improving forecasting and estimating practices

- working with industry to better understand its capacity and capability.

### Primavera improves efficiency

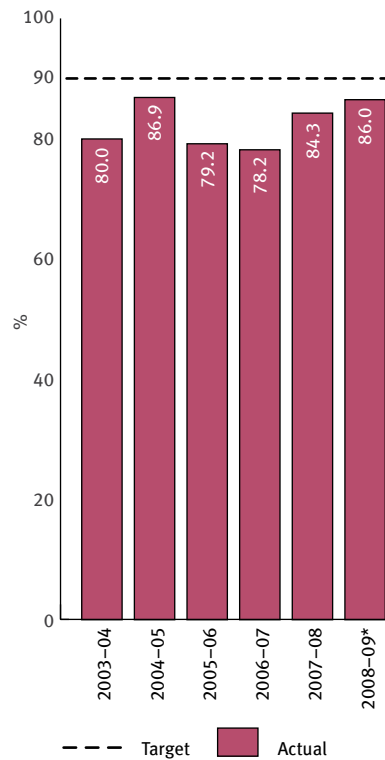
One challenge we are responding to in delivering the large work program is seeking more efficient scheduling and program management. We are achieving this by implementing a state-wide enterprise system called Primavera. Through the consistent use of one system, Primavera, we are delivering enhanced program reporting and better risk management support.

Graph 2 Reliability of road project delivery (commencement)



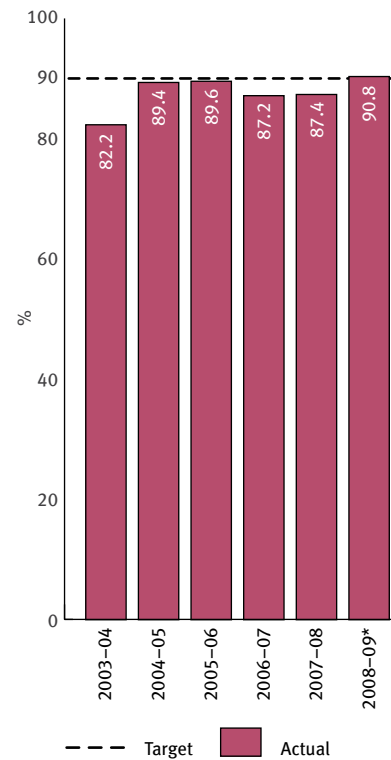
\* Performance as at 30 June 2009.

Graph 3 Reliability of road project delivery (completion)



\* Performance as at 30 June 2009.

Graph 4 Reliability of road project delivery (cost)



\* Performance as at 30 June 2009.

We commenced the Macro Resource Project to introduce and embed demand forecasting as a standard, consistent practice. This project uses Primavera for the resource scheduling function of the project. The project will build on the successful bitumen forecast schedule, which has led to significant infrastructure investment by industry. Project benefits include reliable demand data for use by DTMR and industry.

### **Delivering projects for south-east Queensland**

Our commitment to supporting growth in the state's south-east is demonstrated through our delivery of projects in the SEQIPP. SEQIPP represents a long-term commitment to infrastructure delivery in one of Australia's fastest growing regions.

Examples include:

- construction of the Brisbane Airport Roundabout Upgrade
- continued the upgrade of interchanges on the Pacific Motorway
- completion of the new \$366m Centenary Highway extension between Springfield and Yamanto.

### **Managing the impacts of urban traffic growth**

Managing the impacts of urban traffic growth is a strategic priority for us and other relevant state agencies—DIP and Department of Premier and Cabinet.

Sustained population growth, particularly in south-east Queensland, means more vehicles are using our roads.

We have a number of projects across the south-east corner and in regional centres to improve traffic flow and road safety. These projects reduce travel times for road users and allow faster response times for emergency services.

#### *Keeping people moving*

The Brisbane Metropolitan Transport Management Centre (BMTMC) continues to provide real-time traffic information via our traffic report hotline 13 19 40. The BMTMC's work is supported by 80 variable message signed (VMS) located along some of Brisbane's busiest roads, warning road users of upcoming roadworks, major events or incidents.

The Managed Motorways initiative is part of the *Queensland Government's Urban Congestion Management Strategy*. The initiative:

- provides tools to better match traffic volumes to motorway capacity so that stop-start traffic conditions can be reduced
- will result in improved traveller information and travel time reliability for road users across south-east Queensland.

The following are examples of how we are managing urban traffic growth, improving travel times, travelling conditions and safety on our roads.

- **Centenary Motorway Planning Study:** We are examining ways in which growth in south-east Queensland's Western Corridor can be managed through enhancements to the Centenary Motorway between Darra and Toowong.
- **Bruce Highway Upgrade:** A \$70.8m upgrade through Gympie. The benefits include improved travelling conditions and a more efficient transport route capable of handling traffic growth well into the future.
- **Gold Coast Highway:** We started construction on the \$11.6m four-lane upgrade of the Gold Coast Highway at Labrador. The upgrade will include T2 transit lanes. Construction also continued on the bus lanes upgrade between Broadbeach and Miami.
- **Bundaberg Intersection upgrades:** We continued to upgrade eight priority intersections in Bundaberg.

# // Main Roads Strategic Plan 2008—13 cont...

## Program development and delivery cont...

- **Caboolture-Bribie Island Road upgrade:** Construction continued on the upgrade of four lanes of the highest priority section of Caboolture-Bribie Island Road between Aerodrome Road and Pasturage Road.
- **Mulgrave Road improvements, Cairns:** We have undertaken significant improvements to Mulgrave Road, one of Cairns' busiest roads. The five-stage project includes upgrading intersections, widening some sections to six lanes and upgrading route lighting.
- **Gladstone-Mount Larcom Road widen and seal:** Work is underway to widen and seal shoulders on the Gladstone-Mount Larcom Road between Gibson Street and Blain Drive, Gladstone. This section of road caters for increasing volumes of traffic travelling between the city and the expanding industrial area.

### **Preserving and maintaining the road network**

This is our greatest challenge.

We must preserve, maintain and manage the state's ageing road network, ensuring safe and efficient travel conditions for roads users. Our roads are under constant pressure, with new demands from a burgeoning population, higher speed vehicles, larger vehicles and increasing expectations for safety and comfort.

Planning for capital infrastructure is vitally important to building economic success and enabling growth in cities and regions. It is also essential to preserve and maintain our existing road asset as effectively as we can within available funding.

We are addressing this challenge by continuing to:

- involve local governments, industry, community organisations and the public in defining transport issues and potential solutions
- build our capability to manage and operate the road network through our people, local government and the private sector
- seek the necessary funds to maintain the road network, balancing the competing needs for construction and maintenance
- maximise funding within available resources to undertake this important work.

### **Effective technical governance**

Technical governance is the process and mechanisms we use to ensure our technical performance is effectively developed, applied and reviewed.

For us, it is about having the confidence that we are consistently doing the technical things right.

It is also about having a clear and authoritative technical environment, through:

- the consistent application of appropriate state-wide standards
- reliable and competent technical people, supported by systems and processes
- contractors, consultants and suppliers who understand and enact our processes
- appropriate inspection, audit and surveillance programs.

Our Technical Governance Framework is one of a number of high-level inter-dependent frameworks which collectively form our Business Framework. It is an important element of our high-level risk management strategy and supports effective delivery of the roads program, while providing proactive assurance of both technical compliance and consequent technical performance.

We achieved a number of technical milestones for this reporting period, including:

- development of awareness sessions on the Technical Governance Framework
- a suite of technical governance performance measures was presented to the Technical Governance Committee in late June 2009
- promotion of higher technical learning and expertise through the development of accredited technical training across Main Roads.

Our technical and engineering capability, and that of our contractors and suppliers, remains essential to meeting government and community expectations of the road system.

*Planning for capital infrastructure is vitally important to building economic success and enabling growth in cities*

## **FOCUSING ON THE FUTURE**

In 2008–09, we delivered a record roads program of \$3.6bn. This represented full delivery of our capital works program. Funding allocated over the five-year program from 2008–09 to 2012–13 was \$16.2bn to provide for road system planning, enhancing, maintaining, managing and operating the road asset.

The future will encompass the development and management of the overall suite of transport infrastructure programs, as part of a single portfolio of works.

We will continue to plan and provide appropriate travel and freight options, thereby ensuring the efficient operation of the transport network in Queensland.

We will also continue a strong focus on measures to manage the impacts of urban traffic growth and preserve Queensland's largest built asset, the road network.

At all times, safety will remain our number one priority, with programs such as SRS expanded.

We will continue work on major projects such as the Gateway Upgrade Project, Airport Link, Pacific Motorway Upgrade and Ipswich Motorway Upgrade and the Boggo Road Busway.

We will pay special attention to the Bruce Highway for capital works, maintenance (strengthening and widening) black spots, rest areas and overtaking lanes.

# // Main Roads Strategic Plan 2008—13 cont...

## Corridor land management

*Leading the sustainable management of road corridor land*

### HIGHLIGHTS

During the reporting period, we ensured the sustainable management of road corridor land to create transport corridors that benefit communities and industry.

Highlights include:

- continued to work closely with local government to develop priority infrastructure plans
- assessed development applications which allowed us to manage the impact of development on road safety
- protected flora and fauna through a number of environmental initiatives.

### Managing the road corridor

We contribute to safer roads and safer communities by managing the road corridor—the area either side of the road infrastructure.

This involves managing the activities, structures, infrastructure and development that may impact on the safety and efficiency of the road network.

We also maintain the network's safety and efficiency by influencing land use, managing development impacts and access to the road corridor.

The outcome is more sustainable road corridor use.

### Our performance

#### Protecting the road network

With 80% of the population living within 50km of the coast in urban areas, we must manage the impacts urban growth have on the state's road network. At the same time, we ensure the road network provides vital connections for the remainder of the population and the state's diverse industries.

To achieve this, we are continuing to work closely with local government and the Local Government Association of Queensland (LGAQ) to manage aspects of growth. This is done using a variety of tools, including local government planning schemes and priority infrastructure plans. This approach ensures that state-controlled roads are appropriately protected in local government land use and transport plans and programs.

### Promoting the interests of all Queenslanders

We continue to work closely with local government in high-growth areas to develop priority infrastructure plans and planning scheme policies. These plans are designed to influence development location and provide for efficient infrastructure delivery. This approach also ensures that new development makes a reasonable contribution to the additional costs of providing necessary infrastructure, including roads.

We continue to work closely with six local governments in Queensland cities that have implemented a priority infrastructure plan or a planning scheme policy containing infrastructure charges towards our roads. We are using this experience to inform future priority infrastructure planning across the state.

Our role also requires a strong working partnership with the DIP to ensure that our interests under priority infrastructure plans are considered in the final outcome. This involves working collaboratively on the development of infrastructure planning guidelines.



*Contributing to safer roads and safer communities by managing the road corridor*

Pacific Motorway, looking north through Varsity Lakes

# // Main Roads Strategic Plan 2008—13 cont...

## Corridor land management cont...

### **Partnering with stakeholders for better land use and transport integration**

As part of our partnership with DIP, local government and the development industry we continued the development of a state planning policy for roads and transport issues—one that promotes improved land use and transport integration. The policy will:

- assist the development industry
- provide communities with improved information
- contribute to local government planning schemes
- assist the department in its development assessment role.

It will also promote state-wide consistency in the way state and local governments approach transport and land use integration.

### **A smarter process**

Conducting smarter business with improved systems has positive benefits to the development industry and communities. The following outlines some of the ways we are achieving this.

We are developing an electronic Development Application Management (eDAM) system that will allow the management of online development applications that are referred to us. This will be integrated with the whole-of-government Smart electronic Development Assessment (Smart eDA) Program which enables applicants to lodge, track and monitor online the progress of their development applications. This will provide greater consistency and predictability of outcomes and cost, and inevitably result in savings for developers across the state.

Testing of the eDAM concept and its software components was successfully completed in December 2008. The procurement process has started, the Request for Information has been completed and the Request for Offer was issued on 30 June 2009. When complete, eDAM, will be evaluated as the prototype for a potential whole-of-government system.

### **Managing the impact of development on the road corridor**

Under the *Integrated Planning Act 1997* we are required to assess all development applications adjacent to state-controlled roads or within future state-controlled road corridors for impact on public infrastructure.

Our assessment of 669\* development applications in the first quarter of 2009 has helped us to manage the impact of development on road safety and the transport efficiency of the state-controlled road network.

The following examples demonstrate development applications that were assessed and the solutions that were applied.

**Teys Road, Holmview:** The applicant sought approval to override the Logan City Council Planning Scheme for future residential and future Fringe Business Precincts, establish Attached Dwellings and Medium Density Detached Dwellings (55 units) and Detached Dwellings (102 units) and to reconfigure the existing eight allotments into 110 residential lots and 10 management lots in three stages.

The Traffic Impact Assessment submitted with the report indicated that under the proposed development scenario an intersection in close proximity to the site would experience an unacceptable traffic volume by 2021. While we had recently undertaken roadworks in the site's vicinity the density of development proposal, which exceeds the Planning Scheme's intent, was not known at the time. If the development proceeds additional intersection upgrades will be required to ensure the safety and efficiency this section of the state-controlled road network is maintained.

**Development appeals:** A development application was lodged with us in November 2004 seeking approval for a 134-lot 'Residential A Zone' subdivision in Gleneagle, north of Beaudesert. In 2006, DTMR assessed and conditioned the application. However, as council had not determined the application within the legislative timeframes, the applicants initiated legal proceedings in the Planning and Environment Court to appeal the council's 'deemed refusal' of the application. We also became party to this appeal.

Prior to this matter progressing to hearing, DTMR and Beaudesert Shire Council collaborated with the applicants, through a series of 'without prejudice meetings' and 'court ordered mediation' to achieve a win-win outcome. During legal proceedings, the number of allotments proposed increased from the initial 134 lots to 211 lots (in seven stages).

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\* Further development application data is still being collected.



Developer works were conditioned by the department ensuring no significant impact on the safety and efficiency of the state-controlled road network. The Beaudesert Shire Council also resolved its issues with the proposal, and conditioned the development.

Final orders were given in April 2009 issuing a conditional approval (incorporating both BSC and DTMR conditions).

### **Assessing the impact of significant projects**

Major projects, such as mining, industrial and urban developments can impact the public road network. We assess the effects of proposed projects and, where necessary, apply appropriate conditions to mitigate these impacts. This ensures the safety of road users and efficient operation of the road network in a way that supports economic development.

### **Reducing noise for the benefit of residents**

Traffic noise is an issue for many communities. We are working with other government agencies to develop a noise code for residential dwellings likely to be affected by traffic noise.

The code will streamline existing processes and mitigate the effects of traffic noise for the benefit of residents.

Examples of our work to reduce traffic noise include:

- continued planning to install \$6m of noise barriers in South East Queensland

- development of a method for road traffic noise management strategies which has been implemented in the Metropolitan and South Coast regions
- local school students and community members in Bundaberg have been painting the history of the area from country to coast on a 345m canvas which will act as a noise barrier on the Bundaberg Ring Road.

### **Improving utility efficiency for the community**

Utilities are a feature in many road corridors.

We work with a number of essential service providers, including Telstra, Energex, Ergon Energy, as well as the Australian Sugar Milling Council and local government water and sewerage providers to streamline processes and provide better services to the community.

This approach has minimised 'red tape' and improved long-term planning to meet utility service and road transport needs in the road corridor.

### **Sustainable road corridor use**

Sustainable road corridor use is essential to protecting our road network now and for future generations. Our commitment extends to:

- the development of policies and procedures on the sustainable use and management of the road corridor to benefit communities and industry. These policies and procedures take into account social, economic and environmental issues

- nurturing strong partnerships with industry and other government agencies
- providing responsive customer service through improvements to our road corridor permit system and process.

### **Road corridor environmental values**

#### *Minimising the impact of our activities on the environment*

Queensland's environment is an important natural asset and is valued highly by communities and the department alike.

To minimise the impact of road-related activities on the natural environment, we ensure environmental controls are applied in each project.

We recorded two significant environmental incidents (19 for the year) which were investigated primarily by the Department of Environment and Resource Management (DERM).

Environmental incidents included vegetation clearing, erosion and sediment control. Projects on which environment incidents occurred represented approximately 1.2% of all projects undertaken by Main Roads during the year. A full review of each incident was undertaken and each site was remediated to the satisfaction of the investigating agencies.

As a result of this work, we intensified our focus on soils and erosion. We continue to develop and deliver Soils and Revegetation Management Training Packages.

# Main Roads Strategic Plan 2008–13 cont...

## Corridor land management cont...

These packages describe the risk of various soil properties, and outline management practices for Acid Sulphate Soils, Potential Acid Sulphate Soils, and contaminated sites. Another package under development focuses on soils in north-west Queensland.

### *Monitoring the environment*

We continue to develop and implement the Road Corridor Environmental Assessment (RCEA) database to improve our decision-making and management of the road corridor, while providing accurate information to external users. The RCEA continues to be populated with high quality environmental data that allows regional and state-wide program development, delivery, environmental reporting and environmental assessment.

The following examples highlight our commitment to monitoring the environment.

### *Focusing on protecting Queensland's fauna*

We have reduced the impact of road-related activities on fauna located within close proximity of the road corridor. We have achieved this by implementing a number of fauna-sensitive road-design mitigation strategies.

We have developed Planning and Design Guidelines for operational use. These guidelines provide detailed information which will improve aquatic connectivity at culverts and other road-waterway crossings.

### *Focusing on protecting Queensland's flora*

Our ongoing focus is to reduce the impact of road projects on flora, some of which are rare or endangered. Environmental assessments are carried out during the planning and design of road projects with environmental controls applied to minimise the impact on flora and fauna.

In some cases, we undertake field trials to improve rehabilitation and management practices and minimise losses.

The following examples demonstrate our ongoing commitment to flora protection.

- **Cycas megocarpa:** Roadworks on the Calliope Range led to the discovery of a nationally endangered cycad 'dinosaur plant'. We negotiated to purchase 97ha of land adjoining the Calliope State Forest to conserve this species and relocated 326 of the endangered plant.
- **Remnant rainforest:** While undertaking works for Yandaran Creek, we discovered approximately one hectare of remnant rainforest. This small patch of rainforest is considered to be very valuable due to its unusually high plant diversity. The patch contains several locally rare and significant plant species, such as marblewood (*Acacia bakeri*) and rose almond (*Owenia venosa*). It also has a considerable number of rainforest trees over 25m tall—thought to be the tallest surviving in the Burnett area. We are continuing to actively conserving the area by removing weed species and undertaking additional plantings to increase the conservation value of the area.

### *Greening the future through revegetation*

We continued a number of revegetation initiatives to mitigate the loss of vegetation and commenced planning to revegetate an area of road reserve immediately north of Gin Gin which will be protected for its environmental values.

### *Weeding out the pests*

Our regional project teams are extremely vigilant when it comes to identifying pests and working with local stakeholders to minimise the impact of pest species on the environment.

Pest management is one of our largest environmental programs. We work closely with local government, other state agencies, industry, natural resource management groups and environmental groups to develop Regional Pest Management Plans and Weed Seed Prevention Strategies.

We also work closely with members of local community and environment groups to respond immediately and control weeds. Our early intervention has the potential to save local communities and government millions of dollars in weed prevention.

Our commitment extends to providing advice to community groups and local government on the location, design and access to new vehicle wash-down bays to mitigate the spread of weeds.



Broadwater State School students planting trees at Stanthorpe-Texas Road (Stanthorpe)

### *Managing fire risks*

Due to Queensland's hot climate, managing the state's fire risk is always a priority. Our approach includes risk assessments in high-risk areas where there is a large fuel load and potential risks to assets to help anticipate and plan for the effects of the dry season.

We routinely collaborate with government agencies on fire management, including Queensland Fire and Rescue Service on risk assessments, and the Department of Environment and Resource Management on controlled burns on state land and fire planning for particular tracts of unallocated state land and national parks. We also work closely with volunteer rural fire brigades on controlled burning.

One example of management of fire risk is in our North West Region, where we are in the final stages of developing a fire management strategy.

Controlled burns are planned for late July 2009 in areas that were identified in the strategy as extreme risk areas. The rural fire brigade will undertake the burns on behalf of the region and in February 2010 (after the wet season) the region plans to undertake its annual roadside assessment.

## **FOCUSING ON THE FUTURE**

We will continue to manage road corridor access and the road corridor environment in a sustainable way to benefit the community and to connect Queensland.

Our priorities for 2009–10 include:

- working with local government to rollout priority infrastructure plans and provide certainty for landowners seeking to develop or redevelop their properties, and to ensure new development makes a reasonable contribution to the cost of providing roads and other infrastructure
- rollout of the eDAM system to allow applicants to lodge, track and monitor the progress of development applications
- implementing improved processes to address road traffic noise
- improving processes to manage activities in, and use of, the road corridor
- consistent state-wide corridor management processes, systems and training
- developing consistent state-wide environmental systems and processes
- developing a staff environmental training curriculum.

# // Main Roads Strategic Plan 2008–13 cont...

## Road operations

*Providing a safe, efficient and reliable road network*

### HIGHLIGHTS

During the reporting period, we contributed to the provision of a safe, efficient and reliable road network.

Highlights include:

- implemented initiatives to improve road safety
- continued to collaborate with BCC on a joint platform to manage traffic systems
- continued making improvements to traffic and traveller information through the 13 19 40 website and phone service as well as variable message signs
- continued implementation of the Intelligent Access Program (IAP) in Queensland to allow heavy vehicle operators to operate at Higher Mass Limits (HML) in return for monitoring and compliance.

### Safer operation of the road network

As part of our management of the state-controlled road network, we are responsible for safety of the road environment, heavy vehicle access, traffic management, freight planning, network performance and the provision of traffic and traveller information.

### Our performance

#### Safety is our top priority

There is more to the road network than enabling people and goods to travel from one place to another. Road safety is our number one priority and we strive to ensure journeys are safe and reliable for all road users.

Many road fatalities and injuries are outside our control. However, we are committed to investigating and implementing engineering initiatives that can potentially reduce the severity and number of serious incidents.

One initiative under investigation is the provision of median safety barriers to reduce the incidence and severity of injuries caused by cross-over-median head-on crashes.

Other initiatives include:

- ‘black link’ (reduced) speed limits on roads determined to be of high crash risk and high-visibility signage to let road users know they are entering a high crash risk area and to drive safely
- implementation of a Motorcycle Safety Mass Action Program aimed at reducing motorbike fatalities

- investigation into the use of vehicle-activated signs to target road users speeding at locations with poor crash records on high-speed roads
- introduction of ATLM to reduce crashes caused by fatigue.

Graph 5 indicates road safety performance in terms of deaths per 100,000 population over the past 6 years. Since mid-2007, positive progress has been made in reducing the number of casualties. However, since the start of 2009, the number of casualties has risen. This is mainly due to an increase in fatalities on local government roads in the past 12 months.

The extended period of economic growth in Queensland has slowed. Research by the ATC indicates that increased economic activity and discretionary income are generally associated with higher levels of road trauma due to increased travel, including more travel during high-risk periods in a 24-hour cycle. It seems likely that this has contributed to increasing fatalities on the state-controlled road network, as evident from January 2007.

Since January 2008, fatalities on state-controlled roads have declined following the sharp growth in the preceding 12 months. However, there has been an increase in motorcycle use and associated motorcycle trauma.

Graph 6 provides the breakdown of fatalities by road user type since 2004 and indicates the medium-term trend.



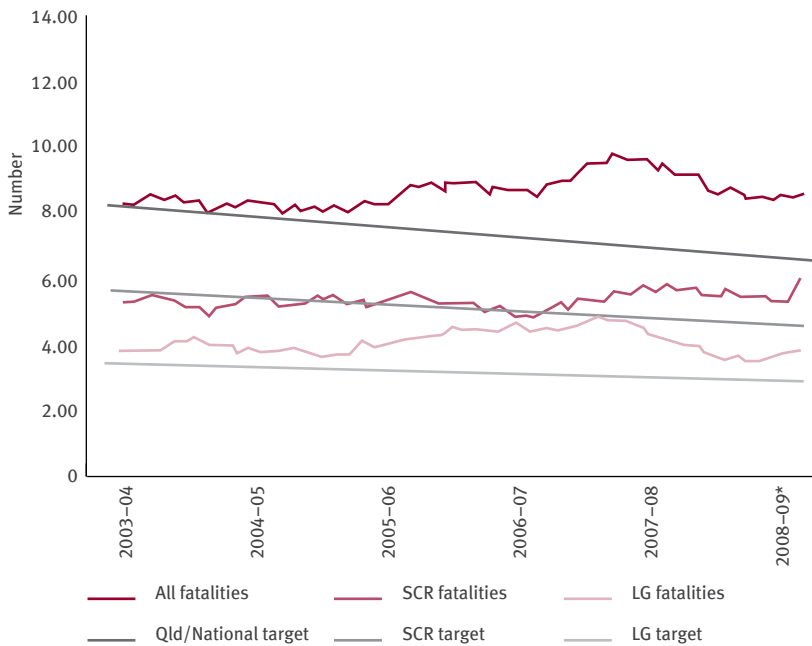
*Helping you get to your destination sooner*

Traffic response unit

# Main Roads Strategic Plan 2008–13 cont...

## Road operations cont...

Graph 5 Fatalities on all roads per 100,000 population



\* Performance as at 30 June 2009.

