Queensland | Good *jobs*
Better *services*
Great *lifestyle*

ANNUAL REPORT
2023–2024

Department of Transport and Main Roads

Queensland
Government

Letter of compliance

5 September 2024

The Honourable Bart Mellish MP
Minister for Transport and Main Roads and Minister for Digital Services
1 William Street, Brisbane, Queensland 4000

Dear Minister

I am pleased to submit for presentation to the Parliament, the Annual Report 2023–24 and financial statements for the Department of Transport and Main Roads.

I certify that this annual report complies with:

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

A checklist outlining the annual report requirements can be found on page 247–249 of this annual report.

Yours sincerely

Sally Stannard
Director-General
Department of Transport and Main Roads

For more information
Phone: 13 23 80*
Email: annual.report@tmr.qld.gov.au
Visit: www.tmr.qld.gov.au

You can provide feedback on the annual report at the Queensland Government
Get Involved website: https://www.getinvolved.qld.gov.au/gi/consultation/13350/view.html

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Introduction

About us

Our role

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

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

In 2023–24, TMR administered an adjusted operating budget of $8.236 billion, an adjusted capital budget of $4.151 billion and managed assets worth $106.718 billion.

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

TMR operates under the *Administrative Arrangements Order (No.2) 2018* and the *Public Service Departmental Arrangements Notice (No.4) 2017*. It discharges its statutory obligations under 25 acts, listed in Appendix 1. Progress on achieving these obligations, further information, and links to websites are included throughout the report.

What the report contains

TMR's Annual Report 2023–24 describes the department's operations for the financial year from 1 July 2023 to 30 June 2024.

The report structure is separated into six main sections to support our vision, creating a single integrated network accessible to everyone. Progress is enabled by TMR's organisational structure and delivered by TMR's people.

Why we have an Annual Report

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

Accessing the Annual Report

The Annual Report is available on the Department of Transport and Main Roads' website at www.tmr.qld.gov.au/annualreport.

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

This includes:

- overseas travel
- consultancies
- school transport operator payments
- Queensland Language Services Policy measures.

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty understanding the Annual Report, please call translation services on 1800 512 451 to arrange an interpreter to effectively communicate the report to you.

You can also email annual.report@tmr.qld.gov.au to request a printed copy or a format that is accessible for you.

Transport and Main Roads' Strategic Plan

TMR's *Strategic Plan 2023–2027* is a new four-year direction-setting document outlining a strong vision and purpose for the creation of a single integrated network accessible to everyone. The plan incorporates the Queensland Government Customer and Digital Group (QGCDG), recognising the machinery-of-government changes effective 18 May 2023. The plan represents the first year of the strategic planning cycle that commenced on 1 July 2023 and was informed by extensive consultation across TMR and with other Queensland Government agencies.

The strategic plan demonstrates how TMR:

- contributes to the Queensland Government's objectives for the community
- responds to opportunities and challenges
- delivers for customers and workforce through the strategic objectives centred around accessible and integrated; safe and secure; responsive; efficient and productive; sustainable; digital economic contribution; and capable, adaptable, and aligned.

Business planning

TMR's divisional and branch business plans align with TMR's Strategic Plan and are positioned to support the delivery of TMR's strategic objectives. Business plans are created at the beginning of the financial year detailing the actions a division or branch will take within that year to achieve the overall targets outlined in the strategic plan. These business plans are 'living documents' and are reviewed quarterly to ensure TMR remains responsive to performance outcomes, operational risks, and opportunities.

Whole-of-government plans and specific initiatives—Digital

TMR's QGCDG has a number of whole-of-government and specific purpose plans relating to digital services including:

* *Digital Professional Workforce Action Plan 2020–2024*
* *Queensland Government Cyber Security Hazard Plan*
* *Our Thriving Digital Future: Queensland's Digital Economy Strategy* and 2023–2026 Action Plan.

QGCDG is committed to building Queensland's digital workforce through delivery of the Queensland Government Digital Graduate Program and the *Digital Professional Workforce Action Plan 2020–2024*.

The Queensland Government Digital Graduate Program offers recent graduates the opportunity to get a head start on their career. The Digital Professional Workforce Action Plan aims to position Queensland as an innovative, digitally-savvy economy. Investing in skills development and attracting a broader range of people into the profession will produce an additional 10,000 digital professionals by 2024.

Our Thriving Digital Future: Queensland's Digital Economy Strategy provides the overarching vision, direction, and actions needed to accelerate growth of the state's digital and broader economy for 2023–26.

The strategy and its 2023–2026 Action Plan will implement the Queensland Government's agenda for a thriving digital economy, better digital government services, and to advance digital inclusion for digitally disadvantaged Queenslanders.

Three core focus areas and six priorities will guide initiatives under the action plans to ensure Queensland continues to invest in digital transformations that support good jobs, better service delivery, and enhances Queensland's great lifestyle.

The strategy is central to ensuring that digital technologies support Queensland's competitive economic future, including delivery of the Brisbane 2032 Olympic and Paralympic Games.

Delivery of the 2023–26 Action Plan will ensure Queensland builds solid foundations through partnerships to:

* unlock the value of the digital economy for all Queenslanders
* grow Queensland's businesses, industries, and digital talent
* create a more digitally-enabled and responsive government.

Director-General Message

Welcome to the 2023–24 Annual Report for the Department of Transport and Main Roads (TMR).

We've experienced some significant challenges over the past year including a series of extreme weather events, cost of living pressures that continue to affect many Queenslanders, and an extraordinary escalation in the cost of construction and the supply of materials impacting businesses.

However, I'm proud to say that TMR's commitment to delivering transport and digital services for the people of Queensland and our focus on supporting, uplifting, and partnering with industry has never been stronger. This year's Annual Report shines a light on the different ways we are delivering on our strategic objectives and showcases how our work contributes to the broader commitments of the Queensland Government.

Before I move on to some key highlights, I want to acknowledge the continued dedication and support of our outstanding people. Their leadership and advocacy will enable us to provide reliable, resilient, and responsive transport networks and digital services that are safe and accessible for everyone.

Investing for sustainable growth

Amidst significant market, industry, and economic uncertainty, we are taking a responsible approach to investment to ensure we can successfully deliver an accessible, safe, and resilient transport network.

The *Queensland Transport and Roads Investment Program* (QTRIP) *2024–25 to 2027–28* (see page 46) outlines a $37.4 billion investment in road, rail, maritime, public transport, and active transport infrastructure across state, national, and local networks, which is estimated to support 28,000 jobs over the life of the program.

Significant road projects being delivered across the state include the Coomera Connector (Stage One), Coomera to Nerang (page 90); the Rockhampton Ring Road (page 70); the Pacific Motorway, Varsity Lakes to Tugun upgrade (page 92); and Bruce Highway (Cooroy to Curra) Section D (page 73).

This QTRIP also includes significant rail investment—the largest ever, with $14 billion programmed over the next four years to deliver transformative rail projects to support our growing communities. These include the Direct Sunshine Coast Rail Line (Stage One) (page 81), Logan and Gold Coast Faster Rail (LGC) (page 88), and the Queensland Train Manufacturing Program (QTMP) (page 104).

These projects will also ensure we are well-positioned to meet the challenges of hosting the Brisbane 2032 Olympic and Paralympic Games. By 2032, transport corridors will better connect the three Games zones with a strong focus on environmentally friendly transport modes, including extending the capacity and reach of the South East Queensland passenger rail network, to contribute to a more sustainable Games.

Working in partnership

From co-designing solutions with customers through to forging strategic alliances with industry, none of our work would be possible without close collaboration with our partners.

Following a successful rollout across the entire South East Queensland train and tram network, the Smart Ticketing project (page 95) is providing more choice in how customers plan and pay for their public transport journeys. In June 2024, more than 15 million customer trips using new Smart Ticketing payments have been recorded on trains, trams, and river ferries.

TMR, in partnership with Better Hearing Australia took significant steps to enhance accessibility across our network through the deployment of 'smartloop' countertop Hearing Augmentation Loop Devices to all TMR Customer Service Centres (page 97–98). These devices enable customers with hearing aids or cochlear implants to connect via Telecoil technology, making it easier for them to communicate with staff and access information.

TMR has made significant strides in its continuous improvement of the digital service delivery channel during the 2023–24 financial year by increasing the number of online services available to customers (page 98). TMR is also investing in innovative technology to enhance customer service in Queensland by leveraging robotic process automation (page 100). This technology streamlines processes, improves communication, and helps reduce 'no-shows' for Practical Driving Tests (PDT).

The Roads and Transport Alliance is a partnership between TMR and Queensland local governments that saw 220 projects delivered across the state in 2023–24, representing a joint investment of more than $120 million (page 104). TMR has also continued to work with Queensland Rail to deliver key rail infrastructure improvements across the network. This includes the delivery of accessibility upgrades at Banyo, Bundamba, Buranda, Burpengary, Lindum, and Morningside stations (page 48).

Keeping Queenslanders safe

Safety is a key priority for TMR, and we are working tirelessly across every part of our business to eliminate threats, risks, and unsafe behaviours to keep our communities safe.

QGCDG's Cyber Security Unit (CSU) is focused on strengthening whole-of-government cyber security capability by ensuring effective cyber governance, enhancing cyber skills, and providing advanced defence capabilities to better protect government and Queenslanders (page 122). In October 2023, Exercise Sky Scriber brought together 115 staff from 20 departments and six supporting areas to evaluate the effectiveness of the new Queensland Government Cyber Security Arrangements in managing agency and whole-of-government responses during a complex cyber incident (page 117).

The *Queensland Road Safety Strategy 2022–31* and *Queensland Road Safety Action Plan 2022–24* reaffirm Queensland's commitment to a vision of zero serious road trauma by 2050 (page 107). Priority actions for 2023–24 include the launch of the Ride to Zero program to improve motorcycle safety, the release of child restraint video guides for parents and carers, and the roll out of speed cameras in road work zones and school zones.

During 2023–24, TMR's StreetSmarts initiative focused on improving road safety through a series of innovative campaigns targeting critical issues on the road network (page 110). This included the 'In Your Hands' Drink Driving campaign, in partnership with the Betoota Advocate, and an anti-speeding campaign designed by young people through the Co-Lab Youth Road Safety Challenge.

A key initiative in the rail safety space was the National Level Crossing Rountable which brought over 70 senior executives together from government, industry, peak bodies, advocacy groups, and academia across Australia and New Zealand (page 110). The group committed to progressing several actions from the Roundtable, including a pilot program in Queensland to test camera technology at level crossings.

The European Train Control System (ETCS) will transform the rail network, increasing both safety and network capacity (page 103). ETCS increases network capacity by providing oversight and control of trains as they are in operation. This increases network capacity by safely controlling the proximity of trains to each other as they run more frequently and closer together on the network.

Reforming lifejacket laws is just one of many ways Maritime Safety Queensland (MSQ) is working to improve safety in Queensland waters (page 111). The Maritime Enforcement Team (MET) also works closely with compliance partners including Queensland Police Service (QPS) and Queensland Boating and Fisheries Patrol to coordinate targeted safety campaigns and operations across the state.

Delivering for Aboriginal and Torres Strait Islander communities

To achieve a thriving economy that benefits all Queenslanders, it is vital to consider how we can improve access to digital services and training and employment opportunities for Aboriginal and Torres Strait Islander communities.

Delivered in partnership with Microsoft, the First Nations Digital Careers Program aims to empower Aboriginal and Torres Strait Islander Queenslanders of all age groups to move into a digital career (page 118). The program is supporting 27 trainees from the second and third intake who are working across 15 different government agencies and industry organisations. Participation continues to grow with 12 new trainees from the fourth intake commencing in January 2024.

In June 2023, QGCDG celebrated the establishment of the Palm Island Digital Service Centre. QGCDG continues to support the operations of two community-owned and controlled and commercially sustainable Digital Service Centres in remote First Nations communities, Cherbourg and Palm Island.

The Queensland Government, in partnership with Queensland-based not-for-profit LiteHaus International, has also delivered 4000 refurbished devices to rural and remote students. This initiative aims to enhance digital access and literacy for regional Queenslanders, focusing particularly on Aboriginal, Torres Strait Islander, and culturally and linguistically diverse communities.

In 2023–24, TMR reaffirmed its commitment to delivering social, environmental, and economic outcomes through the *Queensland Procurement Policy* and *Queensland Indigenous Procurement Policy* (page 155). During the year, TMR awarded more than 90 per cent of its contracts to Queensland suppliers and increased the number of Aboriginal and Torres Strait Islander businesses engaged by 23 per cent.

Supporting our diverse and committed workforce

I'm proud to lead an organisation that values and encourages diversity of thought and experiences, uniting our people around a common purpose and supporting them to serve their communities.

In 2024, the TMR Safety Charter was renewed and a new Workplace Health and Safety (WHS) management system was implemented, reaffirming our pledge to integrate safety as a fundamental value across all operations. TMR also continued its Learning Strategy 2021–24, supporting our people to apply a contemporary and agile approach to their professional development with a focus on continuous learning (page 132).

The year also saw a big focus on building the digital and data capability of our workforce. Initiatives included a range of courses and programs for staff (page 132), expansion of Microsoft Teams and virtual desktop capability (page 133), and the digitisation of corporate processes (page 133).

In 2023–24, TMR made further progress in reaching gender equality in the workplace (page 134–135). Initiatives including TMR Wonder Women and Leadership Ladder supported the advancement of emerging female leaders across the organisation and celebrated the diverse and inspirational women of TMR who work across our many disciplines.

TMR supports the diversity of our people through various programs and events. These include acknowledging TMR staff's cultural diversity during Harmony Week (page 134) and supporting Aboriginal and Torres Strait Islander employees through participation in events such as National Reconciliation Week and NAIDOC Week (page 134). TMR also provides LGBTIQ+ awareness, education, and support to diverse employees through the OneTMR Pride Network (page 135).

2023 was a big year for recognition, with a total of 1153 individuals and teams nominated for a CUBIE, TMR's annual recognition award, by their peers, customers, and managers for achievements and behaviours aligned to the five Public Sector values (page 140–141).

Other highlights included a Customer Experience Initiative of the year award win for Smart Service Queensland at the annual Auscontact National Excellence Awards (page 123), and the Source-2-Pay project took out the Best State Government Project category in the iTnews Benchmark Awards (page 133).

Looking to the future

While this Annual Report focuses on the work of one large and diverse department, it is also a testament to the increasing importance of TMR's strategic partnerships. As Queensland's population continues to grow and evolve, so too does the imperative for organisations to work together to address ever more complex needs.

Looking ahead at some examples, TMR will focus on developing strategies, in collaboration with transport partners including the Games Venue and Legacy Delivery Authority, to deliver efficient and sustainable transport services to support the Games.

TMR will also work with the Australian Government and telecommunication providers to improve connectivity across Queensland through programs such as the Regional Connectivity Program Round Three and Mobile Black Spot Program Round Seven initiatives. We will also support an uplift in the cyber security preparedness of Queensland Government entities through a central program of cyber security services and assistance.

When our ambitions are aligned, we are stronger and better equipped to deliver the infrastructure and services our communities depend on. I look forward to the journey ahead, spurred on by the needs of our customers, the support of our industry partners, and the inspirational commitment and leadership of our people.

Sally Stannard
Director-General
Department of Transport and Main Roads

Chief Finance Officer's Report

Summary

TMR's *Financial Sustainability Plan (2022–26)* supports its key objectives by establishing a robust financial structure, channelling investments into critical areas, ensuring revenue certainty, and striving for cost-effectiveness.

In a clear demonstration of TMR's enduring financial health, TMR posted an operating surplus totalling $322.61 million in 2023–24. This substantial surplus arose mainly due to a boost in grant funding allocated for the reconstruction of transportation systems damaged by natural events, as provided under the Disaster Recovery Funding Arrangements (DRFA). This increase was somewhat tempered by the escalated depreciation associated with yearly revaluations of assets.