We acknowledge that increased funding for road safety and the considerable, targeted efforts of agencies with road safety responsibilities, in terms of engineering, education and enforcement over recent years, are impacting positively on road safety outcomes. As part of our ongoing safety commitment, we will sustain and continuously improve these efforts across Queensland, with a strong focus on vehicle operators and motorcyclists, to reduce crashes, injuries and deaths.

We are continuing to implement a number of key initiatives and projects to attempt to reduce the number of road casualties.

### Black link speed limits

The *National Road Safety Action Plan 2009 and 2010* and *Queensland Road Safety Action Plan 2008–09* are committed to providing speed limits suitable for the road environment.

This commitment draws upon the safer speeds element of the 'Safe System' principle, embedded in both plans.

The 'Safe System' principle recognises that human error is inevitable, as evidenced in the high level (90%+) of road user/rider error contributory factors recorded in crashes. The principle seeks to make allowance for errors and minimise the consequences and severity of crashes.

A high priority action in the national plan is to 'identify high-risk roads or road sections for speed limit reductions where road improvements are not feasible in the short term'. Speed limit reductions in combination with signage advising of crash history and robust police enforcement have demonstrated a significant potential to reduce the number and severity of crashes.

A number of key routes have been identified for treatment:

- Bruce Highway (between Cooroy and Curra)–commencing south of the Black Mountain Range and extending north past Gympie to the Wide Bay Highway (for approximately 42km)
- Bruce Highway (Innisfail to Cairns section)–for approximately 5km between Waughs Pocket and Bartle Frere Roads (south of Mirriwinni)
- Mount Lindesay Highway (Brisbane to Beaudesert section)–for approximately 5km, between Carter and St Aldwyns Roads
- Warrego Highway between Toowoomba and the Kingsthorpe turn-off (for approximately 9km).

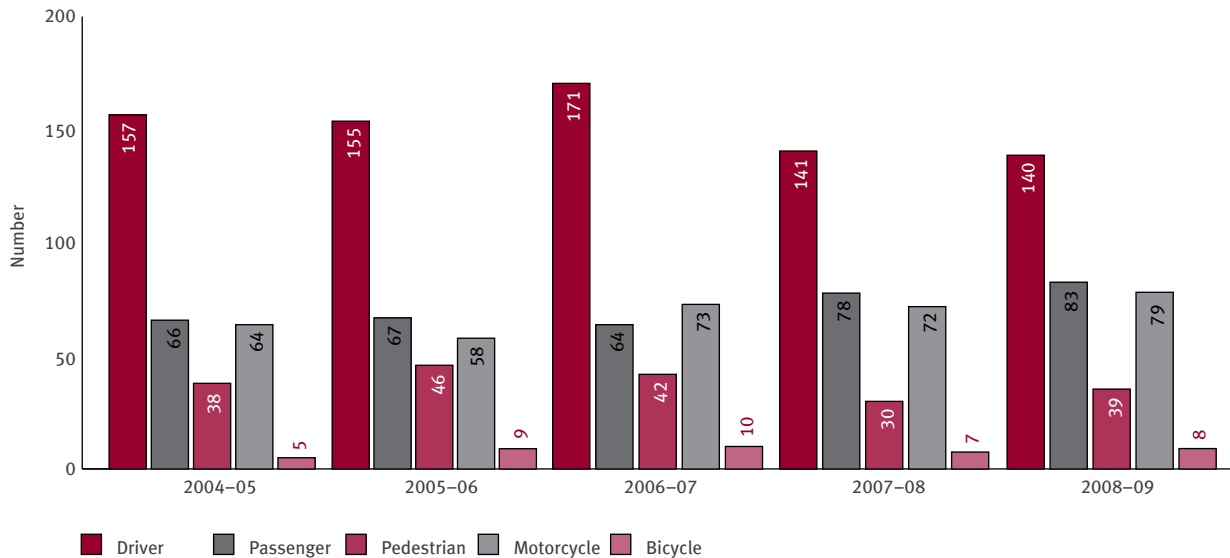
The treatments involve reducing all 100km/h speed limits to 90km/h and erecting highly visible signage to increase road user awareness of crash risk along the designated road lengths.

Early indications reveal good compliance by road users with the reduced speeds. QPS reported a noticeable reduction in the number of crashes. This work is in the early stage of implementation. A more comprehensive evaluation will be undertaken and reported when 12 months of crash data is available.

### Creating safer roads

We continue to implement other initiatives, including the SRS Program, to ensure safer roads, address the road toll and reduce the number of people seriously injured in road crashes. The SRS Program provides low-cost, high-benefit projects to address both identified and potential high severity (fatal and hospitalisation) crash sites on the state-funded component of the state-controlled network.

Graph 6 Fatalities by road user type



The proactive identification and treatment of ‘potential’ crash sites is based upon risk assessments and seeks to treat roads before a crash history is evident.

Other safety improvements across the state include:

- installing skid resistance treatments
- installing traffic signals
- installing right-turn signals
- providing more forgiving roadsides (by removing hazards or installing barriers).

### Line markings help fight fatigue

Many Queensland road users travel very long distances and this is a leading cause of fatigue-related crashes.

Research by the Australian Transport Safety Bureau has identified that the human body is particularly prone to fatigue from 2pm to 4pm and 10pm to 5am. We have combined this information with our extensive database of crashes to identify lengths of road where fatigue crashes have occurred and where risk is obviously high.

In locations identified for action, and to achieve cost-effective treatment, we developed and managed a state-wide contract to introduce ATLM at the road edge on considerable lengths of the network. ATLM is used in other Australian jurisdictions and across the world as a road safety measure.

The noise and vibration created when the markings are driven over by a vehicle’s tyres ‘wake up’ fatigued road users, alerting them to take corrective action and stay on the road.

The use of ATLM was a recommended action from the 2006 Road Safety Summit, where the Queensland Premier committed \$8m to treat 1,000km of state-controlled roads to reduce the number of fatigue-related crashes.

As a result of cost efficiencies achieved through the state-wide contract, we have extended the ATLM Program to the AusLink network. In 2009-10 we will treat an additional 1,300km of roads identified as prone to fatigue-related crashes.

It is expected that the ATLM contract will be complete in mid-2009-10.

# Main Roads Strategic Plan 2008–13 cont...

## Road operations cont...

### *Improving safety for school children*

Safety on roads near schools is an important issue across Queensland. Some school campuses are split and are located on two sides of a road.

Recognising the safety issues for school children, we are improving pedestrian safety at three split campus schools around the state.

- **South Coast:** Work is continuing on a pedestrian overpass on Paradise Road at Slacks Creek, between Mabel Park State School and Mabel Park High School.
- **Warwick:** Work is continuing on an underpass for the St Mary's College split campus at Wood Street on the Cunningham Highway.
- **North Rockhampton:** Planning and design continued for a pedestrian overpass at the intersection of the Bruce Highway at Yaamba Road and Main Street for Emmaus College students and the community crossing Yaamba Road.

### *Facilities for pedestrians and cyclists*

We are providing pedestrians and cyclists with increased facilities across the state.

A 4.2m-wide dedicated pedestrian and cycle path is included in the Gateway Upgrade Project, the largest bridge and road project in Queensland's history. For the first time in around 20 years, since the Sir James Holt Ferry service, pedestrians and cyclists will be able to cross the Brisbane River between Lytton Road, Murarrie and Kingsford Smith Drive, Eagle Farm.

The pedestrian and cycle path will be an integral link in the implementation of the South East Queensland Principal Cycle Network Plan and the Moreton Bay Cycleway, the longest cycle route on Australia's east coast.

Other projects include:

- detailed design of a new pedestrian and cycle route between the new Gateway Bridge and the Kedron Brook Wetlands Bikeway at Nundah, linking to the new pedestrian and cycle path in the Gateway Upgrade Project
- \$6m investment in new off-road paths for pedestrians and cyclists as part of the Sunshine Coast Motorway Upgrade from Maroochydore Road to the Pacific Paradise interchange.

### **Travel efficiency and reliability**

#### *Single Intelligent Transport System platform*

Keeping traffic moving and improving traffic time reliability are assisted greatly by the application of ITS.

In the greater Brisbane area, we continue to work closely with the BCC to improve the way in which traffic signals operate.

In collaboration with BCC, we manage important components of the greater Brisbane road network. The network comprises around 7,000km of road and includes more than 1,400 signalised intersections, 100km of motorway, traffic surveillance cameras and passenger information and tunnel systems.

We use STREAMS as our ITS platform to manage our network of traffic signals, VMS and other ITS components. The BCC uses BLISS which is a similar ITS, but not compatible.

To improve travel time reliability and integrate the two systems, we established a Memorandum of Understanding with the BCC in May 2007. The aim of the memorandum is to converge to a single ITS platform for Brisbane. The end result will be a single, managed network in the greater Brisbane area that will result in reduced travel time and related carbon emission.

We expect that the impact of these environmental and time-saving benefits will be even more significant when a single ITS platform is extended to cover the greater Brisbane area by the end of 2010.

#### *Providing real-time traffic and traveller information*

We are committed to providing the public with free access to detailed traffic and traveller information across Queensland.

Since 2001, our 13 19 40 phone service and website have provided relevant and accurate traffic and traveller information. This includes the location of traffic hazards and incidents, roadworks, special events, and the provision of live web camera images to enable road users to make informed decisions about their intended travel and to improve travel time reliability.



In 2008–09, we upgraded and refreshed our 13 19 40 website to:

- enable direct, manual entry of Travel Time Information by traffic management centre operators
- provide real-time traffic status information
- improve the navigation function for ease of use.

We are continuing to work on the first phase of the 13 19 40 website redevelopment which is expected to be fully operational by mid-2009–10.

#### *Using innovative solutions to inform road users*

We apply many innovative measures to keep road users up-to-date.

In the Darling Downs region, for example, we are planning to install a VMS between Mahonys Road and the Eight Mile Intersection (where the New England and Cunningham Highways meet north of Warwick) as part of traffic management and in addition to recently completed safety improvements. The sign is now expected to be fully operational by October 2009.

#### *Safety through roadworks*

Safety at roadworks is a key priority.

We have instigated a range of traffic control measures to ensure safety for road users and roadworkers.

For example, we continued planning for the installation of six new intelligent road signs to encourage safe driver behaviour along the Bruce Highway from Cooroy to Gympie, with the first sign being installed at Kybong in July 2009.

The other signs will be located along the Bruce Highway at Black Mountain, Federal, Coles Creek, Tuchekei and Traveston.

The system will provide automated selection of road safety messages relating to speed, tailgating, wet weather as well as providing information to motorists about traffic and road conditions, major incidents and congestion.

Looking forward, we are taking ITS technology a step further by planning the introduction of cooperative systems, in which vehicles interact with one another and with roadside equipment.

This approach requires communication via wireless Local Area Network equipment operating in the 5.9 Gigahertz frequency band. We are collaborating with Austroads, which has been successful in gaining an embargo through the Australian Communication and Media Authority on this band, in preparation for primary band allocation.

#### *Keeping traffic moving*

In August 2008, the Queensland Government introduced new legislation to strengthen the powers for police and traffic officers to quickly clear obstructions such as stricken and abandoned vehicles from roads. The government's strategy is to clear roads as quickly as possible after incidents.

Known as Open Roads, or the Quick Clearance Policy, the new initiative was approved by Cabinet in December 2008. The legislation came into effect on 30 April 2009.

The legislation strengthens the powers of authorised officers to move or remove vehicles/loads blocking lanes as quickly as possible. In any incident involving injury or loss of life, emergency response and safety considerations take precedence.

We provide a range of quick clearance services on the road network, including three dedicated heavy vehicle quick clearance vehicles:

- one servicing the Gateway Motorway South
- one servicing state-controlled roads in the greater Brisbane region during peak hours and high demand times at Gateway North
- one servicing the Logan and Ipswich Motorways is based at the Ipswich Motorway interchange.

The Gateway South service has cut average clearance times from three hours to 30 minutes.

The Open Roads policy helps to lay the groundwork for the introduction, in late 2009, of heavy vehicle response units. These will be capable of 'righting' trucks that have rolled over and will be able to push cargo/loads to the side of the road.

#### *Brisbane Strategic Transport Model—Multi Modal*

Transport models have an essential role in planning transport systems.

Models combine the location and numbers of people and jobs in an area with data from travel surveys to estimate future demand on the transport system.

The Brisbane Strategic Transport Model—Multi Modal (BSTM—MM), which covers the Brisbane metropolitan area, can estimate the demand on public transport (bus, train and ferries) and roads.

The BSTM—MM is a significant step forward in technical capability. The model outputs can be used to assess the advantages of future transport options.

# Main Roads Strategic Plan 2008–13 cont...

## Road operations cont...

This, in turn, underpins decision-making on the provision of billions of dollars of transport infrastructure and the development of policy to influence future land use.

Since its release in September 2008, the BSTM-MM has been used on a number of planning projects, including:

- Connecting South East Queensland–2031
- South East Busway Extension Study
- Brisbane Rapid Transit Study
- Darra–Springfield Transport Corridor Study.

### Electrical safety and road lighting

The Queensland Government is committed to ensuring all road lighting on state-controlled roads meets the requirements of the Electrical Safety Office and stringent safety standards.

We completed a full electrical inspection of all our road lighting, with all immediate electrical safety risks identified being addressed.

We continued a comprehensive two-stage program to upgrade road lighting infrastructure to current electrical standards.

Stage 2 covers the remaining remedial works across Queensland. Design documentation has commenced. Estimated completion costs are \$140m, with \$40m allocated for 2008–09 to 2010–11.

### Heavy vehicle efficiency

We actively encourage Queensland freight operators to establish safer and more freight-efficient heavy vehicle fleets through the implementation of Performance Based Standards (PBS).

This is a national transport reform initiative to improve heavy vehicle safety and productivity by facilitating the design of innovative heavy vehicles, based on how they behave on the road rather than prescribing their length and mass.

We are closely involved in the ongoing assessment of PBS applications through the national PBS Review Panel. To provide transport operators with clarity and certainty of road network availability for PBS vehicle proposals, we published a PBS 'Level A' network for Queensland.

Level A can be used by general access vehicles (up to 20m in length) up to Type 2 road trains (triple trailers up to 53.5m in length) that meet performance standards.

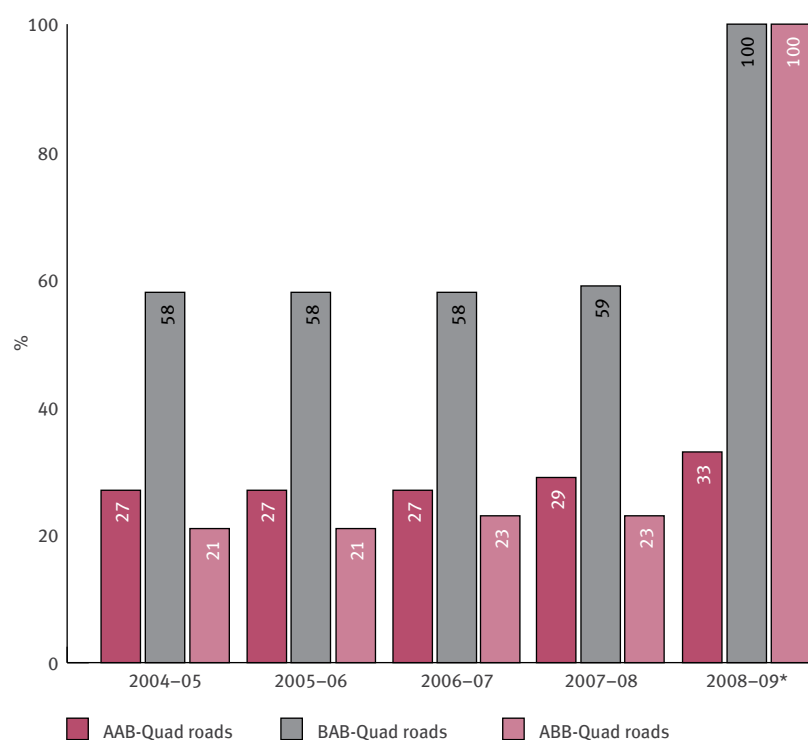
Level B can be used by longer vehicles that meet performance standards.

We continue to classify the Queensland road network to determine those road links which can be safely used for longer PBS 'Level B' innovative heavy vehicles.

Graph 7 shows the percentage of Type 2 (triple road train) network available to increased capacity heavy vehicles.

ABB and BAB-Quads have obtained 100% access to the Type 2 road train network, due to the inclusion of these innovative vehicles under the *Guideline for Multi-combination Vehicles in Queensland* to operate on road train networks.

Graph 7 Type 2 access for road trains



The graph shows steady growth in the percentage of AAB-Quads operating on the Type 2 Road Train network.  
\* Performance as at 30 June 2009.

ABB-Quads have a prime mover towing a single semi-trailer and a set of B-triple trailers. BAB-Quads have a prime mover towing two sets of B-Double trailers.

#### *Heavy vehicle rest areas*

Between 2000 and 2007, around 16% of all heavy vehicle crashes in Queensland were fatigue-related.

Providing heavy vehicle rest areas helps drivers meet the requirements of fatigue management regulations and improves road safety for all road users.

With joint funding from the State and Federal Government, and with significant input from the road freight industry, we have developed a strategy for a five-year, \$47.1m Heavy Vehicle Rest Area program.

The program includes 52 new, or upgraded, heavy vehicle rest areas and stopping places delivered on key freight routes across Queensland. Work is continuing on these important roadside facilities, and will intensify from 2009 to 2014 as funding allocations become available.

There are also unofficial sites across the state, highlighted by the 3-2-1 blue delineators system, where truck drivers can pull over to rest, refresh, or simply check their load.

The stopping places are marked with a simple system of blue reflectors on guideposts—three blue dots tell the driver the stopping area is 400 metres ahead, two blue dots mean there is 200 metres to go and one blue dot marks the site of the rest area.

#### *Intelligent Access Program*

We continued work on the Intelligent Access Program (IAP), which will go live with monitoring of HML vehicles in Queensland in July 2009.

The IAP provides a legislative and technical framework to allow heavy vehicles to operate at HML on the road network, in return for monitoring compliance with specific access conditions through in-vehicle devices and satellite tracking technology.

This means operators can carry more mass, up to an extra 13% in payload, resulting in fewer trips.

The IAP has the potential to reduce heavy vehicle impacts on the road network.

## ***FOCUSING ON THE FUTURE***

**We will continue to improve the safe operation of the road network using a range of initiatives targeting road safety, urban traffic growth management and freight efficiency.**

Our priorities for 2009–10 include:

- introducing Heavy Vehicle Recovery Units to move trucks that have rolled over into a suitable recovery position and push cargo/loads off to the side of the road to provide significant reductions in crash and incident-related traffic delays
- continuing migration of the remainder of the BCC traffic system to STREAMS to have a single coordinated approach to controlling traffic signals in the greater Brisbane area
- researching, designing and implementing an alternative state-wide communications service to replace Telstra's Permitted Attachment Private Lines due for decommissioning in December 2009, to allow transmission of monitoring and control data between selected ITS field devices (such as traffic signal controllers) and our regional offices
- a High Productivity Freight Precinct in the vicinity of the Port of Brisbane. This includes working with BCC and the Port of Brisbane Corporation to develop a designated road network around the industrial precinct south-west of Fisherman Islands to provide safe access for innovative heavy vehicles capable of carrying two, 12m (40-foot) containers
- reducing 'red tape' for heavy mobile crane operators through the IAP vehicle tracking service. This includes ongoing work with the heavy mobile crane industry to reduce the impost for permits through tracking technologies. This will provide confidence to road owners that 'high infrastructure risk' vehicles operate appropriately on approved areas of the road network
- roll-out of the five-year Heavy Vehicle Rest Area Program.

# Main Roads Strategic Plan 2008—13 cont...

## Capable organisation

*Achieving excellence through the performance of our people, systems and practices*

### HIGHLIGHTS

During the reporting period, we made significant advances in strengthening our internal capability.

Highlights include:

- continued to lead the way as the first Queensland Government department to implement the Safety Leadership Occupational Health and Safety—Construction qualification
- developed a whole-of-DTMR Workplace Health and Safety Management System
- continued to roll out our safety leadership program across all areas of DTMR
- implemented our new Enterprise Development Agreement 7 initiatives approved by the Queensland Industrial Relations Commission
- continued to build our design capability, capacity and technical governance by implementing the Design Services Sustainability Program.

### Building our capability to connect Queensland

Our people are our greatest asset and important to our success. Just as roads are essential for connecting Queensland, our people are essential in connecting our vision with tangible outcomes.

Providing a safe, efficient and reliable road network, a part of an integrated transport system, to support the state's rapid growth is a challenging task. It remains critical to our success that we attract, develop and retain capable committed people.

It is crucial that we have the right people with the right skills who are committed to providing a high level of service to the community.

### Our performance

#### Focusing on the safety and well-being of our people

Safety is our number one priority. Our zero harm objective means we aim to ensure an injury and incident free workplace, where all our people go home in the same state of health that they came to work in.

Focusing on the health, safety and well-being of our people ensures we have a capable and productive workforce to deliver our significant program of work.

### Safety leadership

We are the first Queensland Government department to adopt the Safety Leadership Occupational Health and Safety (OH&S)—Construction qualification and tailor it to specifically meet our needs.

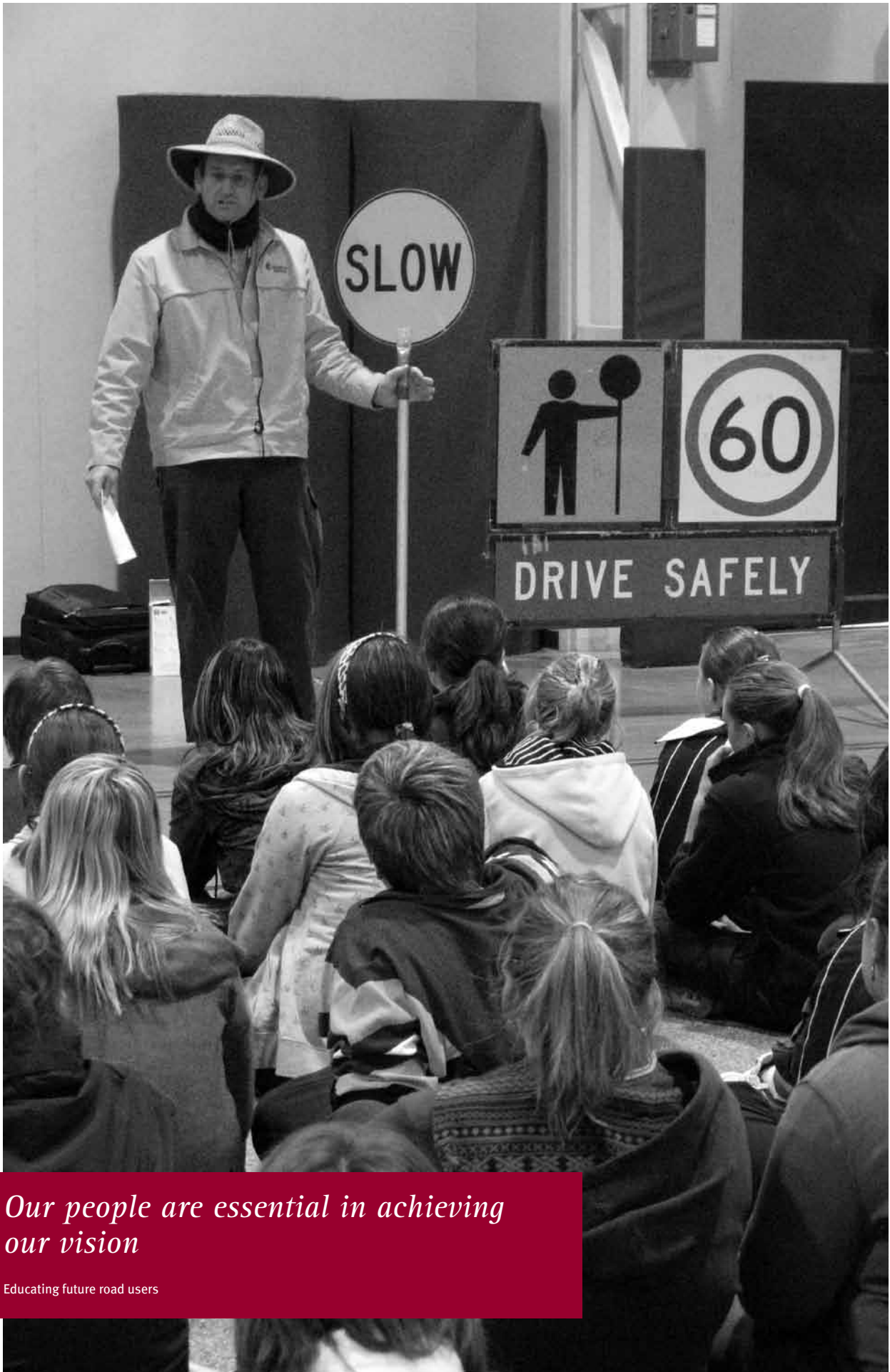
Our Safety Leadership Program provides the tools, skills and knowledge to proactively influence safe behaviour. For example, the completion of the assessment item (Workplace Task) in the Safety Leadership Program requires each participant to complete a project that will deliver realistic safety improvement benefits to the business.

One of these projects was at Jowarra Park Depot where old wooden steps were replaced with a new non-slip surface.

Another positive outcome of this program has been an increase in identifying and reporting hazards to Principal Workplace Health and Safety (WH&S) Advisors. This indicates that our people are becoming more conscious of safety in their day to day work environment.

### Lost time injury rates

An important element of the *Safer and Healthier Workplaces 2007–2012 Strategy* developed by the former Department of Employment and Industrial Relations is the establishment of a range of targets for all government agencies. One target is a 10% reduction, each year for five years (commencing 2007–08), in the number of lost time injury claims (excluding journey injuries) greater than five working days.



*Our people are essential in achieving our vision*

Educating future road users

# Main Roads Strategic Plan 2008–13 cont...

## Capable organisation cont...

To meet the 10% target, we needed to record fewer than 60 lost time injury claims greater than five working days in 2008–09. This year we recorded 46 lost time injury claims. While this is an increase on the previous year, this is still a good result in comparison to the target.

Our Lost Time Injury Frequency Rate (LTIFR) decreased for the third consecutive year. This year we recorded 5.8 LTIFR (YTD)—a reduction of 41.4%.

The severity rate is calculated by comparing the number of days lost due to lost time injuries per million hours worked. It gives a measure of the seriousness of the injuries suffered and the impact of rehabilitation and return to work initiatives. This year we reduced the severity rate from 205 to 68—a reduction of 66.8%.

### Developing top talent

We are focused on ‘growing our own’ to ensure our future workforce capability and capacity. Our ‘capability pipeline’ provides targeted capability development schemes designed to build and nurture our people’s skills and experience. This ensures we meet our capability needs in the short and long-term,

while contributing to broader industry capability and assisting our workforce to achieve personal and career objectives.

### Developing our young employees

Our Graduate Development Program focuses on developing discipline specific competencies and leadership and management skills that are critical to sustaining our technical and professional capability. This year, 170 graduates participated in ‘purpose built’ programs, gaining experience in different business areas and working on a variety of projects across the state.

This program provides an opportunity for graduates to gain a broad understanding of our business while quickly building our capability.

This year, we provided financial support and vacation employment to 87 scholarship holders. The Main Roads Scholarship Scheme helps to build the pool of talent from which our future workforce can be recruited.

Scholarships are offered in skill areas that have been identified as critical to our future technical and professional needs. This year, we had scholars in engineering, town planning, environment and heritage, and surveying.

We supported 34 cadets to ‘learn as they earn’ in planning and design, construction, geospatial technologies and material services.

We partnered with the QUT in support of an Australian Research Council Linkage project, focusing on implementing engineering experiences in junior high school. Our support helps to ensure that engineering and technology skills and experiences are effectively embedded in secondary schools, with a direct benefit to the longer-term capability of Queensland engineers.

Other achievements include:

- training 23 apprentices through the RoadTek Apprentice and Trainee Scheme
- up-skilling and re-skilling 146 experienced trades people at the RoadTek Electrical Training Centre. The centre provides training to improve safety, productivity and efficiency and enables a uniform deployment of signalling processes and systems across Queensland
- providing career paths for construction workers through the Construction Workers Progression Program, which includes nationally recognised competencies for our people operating under the Civil Construction Maintenance and Operations Award.

Table 2 Lost Time Injury performance

Indicators	2005–06	2006–07	2007–08	2008–09*	Variance %
Claims greater than or equal to five days	74	81	40	46	13
LTIFR**		13.0	9.9	5.8	(41)
Severity Rate***		240	205	68	(66)

\* Performance as at 30 June 2009.

\*\* Number of lost time incidents per million hours worked.

\*\*\* Number of work days lost per million hours worked.

***Nurturing our next generation of leaders***

Rewarding and recognising excellence in leadership and management is a key component of our Leadership Strategy. We value our people and recognise their achievements and contributions to Queensland through a number of initiatives, including:

- annual professional excellence awards
- attendance at professional development seminars
- mentoring
- executive coaching
- leadership and capability development initiatives.

This year 693 of our people from all classifications participated in a range of targeted internal leadership and management development programs, including:

- Journey into Leadership
- Myers Briggs Type Indicator
- Leading People and Performance
- Main Roads Ambassador Program
- Communicates with Influence
- Career Development Program
- Technical to People Manager
- Things that Matter in Business
- Internal Consulting Skills
- Management Development Program.

***Working with stakeholders to build industry capability***

In addition to ‘growing our own’ through a range of in-house capability development initiatives, we partnered with industry to launch the Industry Capability Exchange Program in 2009.

This enables participants to undertake professional and developmental placements in Main Roads and Industry through a two way exchange program to enhance their technical skills.

***Local training***

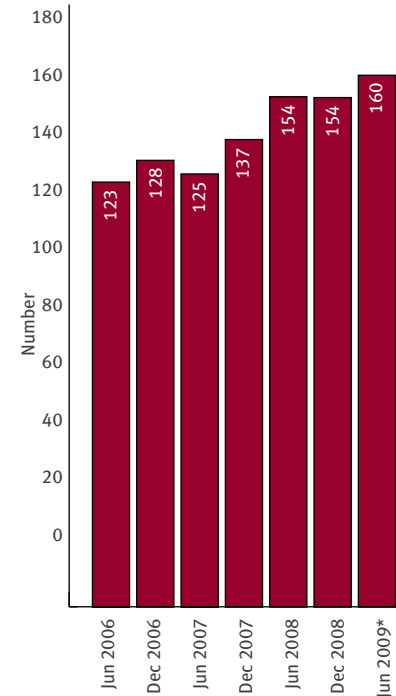
The former department of Main Roads had a geographically dispersed workforce, with just over 50% of people located outside the Brisbane area. We are committed to supporting and enabling our people to access local training. Through close collaboration with the Australian Institute of Management (AIM) we provide a range of development opportunities, including networking events and training programs in local areas.

***Improving capability in rural and remote locations***

Placements in our western regions continue to increase, and for the first time in recent years our Cloncurry, Roma and Emerald regions are operating near full capacity.

A full complement of staff ensures we are able to respond rapidly to the needs of local communities, particularly when natural disasters occur.

**Graph 8** Change in high-in-demand headcount across western centres



\* Performance as at 30 June 2009.

One outcome of our attraction effort is the increase in the number of people in high-in-demand positions (see graph 8). Combined with our efforts this year to fill long-standing technical and professional vacancies has helped to ensure our western regions achieve reliable and timely delivery of the roads program.

Our commitment to recruitment performance and retaining staff has resulted in separation rates for high-in-demand positions of 6% (annualised) tracking below that of Main Roads as a whole to March 2009 at 7.5% (annualised).

This is a significant achievement, given the prevailing tight external labour market conditions for technical and professional disciplines.

# Main Roads Strategic Plan 2008–13 cont...

## Capable organisation cont...

### Developing a strong culture

#### *A fair and equitable workplace*

Our workplace supports high-performing teams by encouraging collaboration, interaction and knowledge sharing. Our approach improves the retention and attraction of our people by providing a healthy culture that engages our diverse workforce and recognises their changing needs.

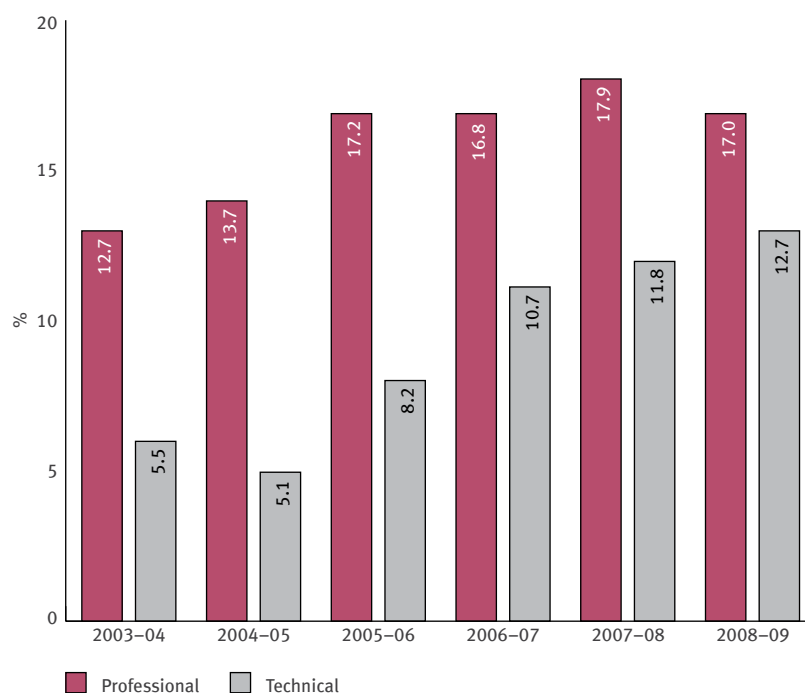
#### *Our commitment to a work-life balance*

Flexible working arrangements assist our people to balance work priorities with family commitments and lifestyle choices. We have a range of policies and processes that help our people achieve this balance, including:

- flexible working hours
- part-time work and job sharing
- telecommuting
- parental leave
- leave without pay
- special leave (for family and community responsibilities)
- extra leave for proportionate pay
- phased retirement options.

Our success in providing flexible working arrangements is demonstrated by the uptake of part-time work options this year, with 4% of our workforce engaged in part-time employment, 88% of these are women (see table 3).

Graph 9 Proportion of women in the professional and technical streams



#### *Offering development and leadership opportunities for women*

We value a diverse workforce and are active in increasing the representation of females in professional and technical streams.

We sponsor initiatives, such as the 'Smart Women Smart State' Awards category 'Postgraduate Engineering Student Award', to raise awareness of our technical and professional career opportunities for women.

Through sponsorships and other development opportunities, we provide equal employment opportunities and actively support our women in management to advance their careers. We have realised a steady increase in the proportion of women in managerial and professional roles.

The proportion of women in Professional and Technical roles is increasing over time. In the 2008–09 period, 17% of employees within the professional stream (an improvement of 4.8% since 2003–04) and 12.6%

Table 3 Part-time staffing rate

Indicators	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09*
% of part-time employees	2.6	3.0	3.3	3.4	3.7	4.0

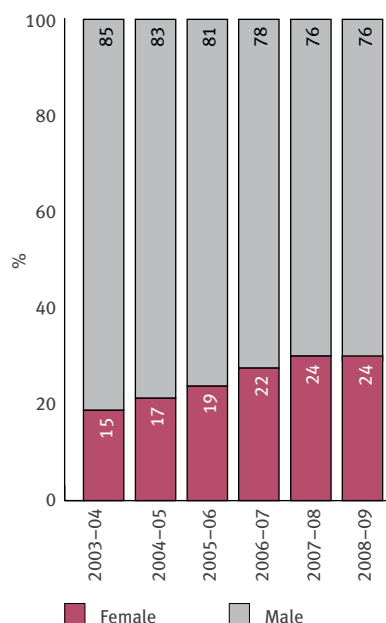
\* Performance as at 30 June 2009.



of the technical stream, were female (an improvement of almost 7% since 2003–04).

Graph 10 illustrates that the proportion of women in management has been increasing over time. In 2008–09, 24% of employees at managerial levels were women. It is anticipated that as female managers continue to advance in their careers, the number at women executives and senior management levels will increase.

Graph 10 Management by gender



Managers are defined as employees within the classifications: Administrative Officer level 6–8 and equivalent, senior officers and the senior executive service.

We recognise and reward the outstanding efforts of our female employees through initiatives such as sponsorship of the National Association for Women in Construction (NAWIC), a not-for-profit organisation. NAWIC promotes and improves the construction industry through the advancement of women within the industry.

NAWIC actively promotes education, fellowship and cooperation and encourages women to pursue a career within a non-traditional trade.

We work closely with NAWIC to promote our organisation as an employer of choice for women keen to pursue a career in the civil construction sector.

### *Supporting Queensland's Aboriginal and Torres Strait Islander people*

Reconciliation Action Plans (RAPs) are the blueprint for achieving our vision for reconciliation with Aboriginal and Torres Strait Islander people. Following the May 2008 launch of our Roads to Reconciliation Action Plan, our Regions have prepared RAPs. DTMR's support for reconciliation has drawn significant recognition from Reconciliation Australia, who are the peak national organisation building and promoting reconciliation between Indigenous and non-Indigenous Australians for the wellbeing of the nation.

Our regional approach ensures that an individual RAP is tailored to local geographic and demographic circumstances.

We will continue to work closely with regional stakeholder groups for support and advice. This has greatly enhanced the relationships our regions have with local Indigenous communities.

This year we established an Indigenous Employment Unit dedicated to coordinating Aboriginal and Torres Strait Islander training and employment initiatives.

We also celebrated 10 years of our Aboriginal and Torres Strait Islander Education Toward Employment Scheme. Since the scheme's inception, 628 Indigenous students from across Queensland

have been sponsored by a range of state and federal government departments. This year we sponsored 15 new scholarships, lifting our total sponsorship to 46 students.

Participating in this scheme opens up further opportunities for Aboriginal and Torres Strait Islander students to gain employment, traineeships and cadetships across many government departments, including DTMR.

### **Enhancing technical capability**

#### *Developing and enhancing the technical abilities of our people*

We are committed to developing and enhancing the technical ability of our people in key areas such as infrastructure design. Following a state-wide review of our Civil Design Services area, we initiated the Design Services Sustainability Program (DSSP).

The DSSP includes 16 projects that will deliver enhanced capability, capacity and sustainability in our Civil Design Services.

Our people will benefit from key projects such as Mentoring and Coaching, Design Competency School and Industry Placement. Another key project is the Design Services Framework and Leadership which will ensure that our operational environment clearly focuses on business leadership and performance.

A state-wide mentoring framework has been developed and piloted within Design Services to address high-in-demand discipline requirements. The framework being implemented provides a one-on-one sustainable mentoring program, supported by 51 technical design

# // Main Roads Strategic Plan 2008—13 cont...

## Capable organisation cont...

mentors for design cadets. Graduates and more experienced staff will have the opportunity to join this program, which also contributes to the state-wide service delivery of our roads program.

### *In-house training*

We continue to build our in-house capacity to provide specialist training to our people and to those working with our industry partners. The courses provide intense post-graduate training in our core road building technologies.

### **Responsible and responsive organisation**

#### *State-wide business systems*

Our business systems have assigned accountabilities, appropriate governance structures, state-wide access, and are consistent in their implementation across relevant roads areas of the department. These systems are vital to managing our requirements for business continuity and our readiness for the future.

The benefits we have realised from our state-wide approach include increased productivity, cost reductions and a consistent approach to business.

Achievements this year include the following.

#### Road infrastructure delivery process

Our ongoing implementation of a standardised single road design modelling tool has resulted in:

- state-wide collaboration on road design
- greater efficiencies and consistencies across the end-to-end road infrastructure delivery process.

Using a consistent modelling tool, each region is responsible for at least one road design project, with some undertaking multiple projects.

#### *Road system information*

We continue to invest in road system information and provide a state-wide standard approach to quality data and trusted information for asset management and asset performance. Our achievements include:

- steady improvements in how data is collected, analysed and stored
- enhanced accessibility of information, regionally and state-wide
- provided a standard tool for identifying asset location and undertaking our activities on the road network by introducing technology (GPS Tripmeter).

Our planned improvements to state-wide business systems include the following.

#### Laboratory Registration System and Laboratory Information Management System

Our Laboratory Registration System (LRS) and Laboratory Information Management System (LIMS) will ensure:

- materials testing standards are enhanced
- engineering decision-makers have increased confidence in testing services being delivered across Queensland's road network.

Ultimately, all external organisations seeking to undertake materials testing will be required to register with the LRS.

Working in tandem with the LRS, the LIMS will enable a strategic alliance with the materials testing industry in Queensland. The LIMS is focused on:

- delivering a single state-wide integrated business solution for materials testing
- implementing a solution that improves our ability to manage the resourcing, costs and integrity of construction and materials testing data.

#### **Proactive policy and planning**

Our active participation on inter-agency working groups at national and state levels means that we remain at the forefront of transport safety and security.

*Our business systems are vital to managing our requirements for business continuity and our readiness for the future*



Laboratory technician conducting California Bearing Ratio Test in Bundaberg

We actively contribute to the development of government policies, programs and infrastructure projects to address the impacts of urban growth in Queensland and help achieve the five ambitions identified in the Queensland Government's Q2. We are a major contributor and cosignatory to the 'Strong' ambition and a significant contributor to the other four ambitions.

We continue to participate in key national committees and bodies, including:

- Austroads
- Roads Australia
- National Standing Committee on Transport.

We are also involved in committees at an international level.

Participation at both a national and an international level gives us access to the best research and knowledge and assists us to identify state and national transport issues.

We contribute to the ATC and the National Transport Commission's work to promote a more productive and efficiently managed national transport system.

Our contributions have helped to progress effective national arrangements to prepare for and manage the longer-term impacts of climate change on the transport system.

Our historically strong relationships with industry, key roads users and transport groups, academia, professional bodies and ARRB Group continue to enable us to anticipate and act on emerging issues.

Our contribution to state and national policy forums ensure that Queensland's transport system will help to secure a prosperous, livable and sustainable Queensland.

## FOCUSING ON THE FUTURE

In 2009–10 we will continue our focus on being a safe and rewarding place to work.

We will achieve this by providing challenging and rewarding work for our people, while developing their skills and capabilities to meet Queensland's ongoing road infrastructure program.

In these challenging economic times, the effectiveness of our workforce is even more critical to ensure Queenslanders obtain value for every dollar invested in the program.

Key initiatives we will deliver include the following:

- implementing and embedding a safety leadership culture through our Safety Leadership Program, as we work toward our goal of 'zero harm'
- analysis of data provided by our WH&S management system to holistically review our safety performance and enable the development and implementation of key improvement strategies
- increasing the opportunities for participation of Aboriginal and Torres Strait Islander people in our workforce
- continuing and enhancing our people development and leadership programs to attract, develop and retain talented people for now and to meet future challenges.

# // Corporate social responsibility

*Managing our business ethically and in a socially responsible manner*

We take every opportunity to ensure we are performing our role as a responsible corporate citizen. We believe that we benefit the community and our stakeholders by acting responsibly and being socially aware in our dealings with our people, our consideration of the environment and the way we run our business.

We achieve this by ensuring we have an effective structure, a dedicated leadership team, robust governance policies and practices and undertaking initiatives in an environmentally and economically sustainability manner.

## Our new business model and structure

Our new business model has been developed through consultation with members of the senior leadership team and our external stakeholders to best position us into the future. It describes how our business will work and where our effort will be focussed.

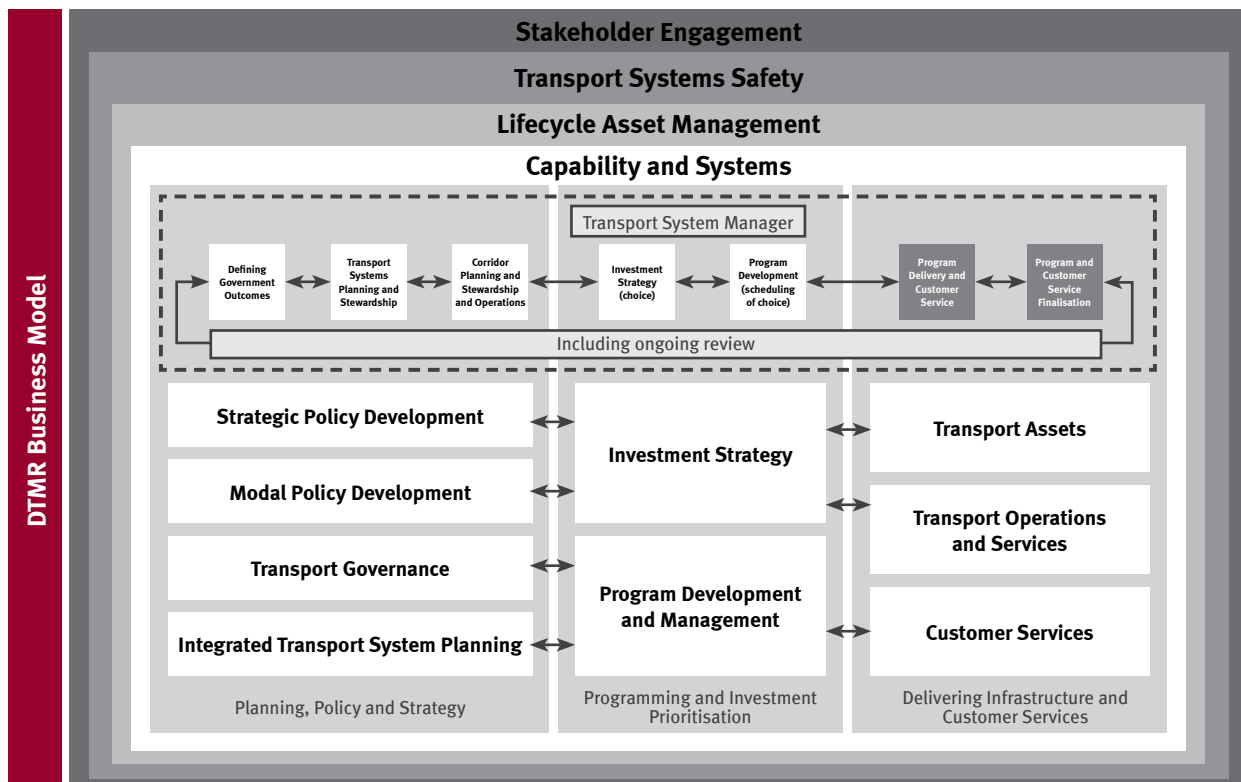
Through the business model, the department is organised into the major functional areas of:

- Planning, policy and strategy
- Programming and investment prioritisation
- Infrastructure and customer service delivery.

It builds on the strengths of the two former departments and reflects a truly integrated approach to these functions.

Implementing the business model will result in corporate support being consolidated and strengthened, while discipline, rigour and contestability will enhance policy and investment decisions. The model also leverages the strong regional delivery networks that both former departments had in place.

## DTMR Business Model



## Department of Transport and Main Roads organisational structure



Note:

\* Acting or interim arrangement.

Structure effective as at 1 July 2009

# Corporate social responsibility cont...

## Introducing our Board of Management



*David Stewart*  
**Director-General**

David is responsible to the Minister for Main Roads and the Minister for Transport. David also directly supports the Premier on Urban Congestion initiatives being driven by government.

Prior to his current role, David was the Director-General of Queensland Transport. In September 2006, David joined the Queensland Government as Deputy Coordinator-General. He was responsible for the delivery of the \$9bn South East Queensland water grid within DIP.

During his career of some 25 years, David has predominantly worked in the public sector, although he has worked for consultants and contractors in Australia and in the United Kingdom, delivering civil infrastructure projects.



*Alan Tesch*  
**Associate Director-General**

Alan is responsible for the asset sales program and national roads issues, and represents us on key committees such as the ATC.