TMR has once again accomplished the delivery of its capital agenda, expending $4.151 billion, marking the seventh consecutive year of successful capital program execution. This consistent achievement is due to several major projects moving forward quicker than anticipated. Notable projects making significant progress included the ambitious QTMP, substantial enhancements to the Bruce Highway, developments along the Pacific Motorway (M1), work on the Coomera Connector, expedited improvements to the Logan and the Gold Coast faster rail links, and the third stage of the Gold Coast Light Rail system. TMR continues to work with the Australian Government collaboratively on the outcomes arising from the independent strategic review of its *Infrastructure Investment Program*.

The 2023–24 financial year saw the initiation of construction work related in preparation for the QTMP, valued at $9.5 billion. This significant project will see the production of sixty-five new six-car commuter trains aimed at bolstering the transportation needs of the growing population in South East Queensland. This initiative is also pivotal to the success of the Cross River Rail (CRR) project as well as the upcoming Brisbane 2032 Olympic and Paralympic Games and forms part of a significant increase in investment in the South East Queensland rail network over coming years.

Public transport usage has continued to demonstrate positive recovery from the pandemic, with an approximate nine per cent increase in ridership for 2023–24, which translates to an additional 14.519 million journeys compared to the previous year. This rise includes all forms of transit, namely buses, trains, ferries, and trams.

As TMR forges forward with its digital agenda, notable strides have been made with the launch of the Digital Licence with more than 600,000 licences being issued. TMR also continued its journey to a streamlined digital platform that promises the transformation and modernisation of legacy payment processes through the implementation of SAP Ariba and SAP Fieldglass systems. The department is already observing the initial benefits, reporting reductions in processing expenses and enhancements in the promptness of payment settlements.

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

This financial summary provides an overview of the department's financial results for 2023–24. A comprehensive set of financial statements is provided in this report, which includes an analysis of actual expenditure compared to the published budget, with explanations of major variances.

Funding sources

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

Key drivers of the TMR's funding include the delivery of capital investment in the roads and transport infrastructure network and in the provision of the department's key objectives through operational service delivery. In 2023–24, the adjusted budgeted revenue for the department was $8.432 billion, and the capital budget was $4.151 billion.

Administered revenue

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

Financial performance

TMR recorded an operating surplus of $322.61 million for 2023–24. Table 1 summarises the financial results of the department's operations for the past five financial years.

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

Financial year	Total income	Total expenses	Operating result for the year
2023–24 ($ '000)	8,954,931	8,632,321	322,610
2022–23 ($ '000)	7,693,151	7,688,155	4,996
2021–22 ($ '000)	7,133,330	7,194,409	(61,079)
2020–21 ($ '000)	6,785,407	6,770,731	14,676
2019–20 ($ '000)	6,660,146	6,431,402	228,744

Income

TMR's total income of $8.955 billion included appropriation revenue from the Queensland Government ($6.957 billion), user charges ($1.104 billion), grants and other contributions ($597 million), and service concession arrangements revenue ($232 million). In 2023–24, TMR's total income increased by $1.262 billion. Queensland Government appropriations are the main source of income and account for 77.69 per cent of total income earned in the reporting period.

Figure 1: Income by category for the year ended 30 June 2024
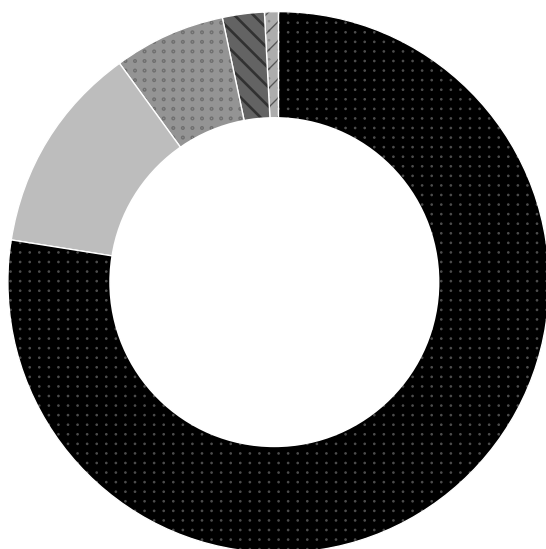
Key	Income	Income %	$ '000
	Appropriation revenue	77.69	6,957,051
	User charges and fees	12.33	1,104,337
	Grants and other contributions	6.67	597,013
	Service concession arrangements revenue	2.59	232,180
	Other revenue	0.72	64,350
	Total income		**8,954,931**

Expenses

Total expenses for TMR were $8.632 billion. Supplies and services were the largest category of expenditure, comprising 58 per cent of total expenditure, followed by depreciation and amortisation of assets, grants and subsidies, and employee expenses.

Approximately 71 per cent of total supplies and services consists of payments to operators of rail, bus, air, and ferry services. Total expenses in 2023–24 has increased by $944.2 million.

Figure 2: Expenses by category for the year ended 30 June 2024
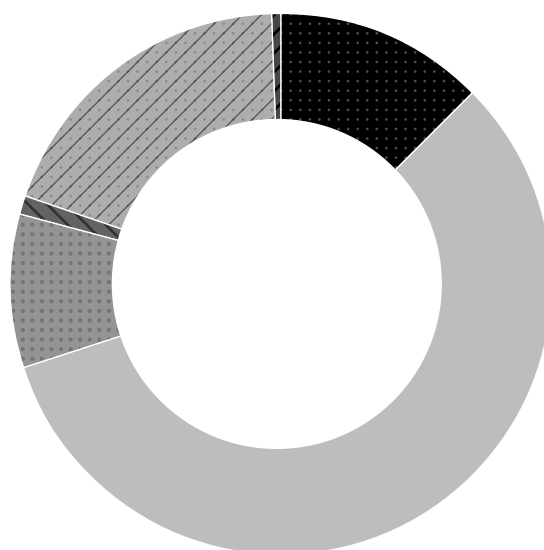
Key	Expenses	Expense %	$ '000
	Employee expenses	12.55	1,083,824
	Supplies and services	57.66	4,977,004
	Grants and subsidies	9.15	790,233
	Finance and borrowing costs	1.19	102,645
	Depreciation and amortisation	19.08	1,646,691
	Other expenses	0.37	31,924
	Total expenses		**8,632,321**

Financial position

The net assets position reported in the financial statements shows the net worth of TMR. At 30 June 2024, total equity was $116.297 billion. Table 2 summarises TMR's financial position for the past five financial years.

Total assets have increased by $6.22 billion due mainly to an increase in the gross value of infrastructure assets of $4.726 billion from the recognition of infrastructure assets from capital work in progress undertaken in 2024, and a $1.359 billion revaluation increase, offset by an increase in accumulated depreciation of $1.222 billion.

Table 2: Summary of financial position—Assets and liabilities

Financial year	Total assets	Total liabilities	Total equity
2023–24 ($ '000)	126,137,870	9,840,904	116,296,966
2022–23 ($ '000)	119,917,902	10,185,996	109,731,906
2021–22 ($ '000)	100,750,641	10,042,913	90,707,728
2020–21 ($ '000)	87,402,208	10,218,610	77,183,598
2019–20 ($ '000)	82,417,092	10,413,403	72,003,689

Strategic Plan

Department of Transport and Main Roads
Strategic Plan 2023–2027

ACCESSIBLE AND INTEGRATED

CAPABLE, ADAPTABLE AND ALIGNED

SAFE AND SECURE

DIGITAL ECONOMIC CONTRIBUTION

Creating a single integrated network accessible to everyone

RESPONSIVE

SUSTAINABLE

EFFICIENT AND PRODUCTIVE

The Department of Transport and Main Roads (TMR) supports the government's objectives for the community:

Good jobs: Good, secure jobs in our traditional and emerging industries

Better services: Deliver even better services right across Queensland

Great lifestyle: Protect and enhance our Queensland lifestyle as we grow.

The strategic plan is underpinned by the *Transport Planning and Coordination Act* and the Transport Coordination Plan 2017–2027.

Our commitment to Human Rights: We will respect, protect and promote human rights in our decision-making and actions.

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Customers first   Unleash potential   Be courageous   Ideas into action   Empower people

Queensland Government

Department of Transport and Main Roads Strategic Plan 2023–2027

Our vision and purpose
Creating a single integrated network accessible to everyone

Principles	Objectives	Success looks like	Ways to get there	Our contribution to the Queensland Government's objectives for the community
Accessible and integrated	A transport system that is accessible and connects customers and communities	• More accessible, integrated and inclusive transport services and infrastructure • Increased social and economic participation through improved availability and ease of access to community services • Increased transport options to reflect diverse community needs • Better access to community services by First Nations people	• Take a movement and place-based approach to transport planning, designing and operations • Develop our partnerships with industry and government • Strengthen our collaboration and co-design approach with our customers • Expand the application of universal design thinking • Harness emerging technologies and data to drive integration across the transport ecosystem • Enhance access and mobility throughout Queensland • Use the government Champion Network for First Nations communities	• Supporting jobs • Connecting Queensland • Growing our regions • Honouring and embracing our rich and ancient cultural history
Safe and secure	A transport system that is safe and secure for customers and goods	• Improved safety and security for customers, systems and the transportation of goods • Reduced transport related fatalities and injuries • Improved customer and community trust in the transport system	• Build on a safe system approach for transport safety • Educate the community on their role in safety • Nurture partnerships to deliver a safe and secure transport system • Embed cyber security to protect information assets and personal data	• Backing our frontline services • Keeping Queenslanders safe • Building Queensland
Responsive	A transport system that is responsive and resilient to the changing environment	• Improved operations and reliability of the transport system • Responsive to unplanned events and opportunities • Improved customer experience for all transport users	• Continue to proactively manage network disruptions and disaster recovery • Build on operational excellence and local planning of services to enhance network resilience • Continue to invest in relevant frontline workforce capability • Build our multi-modal network management capability • Enable, support and regulate emerging technologies to enhance mobility services • Commit to continuous improvement in our services, communications and digital capabilities • Adopt a whole-of-system perspective when designing the transport system	• Supporting jobs • Making it for Queensland • Investing in skills • Backing our frontline services • Connecting Queensland • Protecting the environment
Efficient and productive	A transport system that is a key enabler of economic activity	• Increased efficiency and reliability in the movement of goods and services • Increased procurement from small businesses and First Nations suppliers • Improved access to local, national and overseas markets for Queensland businesses • Increased long-term social and economic outcomes for local and First Nations communities • Increased adoption of innovative funding and resourcing models	• Invest in infrastructure and services delivered in partnership with industry • Maintain assets efficiently to maximise productivity • Invest in research to lower capital and operational costs • Integrated and coordinated approach to prioritise investment in high-value projects • Increase the use of rail freight along strategic corridors • Embrace smart planning and innovative financing • Leverage digital opportunities to deliver innovative services • Streamline back-office services and management practices	• Supporting jobs • Backing small business • Connecting Queensland • Growing our regions • Building Queensland
Sustainable	A transport system that contributes to environmental, economic and social sustainability	• Recognised as a transport industry leader in sustainability • Reduced whole-of-life greenhouse emissions and adverse impact on the natural environment • Increased fiscal sustainability of the transport system • Increased uptake of active and shared transport modes to improve health benefits	• Embed sustainability in whole-of-life and whole-of-system decision making • Commit to low and zero emissions transport technologies, modes and materials where possible • Integrate circular economy principles into transport network design and delivery • Implement programs to encourage changes in customers' travel and freight patterns • Increase investment in active and sustainable transport modes	• Making it for Queensland • Growing our regions • Protecting the environment • Building Queensland
Digital economic contribution	A thriving digital economy to benefit Queenslanders	• Uplift in cross-government alignment, governance and collaboration • Improved whole-of-government data sharing and analytics • Strengthened and expanded cyber-security capabilities • Increased digital inclusion, equity and skills development among Queenslanders • Enhanced access to affordable, reliable digital connectivity, benefiting small businesses, marginalised groups, and First Nations communities	• Improve digital engagement by fostering collaboration with government, community, suppliers and industry partners • Enhance operating models, capabilities and platforms to support the delivery of omni-channel customer services • Enhance the collection, analysis and application of customer insights to drive service enhancements and deliver a data sharing policy • Deliver the Cyber Secure Queensland Strategy and scale the cyber security skills accelerator program • Support small businesses, promote digital equity, provide workforce development programs and deliver a digital infrastructure plan • Facilitate the establishment of digital business in First Nations communities	• Supporting jobs • Backing small business • Investing in skills • Backing our frontline services • Connecting Queenslanders • Growing our regions
Capable, adaptable and aligned	A workforce that is positive, purpose-driven, capable and mobile	• A safe, healthy, inclusive and diverse workforce • Accessible and connected workplaces • A culture of lifelong learning aligned to our objectives • Ongoing excellence in technical and professional competency	• Build on our culture to be a leader in safety, wellbeing, diversity and inclusion • Invest in digitally connected workplaces • Continue to provide access to high-quality, future-focused development opportunities aligned to our priorities • Continue to embed a positive performance culture	• Supporting jobs • Investing in skills • Growing our regions • Honouring and embracing our rich and ancient cultural history

Our risks:
• Maintaining a safe transport system for our customers and community
• Providing an accessible and integrated transport system
• Developing workforce skills, capability and adaptability to meet future transport needs
• Adapting to climate change, reducing emissions and maintaining an environmentally sustainable transport system
• Reducing the impact of supply chain disruption and unavailability of skilled labour
• Maintaining sustainable ICT systems and protecting against cyber threats
• Funding and sustaining essential transport services and infrastructure
• Planning and responding to deliverability and affordability of critical projects and future major events

Our opportunities:
• Maximising the value from data to improve planning and operational efficiency
• Optimising our capacity and capability in multi-modal network and major event management

Good jobs   Better services   Great lifestyle

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Queensland Government's objectives for the community

TMR's achievements in 2023–24 are noted under each government objective.

Good jobs

Supporting jobs

- Released the $37.4 billion QTRIP 2024–25 to 2027–28 which outlines a steady and sustainable pipeline of road and transport infrastructure that will support an estimated average of 28,000 direct jobs over the next four years.
- Supported over 15,000 Queenslanders with digital skilling and 520 with employment placements through the *Digital Professional Workforce Action Plan 2020–24*.
- Increased employment opportunities for Queensland mariners through the $21 million Backing Queensland Maritime Jobs Initiative.
- Delivering the *RoadTek Respect Action Plan* to promote a culture that supports a diverse and inclusive workforce.

Making it for Queensland

- Delivering the QTMP to build 65 new six-car passenger trains at a purpose-built manufacturing facility at Torbanlea, in the Fraser Coast region, and a new rail facility at Ormeau, in the Gold Coast region. Construction has commenced at both sites which will boost local economies and support job creation with a total investment of $9.5 billion from the Queensland Government.

Investing in skills

- Supporting First Nations peoples with the Aboriginal and Torres Strait Islander People Entry Pathways program into the construction industry.
- Partnering with Microsoft to deliver the First Nations Digital Careers Program which aims to empower Aboriginal and Torres Strait Islander Queenslanders of all age groups to move into a digital career.
- Supporting women through the Women in Construction entry pathways program into the construction industry. The Ninth Women in Construction program commenced in March 2024 with 15 participants from across the state.

Better services

Backing our frontline services

- Implemented a range of improved safety measures to keep our bus drivers safe, such as deploying additional Network Officers (NOs), installing driver barriers, and providing de-escalation training.
- Implemented modernised contact centre infrastructure to support service delivery through 13QGOV and across channels.
- Queensland Shared Services (QSS) and Corporate Administration Agency (CAA) supported Queensland Government service delivery through provision of shared corporate services, with each serving over 30 Queensland Government entities. This includes finance, human resource management, enterprise systems, and payroll for over 80,000 employees.