He is also the shareholder representative for Queensland Motorway Limited, Transmax, ARRB Group, Austroads and the Roads Alliance and is the government champion for the Northern Peninsula Area Indigenous Community councils.

Alan has over 25 years experience in senior positions across the Queensland public sector, focusing on policy development, implementation and service delivery.

Alan led the Department of Main Roads from 2005 to 2009.



*Paul Low*  
**Deputy Director-General,  
Policy and Planning**

Paul is responsible for our interests in strategic policy, integrated transport policy, road safety and system management, passenger transport and rail, ports and freight.

Prior to this position, Paul was Executive Director (Integrated Transport Planning) in Queensland Transport.

Paul has 15 years experience in the transport planning and public policy areas. Positions held during this period include senior executive positions within the New South Wales State Rail Authority and the Ministry of Transport. He has also worked for Transurban, a major infrastructure owner, developer and operator, who has Australian and overseas toll road interests.



**Paul Smith**  
**Deputy Director-General,  
Investment and Program  
Development**

Paul is responsible for Investment and Program Development within DTMR.

Prior to this position he was the General Manager (State-wide Planning) for the former Department of Main Roads. He was responsible for strategic planning on the State's priority routes and for developing a framework for affordable investment decision-making across the network.

Paul has a 36-year career in Main Roads. His extensive experience in roads and community issues has been gained working in remote western areas as well as the rapidly developing urban areas of Cairns, Townsville, the Sunshine Coast and the Gold Coast.



**John Glaister**  
**Deputy Director-General,  
Transport Safety  
Regulation and Security**

John is responsible for Transport Safety Regulation and Security for DTMR.

Prior to this position, John was Deputy Director-General for Queensland Transport.

John has previously worked in the Queensland Public Service (Department of Primary Industries and Fisheries, Sport and Recreation, Office of Energy, Innovation), the University of Queensland (UniQuest), the New South Wales Public Service (NSW Fisheries), the Northern Territory Public Service (Ports and Fisheries) and in the New Zealand State Service (Minister of Fisheries). His roles have included scientist, resources management and senior executive.



**Les Ford**  
**Chief Operations Officer**

Les is responsible for a broad range of state-wide delivery functions including the roads program, the customer service program, RoadTek and Major Projects.

Les has almost 36 years experience working in transport-related agencies in the Queensland Government.

In June 2006, Les was appointed the Deputy Director-General for Main Roads where he was accountable for a major roads delivery program which will spend more than \$16.2bn across Queensland over a five-year period from 2008–13.

Prior to this, Les was Deputy Director-General with the former Queensland Transport. Les was heavily involved in the implementation of the *Integrated Regional Transport Plan for South East Queensland*, including the South East Transit project and the Inner Northern Busway.



**Jack Noye**  
**Deputy Director-General,  
Corporate**

Jack is responsible for finance, ICT, people and capability and business services for DTMR.

He has held executive roles in policy, management, service delivery and inter-government relations in the federal and state public sectors. He was previously Executive Director (Corporate) and Director (Transport Policy Office) in the former Queensland Transport.

Jack has also spent some time in the private sector, providing advice on policy, management and service delivery to federal and state agencies.

## Corporate social responsibility cont...

### Good governance through ethical leadership and positive relationships

#### *Being a leader in stakeholder engagement and community and industry relations*

Our ability to make quality decisions and act upon them relies on the provision of sound information, good judgement, ethical behaviour and effective relationships.

The application of effective compliance, performance and risk management processes and mechanisms to develop robust corporate and technical governance underpins our approach.

We have a number of internal accountability mechanisms in place to ensure we operate effectively and transparently. These enable us to manage risk, seize opportunities, monitor, evaluate and report performance.

The Director-General is accountable to the Minister for Transport, the Minister for Main Roads and the Premier of Queensland for the efficient, effective and financially responsible performance of DTMR under the *Financial Administration and Audit Act 1977*.

#### **Board of Management**

The Director-General is supported by and is part of a Board of Management which includes the Associate Director-General, four Deputy Directors-General and the Chief Operations Officer.

The board provides strategic leadership and direction to enable the development and implementation of initiatives and prioritisation of transport and road issues.

It ensures the effectiveness of planning processes and governance practices and the integrity of reporting systems. It is also responsible for sound financial management strategies and practices.

The board is supported by sub-committees and these continued to operate during the transition phase of April to June 2009.

#### **Audit and Risk Committee**

The Audit and Risk Committee performs an advisory role to the Director-General, assisting him to discharge his responsibilities as prescribed in the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997*. It also acts as a board of review for the internal audit function. Its key responsibilities are to:

- assess and contribute to the audit processes related to the identification of our risks
- review the annual audit plan
- review our systems of internal control and performance of the internal audit function and risk management processes
- evaluate our financial and operational reporting.

During this period the respective committees from the former departments endorsed financial statements and approved work plans for the first half of the 2009–10 financial year.

During the transition phase of April to June 2009 the former Queensland Transport Audit and Risk Committee met three times and the former Main Roads Audit and Risk Committee met four times.

Costs associated with external committee members' fees totalled \$29,269.35 (including GST).

In June 2009 the Director-General approved a new Audit and Risk Committee consisting of two independent members (one as chair) and seven DTMR officers representing a broad range of DTMR functions. The Queensland Audit Office is represented as a standing invited guest and other invited guests participate depending upon issues to be discussed.

Apart from its key responsibilities, in 2009–10 the new committee will undertake the formulation of its charter, the ratification of a work plan and the endorsement of the financial statements for DTMR.

#### **Capital Works Board**

The role of this board is strategic development, review and adjustment of the financial and operational performance of the capital works program.





*The safety, health and well-being of our people is a priority*

Pollution response training exercise on board the *Pacific Responder*



# Corporate social responsibility cont...

## Good governance through ethical leadership and positive relationships cont...

Membership comprises the Deputy Director-General (Investment and Program Development), General Manager (Portfolio Investment), General Manager (Program Development and Management), General Manager (Integrated Transport Planning), General Manager (Rail, Ports and Freight), Director (infrastructure Program), Director (Infrastructure Delivery), Executive Director (Finance and Budget), Director (Smart Travel Centre—Queensland), Director (Regional Transport) and Manager (Strategic Network Planning) TransLink Transit Authority.

The outcome of this board's activities is an assurance that Queensland has the right transport infrastructure, delivered as planned, in a cost effective and time efficient manner.

The board provides coordination of capital works and leadership in planning and delivery of the capital works program.

It ensures timely response to and resolution of issues relating to the delivery of transport capital works projects and provides advice to the Director-General and Deputy Directors-General on the status of the capital works program.

Between April and June 2009 the board met twice to approve the SEQIPP of work and reviewed the governance arrangements for transport projects to support the DTMR's business model.

### Information Steering Committee

In line with whole-of-government Information Standard 2 (IS2), the Information Steering Committee was established by the former Main Roads in 2006.

Membership comprised four General Managers (Corridor Management and Operations, Engineering and Technology, Program Development and Delivery and Business Solutions and Information) (Chair) and Executive Director, (Solutions and Investment as the Secretariat).

The committee met in March and May to discuss and prioritise ICT initiatives as part of the former Main Roads budget resource allocation process.

The ICT Sub-Committee of the former Queensland Transport made recommendations on ICT governance, strategy, emerging strategic risks and opportunities, planning and priorities and evaluation.

A new ICT committee will be formed replacing the former Main Roads Information Steering Committee and the former Queensland Transport ICT Committee. Executives from the business areas responsible for policy, planning, investment, delivery and operations will contribute.

### Resource Allocation Committee

The former Main Roads' Resource Allocation Committee ensured DTMR achieved its goals efficiently, effectively and economically, operated within budget, and provided reasonable value for money.

The committee met on eight occasions between April and June 2009 as part of the annual funding and allocation process. Membership comprised the Associate Director-General, the Chief Operations Officer and the chair was the former General Manager (Capability, Strategy and Finance).

The committee made recommendations to the Director-General on annual allocations and key state-wide priorities.

The Board of Management of the former Queensland Transport met as the Internal Budget Review Committee to allocate resources for 2009–10.

A new Finance and Resources Committee will be formed early in 2009–10.

### Technical Governance Committee

The former Main Roads' Technical Governance Committee provided independent monitoring and advice on technical policies, strategies, standards, guidelines, systems, processes and practices.

The committee met in May and was chaired by the General Manager (Engineering and Technology). Membership comprised two General Managers (Program Development and Delivery and Assets and Operations), five Executive Directors and two Directors (from Engineering and Technology, Program Development and Delivery, Major Projects and RoadTek), a Regional Director (Rockhampton) and an external advisor from industry.

Costs associated with external committee members' fees totalled \$1,188 (including GST) during April to June 2009.

The committee enabled whole-of-DTMR perspectives to be input into significant corporate technical decisions.

The committee took a risk-based view of corporate capability, strives to ensure the best use of technical knowledge, and fosters a consistent approach to assessment and analysis of technical issues. This ensures that our standards are fit-for-purpose and applied consistently state-wide.

The committee met in May to discuss technical matters in relation to road infrastructure.



Leadership, ethics, culture and stakeholder relationships are the foundation of our corporate governance framework

### **Workplace Health and Safety Governance Committee**

The safety, health and well-being of our people is a priority.

The Workplace Health and Safety Governance Committee's role is to provide strategic direction and support for workplace health and safety across DTMR.

Current initiatives include:

- introduction of a zero harm framework for workplace health and safety
- introduction of a safety leadership program to enhance the capability of our leaders
- creation of a whole-of-DTMR safety management system as an enabler for workplace health and safety governance.

### **Accommodation Sub-Committee**

This committee provides governance policy, advice and coordinates DTMR's office accommodation requirements.

Membership of the committee comprises the Deputy Director-General (Corporate) (Chair), Deputy Director-General (Policy and Planning), Chief Information Officer and General Manager (Transport Services).

Between April and June 2009 the committee provided direction to guide DTMR's participation in the whole-of-government decentralisation initiative for government office accommodation.

### **Internal Audit**

Internal audit is a key component of our corporate governance. It has a central role in improving operational processes and financial practices by:

- identifying operational deficiencies and non-compliance with legislation or prescribed requirements
- assessing the adequacy of internal controls in operational systems and processes
- identifying and bringing a broad range of issues to management's attention, including matters of key risks, performance, efficiency and economy
- monitoring whether agreed remedial actions are undertaken.

# // Corporate social responsibility cont...

## Good governance through ethical leadership and positive relationships cont...

Internal audit focuses on enhancing our corporate governance framework, specifically the effectiveness of our governance systems for accountability and performance. Our achievements include:

- issued 18 audit reports in relation to compliance, systems, performance and project reviews, with a further four draft reports with clients
- approximately 80 sites used Control Self Assessment (CSA), including customer service centres, regional harbour master offices, regional school transport administration offices, call centres, Business Services and Rail, Ports and Freight divisions
- continued to develop new CSA packages for new functions within DTMR
- mapped an annual audit plan to the DTMR risk register and reviewed the effectiveness of internal controls in mitigating risk
- provided advice at the ICT Steering Committee meetings and carried out specific internal control reviews of the IT environment
- provided advice to management and investigated suspected official misconduct matters
- provided an effective reporting and liaison mechanism to the Crime and Misconduct Commission (CMC), including follow up on outstanding matters.

### Risk management

We are committed to a proactive approach to risk management in all DTMR activities—strategic, organisational and operational.

Our aim is to deliver contemporary risk management practices that reasonably reduce the chance and impact of adverse affects and enable us to make the most of opportunities as they arise.

We are reviewing our risk management practices throughout DTMR to develop an integrated risk management strategy to identify and respond to risks and opportunities and to implement a best-practice strategy for risk management.

The new strategy will support risk management practices and build confidence to ensure that a consistent risk management approach is adopted throughout DTMR. This will benefit each division by building and embedding risk management capability within DTMR business processes.

### Public sector ethics

The five ethics principles in the *Public Sector Ethics Act 1994* are fundamental to good public administration and these will form the basis of our ethics framework in DTMR.

We have integrated the ethics capacity of the former departments of Queensland Transport and Main Roads within the Internal Audit Branch.

In the reporting period, the focus has been on building an integrity framework based on the CMC Best Practice Guidelines. A review of the integrity systems, policies and processes of the former departments has been completed and processes established to develop underpinning policies to enable the framework.

Advice on ethics has been provided in response to requests from business areas.

In 2009–10 training on ethics topics will continue while an overall ethics training program is developed.

### Whistleblower protection

During the period April to June 2009 we received 14 public interest disclosures containing allegations of official misconduct and management of public funds, pursuant to the *Whistleblower Protection Act 1994*. Of these only seven were substantiated. We commenced disciplinary action and/or organisational improvement where necessary, for all matters verified.

### Freedom of Information

Up until 30 June 2009, we were required to provide a statement of affairs, under section 18 of the *Freedom of Information Act 1992* (FOI Act).

As of 1 July 2009, the FOI Act will be replaced with the *Right to Information Act 2009* (RTI Act).

## Accessing our documents

While we give information to the community about our activities, the FOI Act provided the public with a formal means of accessing our documents, subject to specific exemptions.

If access is required to certain documents and they are unable to be obtained through normal dealings with us, access may be available via the FOI Act.

The introduction of the RTI Act further extends the public's right to access government held information by development of publication schemes for our website.

## Types of documents held

Due to our diversity, a large number of documents and records are held in locations across the state. These are created for specific subjects or projects based on our functions and activities.

We create and/or receive the following document/record types:

- briefing notes, memoranda and internal correspondence
- external correspondence to/from DTMR or our ministers
- tenders, agreements and contract documents
- plans and drawings for projects
- reports, submissions and discussion papers
- project documentation
- policy and strategy documents
- agendas and minutes of DTMR committees
- file notes, diaries, notebooks
- audio/visual records
- electronic mail, mail and facsimiles.

## FOI statistics

The most common types of applications we receive are requests for access to documents relating to registrations, roadworks and major construction projects in which we are involved. In the period from 1 April to 30 June 2009, we received 175 applications. We completed 185, some of which were from previous periods and are reported as completed and processed in the next period.

## Preparing for Right to Information

We are developing a framework that supports the implementation of the RTI Act and the proactive release of information.

Achievements in 2008–09 include:

- establishment and implementation of the whole-of-government *Right to Information Framework* in accordance with the push model for information delivery
- development of publication schemes for our website
- development of a disclosure log
- processes for the administrative release of information.

## Making an application under the RTI Act

From 1 July 2009 a formal application requesting access to documents under the RTI Act may be made via:

- the Queensland Government on-line RTI application at: [www.smartservice.qld.gov.au/services/information-requests/home.action](http://www.smartservice.qld.gov.au/services/information-requests/home.action)
- RTI application form available from: [www.smartservice.qld.gov.au/services/information-requests/home.action](http://www.smartservice.qld.gov.au/services/information-requests/home.action).

Applicants are requested to provide proof of identity when making an application for documents concerning their personal affairs.



Make an on-line Information Access application or download a form at: [www.smartservice.qld.gov.au/services/information-requests/home.action](http://www.smartservice.qld.gov.au/services/information-requests/home.action)

## Applying for access to documents

Applications to access documents are subject to a \$38.00 fee. Processing and photocopying charges may also apply.

All applications should be forwarded to:

Manager RTI and Privacy Unit  
Department of Transport and Main Roads  
GPO Box 1549  
Brisbane Qld 4001



For more information about RTI applications and fees please contact the RTI and Privacy Unit on 07 3306 7108 or email: [contactrti@transportandmainroads.qld.gov.au](mailto:contactrti@transportandmainroads.qld.gov.au)

# Corporate social responsibility cont...

## Good governance through ethical leadership and positive relationships cont...

### Protecting stakeholders' privacy

In September 2001, the Queensland Government introduced a privacy scheme for the public sector. The scheme ensures we respect the personal information we collect.

We have been committed to ensuring privacy of information and compliance with the 11 Information Privacy Principles described in *Information Standard 42—Information Privacy*. The principles assisted the community and our people to understand our privacy responsibilities.

On 1 July 2009, the privacy scheme was replaced by the *Information Privacy Act 2009* (Privacy Act).

The Privacy Act addresses concerns related to any breach of the Information Privacy Principles regarding unauthorised use of personal information stored on paper or electronic databases. It also aims to give the community control over use and disclosure of personal information.


 A copy of the Information Privacy Act can be accessed at:  
[www.qld.gov.au/right-to-information/](http://www.qld.gov.au/right-to-information/)



Managing knowledge with our electronic document and records management system

Concerns or queries relating to the collection, access, storage, use or disclosure of personal information, can be addressed to our Privacy Contact Officer:


Privacy Contact Officer  
Department of Transport and Main Roads  
GPO Box 1549  
Brisbane Qld 4001

 Email:  
[privacy@transportandmainroads.qld.gov.au](mailto:privacy@transportandmainroads.qld.gov.au)

### Making an application under the Privacy Act

From 1 July 2009 application requesting access to documents under the Privacy Act may be made via:

- Information Access application at: [www.smartservice.qld.gov.au/services/information-requests/home.action](http://www.smartservice.qld.gov.au/services/information-requests/home.action)

 You can request access to documents under the Privacy Act on-line at:  
[www.smartservice.qld.gov.au/services/information-requests/home.action](http://www.smartservice.qld.gov.au/services/information-requests/home.action)

Applicants are requested to provide proof of identity when making application for documents concerning their personal information.

While there is no application or processing charge for applications made under the Privacy Act access charges may apply. All applications should be forwarded to:

Manager RTI and Privacy Unit  
Department of Transport and Main Roads  
GPO Box 1549  
Brisbane Qld 4001



For more information about Privacy applications and fees please contact the RTI and Privacy Unit on 07 3306 7108 or email: [contactrti@transportandmainroads.qld.gov.au](mailto:contactrti@transportandmainroads.qld.gov.au)

### Managing knowledge with our electronic document and records management system

We continue to develop strategies and activities supporting the implementation of the *Queensland Information Standards IS31 and IS40* under the *Public Records Act 2002*. Major initiatives undertaken during 2008–09 include:

- ongoing state-wide education programs, formal seminars and advisory services to support knowledge transfer and consistency in recordkeeping principles, practices and systems
- ongoing review and development of recordkeeping policy, standards and procedures to ensure we meet all recordkeeping requirements under IS31 and IS40

- ongoing development of new retention and disposal schedules
- ongoing development of the business classification scheme to ensure that changes to our business are accurately reflected in the official recordkeeping systems
- ongoing monitoring of recordkeeping requirements through our recordkeeping compliance checklist to identify gaps and education needs for compliance with the Queensland recordkeeping standards
- ongoing business support to encourage the use of our official recordkeeping systems to further foster an information and recordkeeping culture
- ongoing involvement with whole-of-government initiatives such as the development of the secondary storage services contracts with the Queensland Government Chief Procurement Office, and the review of Queensland Information Standards for Recordkeeping and associated standards
- development and implementation of strategies to meet the machinery of government requirements for the integration of the former departments known as Queensland Transport and the Department of Main Roads.

### Responding to stakeholders' comments

Any member of the public, customer, employee or other stakeholder is able to lodge a complaint, compliment or feedback regarding our policy, products or services.

The former Queensland Transport and former Main Roads complaint's policies described principles and expectations that assisted us in conducting our interactions with stakeholders. We are in the process of integrating these policies.



Our on-line compliments and complaints form can be found at: [www.transportandmainroads.qld.gov.au](http://www.transportandmainroads.qld.gov.au)

# Environmental management

## Managing our impact on the environment

Our sustainable business practices demonstrate our commitment to the environment, protecting Queensland now and for future generations.

In November 2008, the Queensland Government released its ClimateSmart 2050 Strategy. *ClimateSmart Buildings: Towards Environmentally Sustainable Government Buildings* provides policies that ensure environmental sustainability is a key consideration in our business.

Our commitment to this whole-of-government initiative has been demonstrated by the establishment of medium and long-term targets that contribute to the state's environmental sustainability.

Our targets also contribute to achieving the Queensland Government's Q2 ambitions. We deliver on this commitment by striving to continuously improve our environmental performance and implementing strategies that deliver practical, sustainable solutions.

Our efforts and resources are focused on three key environmental management areas:

- energy and water management
- carbon emissions
- waste management.

We ensure that environmentally sustainable targets are considered in all our projects and included appropriately.

### Energy and water management

#### Energy management

The Queensland Government's *Strategic Energy Efficiency Policy* sets government departments a 5% reduction in energy use by 2010. Our *Strategic Energy Management Plan* captures a range of initiatives that target energy reductions across the state—ensuring we remain on track to achieve this target.

We have implemented a number of initiatives to address energy consumption. Our energy saving initiatives include:

- office lighting refurbishments and replacements in our Warwick and Roma offices
- Maritime Safety Queensland is trialling the use of high intensity discharge lights instead of traditional halogen on-demand daylightlights and increasing the use of solar power to power navigation aids.

#### Water management

We have been proactively managing responsible water consumption on a state-wide basis. Our *Water Efficiency Management Plan* ensures that a range of initiatives are in place to monitor and manage our water usage. Our current initiatives include:

- installing a water harvesting system in our Metropolitan Regional office, Brisbane, to capture storm water for garden irrigation and cleaning purposes

- RoadTek water truck operators continue to reduce the impacts on the environment around the Gold Coast by supporting the use of rainwater and recycled water whenever possible. The installation of a rainwater treatment and collection system last year has increased the amount of non-potable water available for projects.

#### Waste management

We are reviewing our waste management processes with the intent of implementing a state-wide *Waste Management Plan* that incorporates the requirements of the *Environmental Protection (Waste Management) Policy 2000* and other relevant government strategies. To complement this, many DTMR units have local waste management plans.

Our *Waste Management Plan* outlines a range of initiatives to reuse and recycle. We have implemented a range of waste management initiatives across our offices and worksites.

These include:

- introduction of a recycling and waste collection program in our Terrica Place building has increased recycling rates from 30 percent to 62 percent.
- Maritime Safety Queensland is trialling the use of buoys made from recyclable polyethylene.

We are committed to minimising our waste, while incorporating practices to reduce, reuse and recycle across all aspects of our business.



A black and white photograph of tall grasses, possibly a type of millet or similar, with long, thin seed heads. The grasses are in the foreground, and the background shows a cloudy sky. The image is used as a background for the text overlay.

*Environmental sustainability:  
contributing to a healthier, more  
liveable environment*

Protecting the environment through revegetation

# Environmental management cont...

## Managing our impact on the environment cont...

### Carbon emissions

DTMR is committed to supporting the Queensland Government's Q2 target to cut by one third Queenslanders' carbon footprint with reduced car and electricity use. This commitment includes implementation of the government's climate change and other environmental strategies.

Six gases have been identified under the Kyoto Protocol as the main greenhouse gas emissions that need to be reduced. The gases are carbon dioxide, hydrofluorocarbons, methane, nitrous oxides, perfluorocarbons and sulphur hexafluoride. As part of standard emission measurement practices these gases are mainly reported as carbon dioxide equivalent emissions (CO<sub>2</sub>-e).

The Queensland Government continues to develop and improve whole-of-government data collection processes and systems to standardise reporting of its greenhouse gas emissions. The basis for this reporting is consistent with acknowledged national and international standards, including the definitions outlined in the *AS ISO 14064* standards and the *Australian Government's National Greenhouse Accounts Factors Workbook*. These standards establish the following different categories of emissions that organisations (such as government agencies) need to consider, taking into account the particular organisation's operational boundaries as outlined in the following information.

- **Scope 1:** emissions that occur directly from sources which are owned or controlled by an organisation (e.g. emissions from departmental vehicles, on-site diesel generators, gas boilers etc).
- **Scope 2:** emissions that occur indirectly due solely to an organisation's consumption of electricity or steam for heating/cooling (which has been generated by the burning of fuels such as coal, natural gas, etc at power stations or other facilities not controlled by the organisation).
- **Scope 3:** emissions that occur indirectly due to actions of the organisation, but from sources which are not owned or controlled by the organisation. Some common examples of these sources include employee business travel (in vehicles or aircraft not owned or controlled by the reporting organisation) employees commuting to and from work; out-sourced activities; and transportation of products, materials and waste. Note: inclusion of these emissions in any reporting needs to be based on the relevance to the operations of the organisation.

For DTMR the key greenhouse emissions are those that are linked to the following business activities:

- vehicle usage
- electricity consumption
- air travel.

It should be noted that comprehensive reporting of greenhouse gas emissions by agencies is sometimes limited due to the complexity of the operational boundaries of agencies within the public sector, especially in situations where internal government shared services providers are used.

While the best available data has been used, in some instances estimates have been reported due to the limitation of data collection systems, for example in government-owned buildings where there are multiple tenants and the electricity usage cannot be attributed to a single agency, the Department of Public Works (DPW) calculates the electricity usage by tenanted agencies based on the percentage of the leased floor area occupied.

Table 4 outlines our carbon emissions during the period 27 March 2009 to 30 June 2009.

Table 4 Carbon emissions

Activity	Greenhouse gas emissions (tonnes of CO <sub>2</sub> )	Explanatory notes
<b>Scope 1—Vehicle usage</b> <ul style="list-style-type: none"> <li>• QFleet vehicles</li> <li>• Agency-owned vehicles</li> </ul>	2,722 548	1 1b
<b>Scope 2—Electricity consumption</b> <ul style="list-style-type: none"> <li>• Purchased directly from an electricity retailer</li> <li>• Sourced through a third party</li> </ul>	9,284 2,705	2a 2b
<b>Scope 3—Air travel</b> <ul style="list-style-type: none"> <li>• Domestic air travel on commercial airlines</li> <li>• International travel on commercial airlines</li> </ul>	552 15	3 3
<b>Hired vehicles</b> <ul style="list-style-type: none"> <li>• Avis</li> </ul>	89	4

Notes:

- The CO<sub>2</sub>-e emissions figure has been aggregated using National Greenhouse Emissions Reporting (NGER) guidelines and represents emissions for four primary fuel types: unleaded petrol, diesel, liquefied petroleum gas (LPG) and E10. Emissions shown are based on estimated kilometres travelled and available fuel consumption records.
- The CO<sub>2</sub>-e emissions figure for the period 1 April 2009 to 30 June 2009 has been calculated using National Greenhouse Emissions Reporting (NGER) guidelines and represents emissions for two primary fuel types: unleaded petrol and diesel. Fuels used by agency owned and/or specialised vehicles including maritime safety vessels and back up generators. In the absence of comprehensive records for fuel usage this figure has been estimated from the number of litres of fuel purchased
- This figure is largely based on available actual building electricity consumption records for the period 1 April 2009 to 30 June 2009. For these records, the emissions reported are limited to those linked to electricity purchased directly from an energy retailer for this agency's own buildings and any space it leases. Incomplete electricity consumption records have been extrapolated where necessary.  
All electricity consumption has been converted to carbon emissions using the Scope 2 conversion factor of 0.89 kg CO<sub>2</sub>-e/kWh as currently recommended in the Australian Government's National Greenhouse Accounts Factors Workbook.
- This figure is largely based on emissions associated with electricity use in leased spaces where electricity is not directly purchased by this agency from an energy retailer e.g. the electricity costs form part of lease charges.  
This figure includes estimated consumption (where specific details are not available) and actual electricity records received from government and private sector landlords. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary.  
For example, in those major government office buildings owned by the Department of Public Works that do not have separate electricity sub-metering for tenants, the emissions associated with electricity consumption have been apportioned 45% to the landlord, and 55% to the tenants – in line with industry practice and historical benchmarking.
- Air travel includes all flights recorded by the Queensland Government Chief Procurement Office (QGCPPO) during the period 1 April 2009 to 30 June 2009, specifically:
  - (1) International air travel on all airlines; and
  - (2) Domestic air travel on all airlines.
 For all air travel, with the exception noted at (b) below, the following methodology is used:
  - a) From data provided the QGCPPO calculates the kilometres flown. The kilometre figure is divided by 100 and multiplied by an industry average number of litres of fuel burnt per passenger, per 100 km's. A factor of 5 has been used for all air travel. The use of this method gives the average litres of fuel burnt for a flight, per passenger. This figure is subsequently converted from litres into kilograms and then from kilograms into tonnes, before being multiplied by 3.157 (which represents the amount of CO<sub>2</sub> tonnes produced by burning one tonne of aviation fuel; sourced from the International Civil Aviation Organisation).
  - b) For domestic flights with Qantas, QantasLink, Jetstar and Virgin Blue for the period 1 April 2009 to 30 June 2009 the number of passengers per sector was calculated. This information was then passed on to the respective airline for calculation of carbon emissions.
- The hire car vehicle emissions are calculated by Avis Australia and show only emissions for Avis Australia vehicles booked under the Standing Offer Arrangement managed by the Queensland Government Chief Procurement Office.

## FOCUSING ON THE FUTURE

In 2009–10, we aim to reduce the amount of building waste disposed as landfill. To achieve this we are actively targeting 40% reuse and recycling of waste materials (by weight) from office building projects.

This target is consistent with the Queensland Government's Recycling Policy for Building and Civil Infrastructure that takes effect from 1 July 2009. It is designed to ensure that all state agencies adopt best practice with respect to waste construction materials for construction, refurbishment and demolition projects associated with buildings and infrastructure.

In 2009–10, we will continue to pursue energy and water saving initiatives while promoting sound and sustainable business practices. Initiatives include:

- constructing an energy efficient and environmentally sustainable office complex and laboratories at Nundah
- upgrading the Spring Hill Office Complex lighting using energy efficient technologies
- establishing Green Committees at local offices throughout the state. These committees are run by volunteers and focus on small sustainability improvements within the office and educating our people on initiatives they can implement at work and home.

# Financial review

## Our financial position

*Being a leader in stakeholder engagement and community and industry relations*

### HIGHLIGHTS

The focus in the final months of 2008–09 has been on the integration of the former Department of Main Roads and Queensland Transport. Significant achievements and challenges during this period include:

- integration of the former departments' finance functions into a new division to provide best practice financial management and accounting services and lead the development of financial performance culture underpinned with practical policy and governance
- continued support of the department through the integration, streamline finance services and continue to deliver cost effective, efficient business focussed finance services
- continued the successful finance graduate development program by coordinating rotational development opportunities, enhancing retention rates, and undertaking recruitment of new graduates
- taking a collaborative approach to driving business improvement outcomes across the department.

### Funding

The combined published budget for the Department of Transport and Main Roads in 2008–09 was in excess of \$6.1bn and included contributions from the Federal Government totalling \$1.7bn. In addition, we collected in excess of \$1.5bn in administered receipts from user charges, fees and fines.

Our key strategic service delivery priorities this year were to:

- manage the impact of traffic growth
- develop and implement initiatives to improve safety for users of the transport system
- deliver the government's transport infrastructure commitments
- plan, provide, maintain, manage and operate the state-controlled road network to improve the reliability of service to industry and the community
- promote the increased use of public transport and encourage more walking and cycling.

### Our performance

#### Our income (where our money came from)

Revenue graph 11 illustrates the different categories of revenue earned by the department. The department accounts for all transactions on an accruals basis and all revenue reported is in line with departmental operations. State government appropriations are the main source of revenue for us and accounts for approximately 89% of the total revenue earned for the reporting period ending 30 June 2009. Due to the size of this item it is not shown in the graph above.

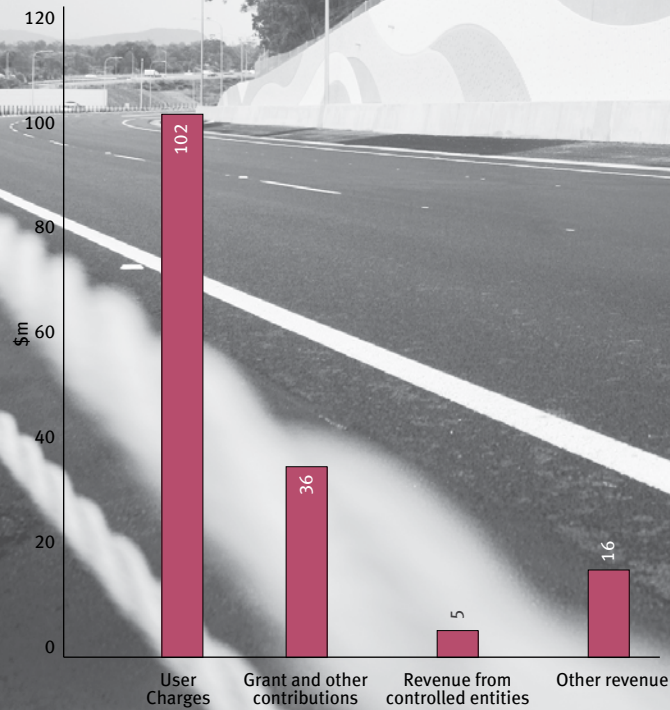
Our second major source of revenue is user charges. User charges are controlled by the department and are mainly derived from external sales, provision of services to other government agencies, and recoverable works for other government authorities.

Table 5 Key financial indicators

Key indicators	For the reporting period 27 March to 30 June 2009
Operating result	(\$60.265m)
Capital expenditure	\$1,142.374m
Debt balance	\$1,122.462m
Debt servicing ratio <i>Ratio of borrowing cost expense and redemption costs to total revenues from ordinary activities</i>	5%

\* These figures reflect 3 months of the current financial year due to the newly formed Department of Transport and Main Roads.

Graph 11 Revenue



\* These figures reflect 3 months of the current financial year due to the newly formed Department of Transport and Main Roads.

# Financial review cont...

## Our financial position cont...

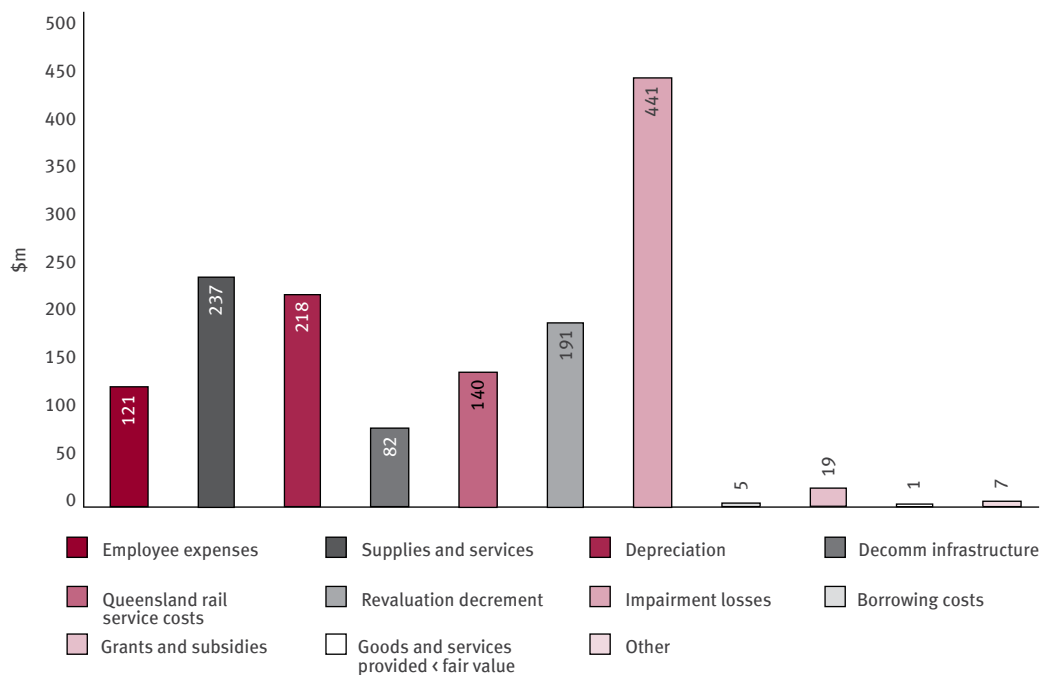
### Our expenses (how we spent our money)

Total expenditure for the new department is \$1.465bn. Graph 12 illustrates that supplies and services, depreciation, an asset revaluation decrement and Queensland Rail service costs account for the majority of our expenditure. Approximately 45.5% of the supplies and services costs are the result of payments to consultants and contractors mainly for services in construction and maintenance activities.

In addition, our depreciation is the direct result of our large infrastructure asset base. An asset revaluation decrement has been recognised to record the valuation movements in our assets.

Another major expenditure item is Queensland Rail service costs, which are the rail services and infrastructure support costs purchased by the Queensland Government for all aspects of the rail network.

Graph 12 Expenditure



\* These figures reflect 3 months of the current financial year due to the newly formed Department of Transport and Main Roads.

### Our assets (what we own)

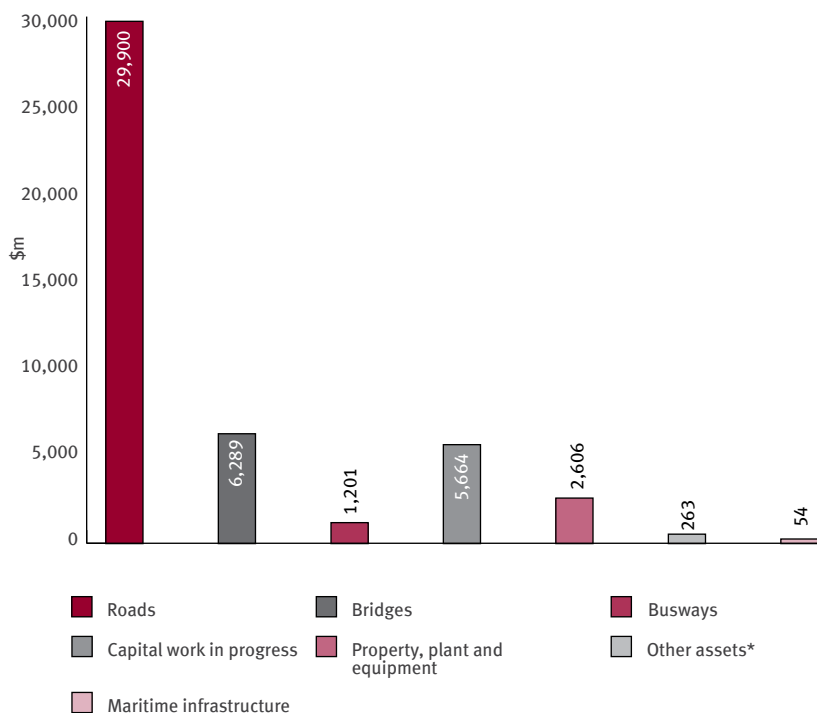
Graph 13 shows our total assets are made up of roads, bridges, busways, capital work-in-progress, property, plant and equipment, and other assets.

Roads make up the majority of our assets and are valued at \$29.9bn.

Table 6 illustrates the break-up of property, plant and equipment held by the department.

Please refer to Note 3(q) of the Financial Statements for further discussion on the valuation of our infrastructure assets.

Graph 13 Assets



\*Other assets include cash, receivables, and other minor asset categories.

Table 6 Property, plant and equipment

Category	2008-09 \$'000
Commercial land	318,545
Commercial buildings	195,353
Property held for future infrastructure	1,919,850
Road construction plant and equipment	102,606
Heritage and Cultural assets	1,033
Technical, IT and general plant and equipment	34,668
Work in progress	34,275

# Financial review cont...

## Our financial position cont...

### Our liabilities (what we owe)

Graph 14 shows the total of current and non-current liabilities. Payables and interest bearing liabilities make up the majority of our liabilities. The majority of payables are invoices that remain outstanding to trade creditors. The debt facility provided by Queensland Treasury Corporation helps fund our infrastructure projects.

### Consultancies

Transport and Main Roads' expenditure on consultancies for the reporting period 27 March to 30 June 2009 is in accordance with the whole-of-government definition of consultants. The total of \$2.490m includes engineering related consultancies for management and delivery of the roads program of \$1.932m and also other activities such as workforce management of \$0.558m.

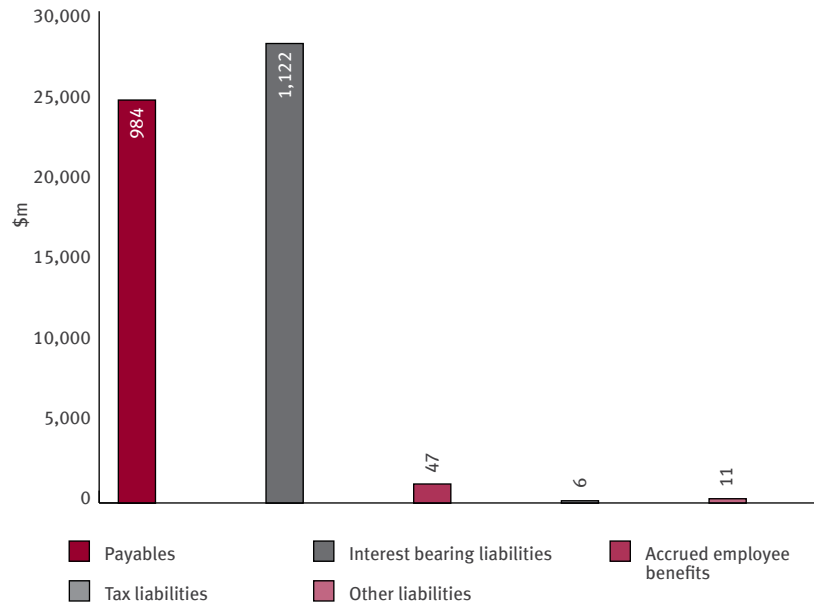
### Voluntary early retirements

There was only one voluntary early retirement offered by the department for the period 27 March to 30 June 2009 with a total value of \$13,145.

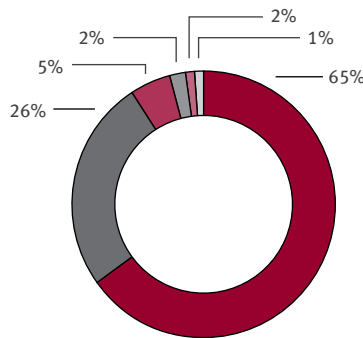
### Redundancies

There were no redundancies during the reporting period.

Graph 14 Liabilities

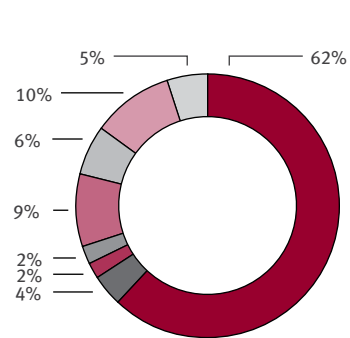


Graph 15 Source of funds



- Funding from Govt-Output revenue
- Funding from Govt-Equity adjustment
- User charges
- Grants and other contributions
- Other
- Borrowings

Graph 16 Application of funds



- Capital expenditure
- Road maintenance
- TIDS\*
- Debt servicing
- Stewardship and capability
- Grants and subsidies
- Queensland rail service costs
- Supplies and services

\* Transport Infrastructure Development Scheme (TIDS) provides grants to local governments for roads and transport infrastructure projects.

### Funding (source and application)

Funding from government comprises state output appropriations, equity injections and allocations from the Federal Government for capital and maintenance works on the National Network.

Capital expenditure was \$1.142bn which includes projects funded by the State and Federal Governments.



## Shared services initiative

The Shared Service Initiative is a whole-of-government approach to corporate service delivery. The vision is partnering in corporate services to support and connect government. Shared services are underpinned by standardising business processes, consolidating technology and pooling resources and expertise.

The Shared Service Agency (SSA) provides transactional functions in the areas of finance, procurement, human resources, document and records management, and property and facilities management to the Department of Transport and Main Roads.

CorpTech is the provider and owner of the SAP enterprise system. They provide a dual role through implementing human resource and finance business solutions to the Department of Transport and Main Roads and provide system support for these solutions.

## FOCUSING ON THE FUTURE

The Roads Implementation Plan (RIP) details a five-year investment plan for the Queensland road network. Key programs in the RIP include:

- continuing focus on safety and road asset preservation through the allocation of \$300m to the SRS Program over five years from 2009–10, including \$20m allocated to specifically target motorcycle safety
- implementing new programs of work in regional Queensland, with \$150m announced in June 2008 for improvements to the road network in the Bowen Basin region to further support central Queensland's coal mining industry
- allocating \$31.9m to the Sustainable Resource Communities Program for roadworks in regional Queensland
- continuing to invest in south-east Queensland through delivery of SEQIPP projects
- investing in system upgrades, including the Program and Project Management system
- roll-out of consistent state-wide systems and processes.

As part of the implementation of the SEQIPP, some of the major public transport related projects include:

- \$171.8m towards the construction for the Northern Busway connection between Enoggera Creek and Kedron
- \$138.2m and \$37.8m allocated for the construction of the Eastern Busway connection between Buranda and Main Avenue at Coorparoo and Princess Alexandra Hospital to Buranda respectively
- \$135m towards the Gold Coast Rapid Transit system project which involves delivery stages of light rail from Parkwood to Broadbeach.

# // Appendix 1—Overseas travel

## “International knowledge exchange”

Table 7 Overseas travel

Name and position of officer	Dates of travel and destination	Reason for travel	Costs/funding*	
			Agency \$	Other \$
<p>Mr Peter Bryant Principal Engineer (Pavement Design)</p> <p><i>Note: Actual figures cannot be provided due to unavailability of information at time of printing</i></p>	<p>May to 1 June 2009 Greece</p>	<p><b>Reason:</b> Attend the World Road Association (PIARC) technical committee meeting as the English-speaking secretary representing Austroads. Attend the RILEM 7th International Symposium on Advanced Testing and Characterisation of Bituminous Materials. <b>Outcomes:</b> Active involvement in the enhancement of knowledge of current international paving technology to be disseminated throughout Queensland and Australasia. Involvement in working group on improved maintenance methods for pavement practitioners and contributed to the work on climate change.</p>	4,119 (E)	2,422 (E) (Austroads)
<p>Mr Ross Pritchard Executive Director (Structures)</p>	<p>24 to 30 May 2009 New Zealand</p>	<p><b>Reason:</b> Represent the Department of Transport and Main Roads at the Austroads Bridge Technical Reference Group Meeting and attend the Austroads Bridge Conference and present two papers. <b>Outcome:</b> Presented two papers at the conference, networked with other authorities and designers and monitored developments in bridge engineering. Attended the Austroads Bridge Technical Reference Group meeting.</p>	3,018	
<p>Ms Susan Barlow Senior Engineer (Road Safety)</p>	<p>25 to 30 May 2009 New Zealand</p>	<p><b>Reason:</b> Attend the Austroads Bridge Conference and present a paper on road and bridge barrier requirements near railway corridors. <b>Outcome:</b> Presented paper to international audience and attended conference, networked with other authorities and designers and gained new insights on bridge protection and asset management. Undertook inspection of Auckland Harbour bridge 'quick moveable' median barrier.</p>	2,733	
<p>Mr Neil Doyle General Manager (Organisational Positioning and Stakeholder Relations)</p>	<p>28 June to 13 July 2009 United States of America</p>	<p><b>Reason:</b> Invited by the LGAQ to attend a study tour to the United States of America (USA) and Canada focusing on the USA and Canadian experience in gaining substantial benefits from reform in joint purchasing and shared services. <b>Outcome:</b> Looking at ways to make further increases in efficiency by scale and scope in service delivery as demonstrated by a number of USA local government jurisdictions. Evaluating ways to improve quality of performance information in Queensland and public access to it, similar to that in place in New York and Philadelphia and going well beyond FOI. Undertaking discussions with LGAQ indicating that there is a strong desire for reform and an opportunity to move cooperatively with state government support.</p>	1,379	10,000 (LGAQ)
<p>Captain Mike Lutze Regional Harbour Master Gladstone—Maritime Safety Queensland)</p>	<p>14 April to 4 May 2009 United Kingdom</p>	<p><b>Reason:</b> To undertake port modeling/simulation in support of the safe introduction of liquefied natural gas vessel operations to the Port of Gladstone. <b>Outcome:</b> That liquefied natural gas (LNG) vessels can be safely handled in the Port of Gladstone. That increased tug capacity is required to assist with the handling of LNG vessels including emergency manoeuvres to assist vessels. That these vessels can be accommodated to Fishermans Landing with agreed widening and deepening of the Targinie Channel under strict operating parameters.</p>		171,099 <sup>1</sup> Gladstone Ports Corporation Golar Liquefied Natural Gas Ltd Conoco Phillips BG International Pty Ltd

\* Financial figures for the period 27 March–30 June 2009.

Note 1. This is the total figure for the four employees who undertook this overseas travel.

Note 2. This is the total figure for the four employees who undertook this overseas travel.

Table 7 Overseas travel cont...