Keeping Queenslanders safe

- Invested in cyber security protections and resiliency to decrease the likelihood of a cyber security breach to TMR-held information, whilst increasing TMR's ability to respond should one occur.
- Commenced the development of a training and assessment program for the Approved Inspection Station Scheme to improve road safety.
- Developed reform options for the Queensland Written-off Vehicle Scheme to further limit the incidence and impacts of vehicle theft, and ensure vehicles are safely repaired and fit to return to Queensland roads.
- Deployed resources from the QPS Protective Services Group to provide a safety and security presence at key public transport locations.
- Continued to explore the harmonisation of temporary traffic management training to improve safety at roadworks sites.

Connecting Queensland

- Delivered enhanced regional connectivity through high-speed Low Earth Orbit (LEO) satellite systems allowing more government precincts to take advantage of digital capability, with a focus on local councils in discrete Aboriginal and Torres Strait Islander communities.
- Passed the *Tow Truck Act 2023* to modernise Queensland's tow truck legislative framework, remove red tape, and continue strong consumer protections.
- Progressed the Heavy Vehicle National Law Reform by working with industry, other participating jurisdictions, and the National Transport Commission to deliver a modern, streamlined law that will enhance safety while delivering industry productivity and flexibility.

- Continued to implement actions from *Creating Better Connections for Queenslanders* which details TMR's vision for the future of passenger transport and its commitment to deliver a transport network that meets the needs of our customers.
- Formalised the Cost Sharing Agreement between TMR and local governments as the foundation for delivering a statewide transport network that supports economic development and resilient communities.

Great lifestyle

Protecting the environment

- Embedding resilience to the impacts of climate change in road infrastructure design by incorporating natural hazard and climate change factors into key specification and policy documents, specifically:
  - updated the Engineering Policy 170 Climate Change and Natural Hazards Risk Assessment and associated documents to include natural hazards
  - integrated Climate Change Risk Assessments into major infrastructure projects over $100 million to address climate and natural hazard risk
  - harmonised Road Drainage Supplement with Austroads and latest climate change science in TMR road design.
- Through the National Asset Centre of Excellence program, explored new and innovative ways to use recycled products in road infrastructure including:
  - extending the use of reclaimed asphalt pavement, recycled crushed concrete, and coal combustion product into stabilised pavements and backfill
  - increasing uses of recycled crumb rubber tyres into bitumen options for use in asphalt and sprayed bituminous seals applications
  - explored options for recycling other materials including recycled paint wash water and rail ballast.
- Under the *RoadTek Resource Efficiency Plan 2030* TMR:
  - delivered an additional 70kW solar PV at Gold Coast Depot
  - completed a depot LED upgrade at Winton Depot
  - completed planning for Greening Depot program at Fiery Creek Depot in Mackay
  - increased the number of QFleet EVs from two in 2022–23 to six in 2023–24
  - developed and implemented the RoadTek Plant fleet transition to Euro VI/6 and Tier 4 vehicles
  - published RoadTek actions that align to the United Nations Sustainable Development Goals.
- Encouraging and enabling Queenslanders to walk and ride bicycles for transport, recreation, and wellbeing by continuing to deliver initiatives through the *Queensland Cycling Strategy 2017–2027* and *Queensland Walking Strategy 2019–2029* and their supporting action plans.

Building Queensland

- Continued to plan the delivery of sustainable transport infrastructure and services to support the Brisbane 2032 Olympic and Paralympic Games, including the safe, efficient, and inclusive access to competition venues to provide an ongoing legacy for the community.
- Supported planning for the complementary and essential contributory functions of movement and place together to deliver multiple-value outcomes from our transport network through the development of a Movement and Place Policy and operational framework, which aims to positively contribute to the creation of more connected, liveable, and sustainable neighbourhoods, cities, and regions for all Queenslanders.

Honouring and embracing our rich and ancient cultural history

- Improved digital opportunities for Aboriginal and Torres Strait Islander people across Queensland.
  - Rollout of 4000 refurbished devices to students in remote and rural Queensland with over 60 per cent of these going to First Nations communities to reduce device poverty.
  - Partnered with First Nations communities, industry, and other Queensland Government departments to establish and support Digital Service Centres at Cherbourg and Palm Island—these centres employ local community members.
- Delivered improved telecommunications for Aboriginal and Torres Strait Islander communities.
  - Telecommunications activities across Queensland—Regional Connectivity Program Round Three, LEO implementation partnership with the Local Government Association of Queensland.
  - Proactively addressing digital exclusion in Queensland's discrete First Nations communities through a satellite funding program that empowers councils through the deployment of LEO satellite technology.
  - The program is a collaboration between the Queensland Government and the Local Government Association of Queensland.
  - The Queensland Government is contributing $14.509 million (including GST) to deliver eight mobile and voice, fixed wireless, and mesh wi-fi projects to on- and off-shore First Nations communities.
  - This co-contribution is in response to the Australian Government's Regional Connectivity Program Round Three and represents 92 per cent of the Queensland Government's total contribution to the program.
- Continued implementation of various Aboriginal and Torres Strait Islander people entry and career pathway programs including the Peninsula Developmental Road Scholarship Program and the First Nations Digital Careers Program, which continues to provide program support to 36 active First Nation Information Technology trainees.

- Supported commitment to prioritising a reframed relationship with Aboriginal and Torres Strait Islander people through implementation of TMR's Indigenous Strategy Roadmap and Action Plan 2023–24.
- Increased investment in better understanding and supporting both current and future Aboriginal and Torres Strait Islander employees with research projects, field-work career days, more Identified roles, and a First Nations specific mentoring program.
- Invested in preparedness for TMR's role in Queensland's Truth Telling and Healing Inquiry.
- Significantly increased in participation in Aboriginal and Torres Strait Islander cultural awareness training, activities, and experiences.
- Developed of a procurement short course mandated for all procurement delegates which focuses on engaging Aboriginal and Torres Strait Islander businesses
- Increased recognition of Aboriginal and Torres Strait Islander artwork on uniforms and buildings.
- Increased involvement in NAIDOC week activities.

Key priorities and outcomes

Below is a summary of how TMR delivered on its strategic objectives during 2023–24 contributing to the Queensland Government's objectives for the community.

Accessible and integrated

A transport system that is accessible and connects customers and communities.

Table 3: Key priorities and outcomes: Accessible and integrated

Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Continued delivering the $335.7 million New Generation Rollingstock (NGR) accessibility upgrades on 75 Trains at Maryborough in the Fraser Coast Region.	Growing our regions	Ongoing
Commenced the multi-modal Bribie Island and Surrounds Transport and Mobility Study and undertook community consultation to identify community priorities for its future transport network.	Connecting Queensland	In progress
Published more than 30 Walking Network Plans, developed in partnership with local government, to guide walkability improvements around key destinations such as town centres, schools, health facilities, and public transport stops.	Connecting Queensland	Completed

Safe and secure

A transport system that is safe and secure for customers and goods.

Table 4: Key priorities and outcomes: Safe and secure

Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Continued implementation of the ETCS as part of the CRR project and planning for its development more broadly on the Queensland Rail network which will increase both safety and network capacity by providing greater oversight and control of trains as they are in operation.	Keeping Queenslanders safe	Ongoing
Continued delivering the Targeted Road Safety Program to reduce the frequency and severity of road-related trauma and commenced plans to transition the Camera Detected Offence Program to TMR.	Keeping Queenslanders safe	Ongoing
The MET continued to undertake compliance education activities on Queensland's waterways.	Keeping Queenslanders safe	Ongoing
Upgraded the public boating facilities within Rosslyn Bay Boat Harbour to improve safety, usability, and queuing.	Connecting Queensland	Completed
Continued refining the reference design and undertaking pre-procurement activities for the LGC project to deliver improved rail capacity between Brisbane, Logan, and the Gold Coast.	Connecting Queensland	In progress
Conducted psychosocial risk assessments across TMR and continued to build awareness and capability to manage employee physical and psychological health and safety at work.	Supporting jobs	In progress

Responsive

A transport system that is responsive and resilient to the changing environment.

Table 5: Key priorities and outcomes: Responsive

Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Continued planning for the introduction and safe use of connected and automated vehicle technologies on the transport network.	Connecting Queensland	Ongoing
Continued to progress the optimisation of safe and sustainable access to TMR's road and bridge network for Class 1 Heavy Vehicles through the revised Class 1 Heavy Vehicle Access Program.	Supporting jobs	Ongoing
Continuing to restore parts of the state road network damaged by natural disasters through the Natural Disaster Program.	Connecting Queenslanders	Ongoing
Commenced delivery of the Coomera Connector Stage One to reduce pressure on the M1 by providing an alternative route for the growing communities and commercial hubs of Helensvale and Coomera.	Making it for Queensland	Ongoing
Commenced implementation of a waterway management plan for the Noosa River.	Growing our regions	Ongoing
Continued to deliver actions outlined in the statewide Regional Transport Plans (RTP) which prioritise and manage the transport system so that it effectively supports regional communities growth and productivity over a 15-year horizon.	Growing our regions	Ongoing
Continued delivering *SEQ Rail Connect*, getting the network ready for the opening of CRR, building new and upgraded stations and park 'n' rides, laying new tracks, implementing new ticketing and signalling equipment, and manufacturing new trains in Queensland.	Making it for Queensland	In progress
Continued the construction of $1.004 billon Beerburrum to Nambour Rail Upgrade (Stage One) which will increase capacity, improve reliability, and reduce travel times for passenger and freight services in the growing Sunshine Coast region.	Supporting jobs	In progress
Preparation of a business case investigating replacement of the rollingstock fleet servicing western Queensland's Inlander, Westlander, and Spirit of the Outback long-distance passenger services is progressing.	Connecting Queensland	In progress
More than 258 employees completed further face-to-face Motivating Action Through Empowerment (MATE) Bystander training.	Backing our frontline services	In progress

Efficient and productive

A transport system that is a key enabler of economic activity.

Table 6: Key priorities and outcomes: Efficient and productive

Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Completed the master plans for the priority ports of Hay Point/Mackay and Abbot Point, in accordance with the *Sustainable Ports Development Act 2015* and the *Reef 2050 Long-Term Sustainability Plan*.	Growing our regions	Completed
Delivering the Transport Infrastructure Development Scheme (TIDs) to enable local governments to fund transport infrastructure that is a priority for their communities.	Supporting jobs	Ongoing
Queensland Government has commenced a $107.1 million Inland Freight Route Early Works Package as part of the $1 billion funding commitment, jointly-funded with the Australian Government, for the Inland Freight Route (Charters Towers to Mungindi) initiative.	Connecting Queensland	Ongoing
Continued to progress sustainable infrastructure solutions, including use of more sustainable materials, recycling, and production methods, through the National Asset Centre of Excellence Research program, a joint initiative by TMR and the National Transport Research Organisation.	Protecting the environment	Ongoing
Completed online training module 'Tackling Climate Change in Projects', allowing project managers and designers to be able to better address adaptation, resilience, and decarbonisation requirements in TMR infrastructure projects.	Protecting the environment	Completed
Continued the staged rollout of the Smart Ticketing Program across all public transport modes to improve ticketing efficiency and ease of use for our customers.	Connecting Queenslanders	In progress
Continued to align TMR transport infrastructure specifications with the Austroads Technical Specifications to improve productivity of the transport sector.	Building Queensland	Ongoing
Continued delivery of the M1 Program of works funded by the Australian and Queensland governments to improve the safety, capacity, and traffic flow of this important freight route from the New South Wales (NSW) border to Brisbane.	Connecting Queensland	Ongoing

Sustainable

A transport system that contributes to environmental, economic, and social sustainability.

Table 7: Key priorities and outcomes: Sustainable

Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Developed a new Queensland Cycling Action Plan to get more people riding bicycles, more often, to support better health, economic, and environmental outcomes.	Protecting the environment	Completed
Continued implementation of the *Queensland's Zero Emission Vehicle Strategy 2022–2032* for a cleaner, greener transport system including delivery of more Electric Vehicle (EV) charging infrastructure across the state and providing purchase incentives to encourage EV uptake.	Protecting the environment	Ongoing
Continued delivery of *Queensland's Zero Emission Vehicle Strategy - Action Plan (2022–2024),* with learnings utilised to inform the development of future approaches to enable the transition to zero emission vehicles in Queensland.	Protecting the environment	In progress
Continued development of a Climate Change Strategy and Action Plan to embed climate change risk considerations in all decisions.	Protecting the environment	In progress
Continued development of the draft Net Zero Emissions for Transport Roadmap to transition Queensland's transport sector to transition to a net zero emissions future.	Protecting the environment	In progress
Continued the War on Wrecks program to work with partner agencies, vessel owners, and other parties to remove unseaworthy and/or abandoned vessel from Queensland waterways and promote responsible boat ownership.	Protecting the environment	Ongoing

Digital economic contribution

A thriving digital economy to benefit Queenslanders.

Table 8: Key priorities and outcomes: Digital economic contribution

Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Completed delivery of the Tell Us Once program to improve the joined-up customer experience for the delivery of digital services to Queenslanders.	Connecting Queenslanders	Completed
Implemented a Queensland Government data sharing framework.	Making it for Queensland	Completed
Developed a Queensland Government Artificial Intelligence (AI) tool.	Making it for Queensland	Completed
Implemented the Digital Investment Governance Framework for Queensland Government.	Investing in skills	Completed
Continued implementation of Our *Thriving Digital Future: Queensland's Digital Economy Strategy* and 2023–2026 Action Plan.	Backing our frontline services	Ongoing
Recruited and welcomed 83 graduates to the 2024 Queensland Government Digital Graduate Program.	Investing in skills	Ongoing
Extended the current Queensland Government Regional Network connectivity services across the state to improve the delivery of frontline services.	Growing our regions	Ongoing
Delivering improved telecommunications services to rural and remote communities across Queensland.	Growing our regions	Ongoing
Supported delivery of 4000 refurbished digital devices for digitally disadvantaged rural and regional students.	Investing in skills	Completed
Completed implementation of the *Digital Professional Workforce Action Plan 2020–24*.	Investing in skills	Completed

Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Implementing the government's agenda for digital technology in government services and digital inclusion of disadvantaged Queenslanders.	Investing in skills	Ongoing
Supported the maturity, operational performance, and viability of the Cherbourg Digital Service Centre pilot.	Supporting jobs	Ongoing
Supported the establishment of the Palm Island Digital Service Centre.	Supporting jobs	Completed

Capable, adaptable, and aligned

A workforce that is purpose-driven, capable, and mobile.

Table 9: Key priorities and outcomes: Capable, adaptable, and aligned

Key priorities and outcomes	Alignment to Queensland Government's objectives for the community	Status
Commenced the Leadership Ladder progression program for TMR women, supporting TMR's commitment to increasing women in senior leadership positions.	Investing in skills	In progress
Welcomed a new cohort of 45 graduates as part of the 2024 TMR Graduate Program.	Investing in skills	Completed
Supported opportunities to participate in the Aboriginal and Torres Strait Islander traineeship program and welcomed 11 trainees.	Honouring and embracing our rich and ancient cultural history	Completed
Continued partnerships with Disability Employment Service providers to establish entry pathways with support resources around inclusive recruitment.	Supporting jobs	In progress
Delivered four enterprise bargaining processes resulting in four new certified agreements.	Supporting jobs	Completed
Continued delivering the Building Information Modelling (BIM) implementation to improve the use of data in the efficient delivery of infrastructure projects.	Investing in skills	Ongoing
A further 1747 employees undertook the Recognise, Respond, Refer domestic and family violence training.	Backing our frontline services	In progress

Performance statements 2023–24

Performance reporting arrangements in TMR are established in accordance with the Department of the Premier and Cabinet's Queensland Government Performance Management Framework. The framework ensures that government and departmental activities remain focused on delivering outcomes that are consistent with the government's strategic objectives and delivers transparency in performance against these objectives.