Name and position of officer	Dates of travel and destination	Reason for travel	Costs/funding*	
			Agency \$	Other \$
Captain Peter Domigan (Manager, Pilotage Services– Maritime Safety Queensland)	14 April to 4 May 2009 United Kingdom	<b>Reason:</b> To undertake port modeling/simulation in support of the safe introduction of liquefied natural gas vessel operations to the Port of Gladstone. <b>Outcome:</b> That LNG vessels can be safely handled in the Port of Gladstone. That increased tug capacity is required to assist with the handling of LNG vessels including emergency manoeuvres to assist vessels. That these vessels can be accommodated to Fishermans Landing with agreed widening and deepening of the Targinie Channel under strict operating parameters.		Gladstone Ports Corporation Golar Liquefied Natural Gas Ltd Conoco Phillips BG International Pty Ltd
Captain Elizabeth Datson (Senior Marine Pilot–Maritime Safety Queensland)	14 April to 4 May 2009 United Kingdom	<b>Reason:</b> To undertake port modeling/simulation in support of the safe introduction of liquefied natural gas vessel operations to the Port of Gladstone. <b>Outcome:</b> That LNG vessels can be safely handled in the Port of Gladstone. That increased tug capacity is required to assist with the handling of LNG vessels including emergency manoeuvres to assist vessels. That these vessels can be accommodated to Fishermans Landing with agreed widening and deepening of the Targinie Channel under strict operating parameters.		Gladstone Ports Corporation Golar Liquefied Natural Gas Ltd Conoco Phillips BG International Pty Ltd
Captain Ian Shepherd (Senior Marine Pilot–Maritime Safety Queensland)	14 April to 4 May 2009 United Kingdom	<b>Reason:</b> To undertake port modeling/simulation in support of the safe introduction of liquefied natural gas vessel operations to the Port of Gladstone. <b>Outcome:</b> That LNG vessels can be safely handled in the Port of Gladstone. That increased tug capacity is required to assist with the handling of LNG vessels including emergency manoeuvres to assist vessels. That these vessels can be accommodated to Fishermans Landing with agreed widening and deepening of the Targinie Channel under strict operating parameters.		Gladstone Ports Corporation Golar Liquefied Natural Gas Ltd Conoco Phillips BG International Pty Ltd
Alexander Gagel (Principal Advisor (Solutions Architecture) (New Qld Driver Licence) Enterprise Information and Systems Division)	23 May to 31 May 2009 United States of America	<b>Reason:</b> Attend the Working Group 4 for developing the International Standard for Smartcard Interoperability ISO/IEC 24727-5 as the role of Editor. <b>Outcome:</b> Achieved ratification of key scope inclusions and composition of the second ISO/IEC 24727-5 Working Draft. Presented the second ISO/IEC 24727-5 Committee Draft and negotiated a manageable timeframe for future iterations on ISO/IEC 24727-5. This will lead to how the problems can be addressed, which in turn will ensure a robust New Queensland Driver Licence ISO/IEC 24727 implementation.	8,180	
Captain John Finch (Acting Regional Harbour Master– Maritime Safety Queensland)	27 May to 3 June 2009 Malaysia	<b>Reason:</b> To undertake port simulation in support of the safe passage of vessels to the proposed new berths at the Port of Abbot Point (Bowen). <b>Outcome:</b> Completion of extensive port development simulation program. Identification of port infrastructure options and safety related issues. Confirmation of proposed vessel operations within proposed port expansion configuration.		49,228 <sup>2</sup> Ports Corporation of Queensland

\* Financial figures for the period 27 March–30 June 2009.

Note 1. This is the total figure for the four employees who undertook this overseas travel.

Note 2. This is the total figure for the four employees who undertook this overseas travel.

# // Appendix 1—Overseas travel cont...

Table 7 Overseas travel cont...

Name and position of officer	Dates of travel and destination	Reason for travel	Costs/funding*	
			Agency \$	Other \$
Captain Thangiah Ranjit (Manager Pilotage Services—Maritime Safety Queensland)	27 May to 3 June 2009 Malaysia	<b>Reason:</b> To undertake port simulation in support of the safe passage of vessels to the proposed new berths at the Port of Abbot Point (Bowen). <b>Outcome:</b> Completion of extensive port development simulation program. Identification of port infrastructure options and safety related issues. Confirmation of proposed vessel operations within proposed port expansion configuration.		Ports Corporation of Queensland
Captain Mark Field (Senior Marine Pilot—Maritime Safety Queensland)	27 May to 3 June 2009 Malaysia	<b>Reason:</b> To undertake port simulation in support of the safe passage of vessels to the proposed new berths at the Port of Abbot Point (Bowen). <b>Outcome:</b> Completion of extensive port development simulation program. Identification of port infrastructure options and safety related issues. Confirmation of proposed vessel operations within proposed port expansion configuration.		Ports Corporation of Queensland
Captain Hugh Ripley (Senior Marine Pilot—Maritime Safety Queensland)	27 May to 3 June 2009 Malaysia	<b>Reason:</b> To undertake port simulation in support of the safe passage of vessels to the proposed new berths at the Port of Abbot Point (Bowen). <b>Outcome:</b> Completion of extensive port development simulation program. Identification of port infrastructure options and safety related issues. Confirmation of proposed vessel operations within proposed port expansion configuration.		Ports Corporation of Queensland
<b>Total number of trips taken</b>	13	<b>Total cost</b>	19,429	220,327
Mr Jon Douglas Director (Traffic Engineering and Road Safety)	(RTD)** 17 to 21 May 2009 Sweden	<b>Reason:</b> To undertake human factors training to ensure work on sub-committee C1.1 (Integration of Human Factors into Road Design Standards) is able to progress prior to the full committee meeting in May 2009. Committee members were required to obtain a common basic knowledge of the role of human factors in road design in order to progress tasks assigned to them on the work program. <b>Outcomes:</b> Access to a network of international road safety engineering experts. Potential translation and application of international practices into projects currently being undertaken in Queensland, including human factors considerations in road safety engineering. Identification of a treatment to overcome the need to duplicate signal lanterns on combined pedestrian/cyclist crossing facilities.	1,324	2,187 Austroads
<b>Total number of trips taken</b>	1	<b>Total cost</b>	1,324	2,187

\* Financial figures for the period 27 March–30 June 2009.

\*\* Return to Duty (RTD)—the term 'return to duty' refers to an officer resuming 'on-duty' status while still overseas on privately funded travel in order to attend a work-related conference, training, meeting or other activity.

Note 1. This is the total figure for the four employees who undertook this overseas travel.

Note 2. This is the total figure for the four employees who undertook this overseas travel.

# Appendix 2—Investments in controlled entities and reporting arrangements

## *Our controlled entities and reporting arrangements*

### **Controlled entities**

We exercise majority control over two entities, Queensland Motorways Limited (QML) and Transmax Pty Ltd (Transmax).

The financial results of QML and Transmax are consolidated with the parent entity in the financial statements. Shares in QML are held in trust on behalf of the state by the Associate Director-General of DTMR and Directors of Transport Holdings Queensland Pty Ltd and Queensland Treasury Holdings Pty Ltd, representing the shareholding interests of Queensland Treasury. The Associate Director-General of DTMR holds all shares in Transmax.

QML is the holding company of:

- The Gateway Bridge Company Limited
- Logan Motorway Company Limited
- Port Motorway Limited
- Queensland Motorways Management Proprietary Limited.

We exercise majority control over these entities as well as the holding company.

### **Operations and highlights**

#### *Queensland Motorways Limited*

QML is one of the most progressive toll road operators in Australia. The Queensland Motorways network connects people and places, providing road users with a seamless link between national highways to the north, west and south of Brisbane and helping customers to easily reach their destination.

QML's net toll revenue for the period 1 April 2009 to 30 June 2009 was \$42.8m, with earnings before interest, tax, depreciation, and amortisation of \$26.5m and a loss after tax of \$5.6m. Total borrowings at 30 June 2009 were approximately \$2.4bn.

The increase in borrowing is attributable to the progression of the Gateway Upgrade Project and QML's transition to free-flow tolling. The Gateway Upgrade project, with an estimated cost of \$1.88bn, is the largest road and bridge project in the state's history. The project is on target for completion in the 2010–11 financial year.

Implementation of full free-flow tolling on the Queensland Motorways network progressed significantly during the year, with the project on target to achieving 'go live' during July 2009. QML is the first toll road operator in Australia to introduce full free-flow tolling on an existing toll road with the toll plazas on the Gateway Bridge and Logan Motorways being reconfigured.

Full free-flow tolling has significant benefits for road users in terms of improved travel time reliability, improved safety through reduced slowing down and weaving, and reduced vehicle operating costs.

#### *Transmax Pty Ltd*

Transmax designs, develops, implements, maintains and supports ITS products and services, primarily using a proprietary range of in-house developed systems, known as STREAMS. These ITS products and services give road network operators systems to increase the capacity of existing and new road infrastructure, by providing a means to operate road networks more efficiently, enhance road safety and collect necessary traffic information to improve future road network performance.

STREAMS integrates the following functions within one system:

- motorway management
- incident and event management
- traffic signal management
- real-time passenger information
- parking guidance.

Transmax provides a selection of ITS products and services to DTMR and most local authorities across Queensland on a commercial basis.

Transmax also provides motorway management and real-time traveller information systems to the Victorian and South Australian governments.

Transmax has achieved a positive operating result for 1 April 2009 to 30 June 2009 period, earning a net profit before tax of \$0.55m.



For more information  
about QML visit  
[www.qldmotorways.com.au](http://www.qldmotorways.com.au)

# // Appendix 2—Investments in controlled entities and reporting arrangements cont...

## Reporting arrangements

Table 8 Reporting arrangements

Name and type of entity: Function of entity: Constituting Act: Annual reporting:	<b>Cairns Ports Limited</b> —company, government-owned corporation To control and manage the Port of Cairns <i>Government Owned Corporations Act 1993</i> Annual report to parliament
Name and type of entity: Function of entity: Constituting Act: Annual reporting:	<b>Gladstone Ports Corporation Limited</b> —company, government-owned corporation To control and manage the Port of Gladstone and Port Alma <i>Government Owned Corporations Act 1993</i> Annual report to parliament
Name and type of entity: Function of entity: Constituting Act: Annual reporting:	<b>Mackay Ports Limited</b> —company, government-owned corporation To control and manage the Port of Mackay <i>Government Owned Corporations Act 1993</i> Annual report to parliament
Name and type of entity: Function of entity: Constituting Act: Annual reporting:	<b>Port of Brisbane Corporation Limited</b> —company, government-owned corporation To control and manage the ports of Brisbane and Bundaberg <i>Government Owned Corporations Act 1993</i> Annual report to parliament
Name and type of entity: Function of entity: Constituting Act: Annual reporting:	<b>Ports Corporation of Queensland Limited</b> —company, government-owned corporation To control and manage the ports of Hay Point, Abbot Point, Lucinda, Mourilyan, Cape Flattery, Skardon River, Weipa, Karumba, Maryborough, Cooktown, Burketown, Thursday Island and Quintell Beach <i>Government Owned Corporations Act 1993</i> Annual report to parliament
Name and type of entity: Function of entity: Constituting Act: Annual reporting:	<b>Port of Townsville Limited</b> —company, government-owned corporation To control and manage the Port of Townsville <i>Government Owned Corporations Act 1993</i> Annual report to parliament
Name and type of entity: Function of entity: Constituting Act: Annual reporting:	<b>QR Limited</b> —company, government-owned corporation To provide rail-based freight and passenger transport services, including under contract to Queensland Transport where required, and to manage and provide access to its rail network <i>Government Owned Corporations Act 1993</i> Annual report to parliament

# // Appendix 3—Global reporting initiative element and index

In pursuit of improved reporting and transparency, we are guided by the Global Reporting Initiative (GRI) *Sustainability Reporting Framework for Public Agencies* which is widely recognised as universal best practice.

Below is a summary of the GRI reporting elements for public agency commentary and where they are addressed in the report.

Table 9 GRI index

GRI number	Topic	Annual report page number
<b>Vision and strategy</b>		
1.1	Statement of the organisation's vision and strategy regarding its contribution to sustainable development	1, 2, 6
1.2	Statement from the CEO (or equivalent senior manager) describing key elements of the report	6
<b>Profile</b>		
2.1	Name of reporting organisation	6
2.2	Major products and/or services, including brands if appropriate	6
2.3	Operational structure of the organisation	89
2.4	Description of major divisions, operating companies, subsidiaries, and joint ventures	90
2.6	Nature of ownership; legal form	104
2.7	Nature of markets served.	2
2.8	Scale of the reporting organisation: <ul style="list-style-type: none"> <li>• number of employees</li> <li>• products produced/services offered (quantity or volume)</li> <li>• net sales</li> <li>• total capitalisation broken down in terms of debt and equity</li> </ul>	2, 4, 90, 104
2.9	List of stakeholders, key attributes of each, and relationship to the reporting organisation	46
2.10	Contact person(s) for the report, including e-mail and web addresses	1
<b>Governance structure</b>		
3.1	Governance structure of the organisation, including major committees under the board of directors that are responsible for setting strategy and for oversight of the organisation	92
3.4	Board-level processes for overseeing the organisation's identification and management of economic, environmental, and social risks and opportunities	92
3.6	Organisational structure and key individuals responsible for oversight	89
3.7	Mission and values statements, internally developed codes of conduct or principles, and policies relevant to economic, environmental, and social performance and the status of implementation	96
3.9	Basis for identification and selection of major stakeholders	12, 43, 46
3.10	Approaches to stakeholder consultation reported in terms of frequency of consultations by type and by stakeholder group	12, 43,

# // Appendix 3—Global reporting initiative element and index cont...

Table 9 GRI index cont...

GRI number	Topic	Annual report page number
<b>Governance structure</b>		
3.11	Type of information generated by stakeholder consultations	12, 43, 46
3.12	Use of information resulting from stakeholder engagements	12, 43, 46
3.13	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	96
3.15	Principal memberships in industry and business associations, and/or national/international advocacy organisations	9, 92
3.18	Major decisions during the reporting period regarding the location of, or changes in, operations	10, 26
3.19	Programmes and procedures pertaining to economic, environmental, and social performance. Include discussion of: <ul style="list-style-type: none"> <li>• priority and target setting</li> <li>• major programmes to improve performance</li> <li>• internal communication and training</li> <li>• performance monitoring</li> <li>• internal and external auditing</li> <li>• senior management review</li> </ul>	9, 12, 14, 18, 21, 26, 34, 38, 43, 44, 46
3.20	Status of certification pertaining to economic, environmental, and social management systems	64, 69, 80, 100
<b>Economic performance indicators</b>		
EC1	Net sales	104
EC5	Total payroll and benefits (including wages, pension, other benefits, and redundancy payments) broken down by country or region	Financial Statements—21, 29
EC6	Distributions to providers of capital broken down by interest on debt and borrowings, and dividends on all classes of shares, with any arrears of preferred dividends to be disclosed	Financial Statements—5, 31, 45
EC7	Increase/decrease in retained earnings at end of period	104 Financial Statements—3, 4
PA8	Gross expenditures broken down by type of payment	104 Financial Statements—2
PA9	Gross expenditures broken down by financial classification	Financial Statements—2
PA10	Capital expenditures by financial classification	Financial Statements—57
<b>Environmental performance indicators</b>		
EN1	Total materials use other than water, by type	100
EN2	Percentage of materials used that are wastes (processed or unprocessed) from sources external to the reporting organisation	100
EN4	Indirect energy use	100
EN7	Description of the major impacts on biodiversity associated with activities and/or products and services in terrestrial, freshwater, and marine environments	100



Table 9 GRI index cont...

GRI number	Topic	Annual report page number
<b>Environmental performance indicators</b>		
EN8	Greenhouse gas emissions	100
EN11	Total amount of waste by type and destination	100
EN13	Significant spills of chemicals, oils, and fuels in terms of total number and total volume	6, 18, 20
<b>Social performance indicators: Labour practices and decent work</b>		
LA6	Description of formal joint health and safety committees comprising management and worker representatives and proportion of workforce covered by any such committees	95
LA7	Standard injury, lost day, and absentee rates and number of work-related fatalities (including subcontracted workers)	80, 82
LA10	Description of equal opportunity policies or programmes, as well as monitoring systems to ensure compliance and results of monitoring	38, 84
LA11	Composition of senior management and corporate governance bodies (including the board of directors), including female/male ratio and other indicators of diversity as culturally appropriate	85
<b>Social performance indicators: Human rights</b>		
HR12	Description of policies, guidelines, and procedures to address the needs of indigenous people	85
<b>Social performance indicators: Society</b>		
SO1	Description of policies to manage impacts on communities in areas affected by activities, as well as description of procedures/programmes to address this issue, including monitoring systems and results of monitoring	26, 46, 60, 66
<b>Social performance indicators: Product responsibility</b>		
PR1	Description of policy for preserving customer health and safety during use of products and services, and extent to which this policy is visibly stated and applied, as well as description of procedures/programmes to address this issue, including monitoring systems and results of monitoring	6, 26, 29, 60, 76
PR8	Description of policy, procedures/management systems, and compliance mechanisms related to customer satisfaction, including results of surveys measuring customer satisfaction	48

## // **Appendix 4—Legislation administered by the department**

*Adult Proof of Age Card Act 2008*

*Air Navigation Act 1937*

*Australian Shipping Commission Authorization Act 1977*

*Brisbane River Tidal Lands Improvement Act 1927*

*Central Queensland Coal Associates Agreement Act 1968 (Schedule parts IV–IVC)*

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

*Civil Aviation (Carriers' Liability) Act 1964*

*Maritime Safety Queensland Act 2002*

*Public Service Act 2008*

*Queensland Nickel Agreement Act 1970 (Schedule parts IV–V)*

*State Transport Act 1938*

*State Transport (People Movers) Act 1989*

*Thiess Peabody Mitsui Coal Pty Ltd Agreements Act 1965*

*Tow Truck Act 1973*

*Transport (New Queensland Driver Licensing) Act 2008*

*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 Operations (TransLink Transit Authority) Act 2008*

*Transport Planning and Coordination Act 1994*

*Transport Security (Counter-Terrorism) Act 2008*

*Transport (South Bank Corporation Area Land) Act 1999*

# Appendix 5—Transport infrastructure and investigation projects

Table 10 Transport infrastructure and investigation projects

Region	Project name	Status
<b>1. Department of Transport and Main Roads infrastructure projects 2008–09</b>		
Greater Brisbane	Boggo Road Busway (Eleanor Schonell Bridge to Princess Alexandra Hospital)	Under construction
	Eastern Busway: Princess Alexandra Hospital to Buranda, Buranda to Main Avenue, Coorparoo	Under construction Land acquisition/pre-construction
	Northern Busway: Royal Children’s Hospital to Windsor, Windsor to Kedron Kedron to Chermiside	Under construction Under construction Planning
	South East Busway: Eight Mile Plains to Rochedale, Rochedale to Springwood	Planning Planning
	Metro Freight Enhancements	Freight works between Corinda and Darra Stations
	Royal Brisbane and Women’s Hospital cycle centre	Under construction
	Rail crossing grade separation (Acacia Ridge)	Under construction
Gold Coast	Robina to Varsity Lakes rail extension	Under construction
	Varsity Lakes to Elanora extension	Planning
	Gold Coast Rapid Transit (Helensvale to Broadbeach)	Land acquisition and procurement
	Coomera to Helensvale track duplication	Preliminary planning
	Kuraby to Kingston third track	Planning study
Sunshine Coast	Caboolture to Beerburrum track duplication Beerburrum to Landsborough track duplication	Construction completed Planning and detailed design
	Landsborough to Nambour rail duplication	Planning
	Caboolture to Maroochydore corridor study	Planning
	Beerwah rail crossing	Under construction
	CoastConnect Caloundra to Maroochydore quality bus corridor	Planning
	Petrie to Redcliffe multi-modal corridor	Planning
Western Corridor	Corinda to Darra rail upgrade	Under construction
	Darra to Springfield transport corridor (Stage 1) Darra to Springfield transport corridor (Stage 2)	Under construction Planning
South East Queensland	TransLink Station Upgrade Program	Under construction and ongoing planning
	South East Queensland HOV Network Plan	Planning
	South East Queensland Cycle Network Capital Program	Under construction
	Rollingstock Stage 2 (20 x three car sets)	Under construction
Queensland	Boating Infrastructure Capital and Maintenance Program	Under construction
<b>2. Department of Transport and Main Roads investigation projects 2008–09</b>		
South East Queensland	Mt Lindesay to Beaudesert Strategic Transport Network investigation	Draft report on study May 2009

# Appendix 6—Camera detected offence program

Table 11 Camera detected offence program financial overview 2008–09 as at 30 June 2009

Revenue	\$'000
Department of Transport and Main Roads	47,978
Department of Justice and Attorney-General	13,609
<b>Total revenue</b>	<b>61,587</b>
<b>Administrative and operational costs</b>	
Department of Transport and Main Roads	3,322
Queensland Police Service	20,677
Department of Justice and Attorney-General	2,820
<b>Total administrative and operational costs</b>	<b>26,819</b>
<b>Expenditure of remaining revenue</b>	
<i>Road accident injury rehabilitation programs</i> Queensland Health: support to Red Cross Blood Bank	4,500
<i>Improvements to the safety of state-controlled roads</i> Department of Transport and Main Roads	27,253
<i>Digital platform and digital camera technology</i> Queensland Police Service	1,265
<b>Total expenditure of remaining revenue</b>	<b>33,018</b>
<b>Equity expenditure</b>	
Queensland Police Service	1,716
<b>Total equity expenditure</b>	<b>1,716</b>
<b>Balance of 2008–09 revenue to be expended in 2009–10</b>	<b>34</b>

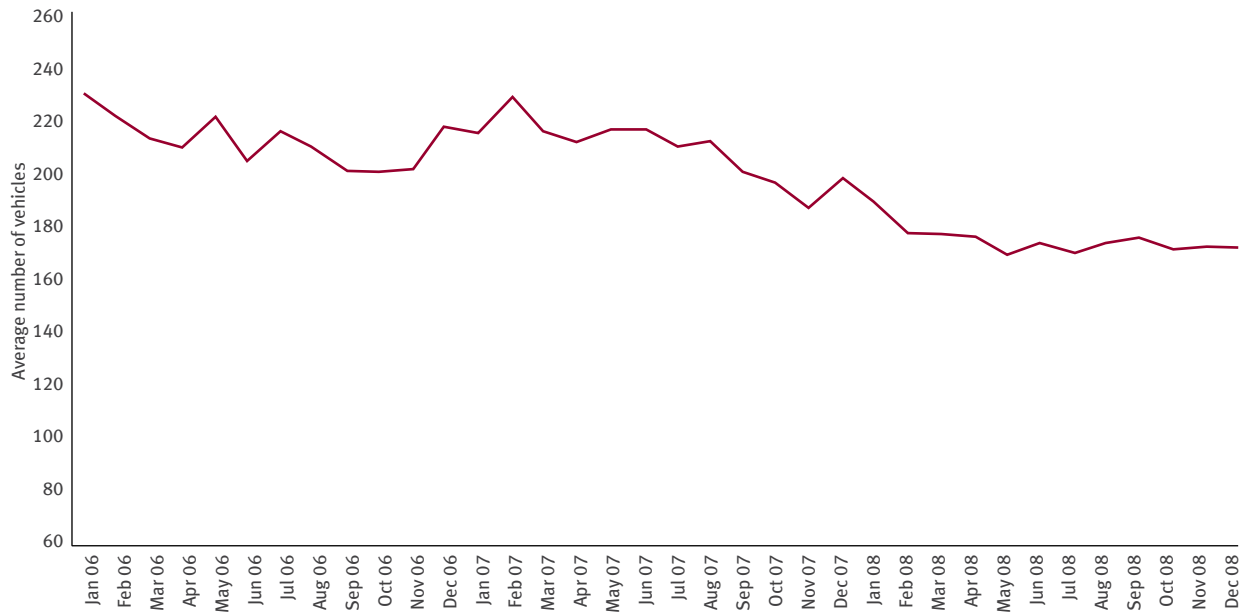
## Community attitudes

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

- 85% agreed with the statement 'I think speeding is a major contributor to crashes'
- 80% agreed with the statement 'it's time the community took a stand against speeding'
- 71% support the use of fixed speed cameras in Queensland
- 82% support the use of red light cameras at intersections that can also photograph vehicles that speed through the intersection
- 86% support the use of cameras or other technologies to detect dangerous road user behaviours other than speeding
- 52% feel that speeding is as dangerous as drink driving.

\* Each year DTMR commissions a Road Safety Attitudes Tracking Study by an independent market research company, Marketing and Communications Research. The most recent survey (June 2009) asked transport-related questions of a sample of 400 Queensland drivers. A number of the questions were specific to the Speed Camera Program.