Performance is tracked through a range of service standards, as published in the TMR Service Delivery Statements: https://s3.treasury.qld.gov.au/files/Budget_2023-24_SDS_Department_of_Transport_and_Main_Roads.pdf.

The below service areas contribute to the Queensland Government's objectives for the community—Good jobs, Better services, and Great lifestyle—by delivering reliable, resilient, and responsive transport networks and digital services that are safe and accessible for everyone.

Note: In the tables below, data for previous financial years is as published in the previous Annual Reports. 'N/A' indicates that the service standard was not reported in that financial year.

Service area: Transport System Investment Planning and Programming

Service area objective: To develop and prioritise transport policy and investment to support economic and regional development and meet Queensland's long-term transport needs.

Table 10: Transport System Investment Planning and Programming effectiveness measure

Service standards	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Urban road system condition—the percentage of urban state-controlled roads with condition better than the specified benchmark	98.26%	98.50%	98.66%	98.66%	97–99%	98.80%	
Rural road system condition—the percentage of urban state-controlled roads with condition better than the specified benchmark	96.13%	96.20%	96.46%	96.40%	95–97%	96.39%	
Road ride quality—Traffic weighted roughness—percentage of the network in very poor/poor condition	11.40%	11.20%	10.74%	11.01%	11.0–2.0%	11.23%	

Table 11: Transport System Investment Planning and Programming efficiency measure

Service standard	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Administrative cost to plan and develop the Queensland Transport and Roads Investment Program (QTRIP) per $1000 of the overall value of the program	N/A	N/A	N/A	N/A	‹$10	$3.39	1

Notes:

1. The variance between the 2023–24 Target/Estimate and 2023–24 Actual has been achieved by managing administration costs through efficiencies and savings.

Service area: Transport Infrastructure Management and Delivery

Service area objective: To maintain and operate an integrated transport network accessible to all.

Service: Transport Infrastructure Management

Table 12: Transport Infrastructure Management effectiveness measures

Service standards	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
South East Queensland road network efficiency—Average travel time (minutes) per 10 kilometres—AM peak	11.0 min	9.1 min	9.2 min	9.6 min	9.5 min	9.8 min	1
South East Queensland road network efficiency—Average travel time (minutes) per 10 kilometres—Off peak	10.3 min	9.1 min	9.1 min	9.3 min	9.2 min	9.5 min	1
South East Queensland road network efficiency—Average travel time (minutes) per 10 kilometres—PM peak	11.6 min	10.1 min	10.1 min	10.6 min	10.0 min	10.9 min	1
South East Queensland road network reliability—Percentage of the road network with reliable travel times—AM peak	82%	86%	84%	86%	86%	84%	
South East Queensland road network reliability—Percentage of the road network with reliable travel times—Off peak	90%	88%	89%	89%	90%	87%	
South East Queensland road network reliability—Percentage of the road network with reliable travel times—PM peak	75%	76%	76%	77%	79%	77%	
South East Queensland road network productivity—Percentage of the road network with good productivity—AM peak	71%	76%	75%	72%	75%	71%	1
South East Queensland road network productivity—Percentage of the road network with good productivity—Off peak	72%	75%	75%	73%	75%	72%	1
South East Queensland road network productivity—Percentage of the road network with good productivity—PM peak	67%	71%	70%	67%	71%	66%	1
South East Queensland arterial intersection performance—Percentage of intersections congested less than 20 minutes per hour—AM peak	87%	89%	89%	87%	87%	86%	1
South East Queensland arterial intersection performance—Percentage of intersections congested less than 20 minutes per hour—Off peak	92%	91%	91%	90%	91%	88%	1
South East Queensland arterial intersection performance—Percentage of intersections congested less than 20 minutes per hour—PM peak	81%	82%	83%	80%	81%	79%	1

Table 13: Transport Infrastructure Management efficiency measure

Service standard	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Average cost per 100 vehicle kilometres travelled to operate state-controlled roads	N/A	N/A	N/A	$0.09	$0.09	$0.09	

Service: Transport Infrastructure Delivery

Table 14: Transport Infrastructure Delivery effectiveness measure

Service standard	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Number of fatal crashes on state-controlled roads per 100 million vehicle kilometres travelled where the road condition was likely to be a contributing factor	0.04	0.05	0.08	0.05	0.05	0.05	

Table 15: Transport Infrastructure Delivery efficiency measure

Service standard	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Administrative cost of delivering the Queensland Transport and Roads Investment Program (QTRIP) per $1000 of the QTRIP published budget	N/A	N/A	N/A	N/A	‹$51	$21.12	2

Notes:

1. The variance between the 2023−24 Target/Estimate and 2023−24 Actual can be attributed to significant population growth of 3 per cent in 2022−23 in South East Queensland driving growth in network demand, and major projects impacting network performance including the Northern Transitway and upgrades on the Pacific Motorway, Bruce Highway, Ipswich Motorway, and Centenary Motorway.

2. The variance between the 2023−24 Target/Estimate and 2023−24 Actual is due to relatively stable administrative costs being maintained.

Service area: Transport Safety and Regulation

Service area objective: To enhance the safety of the transport system through quality regulation, road, and maritime safety programs.

Table 16: Transport Safety and Regulation effectiveness measures

Service standards	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Fatalities per 100,000 population on state-controlled roads	2.98	3.70	3.27	2.88	2.59	3.20	1
Road fatalities per 100,000 population	4.64	5.66	5.57	5.10	4.28	5.35	1
Hospitalised road casualties per 100,000 population	136.26	134.16	150.09	140.07	110	153.70	1, 2
Marine fatalities per 100,000 registered vessels regulated in Queensland	6.81	6.63	4.47	6.52	4.70	2.88	
Percentage of vessel movements without serious incidents—Pilotage areas	100%	100%	100%	100%	100%	100%	
Percentage of vessel movements without serious incidents—ReefVTS area	100%	100%	100%	100%	100%	100%	

Table 17: Transport Safety and Regulation efficiency measure

Service standard	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Direct operational cost of Vessel Traffic Services per monitored vessel movement	$513	$596	$604	$551	$551	$679.54	3

Notes:

1. The variance between the 2023−24 Target/Estimate and 2023−24 Actual is based on a number of societal influences that can vary throughout the year resulting in changes in numbers of road crashes.

2. The 2023−24 Actual is not available due to delays in receiving data sets from other agencies. This has resulted in TMR being unable to calculate and publish an Actual result for the 12-month period ending 31 December 2023. The most recent data received is for the 12-month period ending 30 September 2023, where the preliminary number of hospitalised road casualties is 8340 which equates to a rate of 153.70 hospitalised casualties per 100,000 population.

3. The variance between the 2023−24 Target/Estimate and 2023−24 Actual is due to increased labour and salary costs, as well as costs to upgrade radio communication equipment partially offset by increased vessel movements.

Service area: Customer Experience

Service area objective: To understand evolving customer needs and expectations, to improve customer experiences and reduce complaints.

Table 18: Customer Experience effectiveness measures

Service standards	2019−20 Actual	2020−21 Actual	2021−22 Actual	2022−23 Actual	2023−24 Target / Estimate	2023−24 Actual	Notes
Overall customer satisfaction with transactional services (on a scale of 1 to 10)	8.4	8.5	8.4	8.2	8.0	8.2	
Customer service complaints in South East Queensland per 10,000 trips	2.1	1.9	2.2	2.3	‹3.0	2.1	
Customer experience ratings of passenger transport service by type (on a scale of 1 to 5)—South East Queensland bus	4.2	4.2	4.2	4.1	≥3.5	4.0	
Customer experience ratings of passenger transport service by type (on a scale of 1 to 5)—South East Queensland rail	4.1	4.2	4.1	3.9	≥3.5	3.9	
Customer experience ratings of passenger transport service by type (on a scale of 1 to 5)—South East Queensland ferry	4.5	4.5	4.4	4.5	≥3.5	4.5	
Customer experience ratings of passenger transport service by type (on a scale of 1 to 5)—South East Queensland tram	4.4	4.5	4.2	4.3	≥3.5	4.3	
Customer experience ratings of passenger transport service by type (on a scale of 1 to 5)—Regional urban bus	4.2	4.2	4.3	4.2	≥3.5	4.2	

Table 19: Customer Experience efficiency measures

Service standards	2019−20 Actual	2020−21 Actual	2021−22 Actual	2022−23 Actual	2023−24 Target / Estimate	2023−24 Actual	Notes
Average unit cost per transaction in a Customer Service Centre	$21.17	$21.70	$22.24	$21.68	$22.55	$20.31	
Average cost per customer call enquiry—Translink Contact Centre	$5.50	$7.02	$6.71	$6.53	$6.50	$7.90	1, 2

Notes:

1. This service standard has been discontinued for the 2024−25 Service Delivery Statements and has been replaced by 'Average cost per customer interaction—Translink Contact Centre'.

2. The variance between the 2023−24 Target/Estimate and 2023−24 Actual is due to higher-than-expected CPI contract adjustments effective from 1 July 2023 and lower call volumes than originally forecast.

Service area: Passenger Transport Services

Service area objective: To connect Queensland through reliable and accessible passenger transport services.

Table 20: Passenger Transport Services effectiveness measures

Service standards	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Patronage on government contracted services (millions)—South East Queensland—Bus	95.21	76.35	72.70	97.18	106.23	105.77	
Patronage on government contracted services (millions)—South East Queensland—Rail	43.69	32.65	31.23	41.45	48.45	45.20	1
Patronage on government contracted services (millions)—South East Queensland—Tram	8.46	6.12	6.34	10.39	10.77	11.21	
Patronage on government contracted services (millions)—South East Queensland—Ferry	5.23	3.94	3.15	4.23	5.09	5.60	2
Patronage on government contracted services (millions)—South East Queensland—Total	152.59	119.06	113.42	153.25	170.54	167.78	
Patronage on government contracted services (millions)—Rest of Queensland—Regional air	0.14	0.11	0.12	0.15	0.16	0.15	
Patronage on government contracted services (millions)—Rest of Queensland—Long distance bus	0.06	0.06	0.06	0.08	0.06	0.08	3
Patronage on government contracted services (millions)—Rest of Queensland—Regional urban bus	9.46	8.76	8.18	9.18	8.50	8.71	
Patronage on government contracted services (millions)—Rest of Queensland—Traveltrain	0.28	0.20	0.24	0.34	0.33	0.29	4
Patronage on government contracted services (millions)—Rest of Queensland—Regional ferry	1.98	1.82	2.01	2.31	2.40	2.28	5
Patronage on government contracted services (millions)—Rest of Queensland—Total	11.92	10.95	10.61	12.06	11.45	11.51	
Average on-time running performance in peak times—Citytrain	95.27%	96.51%	94.73%	91.65%	95.0%	92.8%	6, 7
Scheduled services delivered—Citytrain	99.70%	99.78%	99.64%	99.24%	99.5%	99.3%	8

Table 21: Passenger Transport Services efficiency measure

Service standard	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Cost per passenger trip to administer statewide government contracted passenger transport services	$16.92	$22.95	$25.13	$19.47	$18.70	$19.21	9

Notes:

1. The variance between the 2023–24 Target/Estimate and 2023–24 Actual is due to increased disruptions during the construction phase of Cross River Rail.

2. The variance between the 2023–24 Target/Estimate and 2023–24 Actual is due to the full return to normal operations after the extensive damage caused to the Brisbane City Ferry network by the February–March 2022 flood events.

3. The variance between the 2023–24 Target/Estimate and 2023–24 Actual is due to increased use of services exceeding initial forecasting.

4. The variance between the 2023–24 Target/Estimate and 2023–24 Actual is due to impacts of the timetable change to accommodate the Tilt Train maintenance overhaul program temporarily reducing capacity as well as network outages from the impacts of severe weather events including Ex-Tropical Cyclones Jasper and Kirrily.

5. The variance between the 2023–24 Target/Estimate and 2023–24 Actual is predominantly due to better data collection with the implementation of electronic ticketing data collection method on the North Stradbroke Island route.

6. The wording of this service standard has been amended to 'On-time running: Combined Peaks Citytrain Services' for the 2024–25 Service Delivery Statements to improve clarity and to align with Queensland Rail's service punctuality and reliability reporting.

7. The variance between the 2023–24 Target/Estimate and 2023–24 Actual is due to various issues including track failures, points failures, bridge strikes, and trespasser incidents.

8. The wording of this service standard has been amended to 'Reliability: 24/7 Citytrain Services' for the 2024–25 Service Delivery Statements to improve clarity and to align with Queensland Rail's service punctuality and reliability reporting.

9. The variance between the 2023–24 Target/Estimate and 2023–24 Actual is due to an increase in service delivery costs, notably the Queensland Rail Transport Service Contract which incorporates Cross River Rail readiness costs.

Service area: Customer and Digital Services

Service area objective: To benefit Queenslanders and their businesses by delivering and improving government services and investing in a digitally enabled economy.

Table 22: Customer and Digital Services effectiveness measures

Service standards	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Percentage of customers satisfied with the services provided by Smart Service Queensland on behalf of government agencies	N/A	94%	91%	94%	≥90%	94%	
Percentage of datasets available on data.qld.gov.au achieving a data usability rating of 3 out of 5 or higher	N/A	N/A	75.34%	76.03%	≥75%	76%	
Percentage of whole-of-government ICT spend awarded to small and medium enterprises (transactions over $5000)	N/A	N/A	22.9%	23.1%	25%	28%	1

Table 23: Customer and Digital Services efficiency measures

Service standards	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Cost per customer interaction (phone, counter, SMS, online) provided by Smart Service Queensland	$0.65	$0.49	$0.44	$0.66	$1.00	$0.67	2, 3
Operating cost per $1000 of managed spend on ICT products and services	N/A	$5.31	$9.90	$3.50	≤$10	$5.48	

Notes:

1. The wording of this service standard has been amended to 'Percentage of whole-of-government ICT spend awarded to small to medium sized enterprises (transactions over $5000)' for the 2024–25 Service Delivery Statements to improve clarity.

2. The wording of this service standard has been amended to 'Cost per customer interaction through all service delivery channels provided by Smart Service Queensland' for the 2024–25 Service Delivery Statements to reflect a more accurate representation, encompassing Smart Service Queensland's range of service delivery channels.

3. The variance between the 2023–24 Target/Estimate and 2023–24 Actual is due to continued growth in online interactions and realising efficiencies through existing platforms.

Service area: Queensland Shared Services

Service area objective: To provide effective corporate services that support Queensland Government entities.

Service: Transaction and advisory human resource services

Table 24: Transactional and advisory human resources services effectiveness measure

Service standard	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Overall customer satisfaction with Human Resources Services	86.10%	86%	82.08%	82%	80%	79%	1

Table 25: Transactional and advisory human resource services efficiency measure

Service standard	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Number of pays processed per FTE per fortnight	331	338	374	375	360	377	2

Service: Transactional and advisory finance services

Table 26: Transactional and advisory finance services effectiveness measures

Service standard	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Overall customer satisfaction with Finance Services	90.7%	86%	86.65%	85%	80%	82%	1

Table 27: Transactional and advisory finance services efficiency measures

Service standard	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Number of accounts payable transactions processed per FTE per annum	10,603	13,545	17,128	19,340	14,500	20,309	3, 4

Notes:

1. This service standard has been discontinued for the 2024–25 Service Delivery Statements and has been replaced by 'Overall customer satisfaction with QSS services' to better reflect Queensland Shared Services as one shared service entity.

2. The variance between the 2023–24 Target/Estimate and 2023–24 Actual reflects process efficiencies, primarily due to an increase in (payroll) service volumes which QSS has processed with an economical resource base increase.

3. The wording of this service standard has been amended to 'Number of accounts payable transactions processed per FTE per annum' for the 2024–25 Service Delivery Statements to improve clarity.

4. The variance between the 2023–24 Target/Estimate and 2023–24 Actual reflect process efficiencies, primarily due to an increase in the ratio of the number of invoices processed digitally compared to processed manually.

Service area: Corporate Administration Agency

Service area objective: To provide effective corporate services that support Queensland Government entities primarily statutory bodies.

Table 28: Corporate Administration Agency effectiveness measures

Service standards	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Overall customer satisfaction with CAA Services	95%	96%	94%	85%	90%	85%	1
Overall customers consider CAA services are value for money	93%	100%	100%	100%	95%	100%	
CAA Electronic Document and Records Management System and Human Resource Information System availability during business hours	N/A	N/A	N/A	N/A	99%	100%	

Table 29: Corporate Administration Agency efficiency measures

Service standards	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
CAA operating surplus/(deficit)	0%	0.84%	-0.13%	-2.50%	±2%	-5%	2
Cost per pay for salary-based employees	$15.55	$15.25	$15.35	$15.52	≤$16.45	$16.12	

Notes:

1. The variance between the 2023–24 Target/Estimate and 2023–24 Actual is due to the sample size of the survey and the impact of two dissatisfied responses which lowered the result.

2. The variance between the 2023–24 Target/Estimate and 2023–24 Actual is due to the CAA investing cash reserves into business improvement initiatives equal to 3 per cent.

Service area: (RoadTek) Transport Infrastructure Construction and Maintenance

Service area objective: To provide transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on Queensland Government priorities, with a focus on best value outcomes for our customers, stakeholders and the community.

Table 30: (RoadTek) Transport Infrastructure Construction and Maintenance effectiveness measure

Service standard	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Customers' and stakeholders' overall value of RoadTek (on a scale of 1 to 5)	4.5	4.7	4.47	4.59	›4	4.6	

Table 31: (RoadTek) Transport Infrastructure Construction and Maintenance efficiency measures

Service standards	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
Long term debt / equity	10.7%	9.8%	10.2%	10.4%	10.1%	10.2%	1
Long term debt / total assets	8.3%	7.1%	7.4%	7.7%	7.2%	7.1%	2
Return on equity	9.9%	16.3%	12.7%	9.7%	10.7%	8.5%	3
Return on revenue (after tax)	3.0%	4.2%	2.8%	2.1%	2.4%	1.9%	3
Profit margin (earnings before income tax / user charges)	4.4%	6.0%	4.0%	3.1%	3.5%	2.6%	3

Notes:

1. Long term debt remains stable while equity position has fluctuated due to annual dividend payment and lower than expected trading results due to rising costs with an on-budget performance expected in 2024–25.

2. Long term debt remains stable while the asset position has fluctuated due to dividend payment impacting cash position and a lower than expected trading result due to rising costs with an on-budget performance expected in 2024–25.

3. The variance between 2023–24 Target/Estimate and 2023–24 Actual is due to a lower than expected trading result due to rising costs with an on-budget performance expected in 2024–25.

Service area: CITEC

Service area objective: To provide whole-of-government and commercial information and technology solutions that support the delivery of frontline services to Queensland communities and businesses.

Service: CITEC ICT

Table 32: CITEC ICT effectiveness measures

Service standards	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
CITEC ICT overall customer satisfaction	78%	77%	82.5%	90%	›75%	81%	
CITEC ICT service availability	99.99%	99.99%	99.9%	99.99%	99.9%	99.9%	

Table 33: CITEC ICT efficiency measure

Service standard	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
CITEC ICT earnings before interest and tax less depreciation and amortisation (EBITDA)	$13.485M	$14.198M	$21.125M	$19.65M	$14.0M	$17.58M	1

Service: CITEC Information Brokerage (IB)

Table 34: CITEC IB effectiveness measure

Service standard	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
CITEC IB overall customer satisfaction	89.1%	81%	83.5%	88%	›80%	73%	2

Table 35: CITEC IB efficiency measure

Service standard	2019–20 Actual	2020–21 Actual	2021–22 Actual	2022–23 Actual	2023–24 Target / Estimate	2023–24 Actual	Notes
CITEC IB earnings before interest and tax less depreciation and amortisation (EBITDA)	($0.267M)	$0.336M	($0.226M)	($1.410M)	$174,000	$35,763	3

Notes:

1. The variance between 2023–24 Target/Estimate and 2023–24 Actual is due to increased client revenue.

2. The variance between 2023–24 Target/Estimate and 2023–24 Actual is attributable to several unexpected vendor and provider outages, a planned multi-day system outage when implementing a new accounting system, and an unplanned disruption post-implementation leading up to the survey period.

3. The variance between the 2023–24 Target/Estimate and 2023–24 Actual is due to additional costs associated with the project extension to implement the new accounting system.

Strategic opportunities and challenges

The changing landscape of the transport sector and digital environment presents both challenges and opportunities.

People's lifestyles, work patterns, and expectations are evolving. The convergence of new communication technology, new sources of energy, and new modes of mobility offer exciting opportunities to meet evolving customer needs. Connecting active transport modes and transport planning with land-use planning, while applying a lens of sustainable development, resilience, equity, and inclusivity can be challenging given the changing nature of transport and society's mobility preferences. It is essential for TMR to embrace new technologies, promote multi-model transportation, and create a more resilient and sustainable transport system for the future.

A thriving digital economy is an essential driver of innovation, inclusion, competitiveness, and growth for Queensland. It is important to have affordable access to reliable digital infrastructure that enables all Queenslanders and businesses to connect, grow, and prosper. This requires effective partnerships with the Australian Government and telecommunication providers to secure the best possible outcomes for Queensland's rural and regional areas. Improving access, affordability, and ability is key to help bridge the digital divide and ensure everyone can enjoy the economic and social benefits of a digitally-enabled economy.

Brisbane 2032 Olympic and Paralympic Games

The Brisbane 2032 Olympic and Paralympic Games provide an opportunity to accelerate the delivery and integration of transport networks, services, and systems to change the way we travel.

New planning and delivery partnerships may streamline coordination activities and provide for more efficient management of networks, services, and incident response. These partnerships will also provide new and upgraded sport facilities that allow convenient and inclusive passenger and active transport access to encourage more sustainable travel behaviour. Enhanced digital services, travel information, and wayfinding will further assist the community to make informed travel choices and improve the accessibility of our networks and services.

Meeting Queensland's future needs

Successful neighbourhoods, cities, and regions require both seamless movement of people and goods and attractive places for social and economic activity. Within the context of Queensland's forecasted growth, the challenge of achieving these outcomes within finite spaces will increase.

The functions of movement and place are closely linked, and must be considered together across transport planning, design, operations, and investment decision-making. Therefore, the development of a Movement and Place Policy and operational framework supports planning and allows multi-disciplinary teams to identify opportunities and trade-offs with the goal of creating more connected, liveable, and sustainable neighbourhoods, cities, and regions.

To ensure TMR remains responsive to changing customer needs, it is investigating a strategic policy approach to manage transport inequities and deliver universal mobility for all Queenslanders across the network.

Rail

Rail is the most efficient and sustainable form of mass passenger transport, with one full train able to take more than 600 cars off the road, reducing congestion and greenhouse gas emissions. TMR is forecasting significant increases in South East Queensland rail service demand over the next decade. To cater to Queensland's future transport needs, TMR is investing in rail at record levels to deliver better train journeys, including:

- preparing the rail network for CRR by redesigning the network and planning new timetables
- building 65 new six-car trains at a purpose-built manufacturing facility in the Maryborough region
- delivering the LGC project, doubling the number of tracks between Kuraby and Beenleigh
- delivering the Beerburrum to Nambour Rail Upgrade (Stage One) to provide additional track capacity and reliability
- planning for the Direct Sunshine Coast Rail Line, supporting the acceleration of affordable housing.

TMR continually works with local government, Queensland Rail, and other key stakeholders to deliver improved access at train stations and interchanges, as well as on all types of passenger transport across the network, with the aim of delivering easy, independent access to passenger transport from door-to-door.

Mobility as a Service (MaaS) and Cooperative and Automated Initiative (CAVI)

Focusing on people's interaction with new technologies within the transport system is important in meeting the safety, emissions, and congestion challenges. Over the past few years, TMR has been trialling MaaS and cooperative and automated vehicles.

In partnership with the University of Queensland (UQ) and iMOVE Cooperative Research Centre, TMR has created Australia's largest MaaS trial that considers customer acceptance of multi-modal and aggregated transport products. TMR's Cooperative and Highly Automated Driving Safety Study, Australia's largest automated vehicle research project, stretching over five years, paves the way for highly automated vehicles in Australia. These trials are essential to understanding how emerging technologies may affect the transport system, advance safety benefits, and make better use of the network. They also help to enable new and innovative technologies to be home grown or obtainable in Queensland.

Both MaaS and cooperative and automated vehicle trials ensure Queensland's regulatory environment is ready and fit-for-purpose, and explore issues of safety, liability, national integration, and data privacy. The continued focus across these areas assists in laying the foundations for the next generation of smart services and transport infrastructure.

Optimising our capacity and capability in multi-modal network and major event management

Experience and learnings from the Gold Coast 2018 Commonwealth Games and other major events has underscored the need for effective, coordinated, real-time management to mitigate both planned and unplanned disruptions on our network and enhance customer communication.

The Translink Operations Centre and the Infrastructure Management Division's Statewide Network Operations Branch are complementary capabilities working together to progress the future Transport Coordination Centre. The Transport Coordination Centre is a future statewide initiative with significant opportunity to respond to disruptions at a system-wide level and integrate policies, services, infrastructure, and technologies to enhance transport system performance and responsiveness.

Travel Demand Management will also contribute to tackling challenges posed by major disruptions and deliver longer-term policy objectives by influencing travel behaviour within communities. The investment in Intelligent Transport and Smart Motorway systems and other intelligent transport system infrastructure also present an opportunity to further optimise how the network performs as people and goods connect with people and places. Effective multi-modal operations, informed by data, enhanced by technology, and enabled through our people will be key in improving transport system outcomes for Queenslanders, especially in the lead up to and during the Brisbane 2032 Olympic and Paralympic Games.

Responding to change

The *Queensland Transport Strategy*, published in 2021, outlines a 30-year vision to leverage new communication technology, energy sources, and mobility modes, reshaping service access and transport patterns. Centered around five customer outcomes, the *Queensland Transport Strategy* aims to enhance economic prosperity, sustainability, and state livability. TMR remains vigilant in monitoring, evaluating, and enhancing the strategy and related initiatives to ensure alignment with evolving industry, technology, and customer trends.

AI will have a profound affect across many industries, and arguably, present society with some of its biggest challenges and opportunities. AI is no longer the future, it's here now, and there are significant opportunities for government to improve productivity, service delivery, and policy. However, it is also important for all levels of government and industry to continue to work together to manage risks appropriately in this rapidly evolving space. Therefore, the QGCDG released the *Use of generative AI in Queensland Government* guideline to describe what issues need to be considered when using Generative AI products or services.

Maximising the value from data to improve planning and operational efficiency

TMR's *Data and Analytics Strategy 2023–26*, outlines the steps TMR is taking to improve its data and analytics capabilities, and develop an ecosystem that informs an integrated, accessible transport network. The strategy identifies the need to leverage AI and machine learning, which is currently being used to enforce seatbelt and mobile phone laws. AI is also a key component and integral to autonomous vehicles. AI will drive technological innovations, which have the potential to reform the way we transport people and goods, manage traffic flows, and successfully plan and design places. Embracing AI, in a responsible way, will bring many benefits to the transport sector, including improved efficiency, better safety, and enhanced customer experience.

The strategy is underpinned by TMR's strategic data analytics framework, the Transport Data Exchange (TDx). Through the TDx framework, TMR has implemented cloud-based analytics solutions to solve complex business and customer challenges and transform data into insights. Along with modern work methods, it ensures our workforce is adequately prepared to leverage data analytics, thereby supporting informed decision-making and enabling the provision of modern, customer-oriented services.

Environmental resilience and emission targets

In the face of increasing global climate challenges, Queensland ranks third highest for aggregated damage risk in the Oceania region (*2024 XDI Gross Domestic Climate Risk Report*). To prepare for these challenges, the Queensland Government has legislated emission reduction targets of 30 per cent emission reduction below 2005 levels by 2030, 75 per cent below 2005 levels by 2035, and zero net emissions by 2050 (*Clean Economy Jobs Act 2024*).

This heightened risk emphasises the need to address severe service disruptions, while also presenting opportunities to decarbonise and develop more sustainable and resilient infrastructure. TMR has undertaken various initiatives:

- implementation of *Queensland's Zero Emission Vehicle Strategy 2022–2032* and 2022–24 Action Plan to create a cleaner, greener, integrated transport and energy network that encourages zero emission transport solutions
- development of the Climate Change Strategy and Action Plan to improve capability, capacity, and resilience across the department
- development of the draft Net Zero Emissions for Transport Roadmap to set out our commitment to net zero emissions in the transport sector
- consultation with industry and across jurisdictions to discuss zero emission vehicle policy settings and provide input into the Australian Government's decarbonisation plans and policies
- championing a phased adoption of zero emission heavy vehicles within the heavy vehicle industry
- investigation of the potential impacts and opportunities of the renewable energy industry (such as hydrogen), including the safe and efficient import of renewable energy componentry into Queensland's ports and the potential export of hydrogen products from ports.

Recognising the frequency and severity of natural disasters, TMR employs Intelligent Transport System devices across the network to gather and utilise data for informed recovery efforts. This data-driven approach ensures a coordinated and prioritised response to mitigate the impact on Queensland's road network and its users.

TMR demonstrates its commitment to sustainability through the increased adoption of recycled materials in transport infrastructure construction. These include crumbed rubber (from recycled tyres), recycled glass, in-situ stabilisation, high modulus asphalt, and recycled asphalt, which contribute to a circular economy.

Our actions to improve environmental resilience will contribute to reducing or avoiding emissions while improving and advancing broader sustainability outcomes.

Cyber resilience

The threat of cybercrime continues to grow with cyber-attacks increasing in their frequency, scale, and sophistication. Effective cyber security is essential for efficient delivery of government services and a productive state. Queensland Government has a strong focus on cyber security in response to escalating threats to the data we hold and the services we provide to Queenslanders. QGCDG's CSU is focused on strengthening whole-of-government cyber security capability by ensuring effective cyber governance, enhancing cyber skills, and providing advanced defence capabilities to better protect government and Queenslanders. TMR itself remains vigilant in respect to escalating threats by ensuring our services meet high security standards and controls through its information security management system (ISMS).

Future of work

Rapid change characterises contemporary workplaces, providing both challenges and opportunities for the future of work. Productivity improvements, enabled by technology, are starting to be realised and ongoing growth is expected in this space. Workforce priorities include ensuring TMR has the right skills and abilities to adapt to impacts and benefits of digital disruption. In addition, TMR's Future Workplace Initiative will deliver a more efficient use of public funds while also providing a more dynamic workplace for staff.

TMR's *Digital Strategic Plan 2021–25* fosters a learning culture and a digitally enabled workforce, enabling TMR to continue to deliver integrated and inclusive services for all Queenslanders. We plan for our workforce to be reflective of the community we serve, and as such, align our equity targets and actions under our *Inclusion and Diversity Strategy 2021–25* and *Equity and Diversity Plan 2023–24* to our community. These guiding documents support TMR's action and approach to creating a culture of respect and inclusion at work.