**Graph 17** Average number of vehicles monitored per mobile speed camera notice issued\*



The table above shows the average number of vehicles that were monitored for every mobile speed camera notice that was issued between January 2006 and December 2008.

**Table 12** Mobile speed camera penalty brackets for 2008\*

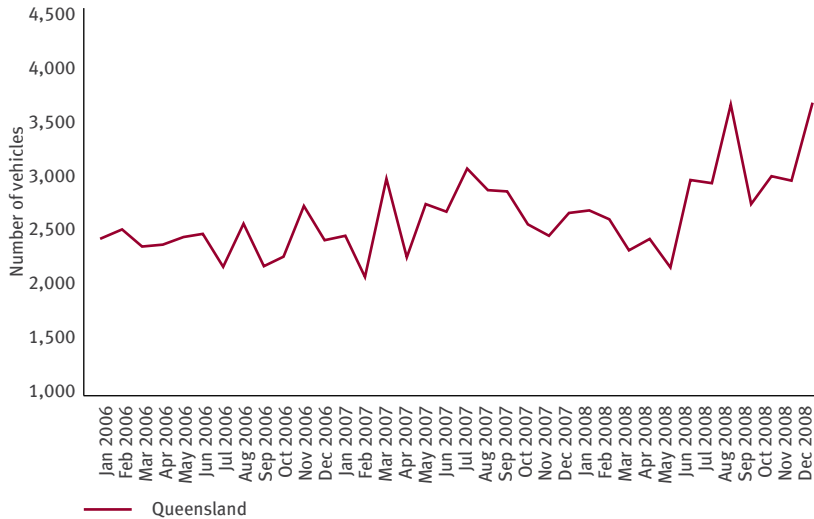
Penalty bracket	Up to 12 km/h	13–20 km/h	21–30 km/h	31–40 km/h	More than 40 km/h	Total
Number of mobile speed camera infringements	185,802	130,406	19,265	2,440	802	338,715
Percentage	54.9%	38.5%	5.7%	0.7%	0.2%	100%

\* Data supplied by the Queensland Police Service.

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

# Appendix 6—Camera detected offence program cont...

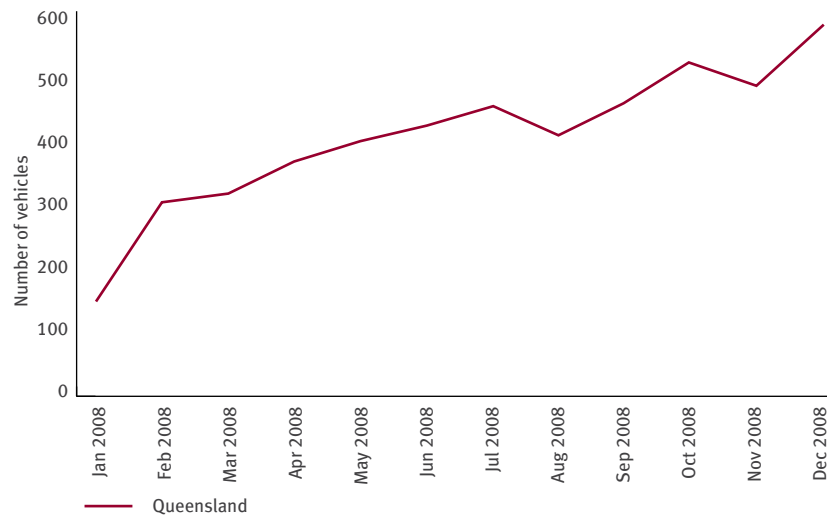
Graph 18 Average number of vehicles per red light camera notice issued\*



The average number of vehicles that were monitored for every red light camera notice that was issued between January 2006 and December 2008.

\*26,794 red light camera infringement notices were issued for the 2008 calendar year. Data for red light cameras supplied by the Queensland Police Service.

Graph 19 Average number of vehicles per fixed speed camera notice issued\*  
Vehicles per Fixed Speed Camera Notice January 2008–December 2008



\*The average number of vehicles that were monitored for every fixed speed camera notice that was issued between January 2008 and December 2008.

Note: The Fixed Speed Camera Program was introduced in December 2007.

Table 13 Fixed speed camera penalty brackets for 2008\*

Penalty bracket**	Up to 12 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	41,933	26,264	3,362	437	182	72,178
Percentage	58.1%	36.3%	4.7%	0.6%	0.3%	100%

\* Data supplied by the Queensland Police Service.

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

# // Appendix 7—Performance statements

Table 14 Output: Rail, Ports and Aviation Systems

Measures	Note	2004–05 Actual	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Target/Est	2008–09 Actual
<b>Quantity</b>							
Kilometres of rail track subsidised	1	6,916	6,745	6,652	6,619	6,648	6,435
Kilometres of rail corridor managed (leased and sub-leased)	2	9,703	9,815	9,831	9,798	9,798	9,798
Number and percentage of Local Government/Community airports that meet Regular Public Transport Standard by Region:							
Far North Queensland		19 and 57	20 and 60	22 and 66	22 and 66	22 and 66	22 and 66
Remainder of Queensland	3	57 and 50	61 and 52	64 and 60	64 and 60	64 and 60	64 and 60
Number and percentage of strategic port land use plans receiving coordinated Government input	4	0	0	1 and 100	1 and 100	2 and 100	2 and 100
Number of passenger trips taken in contract areas: Rail–Traveltrain	5	464,186	436,430	434,844	440,726	433,500	446,579
Rail fatalities per 100,000 population	6	0.08	0.27	0.10	0.14	0.10	0.12
Hospitalised rail casualties per 100,000 population	7	1.03	0.15	0.17	0.35	0.28	0.43
Number of level crossing occurrences per 1,000,000 train km travelled		0.66	0.41	0.56	0.37	0.50	0.41
<b>Cost (\$)</b>							
Cost (\$) of subsidy per passenger kilometre							
Traveltrain		0.38	0.41	0.48	0.49	0.51	0.51
Ratio of Queensland Transport overhead costs to contractual payments (percentage)	8	0.11	0.11	0.16	0.16	<2	0.14

Notes:

- Includes standard gauge line which runs between Acacia Ridge and the Queensland/New South Wales border and is used by freight services. The 2008–09 actual excludes the closed 213 kilometre Winton to Hughendon rail line.
- Includes QR Limited corridors.
- In 2004–05, all privately owned airports were excluded from total, including those owned by mining companies and other private operators.
- Periodic review of strategic port land use is performed by government-owned port corporations as required by section 284 of the *Transport Infrastructure Act 1994*. These plans are initiated by the government-owned port corporations and must be prepared at least every eight years. In some years, while there is consultation on plans being developed, there may be no plans submitted for coordinated government input.
- Decline in patronage numbers since 2004–05 is likely to be due to increased number of low fare airline services and an increased tendency for domestic tourists to self-drive. Patronage numbers in 2007–08 appear to have stabilised. The 2007–08 results increased due to a number of significant marketing initiatives by QR Limited.
- In 2005–06, Queensland had 11 rail related fatalities (excluding suicides).
- In 2004–05, the Tilt Train derailment caused a large number of hospitalised casualties.
- Includes costs involved in managing the transport service contracts for Traveltrain, regional freight, below rail and standard gauge.

# // Appendix 7—Performance statements cont...

Table 15 Output: Integrated Transport Planning

Measures	Note	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Target/Est	2008–09 Actual
<b>Quantity</b>						
Number of development applications assessed under Queensland Transport's <i>Integrated Planning Act 1997</i> Concurrence powers		-	-	900	600	771
<b>Quality</b>						
Level of satisfaction expressed by key stakeholders		High	High	High	High	High
<b>Timeliness</b>						
Percentage of projects meeting milestones	1	-	-	75%	80%	71%
Percentage of development applications assessed within <i>Integrated Planning Act 1997</i> timeframes		-	-	100%	95%	100%
<b>Cost (\$)</b>						
Total value of transport studies and investigations (\$million)	2	-	-	6.2	6.0	10.4

Notes:

1. Decrease in planning projects meeting milestones due to unavoidable delays in public consultation, environmental approvals and project delivery decisions.
2. Increase in value of transport studies and investigations are due to the departmental realignment of corridor planning activities following the formation of the TransLink Transit Authority.



Table 16 Output: Road Use Management

Measures	Note	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Target/Est	2008-09 Actual
<b>Quantity</b>							
Road fatalities per 100,000 population		7.89	8.45	8.86	7.85	7.75	8.09
Hospitalised road casualties per 100,000 population	1	159.43	155.79	155.32	-	-	-
Number of new school crossing supervisors employed		17	14	10	15	15	15
Number of school crossings opened		14	14	10	15	15	15
Compliance officer hours on-road	2	-	38,677	53,215	60,742	70,100	73,480
Number of licences on register		2,639,287	2,718,563	2,831,419	2,921,109	3,017,000	3,048,521
Number of vehicles on register		3,527,182	3,694,129	3,882,215	4,082,072	4,287,000	4,219,790
Motor vehicle registration revenue (\$million)		795	826	891	971	998	1,047
Road Transport greenhouse gas emissions (1,000 tonnes, CO <sub>2</sub> eq) per 100,000 population	3	-	-	410	388	405	385
<b>Quality</b>							
Proportion of actions from Queensland Road Safety Action Plan implemented (percentage)	4	100	100	100	100	100	95
Proportion of people in target audience who have high-level awareness of road safety campaigns (percentage)		90	99	97	96	90	93
<b>Timeliness</b>							
Proportion of national road transport reforms implemented within specified timeframes (percentage)	5	100	100	73	90	100	85
Average length of queue times in customer service centres (minutes)	6	12 min 6 sec	10 min 38 sec	10 min 36 sec	10 min 31 sec	10 min	10 min 51 sec
Percentage of calls received by the call centre answered within three minutes		71.0%	94.0%	89.0%	85.9%	80.0%	79.9%
<b>Cost (\$)</b>							
Direct cost per delivery of registration renewal—average across all delivery channels		5.97	5.82	5.79	5.15	5.13	5.15

Notes:

- Delays in receiving data sets from new Queensland Police Service reporting systems have impacted the ability to report this performance measure.
- The number of hours represents a small percentage of the total compliance effort per year and is subject to fluctuations when there are competing priorities such as flooding, disaster management and asset protection.
- Data source is the Australian Greenhouse Office. The most recent data available is from 2007.
- Delays in development of legislation and information systems.
- A number of the road transport reforms are yet to be finalised.
- The average wait time in customer service centres across the state is slightly higher than the target of 10 minutes due to factors including an increase in population growth and associated face-to-face transactions, particularly in the south-east corner, and an upsurge in licensing activity generated by the Young Driver Project initiated by the government on 1 July 2007.

# // Appendix 7—Performance statements cont...

Table 17 Output: Maritime Safety

Measures	Note	2004–05 Actual	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Target/Est	2008–09 Actual
<b>Quantity</b>							
Number of registrations							
Recreational		193,460	202,958	212,545	222,381	234,000	228,869
Commercial		5,776	5,778	5,597	5,621	5,690	5,614
Number of licences (new issues)							
Recreational		31,794	61,242	34,158	38,423	40,400	40,409
Commercial	1	854	819	944	1,103	1,000	1,129
Number of transactions associated with commercial licences	1, 2	2,301	3,256	1,687	1,985	2,200	2,485
Person hours of maritime compliance activity	3	22,150	20,835	22,500	24,037	24,100	21,980
Person hours preparing for pollution incidents	4	10,100	8,696	8,821	10,581	10,000	8,500
Person hours of maritime education activity	5	11,936	11,184	12,000	12,010	8,000	13,616
Number of safe vessel movements in pilotage areas as a percentage of total movements	*	-	-	-	-	99.8	100
Number of safe vessel movements in the REEFVTS area as a percentage of total movements	*	-	-	-	-	99.8	99.95
<b>Quality</b>							
Non-compliance instances	6	1,650	4,707	3,928	3,245	9,700	12,565
Proportion of time international standards for aids to navigation are met (percentage)		90	91	95	98	95	98.14
<b>Timeliness</b>							
Percentage of licensing applications responded to within statutory requirements	2, 7	95	96	94	91	100	83
Percentage of registration applications responded to within statutory requirements	2, 7	95	92	94	90	100	77

Notes:

- Several changes in the commercial licensing system have been implemented in 2008–09 causing an increase in the number of new licences issued. This has also had an impact on the number of applications associated with commercial licences.
- Changes involving the SVOC (Small Vessel Operator Certificate) and MED (Marine Engine Driver) licences caused an increase in the number of commercial licences issued, as well as the number of applications associated with commercial licences in 2008–09. This has affected application response times.
- The reduction in compliance hours of activity reflects activity by a reduced number of officers who are solely engaged in compliance activity and no longer includes staff engaged in part-time compliance.
- The 2008–09 actual was impacted by officers responding to the *Pacific Adventurer* oil spill in south-east Queensland as compared to preparing for a future incident.
- Additional resources have been undertaking maritime education activity leading to a higher than projected result in 2008–09.
- The increase in the non-conformance incident rate from 2004–05 to 2005–06 is largely attributed to Maritime Safety Queensland's shift to a risk-based compliance monitoring program that specifically targets vessels with a history of non-conformance. The reduction in detected non-compliances in 2007–08, was due to a change in compliance strategy, using profiles of vessels at greater risk. A higher than expected number of Marine Infringement Notices were issued in 2008–09, even though less hours were committed to compliance activity.
- Changes involved in the SVOC (Small Vessel Operator Certificate) and MED (Marine Engine Driver) licences have impacted on the percentage of licence applications responded to within statutory requirements in 2008–09.

\* New measures in 2008–09.

Table 18 Output: Public Transport Services

Measures	Note	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Target/Est	2008-09 Actual
<b>Quantity</b>							
Number of authorities—new and renewal							
Operator Accreditation	1	4,681	5,170	4,647	3,965	5,000	4,406
Driver Authorisation	1, 10	19,382	20,402	23,570	23,653	18,000	30,943
Number of licences on issue							
Taxi Licences		2,281	2,966	3,135	3,138	3,275	3,221
Percentage wheelchair accessible		14.0	12.8	15.3	16.4	17.0	19.1
Limousine Licences	2	455	383	454	490	520	525
Number of taxi contracts managed		26	23	23	23	24	23
Number and percentage of total school children assisted	3	140,518	139,918	145,960	155,000	146,000	151,320
Number of communities directly supported by service contracts							
Air	4	26	26	26	26	26	26
Long distance bus services		50	50	50	50	50	50
Number of vehicle kilometres in bus contract areas							
Bus (Other)	5, 6	10,658,000	11,000,000	12,887,432	13,093,310	13,300,000	18,378,000
Bus (Long Distance)		4,117,879	4,214,154	4,459,908	4,459,908	4,450,000	4,347,022
Revenue collections for authority renewals (\$'000s)							
Operator Accreditation	1	719	823	799	810	814	798
Driver Authorisation	1	666	685	878	861	637	1,039
Number of hours of compliance activity directed at target groups		9,177	11,345	10,843	10,843	14,300	15,379
Number of passenger trips taken in contract areas							
Bus (Other Urban)		8,003,013	8,780,000	10,093,261	11,451,350	11,500,000	11,963,046
Taxi (Under the Taxi Subsidy Scheme)		2,005,393	1,918,312	1,923,311	2,270,000	2,000,000	1,902,919
Number of passengers carried on contract air services	4, 7	180,840	192,700	221,848	239,760	260,000	255,600
Number of air services operated under contract	4, 7	5,626	5,707	7,263	7,264	8,200	6,411

# // Appendix 7—Performance statements cont...

Table 18 Output: Public Transport Services cont...

Measures	Note	2004–05 Actual	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Target/Est	2008–09 Actual
<b>Quality</b>							
User satisfaction ratings of public transport by service type	8						
Bus (regional urban–government contracted)		3.65	3.58	3.55	3.43	>3.5	66
Taxi		3.62	3.57	3.53	3.39	>3.5	66
Ferry (regional urban–government contracted)		4.02	3.89	3.84	3.89	>3.5	72
<b>Location</b>							
Cost (\$) of subsidy per passenger per kilometre in contract areas							
Bus (Other–regional urban)		0.12	0.12	0.12	0.12	0.12	0.12
<b>Cost (\$)</b>							
Ratio of overhead costs to total assistance payments and subsidies paid (percentage)	9	3.5	3.5	3.5	3.1	3.5	3.3
Whole-of-Product Cost per transaction involving authorities and licences	11						
Driver Authorisation Bus/Taxi		50.00	50.00	51.49	52.99	53.14	54.58
Average Operator Accreditation Bus/Taxi/Limousines		362.00	372.00	378.67	389.65	390.78	401.34

Notes:

TransLink Transit Authority reports on public transport in south-east Queensland (excluding taxis). Refer to the TransLink Transit Authority Annual Report 2008–09 for further information.

- Predicting annual renewal numbers and revenue is difficult as people can renew their operator accreditation and driver authorisation from one to five years. There has been an increase in the number of one-year taxi and limousine driver authorisation renewals due to the economic downturn.
- The sale of limousine licences is experiencing consistent annual growth.
- The overall school population has risen, partly due to the introduction of the prep year in 2007. This has resulted in an increase in the number of children assisted although the percentage assisted remains around the same.
- In spite of a decrease in passenger numbers on air services operated under contract, in 2008–09 the number of communities directly supported has been maintained.
- Kilometres travelled to deliver the timetabled services in regional urban bus networks.
- The 2008–09 actual includes school service vehicle kilometres travelled.
- Passenger numbers have decreased due to the collapse of MacAir. Passenger numbers on these services in late 2008 were inconsistent due to ad-hoc air services on the MacAir routes.
- Survey scoring methodology has changed from 1–5 scale to 1–100 scale in 2008–09. These surveys focus on user satisfaction of government contracted regional urban bus services and regional urban ferry services, as well as taxis. TransLink Transit Authority will report on user satisfaction on public transport in south-east Queensland (excluding taxis). Please refer to the TransLink Transit Authority Annual Report 2008–09 for further information.
- This measure is an estimate of the ratio of overhead costs to the total payments under the school transport assistance scheme.
- The 2007–08 actual figure of 11,696 that was published in the Queensland Transport 2007–08 annual report was for the number of renewals only. This figure now includes the number of authorities issued new and renewal for 2007–08.
- The 2005–06 figure for Average Operator Accreditation Bus and Taxi was incorrect in the Queensland Transport Final Report. The 2007–08 actual figures have been updated from those published in the Queensland Transport Final Report.

Table 19 Output: Road System Planning

Measures	Note	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Target/Est	2008-09 Actual
<b>Quantity</b>							
Road length (state-controlled roads)							
- total kilometres		33,555	33,536	33,535	33,552	33,550	33,343
- total urban lane kilometres		3,935	3,963	4,053	4,103	4,110	4,178
- total rural lane kilometres		58,009	58,239	58,486	58,708	58,661	59,491
Percentage of lane kilometres unsealed		12.5%	12.0%	11.5%	11.2%	12.1%	11.5%
Number of bridges							
Timber:		453	432	417	390	392	366
Other:		2,422	2,477	2,494	2,524	2,446	2,586
<b>Quality</b>							
Road system seal age (percentage of the state-controlled road network exceeding the optimal seal age)							
		15.0%	15.2%	16.1%	16.2%	16.2%	18.8%
Road system condition (the percentage of rural and urban state-controlled roads with condition better than the specified benchmark)							
Urban		98%	98%	98%	98%	98%	98%
Rural		97%	95%	95%	95%	95%	95%
Road ride quality (the proportion of travel undertaken each year on rural and urban state-controlled roads with conditions better than the specified benchmark, using Austroads Smooth Travel Exposure methodology)							
< 110 NRM (4.2 IRI) Urban		96%	96%	95%	95%	95%	95%
Rural		92%	92%	92%	92%	92%	92%
< 140 NRM (5.3 IRI) Urban		99%	99%	99%	99%	99%	99%
Rural		98%	98%	98%	98%	98%	98%
<b>Cost (\$)</b>							
Replacement value of state-controlled road network (\$'000) (prior to considering depreciation)	1	\$29,509,000	\$31,705,000	\$35,872,080	\$72,233,000	\$39,420,653	\$54,877,000
Value of properties held for future works as a percentage of the replacement value of the state-controlled road network		2.0%	2.7%	2.3%	1.5%	< 2%	3.1%

\* Estimated actual.

Note:

- The 2008-09 Target/Estimate reflects an estimate determined prior to the completion of the five-year comprehensive road asset valuation review required to be undertaken for 2007-08. This estimate was based on the '2006-07 Actual' valuation, plus roadworks programmed for delivery in 2007-08 and 2008-09. The 'Actual' asset valuation assessment for 2008-09 reflects the outcome of stage 2 of the major review of road asset valuation and depreciation methodology. It continued the change implemented in 2008, but has produced a more efficient and repeatable valuation process, which includes greater discipline in applying 'greenfields' assumptions to the estimating process and a reflection of real prices for inputs in the prevailing economic climate.

# // Appendix 7—Performance statements cont...

Table 20 Output: Infrastructure Program Development and Delivery

Measures	Note	2004–05 Actual	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Target/Est	2008–09 Actual
<b>Quantity</b>							
Number of lane kilometres rehabilitated	1	376*	439*	688	774*	540	748
Number of lane kilometres resealed/resurfaced	1	4,029*	4,033*	4,891	4,700*	4,500	4,139
Number of timber bridges rehabilitated and/or replaced		-	-	18	25*	28	29
Number of timber bridges remaining on Higher Mass Limit (HML) routes		-	-	11	10*	8	8
<b>Timeliness</b>							
Percentage of major construction projects for which construction commenced no later than four months after programmed commencement date		79%	88%	83%	91%	90%	94%
Percentage of major construction projects completed no more than 10% outside the programmed construction period		87%	79%	78%	89%	90%	86%
<b>Location</b>							
Number of crashes by road users at and around road project worksites	2	77*	26*	11	-	< 26	-
<b>Cost (\$)</b>							
Percentage of major construction projects costing less than 10% over programmed estimate		89%	90%	87%	89%	90%	91%
Expenditure on road maintenance and rehabilitation	1	-	\$391m*	\$500m	\$546m*	\$461m	\$633m

\* Estimated actual.

Notes:

1. Measure first reported in 2006–07.

2. Results sourced from Queensland Police Service. Data not available since 2006–07.

Table 21 Output: Road Stewardship

Measures	Note	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Target/Est	2008-09 Actual
<b>Quantity</b>							
Percentage of completed road corridor environmental assessments		92%*	79%*	86%	100%*	100%	100%
Percentage of Roads Implementation Program projects with environmental assessments undertaken	1	-	95%	96%	87%	100%	99%
Network availability to increased capacity heavy vehicles (the percentage of Type 2 Road Train network available)							
AAB-Quad		27%	27%	29%	30%	30%	33%
BAB-Quad		58%	58%	59%	100%	100%	100%
ABB-Quad		21%	21%	23%	100%	100%	100%
Number of significant environmental incidents investigated by the Environmental Protection Agency or the Department of Natural Resources and Water	2	-	-	-	4	0	19
Number of fatalities on state-controlled roads per 100,000 population	3	4.92	4.74	4.84	5.00	≤ 3.97	4.86
Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled	3	0.66	0.67	0.69	0.67	≤ 0.57	0.59
Number of serious injury (hospitalisation) crashes on state-controlled roads per 100 million vehicle kilometres travelled	4	10.04	9.43	8.40	-	Improvement over time	-
Number of killed and serious injury (KSI) crashes on state-controlled roads per 100 million vehicle kilometres travelled by identified crash type	4						
Intersection		3.84	3.86	3.49			
Head-on		0.75	0.68	0.58		Improvement over time	
Run off road		3.57	3.34	3.11	-		-
<b>Quality</b>							
Congestion indicator relating to the greater Brisbane area (urban-average weekday AM and PM peak): Difference between actual travel speed and posted speed limit(s) on a representative sample of arterial roads and freeways in the urban metropolitan area (This indicator will grow as congestion increases.)							
AM peak km/h		28.3	31.9	31.0	39.9	44.0	39.1
PM peak km/h		25.3	26.9	23.7	31.8	35.0	31.6
Off peak km/h		15.5	17.6	17.7	21.7	24.0	21.9
All day km/h		22.8	25.2	23.4	32.2	35.0	31.3
Percentage of state-controlled road network with an acceptable 'level of service' consistent with Austroads methodology	5						
Urban		-	-	42%	40%*	40%	40%
Rural		-	-	84%	84%*	84%	84%

\* Estimated actual.