In alignment with broader Queensland Public Sector priorities of 'An even better public service', *TMR's Strategic Plan 2023–27* objective for our people is 'a workforce that is positive, purpose-driven, capable, and mobile'. The plan draws from these source documents to build on our culture of being a leader in safety, wellbeing, diversity, and inclusion.

Our wider priority is to ensure the Queensland Government is digitally adept and enabled, continuously adapting and transforming the way it operates, manages its data, and invests in digital technology to shape and lead the progression of a thriving digital economy. Our *Digital Queensland: Digital Professional Workforce Action Plan 2020–2024* is focused on:

- developing Queensland's digital professional workforce
- widening the digital workforce pipeline by skilling, reskilling, and upskilling Queenslanders entering the workforce
- enhancing and strengthening regional Queensland's digital professional workforce
- providing collaborative and strategic leadership to ensure Queensland has a workforce of cutting-edge digital professionals.

Environment and sustainability

Planning and delivering for sustainable growth

Queensland's population is growing at a rapid rate. According to the Australian Bureau of Statistics (ABS) our population grew by 185,500 to 5,528,300 from 2022 to 2023, fuelled by significant interstate and overseas migration. The ABS also projects the population of Queensland to reach between 6–6.4 million people by 2032.

TMR has a crucial role to play in helping the Queensland Government achieve its emissions reduction targets—by ensuring we can meet the demands of a growing population while also exploring opportunities to decarbonise and develop more sustainable and resilient infrastructure.

When planning and delivering sustainable growth, TMR conscientiously acknowledges and upholds the balance required to support equitable access for all members of our community, ensuring that transport systems are inclusive, responsive to diverse needs, and conducive to the long-term prosperity of Queensland.

A key initiative for TMR is the development of the draft Net Zero Emissions for Transport Roadmap, aimed at reducing emissions and enhancing resilience across all transport sectors. TMR is also developing a Climate Change Strategy and Action Plan to improve capabilities and adaptability within the department.

Addressing the impacts of climate change

TMR is addressing the impacts of climate change in road infrastructure design by incorporating natural hazard and climate change factors into key specification and policy documents.

This includes updating the Engineering Policy 170 *Climate Change and Natural Hazards Risk Assessment* and associated documents to include natural hazards, as well as integrating Climate Change Risk Assessments into major infrastructure projects over $100 million to address climate and natural hazard risk (page 17).

Through the National Asset Centre of Excellence program, TMR explored new and innovative ways to use recycled products in our road infrastructure (page 17). This includes extending the use of reclaimed asphalt pavement, recycled crushed concrete, and coal combustion product into stabilised pavements and backfill.

Another area of focus is increasing uses of recycled crumb rubber tyres into bitumen options for use in asphalt and sprayed bituminous seals applications, as well as exploring options for recycling other materials including recycled paint wash water and rail ballast.

Improving network resilience

A series of extreme weather events throughout 2023–24 highlighted the need for our infrastructure to be resilient to the impacts of natural disasters.

In 2023–24, TMR spent $454 million repairing state-controlled roads following natural disasters. This included reconstructing 110.6 kilometres of road pavement, repairing 496 earthworks and batter locations, repairing 24 structures, including bridges and culverts, and clearing 315 silt and debris locations.

Events such as the impact of Ex-Tropical Cyclone Kirrily in the Central West district, prompted the activation of financial relief measures under the DRFA program. In response to the event, emergency works were swiftly undertaken on both national and state-controlled roads surrounding Winton, ensuring uninterrupted connectivity crucial for Queensland's resilience.

TMR has a strong focus on network resilience, and this is reflected in our approach to infrastructure projects. An example is the Bruce Highway Upgrade Program (page 53) which is aimed at improving safety, flood resilience, and capacity along the length and breadth of the highway from Brisbane to Cairns.

Other projects with a focus on improving network resilience include works to improve the flood immunity and upgrade intersections along Torbanlea–Pialba Road between Beelbi Creek and Takura (page 73) and the Inland Freight Route Early Works Package (page 79).

Zero emission vehicles

TMR continued delivery of key projects under *Queensland's Zero Emission Vehicle Strategy 2022–2032* and 2022–24 Action Plan, including enhancements to the Zero Emission Vehicle Rebate Scheme which provides financial assistance for the purchase of an EV (page 49).

Public fast charging EV sites opened across Queensland as part of the Queensland Electric Super Highway Phase 3, with almost 200,000 individual charging sessions recorded across the network. TMR also awarded funding to five industry participants through the $10 million Electric Vehicle Charging Infrastructure Co-Fund Scheme, which will deliver 46 new public EV fast charging sites across the state.

As set out in *Queensland's Zero Emission Vehicle Strategy 2022–2032*, TMR has made a commitment that from 2025 all new urban buses in South East Queensland will be zero emission buses, and for regional Queensland, implementation will begin between 2025–30 (page 106).

In December 2023, TMR, in partnership with Keolis Downer, opened the first all-electric bus depot at the Hornibrook Bus Lines depot at North Lakes (page 103). The depot was converted from diesel to full electric to power a zero emission fleet, using 100 per cent renewable energy.

In February 2024, the Queensland Government announced a plan to deliver zero emission buses through direct government procurement, with more than 400 buses to be locally manufactured. TMR has also championed a phased adoption of zero emission heavy vehicles within the heavy vehicle industry.

Protecting our marine environment

MSQ is responsible for minimising vessel-sourced waste and responding to marine pollution. In August 2023 and May 2024, officers from MSQ's Maritime Emergency Management Team visited Thursday Island to deliver pollution response training to Land and Sea Rangers from across the Torres Strait (page 114).

In June 2024, MSQ joined forces with the Australian Maritime Safety Authority (AMSA) and Transport for NSW for the National Plan Marine Incident Exercise, Exercise Dumaresq (page 114). This allowed agencies like MSQ to practice their response capabilities and strategies, enabling them to respond efficiently and effectively in the event of a significant marine incident, such as an oil spill.

Since its inception in July 2018, the Queensland Government's War on Wrecks initiative has led to the removal of 1425 derelict vessels from Queensland waterways (page 115). From July 2018 to 30 June 2024, MSQ and its partner agencies removed 850 vessels, while owners or other parties resolved the issue for 575 vessels.

Looking forward

In summary, protecting the environment is one of the Queensland Government's key objectives for the community. TMR will continue to work in partnership across government and industry to ensure we are doing everything possible to balance growth with sustainability. This includes embedding sustainability into whole-of-life and whole-of-system decision making, committing to low and zero emissions transport technologies, modes, and materials, and increasing investment into active and sustainable transport modes.

Looking ahead

In 2024–25, the department will:

- develop strategies, in collaboration with transport partners including the Games Venue and Legacy Delivery Authority, to deliver efficient and sustainable transport services to support the Brisbane 2032 Olympic and Paralympic Games

- continue to implement the freight funding package for the Northern Peninsula, Torres Strait and Gulf region, South West Queensland region, and Central West Queensland region to assist in easing freight related cost of living pressures

- continue to implement the *Queensland Road Safety Strategy 2022–31* and deliver the first Queensland State Road Safety Report which will inform the development of the Road Safety Action Plan 2025–28

- continue to lead the prioritisation and planning for the treatment of high-priority level crossings in South East Queensland, including the scoping of new-generation behaviour monitoring cameras to determine if the technology improves road user behaviour around rail level crossings

- continue to implement the Backing Queensland Maritime Jobs Initiative, supporting the maritime industry to establish sustainable coastal shipping services, create new and sustainable maritime jobs, and provide training opportunities and career pathways for Queensland mariners

- continue to implement the Zero Emission Bus Program with a focus to replace current diesel buses in the Translink public transport fleet with zero emission buses, which will reduce greenhouse gas emissions and minimise harmful pollutants in our communities

- commence construction of major rail upgrade projects, including Beerburrum to Nambour Stage One and the LGC to accommodate future population and patronage growth and deliver sustainable transport services

- continue to implement the QTMP, which will manufacture 65 six-car passenger trains at a purpose-built manufacturing facility at Torbanlea and construction of new rail facility at Ormeau, supporting jobs in the Fraser Coast and Gold Coast regions

- finalise the NGR accessibility upgrades and continue to modify the fleet for ETCS, Automatic Train Operation, and Platform Screen Door upgrades in readiness for CRR tunnel testing

- continue construction of the Coomera Connector, South East Queensland's largest road infrastructure project jointly funded by the Australian and Queensland governments, which will reduce pressure on the M1 by providing an alternative route for the growing communities and commercial hubs of Helensvale and Coomera

- implement *Our Thriving Digital Future: Queensland's Digital Economy Strategy* by continuing delivery of the 2023–26 Action Plan to:

  - enhance digital government services, including qld.gov.au, and continue integration with in-person support and other assisted channels
  - work with the Australian Government and telecommunication providers to improve connectivity across Queensland through programs such as the Regional Connectivity Program Round Three and Mobile Black Spot Program Round Seven initiatives
  - support activities that promote digital access, affordability, and digital inclusion, including the development of a First Nations digital strategic plan and a statewide digital inclusion strategic plan
  - support an uplift in the cyber security preparedness of Queensland Government entities through a central program of cyber security services and assistance.

Fast facts

Abbreviations

- **B** Billion
- **M** Million
- **T** Tonnes
- **Km** Kilometres

- ↑ Increased from last year
- ↓ Decreased from last year
- ↔ No change from last year
- Ⓝ New this year

5,528,292 Population of Queensland Dec-2023 (ABS - Catalogue 3101.0, Released 13 June 2024)

2.62% Population growth from Dec-2022 to Dec-2023 (Based on ABS - Catalogue 3101.0, Released 13 June 2024)

Infrastructure

↑ **$7.66 B**

Total investments in transport infrastructure program
(Includes Queensland Rail and Gold Coast Waterways Authority)

↓ **$1.13 B**

Maintenance and operation of the state transport network

↑ **33,420 Km**

State-controlled roads including 5052km national network*

↑ **$454 M**

Expenditure on natural disaster repairs

↓ **124.63 Km**

Of roads reconstructed through Natural Disaster Program

↑ **667 Km**

Cycling infrastructure delivered through funding from the Active Transport Program

↑ **$41.2 M**

Investment in cycling and walking this year by the Active Transport Program

↓ **11 Km**

Of cycling infrastructure built this year

↑ **3205**

Bridges owned and maintained

The figure reported in the previous annual report for the total state-controlled road length was incorrectly represented at 38,436 km. The corrected figure is 33,412 km.

Electric Vehicles

↑ **46,324**

Queensland electric vehicle registrations

↑ **48 out of 53**

Queensland Electric Super Highway Charging Sites

Ⓝ **7 out of 46**

Co-funded Electric Vehicle Charging Sites delivered

Ⓝ **8684**

Electric Vehicle Rebate applications approved

Digital Access

Ⓝ **15,447**

Queenslanders trained in digital skills

↥ **454,658**

Queenslanders engaged with the digital career campaign

↧ **1,215,685**

Citizen transactions provided by information brokerage

↥ **3461** **Datasets comprising 15,986 files**

Number of Queensland Government open datasets available through the Open Data Portal, http://www.data.qld.gov.au

↧ **119.6** ^{M}

Smart Service Queensland customer interactions by phone, counter, and online

Ⓝ **178**

Number of Queensland Government agencies and entities, councils, and statutory bodies using cyber hygiene services provided by the Queensland Government Cyber Security Unit

Licence and Registration

↥ **6,157,512**

Vehicles registered

↥ **153,069**

Written driving tests conducted

↥ **178,930**

Practical driving tests taken

↥ **4,154,952**

Driver licences

↥ **1,031,410**

Recreational boat licences

↥ **277,047**

Recreational boats registered

↥ **274,124**

Personal watercraft licences

↥ **37,171**

Personal watercraft registered

↧ **1230**

Accredited transport operators

↔ **482**

Limousine licences

↧ **3247**

Taxi Service licences

↥ **622**

Authorised booking entities

↥ **20,711**

Booked hire service licences

↥ **$11.08**

Average subsidy per trip provided through Taxi Subsidy Scheme

↧ **1.1**^{M}

Passenger trips provided through the Taxi Subsidy Scheme

↥ **56,737**

Authorised Drivers of public transport

↧ **16,496**

On-road intercepts

Customer Touchpoints

↰ **24,192,865**

Total customer transactions

↰ **48,867**

QLD*Traffic* 'X' posts

↰ **97,193**

Downloads of QLD*Traffic* app

↰ **3,650,221**

QLD*Traffic* website visits

↰ **92**

Customer Service Centres

↔ **34**

Number of TMR-led Queensland Government Agency Programs

↰ **30.3** **B**

Vendor payments through Queensland Shared Services

↰ **2.1** **M**

Employee pays made through Queensland Shared Services

↰ **15,757,264**

Customer transactions conducted using electronic self-service channels

↰ **8,435,601**

Customers served face-to-face across our 92 Customer Service Centres

Public Transport

↰ **167.78** **M**

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

↰ **30,628**

Gold Coast tram daily passengers

↰ **401,000**

MyTranslink app active monthly users

↰ **2,799,099**

go cards used in South East Queensland

↰ **458,408**

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

↓ **11.51** **M**

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

Maritime

287.79 **M**

Tonnes of cargo we helped our industry customers move through our declared ports

911 **M**

Tonnes of freight moved on the surface network in 2022–23

23,137

Ship movements in Queensland ports

11,981

Ship movements in the ReefVTS monitored region

225

Derelict vessels removed from Queensland waterways this year

$11.6 **M**

Value of recreational boating facilities built this year

Our People

10.2 **Years**

Average length of service

8%

Temporary

17%

Casual

75%

Permanent

37%

Women in Leadership Roles

70%

Non-corporate roles

9619

Full-time equivalents

Integrated Transport Network

▤ To read more about the strategies and indicators of success linked to these strategic priorities, see page 14–18.

Highlights

- Released the $37.4 billion QTRIP 2024–25 to 2027–28 demonstrating TMR's continued dedication to delivering a single integrated network accessible to everyone.
- Continuing to shape our network through rail infrastructure projects including CRR, Logan to Gold Coast, and Sunshine Coast Rail Line.
- Continued to deliver new and upgraded maritime infrastructure, including new boat launching facility at Casuarina Creek, improved recreational boating facilities in Rosslyn Bay Boat Harbour, and upgrade of Aids to Navigation in the Gladstone and Wide Bay Bar regions.
- Progressed the $40 million program of marine infrastructure upgrades in the Torres Strait from 2023–24 to 2027–28.
- Establishing Brisbane 2032 Olympic and Paralympic Games transport planning through partnerships with local councils, Brisbane 2032 Olympic and Paralympic Games Organising Committee, and public transport operators.
- Awarded funding to five industry participants through the $10 million Electric Vehicle Charging Infrastructure Co-Fund Scheme to deliver 46 new public fast charging sites across Queensland.
- Continued delivery of the Queensland Electric Super Highway (QESH), a comprehensive fast-charging infrastructure network that continues to contribute to emission reduction with almost 200,000 individual charging sessions recorded as at 30 June 2024.
- Queensland Rail delivered approximately 8000 weekly Citytrain services in South East Queensland, and a further 62 weekly travel and tourism services regionally.
- Continued to provide seven government-subsidised regulated air routes in Queensland, guaranteeing an appropriate level of service to 23 regional communities totalling over 150,000 passengers travelled in 2023–24.

- Implemented a permanent regional air service change to include an additional Gulf Route service two days a week.
- Released the *Queensland Cycling Action Plan 2023–2025*, outlining 49 practical actions to be implemented that continue to encourage and enable more bike riding in our communities.
- Spent $454 million repairing state-controlled roads following natural disasters.
- Continued construction of the Coomera Connector, expected to be progressively open to traffic from late-2025, which will help reduce M1 congestion by providing an alternative route for northern Gold Coast communities.
- Commenced on Rockhampton Ring Road Package One, focusing on the Bruce Highway/Rockhampton–Yeppoon Road intersection.
- Continued upgrade to the M1 between Brisbane and southern Gold Coast, with two of the four packages of the M1 North Eight Mile Plains to Daisy Hill upgrade now complete.
- Finishing works underway on the 26 kilometre Bruce Highway Upgrade–Cooroy to Curra, Section D bypass of Gympie, with three new major interchanges and 43 bridges due to be completed in late-2024.
- Completed major construction in April 2024 for the Bruce Highway between Caboolture–Bribie Island Road and Steve Irwin Way, which featured widening 11 kilometres of road from four to six lanes and upgrading ten bridges.
- Continued construction on the new Walkerston Bypass two-lane rural highway connecting the Peak Downs Highway to the Mackay Ring Road, providing a more efficient link from the northern Bowen Basis to Mackay.

Planning best value investments for our future

Regional Transport Plans

Queensland's suite of RTPs covers the entire state and support TMR's vision of 'creating a single integrated network accessible to everyone'. The RTPs consider all modes of transport, regional demographic and industry changes, local government land use, and transport planning.

RTPs define priorities for developing Queensland's transport system and outline the planning actions that will guide future investment over a 15-year horizon in a way that supports regional goals for the community, economy, and environment.

TMR continues to progress implementation of all RTPs across the state.

TMR commenced a program to review and update the RTPs in late-2023 starting with a 'refresh' of the South East Queensland RTPs in response to the review and update of *ShapingSEQ 2023*, the South East Queensland Regional Plan.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/About-us/Corporate-information/Publications/Regional-Transport-Plans

Queensland Transport and Roads Investment Program

QTRIP outlines current and planned investment in transport infrastructure across Queensland over the next four years, demonstrating our continued dedication to delivering for Queensland. QTRIP investment spans road, rail, maritime, public transport, and active transport infrastructure on freight, commuter, and recreational networks.

The $37.4 billion QTRIP 2024–25 to 2027–28 demonstrates TMR's continued dedication to delivering a single integrated network accessible to everyone. The program outlines a steady and sustainable pipeline of road and transport infrastructure which will support an estimated average of 28,000 direct jobs over the next four years.

TMR will continue to deliver priority projects across the state, including:

- QTMP
- Coomera Connector (Stage One), Coomera to Nerang
- Logan and Gold Coast Faster Rail
- Gold Coast Light Rail (Stage Three), Broadbeach South to Burleigh Heads
- Rockhampton Ring Road
- New Gold Coast Stations (Pimpama, Hope Island and Merrimac)
- Pacific Motorway, Varsity Lakes (Exit 85) to Tugun (Exit 95) upgrade
- Beerburrum to Nambour Rail Upgrade (Stage One)
- Direct Sunshine Coast Rail Line (Stage One)
- Bruce Highway (Cooroy to Curra) Section D
- Pacific Motorway, Eight Mile Plains to Daisy Hill upgrade
- NGR, ETCS fitment, install new signalling
- NGR, Automatic Train Operation and Platform Screen Doors fitment
- Bruce Highway (Brisbane–Gympie), Dohles Rocks Road to Anzac Avenue upgrade (Stage One)
- Centenary Bridge Upgrade.

TMR also continues to prepare for Brisbane 2032 Olympic and Paralympic Games, recognising the enormous opportunities it presents for innovation, economic growth, and global exposure. TMR's ongoing efforts to build and improve transport infrastructure will ensure that Queensland is ready to provide world-class services to athletes, visitors, and spectators.

Creating Better Connections for Queenslanders

As Queensland's population continues to grow through interstate migration, and preparations to host the Brisbane 2032 Olympic and Paralympic Games continue, building and planning a reliable, safe, and accessible passenger transport system across the state is critical.

Creating Better Connections for Queenslanders details TMR's vision for the future of passenger transport and its commitment to deliver a transport network that meets the needs of our customers.

With rail infrastructure projects including CRR, LGC, Beerburrum to Nambour Rail Upgrade, and Direct Sunshine Coast Rail Line continuing to shape our network; Smart Ticketing rolling out a world-class ticketing system across the state; and emerging technologies changing the way services are delivered to customers, the ten-year plan will help leverage the opportunities these changes will create to deliver an exciting passenger transport future for Queenslanders.

Aligned to TMR's 30-year-vision set by the *Queensland Transport Strategy*, *Creating Better Connections for Queenslanders* was developed in collaboration with key stakeholders including customers, local councils, delivery partners, transport advocates, and the Local Government Association of Queensland.

The plan identifies five key priorities and 20 initiatives for the next ten years. The key priorities are:

- reliable and safe services
- responsive to changing community needs
- seamless end to end journeys
- easy and accessible
- environmentally sustainable.

Progress is being made across all five key priorities of the plan to ensure passenger transport in Queensland delivers the outcomes our communities need.

> **For more information**
> https://translink.com.au/about-translink/projects-and-initiatives/creating-better-connections

Maritime Infrastructure Investment Program

The Maritime Infrastructure Investment Program provides for the prioritisation and delivery of MSQ's water and land-based infrastructure and assets, providing safe, resilient, and sustainable maritime infrastructure.

MSQ continues to deliver new and upgraded maritime infrastructure around the state. Key projects completed in 2023–24 included:

- new boat launching facility at Casuarina Creek, near Port Alma
- improved recreational boating facilities in Rosslyn Bay Boat Harbour
- Yorkeys Knob boat ramp and floating walkways
- Outrigger Island (Minyama) boat ramp and floating walkway.

MSQ is also progressing the $40 million program of marine infrastructure upgrades in the Torres Strait from 2023–24 to 2027–28. MSQ has been working with the three local councils in the Torres Strait and Northern Peninsula region to identify and action urgent priorities for repairs to existing marine facilities.

Extensive works have also progressed in response to tropical cyclones to repair damaged boating infrastructure, navigational aids, and communications across Far North and Northern Queensland.

Brisbane 2032 Olympic and Paralympic Games

TMR is leading the development of transport strategy to support the Brisbane 2032 Olympic and Paralympic Games.

Key initiatives include:

- modelling Games-time travel demands to scope the Brisbane 2032 transport task and identify priority network and service improvements
- accelerating network and service upgrades to support urban growth and benefit the Games operations
- providing input to competition venue planning to embed safe, efficient, and inclusive access
- fostering a partnership with local councils, Brisbane 2032 Olympic and Paralympic Games Organising Committee, and public transport operators to establish an effective platform for integrated Games planning
- developing web-based databases and geospatial information systems (GIS) to underpin coordinated Games planning with delivery partners
- undertaking supply assessments to inform Games time strategies and operational requirements.

Zero Emission Vehicle Strategy and Action Plan

TMR continued delivery of key projects under *Queensland's Zero Emission Vehicle Strategy 2022–2032* and 2022-24 Action Plan.

In July 2023, enhancements were made to the Zero Emission Vehicle Rebate Scheme, placing Queensland as the national leader in providing financial assistance for the purchase of an EV. This action has seen an increase in EV uptake across Queensland, with 46,324 total electric vehicles registered in Queensland as at 30 June 2024.

TMR awarded funding to five industry participants through the $10 million Electric Vehicle Charging Infrastructure Co-Fund Scheme, which will deliver 46 new public EV fast charging sites across Queensland. This will result in an investment of at least $24.5 million including industry contributions.

> **For more information**
> https://www.qld.gov.au/transport/projects/electricvehicles

Master planning for the priority ports of Hay Point/Mackay and Abbot Point

TMR completed the master plans for the priority ports of Hay Point/Mackay and Abbot Point, in accordance with the *Sustainable Ports Development Act 2015* and the *Reef 2050 Long-Term Sustainability Plan*.

This was a major step towards the Queensland Government's commitment to finalise master planning for the four priority ports of Gladstone, Townsville, Hay Point/Mackay, and Abbot Point.

Master plans set out the long-term outlook for the priority ports, balancing economic growth while providing protection of environmental and cultural values and community interests.

Each priority port will undergo a review within ten years to assess the effectiveness of the master plans.

> **For more information**
> https://www.tmr.qld.gov.au/business-industry/transport-sectors/ports/sustainable-port-development-and-operation/master-planning-for-priority-ports

Cattle rail services

TMR continued to subsidise statewide cattle rail services through the North Transport Services Contract and Central and South Transport Services Contract with Watco East West. Services transport cattle from regional hubs across the state to key processing destinations across the Queensland network, including in Townsville, Rockhampton, and South East Queensland.

TMR invested more than $7 million for rail siding upgrades at Maxwelton and Julia Creek, which are being delivered by Queensland Rail. These upgrades will reduce cattle loading times and provide increased capacity for freight tasks on the Mount Isa rail line.

TMR also signed funding agreements to provide $3.3 million to Cloncurry Shire Council, Flinders Shire Council, and Richmond Shire Council to upgrade cattle loading capabilities at Cloncurry, Hughenden, and Maxwelton to improve the safety and efficiency of the loading yards.

Subsidised cattle rail services support regional employment and economic development and assist in managing transport demands on the road network.

> **For more information**
> https://www.tmr.qld.gov.au/business-industry/Transport-sectors/Rail-services-and-infrastructure/Rail-Transport-Contracts-and-Agreements

Queensland Rail

TMR continued to invest in passenger rail services, infrastructure and assets across the state through the Rail Transport Service Contract with Queensland Rail.

In 2023–24, Queensland Rail delivered approximately 8000 weekly Citytrain services in South East Queensland, and a further 62 weekly travel and tourism services in regional Queensland. The regional services have been temporarily reduced from 76 services per week to accommodate critical maintenance works on the Electric Tilt Trains to ensure reliable and safe operations on the North Coast Line.

TMR continued to work with Queensland Rail to deliver key rail infrastructure improvements across the network. Work is progressing for the delivery of accessibility upgrades at Banyo, Bundamba, Buranda, Burpengary, Lindum, and Morningside stations.

The North Coast Line Capacity Improvement Project was completed in mid-2024, providing increased rail freight capacity on the North Coast Line, which is an important part of the National Land Transport Network in Queensland.

> **For more information**
> https://www.tmr.qld.gov.au/business-industry/Transport-sectors/Rail-services-and-infrastructure

Regional air services

TMR continued to provide seven government-subsidised regulated air routes in Queensland through air service contracts. The regulated air service contracts set service levels, maximum airfare prices, aircraft size, and on-time performance standards along regulated routes to guarantee an appropriate level of service is provided to 23 regional Queensland communities.

The latest generation of TMR's aviation service contracts commenced in January 2022 and are in place for five years, with two optional 12-month extensions.

TMR regularly engages with communities, councils, and relevant industry on these routes to discuss service improvements.

In February 2024, following a ten-month successful trial, TMR implemented a permanent service change of an additional abbreviated Gulf Route service two days a week. The new service provides additional connections between Cairns and the communities of Normanton and Mornington Island. It will free up further seats to other communities by providing additional capacity for these high-demand sectors.

Extreme weather in northern Queensland has caused significant disruption to both regulated and commercial services with Ex-Tropical Cyclone Jasper causing the short-term closure of Cairns airport in December 2023. This was closely followed by Ex-Tropical Cyclone Kirrily in January 2024, impacting air services in Townsville.

In 2023–24, over 150,000 passengers travelled on Queensland Government-regulated air services, providing valuable access to air travel for rural and remote customers.

🖥 **For more information**
https://www.tmr.qld.gov.au/travel-and-transport/long-distance-air-services

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Zero Emission Vehicle Rebate Scheme

TMR has continued to work with the Queensland Rural and Industry Development Authority to deliver the Zero Emission Vehicle Rebate Scheme in 2023–24. As at 30 June 2024, nearly $37.6 million was expended for the Rebate Scheme.

Since 1 July 2022, rebates of $3000 are available for eligible new battery electric vehicles (EVs) purchased from 16 March 2022.

To continue to make electric vehicles more affordable for Queenslanders, on 21 April 2023, enhancements were made to the Rebate Scheme eligibility requirements including increasing the threshold for the dutiable value of new battery EVs from $58,000 to $68,000, and doubling the rebate amount to $6000 for eligible households earning up to a total household taxable income of $180,000 per year.

As at 30 June 2024, 8684 Zero Emission Vehicle rebate applications have been awarded.

🖥 **For more information**
https://www.qrida.qld.gov.au/program/queensland-zero-emission-vehicle-rebate-scheme

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Case study: Electric vehicle charging infrastructure

The QESH connects EV drivers across the state and includes fast charging locations at a range of coastal and inland locations.

The fast chargers are installed in convenient, safe locations close to major highways where there are existing amenities, such as cafes, restaurants, and shops. The sites allow users to easily charge their vehicle, enjoy a short break, and to prepare to safety continue their journey.

Phase Three of the QESH commenced delivery in June 2022. This phase will add 23 sites to the existing network to link more regional and rural locations. Once completed, Phase Three will connect EV drivers across a range of routes—from Brisbane to Mount Isa (via the Dinosaur Trail locations), Goondiwindi to Emerald, Cunnamulla to Barcaldine, and Longreach to Cairns. Eighteen QESH Phase Three sites have opened across Queensland, with the remaining five sites to be delivered by the end of 2024.

The QESH patronage continues to contribute to emission reductions through EV drivers recharging, with almost 200,000 individual charging sessions recorded across the network.

Complementing the QESH, the Queensland Government is encouraging private investment in charging infrastructure through the $10 million Queensland Electric Vehicle Charging Infrastructure Co-Fund Scheme.

The scheme will further accelerate EV infrastructure rollout in Queensland by turning the $10 million government investments into at least $24.5 million investment in charging infrastructure when including industry contributions.

Seven co-funded sites are operational, with the remaining 39 public fast charging sites opening in 2024–25. Additional fast public charging sites will ensure Queenslanders and tourists continue to have the confidence to charge across more locations.

🖥 **For more information**
https://www.qld.gov.au/transport/projects/electricvehicles/super-highway

https://www.qrida.qld.gov.au/program/electric-vehicle-charging-infrastructure-scheme

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Investing in passenger transport

Passenger Transport Infrastructure Investment Program

The Passenger Transport Infrastructure Investment Program (PTIIP) enables a more accessible, efficient, and integrated network that offers better value to customers and makes passenger transport a more attractive option for everyone.

Key achievements during 2023–24 included:

- opened Stage One of the Northern Transitway, Sadlier Street to Rode Road
- completed construction of the Southern Moreton Bay Islands passenger ferry terminal upgrades in partnership with Redland City Council, including the opening of the remaining ferry terminals—Lamb and Karragarra Islands
- completed construction of the Strathpine bus station at Strathpine Centre and Caneland bus station on Mangrove Road, Mackay
- completed the upgrade of the Indooroopilly Shopping Centre bus station
- commenced design of the Moorooka bus rail interchange upgrade
- progressed design for upgraded bus facilities including Upper Mount Gravatt, Cannon Hill, and South Bank bus stations; Chermside, north and southbound platforms and new bus layover facility; and Robina Town Centre
- completed construction of additional bus stops across Queensland to support new services and make it easier for customers to access public transport.

Transit safety, security, and sustainability

Fare evasion across South East Queensland's public transport network costs Queenslanders approximately $58.8 million per year. Translink's revenue protection team developed a resourcing strategy to improve fare compliance and safety and security outcomes on the public transport network.

Translink sought funding to implement a rollout of Network Officers (NOs) employed by service delivery partners. There are currently 69 NOs on the bus network.

Translink continued to work with QPS to deploy officers across the metropolitan bus network in addition to the police presence already on heavy rail.

Translink is also deploying resources from the Police Service Protective Services Group. The Senior Protective Service Officers are trained and authorised as Transit Officers to provide fare compliance and safety and security at key transport infrastructure locations.