Notes:

- 2005-06 Actual result sourced from Roads Implementation Program. Measure first reported in 2006-07.
- Measure first reported in 2007-08.
- The 2008-09 Target/Estimate is based on the Australian Transport Council target of a 40% reduction over the 2001-2010 period, as published in the National Road Safety Strategy 2001-2010.
- Results sourced from Queensland Police Service. Data not available since 2006-07.
- Measure first reported in 2006-07.

# // Appendix 7—Performance statements cont...

Table 22 Output: Road System Access Funding

Measures	Note	2004–05 Actual	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Target/Est	2008–09 Actual
<b>Quantity</b>							
Number of Transport Infrastructure Development Scheme (TIDS) projects funded		739*	440*	443	720*	742	749
Bikeways—kilometres completed	1	-	-	-	104*	99	55
<b>Cost (\$)</b>							
TIDS funding	2	-	-	\$52.0m	\$93.6m*	\$65.6m	\$72.2m
Black spot—Australian Government funding on local government roads	3	\$5.5m*	\$4.2m*	\$3.7m	\$3.3m*	\$5.5m	\$2.4m
Bikeway grants	1	\$3.6m*	\$4.6m*	\$4.6m	\$7.1m*	\$4.3m	\$2.4m

\*Estimated actual.

Notes:

1. The lower 2008–09 actual reflects variations due to rescheduling of projects on local government work programs. Remaining work will be finalised in 2009–10.
2. The 2007–08 actual includes carry-over of works from the previous year.
3. Measure reported as 'Black spot funding on local government roads' prior to 2008–09.

Table 23 Commercialised Business Unit: RoadTek

Measures	Notes	2004–05 Actual	2005–06 Actual	2006–07 Actual	2007–08 Actual	2008–09 Target/Est	2008–09 Actual
<b>Financial performance measures</b>							
<b>Capital structure</b>							
Total debt/equity		42.0%*	40.0%*	33.0%*	29.0%	27.0%	25.0%
Long term debt/total assets		21.7%*	20.3%*	17.1%*	15.9%	15.9%	14.4%
Return on equity	1	-	14.4%*	20.5%*	20.1%	18.5%	23.9%
Return on revenue	1	-	2.6%*	4.15%*	4.5%	4.5%	5.1%
<b>Profitability</b>							
Profit margin (earnings before income tax/user charges)		3.8%*	5.3%*	6.5%*	6.5%	6.5%	7.3%
<b>Non-financial performance measures</b>							
LTIFR		< 25*	< 25*	< 27*	23	< 20	14
Plant utilisation (plant hire services)		75%*	80%*	80%*	80%	75%	75%

\*Estimated actual.

Note:

1. Measure first reported in 2005–06.



# // Glossary

**All levels of government:** this includes Australian, state and local governments.

**Allocation:** the annual provision of funds at project, work-type, district, region, program or state budget levels.

**Asset management:** a comprehensive and structured approach to the delivery of community benefits through management of road networks to ensure that the needs of road agencies, road users and other stakeholders are clearly understood and integrated into an asset management framework.

**AusLink Network:** the National Land Transport (AusLink) Network is a single integrated network of land transport linkages of strategic national importance, which is funded by federal, state and territory governments.

**Austroads:** National association of road transport and traffic authorities in Australia and New Zealand. Austroads is governed by a council comprising senior executives of federal government and state road authorities, the Australian Local Government Association and transit New Zealand.

**BoatSafe:** is a competency-based training and assessment scheme modelled on national guidelines for the safe operation of recreational boats.

**Full-time equivalent:** is calculated by the numbers of hours worked in a period divided by the full-time hours prescribed by the award/ industrial instrument for the person's position.

**Infrastructure Australia:** Infrastructure Australia is a statutory advisory council established by the federal government that is tasked with identifying infrastructure gaps and bottlenecks that hinder economic growth and prosperity. [www.infrastructureaustralia.gov.au](http://www.infrastructureaustralia.gov.au)

**Local government road:** local roads of Regional significance —lower order state-controlled road network, excluding designated AusLink Network corridors.

**Outcomes:** community benefits derived from the efficient delivery of outputs.

**PIARC:** the world road association. PIARC draws membership from road authorities and companies around the world.

**REEFVTS:** the Great Barrier Reef and Torres Strait Vessel Traffic Service was established by Australia as a means of enhancing navigational safety and environmental protection in Torres Strait and the Great Barrier Reef.

**RIP:** Roads Implementation Program: our five-year, annually updated, rolling program of works.

**Roads Alliance:** Main Roads and local government RRGs joint management approach to prioritising investment on the local roads of regional significance network.

**Roads Connecting Queenslanders:** a strategic long-term direction for the Queensland road system and Main Roads. RCQ represents the road network strategy for Queensland's state-controlled road system which is a legislative requirement of the *Transport Infrastructure Act 1994*.

**Roads Infrastructure:** all physical road-related assets —roads and pavements, bus and cycling facilities, tunnels, complex bridges, rest areas, signage, landscaping, animal crossings under and over roads, noise barriers, traffic signals, lighting and so on.

**RoadTek:** a commercialised business unit of Main Roads involved in consulting, asset services, contracting and plant hire services associated with roadworks delivery.

**Roadworks:** planning, designing, building, maintaining, replacing, operating or upgrading any part of the road network, state strategic roads, regional roads and district roads (but not local roads).

**SEQIPP:** *South East Queensland Infrastructure Plan and Program:* government infrastructure priorities that support a preferred plan of development first outlined in the *South East Queensland Regional Plan* released in October 2004.

**Stakeholder:** anyone or any group that either influences or is affected by our business.

**State-controlled roads:** roads controlled and managed by the state government. They include the AusLink national road network, state strategic roads, regional roads and district roads (but not local roads).

**Smooth Travel Exposure (STE):** STE is the proportion of travel undertaken each year on roads with measured surface roughness less than the specified levels of 110 and 140 National Association of Australia State Road Authorities (NAASRA) Roughness Meter (NRM).

**Strategic Plan:** high level planning document that links long-term planning with operational delivery.

**STREAMS (system):** integrated intelligent transport system that manages freeways and signalised intersections.

**Transport Integrated Customer Access (TICA):** a system to integrate core business functions into a single customer interface to support emerging technologies.

**Type 2 Road Train:** a Type 2 road train is a multi-combination vehicle (other than a B-Double) consisting of a motor vehicle towing at least 2 trailers. Maximum combination length is 53.5 metres. AAB-Quad, BAB-Quad and ABB-Quad road trains are innovative and better performing road train vehicles using B-Double trailers as part of the combination. A and B refer to the connections between the trailers in the combination—with an A connection being a draw bar and a B connection being a turntable.

# // Acronyms

<b>AIM:</b> Australian Institute of Management	<b>IRTP:</b> Integrated Regional Transport Plans	<b>RAP:</b> Reconciliation Action Plan
<b>ARRB:</b> 1961–1995 Australian Road Research Board (ARRB), now ARRB group limited <a href="http://www.arrb.com.au">www.arrb.com.au</a>	<b>ISO/IEC:</b> International Organisation for Standardisation/ International Electrotechnical Commission	<b>RBRP:</b> Regional Bridge Renewal Program
<b>ATC:</b> Australian Transport Council	<b>ISSN:</b> International Standard Serial Number	<b>RBWH:</b> Royal Brisbane and Women's Hospital
<b>ATLM:</b> Audio Tactile Line Markings	<b>ITS:</b> Intelligent Transport Systems	<b>RCEA:</b> Road Corridor Environmental Assessment
<b>BCC:</b> Brisbane City Council	<b>KRA:</b> Key Result Areas	<b>REEFVTS:</b> Great Barrier Reef vessel traffic service
<b>BLISS:</b> Brisbane Linked Intersection Signal System	<b>LED:</b> Light Emitting Diodes	<b>RIP:</b> Roads Implementation Program
<b>BMTMC:</b> Brisbane Metropolitan Transport Management Centre	<b>LG:</b> Local government	<b>RTI:</b> Right To Information
<b>BSTM-MM:</b> Brisbane Strategic Transport Model—Multi Modal	<b>LGAQ:</b> Local Government Association of Queensland	<b>SCR:</b> State-controlled road
<b>CBD:</b> Central Business District	<b>LIMS:</b> Laboratory Information Management System	<b>SAP:</b> Systems, Applications and Programs
<b>CD:</b> Compact Disk	<b>LNG:</b> Liquefied natural gas	<b>SDS:</b> Service Delivery Statement
<b>CMC:</b> Crime and Misconduct Commission	<b>LRS:</b> Laboratory Registration System	<b>SEQIPP:</b> <i>South East Queensland Infrastructure Plan and Program</i>
<b>CO<sub>2</sub>:</b> Carbon dioxide	<b>LTIFR:</b> Lost Time Injury Frequency Rate	<b>SEQRP:</b> <i>South East Queensland Regional Plan</i>
<b>CO<sub>2</sub>-e:</b> Carbon dioxide equivalent emissions	<b>MED:</b> Marine engine driver	<b>Smart eDA:</b> Smart electronic Development Assessment program
<b>CSA:</b> Control self-assessment	<b>MPS:</b> Ministerial Portfolio Statement	<b>SPP:</b> Strategic Planning Program
<b>DPW:</b> Department of Public Works	<b>NAIDOC:</b> National Aborigines and Islanders Day Observance Committee	<b>SRNP:</b> Strategic Road Network Plan
<b>DERM:</b> Department of Environment and Resource Management	<b>NAWIC:</b> National Association for Women in Construction	<b>SRS:</b> Safer Roads Sooner
<b>DSSP:</b> Design Services Sustainability Program	<b>NBP:</b> Nation Building Program	<b>SSA:</b> Shared Service Agency
<b>DIP:</b> Department of Infrastructure and Planning	<b>NRM:</b> National Roughness Measure	<b>STE:</b> Smooth Travel Exposure
<b>DTMR:</b> Department of Transport and Main Roads	<b>NSCV:</b> National Standard for Commercial Vessels	<b>SVOC:</b> Small Vessel Operator Certificate
<b>eDAM:</b> electronic Development Application Management	<b>OH&amp;S:</b> Occupational Health and Safety	<b>TICA:</b> Transport Integrated Customer Access
<b>FOI:</b> Freedom of Information	<b>PBS:</b> Performance Based Standards	<b>TIDS:</b> Transport Infrastructure
<b>FTE:</b> Full-time Equivalent	<b>PD&amp;D:</b> Project Development and Delivery	<b>TSL:</b> Taxi Service Licence
<b>GPS:</b> Global Positioning System	<b>PIARC:</b> World Road Association	<b>VMS:</b> Variable Message Signs
<b>GRI:</b> Global Reporting Initiative	<b>Q2:</b> Toward Q2—Tomorrow's Queensland	<b>WH&amp;S:</b> Workplace Health & Safety
<b>GST:</b> Goods and Services Tax	<b>QGCPO:</b> Queensland Government Chief Procurement Office	<b>YTD:</b> Year to Date
<b>H1N1:</b> Human Swine Influenza	<b>QML:</b> Queensland Motorways Limited	
<b>HOV:</b> High Occupancy Vehicle	<b>QPS:</b> Queensland Police Service	
<b>IA:</b> Infrastructure Australia	<b>QR:</b> Queensland Rail	
<b>IAP:</b> Intelligent Access Program	<b>QRSPP:</b> Queensland Road System Performance Plan	
<b>ICT:</b> Information Communication Technology	<b>QTA:</b> Queensland Trucking Association	
<b>IRI:</b> International Roughness Index	<b>QTLC:</b> Queensland Transport Logistics Council	
	<b>QUT:</b> Queensland University of Technology	

# // Index

Austrroads	53, 77, 87	Intelligent transport system	4, 76, 77, 79, 119, 134	State-controlled road network	6, 54, 66, 69, 72, 75, 77, 104
Awards	82, 84	Internal Audit	92, 95, 96	State-wide system planning	50
Black Spot Program	59	Investment	6, 9, 17, 22, 24, 44, 50, 52, 53, 54, 63, 76, 88, 113	Strategic plan	2, 10, 42
Board of Management	90, 92	Legislation	4, 28, 77, 118	STREAMS	8, 76, 79, 84, 113
Boat ramps	4, 37	Local government	8, 14, 20, 34, 37, 49, 56, 58, 64, 66, 69	Surveys	14, 24, 37, 40, 46, 60, 77, 82
Bridges	8, 9, 17, 18, 24, 45, 51	Maintenance	4, 9, 24, 36, 37, 50, 52, 54, 58, 64, 106, 108	Sustainability	8, 16, 42, 103
Busways	58, 60, 76	Motorways	58, 63, 77, 113	Taxi subsidy scheme	34
Capable organisation	38, 80	National Transport Policy	13, 22, 32	Technology	17, 21, 30, 41, 77, 79, 82, 109
Climate change	8, 13, 21, 71, 87, 100, 102	Organisational structure	89	Torres Strait marine safety	6, 22, 24
Committees	87	Overseas travel	110	Transport security	26, 32, 33
Community engagement	48	<i>Pacific Adventurer</i>	6, 18, 20, 32	TravelSafe Committee	CD
Congestion	8, 14, 16, 20, 21, 63, 77	Passenger transport	22, 28, 34	TravelSmart™	16, 18, 20
Consultancies	108	Performance management	40, 41	Urban traffic growth	8, 9, 50, 54, 63, 65, 79
Contact information	1, 137	Performance summary	44	Voluntary early retirement	108
Corporate plan	12	Pollution	4, 18, 20, 22, 29	Vision	1
Corridor land management	44, 66	Population growth	8, 48, 52, 53, 63	Walking	14, 17, 18, 20, 31, 104
Counter-terrorism	26, 32, 33	Ports	5, 16, 17, 28, 29, 79	Waste management	100
Customer service	4, 9, 34, 36, 41, 96	Privacy	97, 98, 99	Whistleblowers protection	96
Customer service centre locations	138	Program development and delivery	56	Whole-of-government	38, 40, 52, 53, 58, 68, 95, 102
Cycleways	2, 18, 19, 37	Project delivery	60, 62	Women's initiatives	38, 84, 85
Development applications	14, 66, 68, 71	Public transport	2, 4, 6, 14, 16, 17, 18, 20, 34, 53, 77, 104		
Effective relationships	42, 43, 44, 46	Rail	2, 4, 6, 8, 16, 17, 20, 24, 26, 29, 30, 40, 60, 61, 106, 108		
Emissions	102	Risk management	24, 64, 92, 96		
Environment	2, 12, 16, 18, 22, 48, 52, 54, 69, 70, 71, 72, 100–103	Road operations	72		
Fatalities	30, 72, 74, 75	Roads Alliance	48, 49		
Financial review	104	Roads implementation program	2, 48, 54, 56, 61, 109		
Fixed speed camera	30, 31, 120, 122	Safety	6, 16, 22, 24, 26–33, 50, 52, 56, 58, 59, 60, 61, 63, 72, 74, 75, 76, 77, 78, 95, 104, 109, 138		
Flora and fauna	9, 66, 70	Safer Roads Sooner Program	6, 59		
Freight	2, 8, 14, 16, 17, 21, 22, 58, 72, 78, 79	School crossing supervisors	9, 29, 38		
Gateway upgrade project	8, 65, 76, 113	School transport operator payments	CD		
Global reporting initiative	115	Secure taxi ranks	31, 32		
Governance	41, 54, 64, 92	Speed cameras	30, 31, 120		
Heavy vehicles	21, 22, 28, 78, 79	Stakeholder engagement	24, 25, 44, 46, 48, 92		
Heavy vehicle response units	77				
History	4, 69				
Indigenous initiatives	38, 85				
Industrial relations	41				
Integrated transport planning	4, 14, 54, 124				

## Graphs

Graph 1–Outcome investment	52
Graph 2–Reliability of road project delivery (commencement)	62
Graph 3–Reliability of road project delivery (completion)	62
Graph 4–Reliability of road project delivery (cost)	62
Graph 5–Fatalities on all roads per 100,000 population	74
Graph 6–Fatalities by road user type	75
Graph 7–Greater access for road trains	78
Graph 8–Change in high-in-demand positions in our western centres	83
Graph 9–Proportion of women in professional and technical streams	84
Graph 10–Management by gender	85
Graph 11–Revenue	105
Graph 12–Expenditure	106
Graph 13–Assets	107
Graph 14–Liabilities	108
Graph 15–Source of funds	108
Graph 16–Application of funds	108
Graph 17–Average number of vehicles monitored per mobile speed camera notice issued	121
Graph 18–Average number of vehicles per red light camera notice issued	122
Graph 19–Average number of vehicles per fixed speed camera notice issued	122

## Tables

Table 1–Financial summary	iii	Table 20–Output: Infrastructure Program Development and Delivery	130
Table 2–Lost time injury performance	82	Table 21–Output: Road Stewardship	131
Table 3–Part-time staffing rate	84	Table 22–Output: Road System Access Funding	132
Table 4–Carbon emissions	103	Table 23–Output: Commercialised Business Unit: RoadTek	132
Table 5–Key financial indicators	105	Table 24–Recommendations and progress	CD
Table 6–Property, plant and equipment	107	Table 25–Passenger transport payments	CD
Table 7–Overseas travel	110	Table 26–School transport operator payments for the period 29 March 2009 to 30 June 2009	CD
Table 8–Reporting arrangements for controlled entities	114	Table 27–Committees/advisory groups associated with the department	CD
Table 9–GRI index	115	Table 28–Rail safety 2008–09 external forums	CD
Table 10–Transport infrastructure and investigations projects	119		
Table 11–Camera detected offence program financial review 2008–09 as at 30 June 2009	120		
Table 12–Mobile speed camera penalty brackets for 2008	121		
Table 13–Fixed speed camera penalty brackets for 2008	122		
Table 14–Output: Rail, Ports and Aviation Systems	123		
Table 15–Output: Integrated Transport Planning	124		
Table 16–Output: Road Use Management	125		
Table 17–Output: Maritime Safety	126		
Table 18–Output: Public Transport Services	127		
Table 19–Output: Road System Planning	129		

## Maps

Map 1–Queensland’s transport system	5
-------------------------------------	---

## Diagrams

Queensland Transport Corporate Plan 2008–12	13
Main Roads Strategic Plan 2008–13	42
Performance summary	44
Organisational structure	89
Our performance	10
DTMR business model	88

# // Regional contacts

## Transport offices

### Brisbane Metropolitan

**Capital Hill**  
85 George Street  
Brisbane  
GPO Box 1549  
Brisbane Qld 4001  
Ph: 3253 4700

**Cromwell House**  
200 Mary Street  
Brisbane  
GPO Box 213  
Brisbane Qld 4001  
Ph: 3253 4700

**Mineral House**  
41 George Street  
Brisbane  
GPO Box 2595  
Brisbane Qld 4001  
Ph: 3253 4700

**Oxygen Building**  
170 Leichhardt Street  
Spring Hill  
GPO Box 1412  
Brisbane Qld 4001  
Ph 3135 5515

### Spring Hill Office Complex

477 Boundary Street  
Spring Hill  
GPO Box 1412  
Brisbane Qld 4001  
Ph: 3253 4700

**Transport House**  
230 Brunswick Street  
Fortitude Valley  
PO Box 673  
Fortitude Valley Qld 4006  
Ph: 3253 4700

**T-Central**  
420 George Street  
Brisbane  
GPO Box 50  
Brisbane Qld 4001  
Ph: 3167 4000

### South East, South Region

433 Logan Road  
Stones Corner  
GPO Box 1412  
Brisbane Qld 4001  
Ph: 3329 4210

### South East, North Region

1176 Sandgate Road  
Nundah  
PO Box 869  
Nundah Qld 4012  
Ph: 3370 2804

### Southern Region

Cnr Phillip and Clopton Streets  
Toowoomba  
PO Box 645  
Toowoomba Qld 4350  
Ph: 4639 0821

### Central Region

31 Knight Street  
North Rockhampton  
PO Box 5096  
Central Qld Mail Centre Qld 4702  
Ph: 4931 1654

### Northern Region

146 Wills Street  
Townsville  
PO Box 1293  
Townsville Qld 4810  
Ph: 4720 7200

## Regional Harbour Masters

**Brisbane**  
Floor 1  
Pinkenba Operations Base  
MacArthur Avenue East  
Pinkenba Qld 4005  
Ph: 3860 3500

**Cairns**  
Floor 1 64–66 Tingira Street  
Portsmith  
PO Box 1787  
Cairns Qld 4870  
Ph: 4052 7400

**Gladstone**  
Floor 2 Centrepoint Building  
136 Goondoon Street  
Gladstone  
PO Box 123  
Gladstone Qld 4680  
Ph: 4973 1200

**Gold Coast**  
Ground Floor  
40–44 Seaworld Drive  
Main Beach  
PO Box 107  
Southport Qld 4125  
Ph: 5539 7300

**Mackay**  
Ground Floor 14 Discovery Lane  
Mount Pleasant  
North Mackay  
PO Box 10085  
Mt Pleasant Qld 4740  
Ph: 4944 3700

**Townsville**  
Ground Floor 60 Ross Street  
South Townsville  
GPO Box 1921  
Townsville Qld 4810  
Ph: 4726 3400

### Maritime Safety Queensland regional offices

**Bundaberg**  
Floor 2 46 Quay Street  
Bundaberg  
PO Box 476  
Bundaberg Qld 4670  
Ph: 4131 8500

**Hervey Bay**  
Buccaneer Avenue  
Hervey Bay  
PO Box  
Hervey Bay Qld 4655  
Ph: 4194 9600

**Karumba\***  
Lot 75 Yappar Street  
Karumba  
PO Box 224  
Karumba Qld 4891  
Ph: 4745 9281

**Sunshine Coast**  
Old Pilot Station  
Parkyn Road  
Mooloolaba  
PO Box 1094  
Mooloolaba Qld 4557  
Ph: 5477 8425

**Thursday Island\***  
Hastings Street  
Thursday Island  
PO Box 109  
Thursday Island Qld 4875  
Ph: 4069 1351

**Whitsundays**  
384 Shute Harbour Road  
Airlie Beach  
PO Box 717  
Airlie Beach Qld 4802  
Ph: 4946 2200

**Weipa\***  
1 Iraci Avenue  
Weipa  
PO Box 489  
Weipa Qld 4874  
Ph: 4069 7165

# // Regional contacts cont...

## Main Roads offices

### Central West Region

69 Ash Street  
Barcaldine  
PO Box 3  
Barcaldine Qld 4725  
Ph: 4651 2777

### Darling Downs Region

306 Wood Street  
Warwick  
Locked Bag 1  
Warwick Qld 4370  
Ph: 4661 6333

1–5 Phillip Street  
Toowoomba  
PO Box 645  
Toowoomba Qld 4350  
Ph: 4639 0777

### Far North Region

15 Lake Street  
Cairns Qld 4870  
Ph: 4050 5444

### Fitzroy Region

31 Knight Street  
North Rockhampton  
PO Box 5096  
Central Qld Mail Centre 4702  
Ph: 4931 1500

83 Esmond Street  
Emerald  
PO Box 1787  
Emerald Qld 4720  
Ph: 4983 8700

### Mackay/Whitsunday Region

46 Gordon Street  
Mackay  
PO Box 62  
Mackay Qld 4740  
Ph: 4951 8555

### Metropolitan Region

183 Wharf Street  
Spring Hill  
PO Box 70  
Spring Hill Qld 4004  
Ph: 3137 8344

Shop R3, 38 Limestone Street  
Ipswich  
PO Box 78  
Ipswich Qld 4305  
Ph: 3813 1252

### North Coast Region

50 River Road  
Gympie  
PO Box 183  
Gympie Qld 4570  
Ph: 5482 0333

### Northern Region

146 Wills Street  
Townsville  
PO Box 1089  
Townsville Qld 4810  
Ph: 4720 7200

### North West Region

16–22 Ramsay Street  
Cloncurry  
PO Box 338  
Cloncurry Qld 4824  
Ph: 4769 3200

### South Coast Region

36–38 Cotton Street  
Nerang  
PO Box 442  
Nerang Qld 4211  
Ph: 5596 9500

3912 Pacific Highway  
Loganholme  
PO Box 7262  
Loganholme Qld 4129  
Ph: 3412 0600


### South West Region

30 McDowall Street  
Roma  
PO Box 126  
Roma Qld 4455  
Ph: 4622 9511

### Wide Bay/Burnett Region

23 Quay Street  
Bundaberg  
Locked Bag 486  
Bundaberg DC Qld 4670  
Ph: 4154 0200

50 River Road  
Gympie  
PO Box 183  
Gympie Qld 4570  
Ph: 5482 0333

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