These additional resources will deliver prevention, detection, and enforcement strategies to improve revenue protection, safety, and security across the public transport network.

Key achievements during 2023–24 included:

- commenced auditing of NOs to ensure appropriate deployments and activities are conducted in line with legislation, policy, and procedures as well as contractual requirements
- targeted operations at the top 20 locations with reported high rates of fare evasion
- increased the level of information provided in Revenue Protection Dashboards with integrated datasets to improve the effectiveness of enforcement and officer deployment as well as implementing a deployment tracker function to ensure targets are met
- increased scope of deployments for QPS and Protective Services to include a greater number of deployments
- recruited an additional nine Senior Network Officers to increase deployments on the Passenger Transport network
- developed and implemented a mobile protective services hotspot team which are deployed to major passenger transport Hubs in response to data and operator intelligence
- Renewed the Memorandum of Understanding with QPS for another year of police deployments across the bus network
- Introduced legislative amendments to *Transport Operations (Passenger Transport) Act 1994* to allow NOs to work across multiple delivery partners thereby increasing flexibility and responsiveness across the network.

Passenger transport station access improvements overview

Easy and convenient access to public transport stops and station precincts plays a key part in helping people access jobs, education, and other essential services in a growing Queensland.

Access upgrades at train, bus, and light rail station precincts include better active transport links, interchanges, and park 'n' rides across the public transport network.

Key achievements during 2023–24 included:

- completed construction of the park 'n' ride expansion at Carseldine (Stage Two)
- commenced construction of Rochedale bus station and park 'n' ride project
- continued design activities at Narangba train station
- continued detailed planning at key park 'n' rides across South East Queensland including Dinmore and Lindum park 'n' ride expansions
- continued planning for improved multi-modal access to train stations and key bus corridors.

> 🖥 **For more information**
> https://translink.com.au/about-translink/projects-and-initiatives/map

Investing in an active Queensland

New Queensland Cycling Action Plan released

In September 2023, TMR released the third action plan under the *Queensland Cycling Strategy 2017–2027*. The *Queensland Cycling Action Plan 2023–2025* outlines 49 practical actions to be implemented to continue to encourage and enable more bike riding in our communities.

Informed by input from local government, cycling advocacy and user groups, and community and industry organisations, the action plan builds on the achievements of the first two action plans and focuses on initiatives to maximise positive outcomes for bike riders and encourage more Queenslanders to ride bikes for transport, health, and recreation.

The release of the new action plan was accompanied by the *Queensland State of Cycling Report 2022*, showing progress towards the Queensland Government's vision for more cycling, more often.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/cyclingstrategy

Making plans for walking

TMR has strengthened its planning for walking programs and expanded the number of walking network plans it supports and funds around Queensland.

In 2023–24, TMR awarded 26 grants to jointly fund walking network plans with 16 councils. This brings the number of walking network plans, completed or underway across the state, supported by TMR to over 100.

For the first time, TMR has published a walking network plan layer on Queensland Globe. Endorsed plans are also available to download on the TMR website. TMR also published a set of substantial updates to TMR's *Walking Network Planning Guidance* to incorporate feedback from users.

The updated guidance provides:

- better advice for locations with fewer than 10,000 residents
- updated instructions for three GIS programs
- additional guidance for achieving effective stakeholder engagement
- user-experience case studies
- embedded evaluation across the stages of the project
- instructions on how to get a plan endorsed and published.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/travel-and-transport/pedestrians-and-walking/walking-network-plans/

Increasing awareness of active transport options

TMR released a virtual tour of the Veloway 1 (V1) in Brisbane in February 2024 to increase awareness of active transport options in the community.

The V1 video takes viewers on a virtual tour of the V1 from South Brisbane through to MacGregor. The video includes an interactive map highlighting the entry/exit points along the route and nearby attractions such as public transport, schools, hospitals, and shopping precincts. A promotional campaign was developed alongside the videos to raise awareness of the bikeway and encourage people who live, work, and study along the route to consider travelling by bicycle or personal mobility device.

> 🖥 **For more information**
> https://www.qld.gov.au/transport/public/bicycle-riding/where-to-ride/paths/veloway-1

Case study: New campaign encourages more Queenslanders to ride

To help encourage more Queenslanders to take up bike riding or to ride more often for transport, recreation, or wellbeing, TMR partnered with Livingstone Shire Council and Logan City Council to develop and pilot a communication campaign to promote the benefits of riding and raise awareness of safe, off-road cycling infrastructure.

Women are under-represented in bike riding participation, yet they comprise a large proportion of Queenslanders who would consider riding.

Themed 'Bike riding takes you places', the campaign included videos, advertising, and online maps showcasing local bike riding routes and profiling local women who ride. It was in market for seven weeks during October and November 2023 across social media and digital, search, and outdoor channels.

Evaluation of the campaign indicated 80 per cent of women surveyed who saw the campaign in-situ felt more inspired or motivated to try bike riding or go for a ride, and 58 per cent took action in response to the campaign.

🖥 **For more information**
https://www.qld.gov.au/transport/public/bicycle-riding/bike-riding-takes-you-places

Marine infrastructure

State boat harbours

TMR owns and manages eight state boat harbours located at Manly; Cabbage Tree Creek (Shorncliffe); Scarborough; Mooloolaba; Snapper Creek (Tin Can Bay); Urangan (Hervey Bay); Rosslyn Bay; Yeppoon; Bowen; and Nelly Bay ferry terminal (Magnetic Island).

These assets form part of TMR's maritime network and promote recreational and commercial boating businesses and activities by providing a location for the maritime industry to grow and thrive.

The harbours provide public marine facilities for the community, such as boat ramps, pontoons, amenities, kayak washdown bays, and car-trailer unit parking.

These public facilities are managed sustainably through a proactive maintenance schedule to ensure the facilities are fit-for-purpose, safe, compliant, and continue to meet the demands of the boating public.

Port Alma boat ramp replacement

As part of the Port Alma boat ramp relocation project, new boat ramps at Inkerman Creek and Casuarina Creek have been successfully completed. These projects were delivered under a tri-party agreement between TMR, MSQ, Rockhampton Regional Council, and Gladstone Ports Corporation.

The Inkerman Creek boat ramp was completed in May 2023. This project was carried out in two stages, with an extended period of settlement after pre-loading of the soft mud foreshore was required.

The first stage involved reclaiming tidal land, preloading the reclamation fill, and allowing a 12-month settlement period before starting construction on the car park and boat ramp and building the road intersection.

The second stage included removing the surcharge fill and constructing a new single-lane boat ramp and car-trailer park.

Planning for the Casuarina Creek boat ramp began in 2019. The scope of works included building a new two-lane boat ramp with a floating walkway, a car-trailer park, and an access road from Bajool Port Alma Road. This facility was completed in May 2024.

Rosslyn Bay Boat Harbour— Boat ramp upgrade

The public boating facilities within Rosslyn Bay Boat Harbour have been significantly upgraded to enhance safety, usability, and queuing for boaties. The project, completed in September 2023, was driven by the Queensland Government's 2020 commitment to improve the harbour's boating infrastructure.

The upgrades included widening the Breakwater Drive boat ramp, adding a dredged basin and sheet pile wall between the boat ramps, extending the Breakwater Drive floating walkway, and installing approximately 60 metres of additional berthing pontoons. These improvements provide more space for boaties to berth during busy periods and while retrieving their boat-trailers, accommodating all tides.

Planning, design, and consultation have been ongoing since 2020, with two crucial rounds of public consultation shaping the final scope of works. The construction was carried out in two stages. Stage one focused on widening the Breakwater Drive boat ramp and adding the dredged basin and sheet pile wall. Stage two included the extension of the floating walkway and the realignment of the floating walkway on the Anchor Drive boat ramp to the middle of the ramp.

These upgrades have greatly improved the overall functionality and safety of Rosslyn Bay Boat Harbour, benefiting the boating community.

Major projects

Major natural disaster events 2023–24

Thirteen disaster events were activated for financial relief measures under the DRFA during 2023–24.

Emergency repairs were fast-tracked to reopen key routes including the Captain Cook Highway and Palmerston Highway after Tropical Cyclone Jasper caused major landslips and road damage across Far North Queensland in December 2023.

TMR completed urgent repairs to reopen the Gulf Developmental Road in just nine days, after significant damage to Routh Creek Bridge from monsoonal flooding in late-January 2024.

More than 10,000 tonnes of fallen vegetation and debris were cleared after severe storms across South East Queensland in late-December 2023 and early-January 2024.

Emergency works have been completed after long-term flooding following Tropical Cyclone Kirrily damaged western Queensland freight routes including the Flinders and Landsborough highways in February 2024.

The recovery works are jointly funded by the Australian and Queensland governments through the DRFA.

Natural Disaster Program delivery

In 2023–24, TMR spent $454 million repairing state-controlled roads following natural disasters, including:

- reconstructing 110.6 kilometres of road pavement
- repairing 496 earthworks and batter locations
- repairing 24 structures, including bridges and culverts
- clearing 315 silt and debris locations.

A significant reconstruction program is continuing after extensive severe flooding across southern Queensland in 2022. A total of 223 of 509 projects have been completed, including reopening Gold Coast–Springbrook Road in December 2023 after major landslip repairs.

Slope stabilisation works to repair bushfire damage at Cunninghams Gap are ongoing.

Repairs are nearing completion in the Gold Coast hinterland, following widespread landslips and road damage from severe weather in December 2020 and March 2021.

The recovery works are jointly funded by the Australian and Queensland governments through the DRFA.

Bruce Highway Upgrade Program

The Australian and Queensland governments are committed to delivering the ongoing Bruce Highway Upgrade Program.

The program is the largest road corridor infrastructure program Queensland has ever seen. It is aimed at improving safety, flood resilience, and capacity along the length and breadth of the highway between Brisbane and Cairns.

Key highlights include:

- 255 kilometres wide centre line treatment installed and 625 kilometres of wide centre line retrofitted to the existing highway under other programs
- 209 protracted right turns installed
- 45 signalised intersections installed
- 533 kilometres of roadside barriers installed
- 100 overtaking lanes installed
- 74.8 kilometres of highway duplicated
- 130 new bridges/overpasses constructed
- 36 new rest areas established.

In June 2024, the Queensland Government Released the *15-year Vision and Action Plans* for the Bruce Highway and the *Safer Bruce 2030 Action Plan*.

The *15-year Vision and Action Plans for the Bruce Highway* build on the work already completed through the Bruce Highway Upgrade Program. The 15-year Vision and Action Plans clearly set out the priorities for the Bruce Highway to inform future investment decisions of federal and state governments.

> **For more information**
> https://www.tmr.qld.gov.au/projects/programs/bruce-highway-upgrade-program
>
> https://www.tmr.qld.gov.au/About-us/Corporate-information/Publications/Bruce-Highway-Action-Plan

Our regions

Far North

- Area covered: **272,216 km²**
- Population of Queensland: **5.47%***
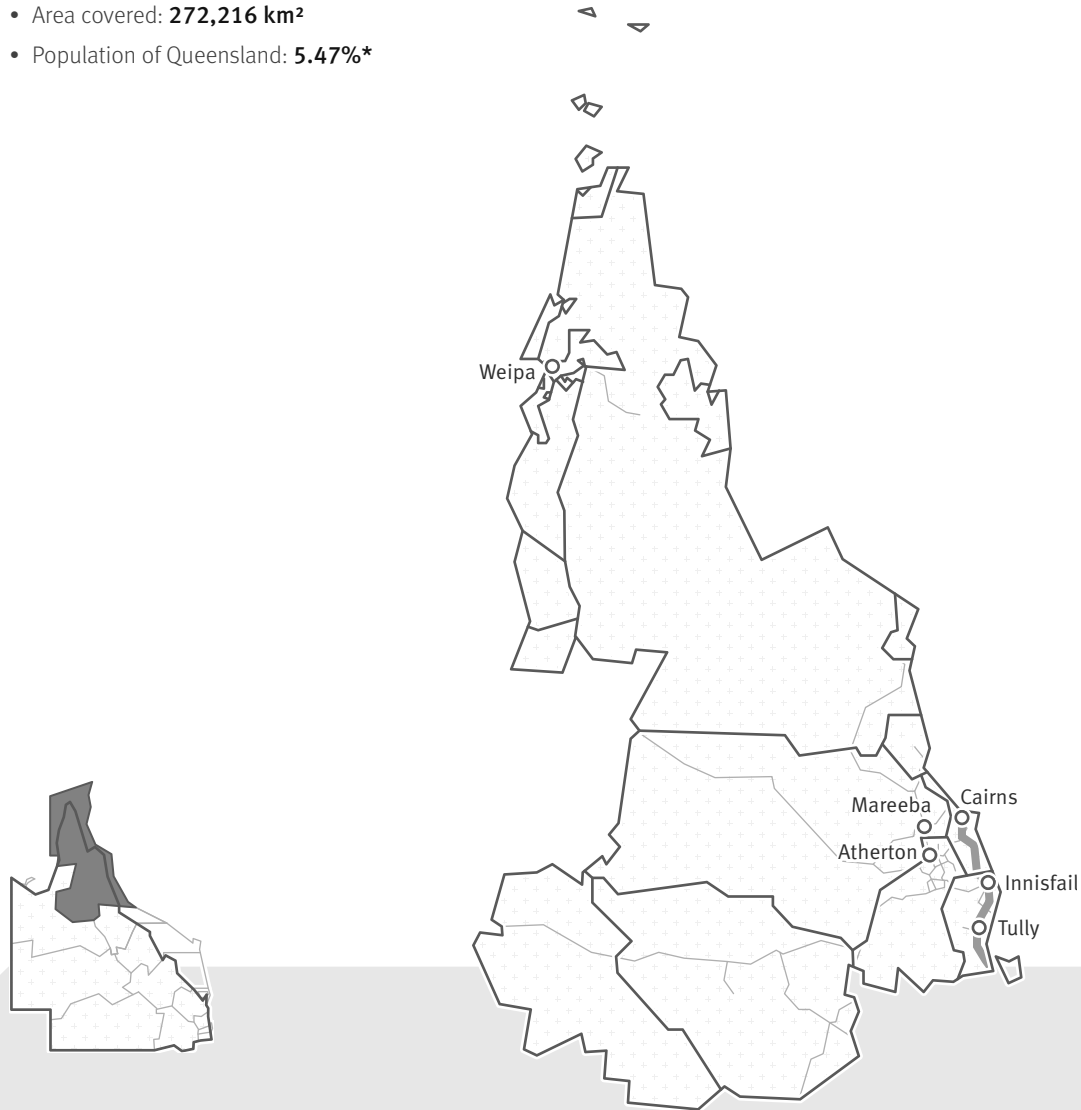
Fast facts

- State-controlled road**: **3158KM**
- National Land Transport Network**: **232KM**
- Vehicle and machinery registrations: **340,322**
- Boating infrastructures: **104**
- Community safety events held: **47**

- Vehicle and machinery inspections completed: **3317**
- Bridges***: **342**
- Driver licence tests conducted: **10,355**
- Customer face-to-face interactions: **228,134**
- Priority-enabled intersections: **136**

Data source: *Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2024
Data source: **A Road Management Information System (ARMIS) 30 June 2024
Data source: ***Bridge Information System (BIS), 30 June 2024

Ex-Tropical Cyclone Jasper–Cairns emergency works

Following the catastrophic damage caused by Ex-Tropical Cyclone Jasper to Far North Queensland's state-controlled road network on the 13 December 2023, RoadTek managed to repair and reopen over 1650 kilometres of road within four days, from 17–22 December 2023.

Crews worked to ensure emergency services and freight providers could access isolated communities. Thousands of tonnes of flood debris and landslips were quickly cleared, roads reconstructed, and hundreds of geotechnical, bridge, and culvert inspections completed. This was completed to ensure the safe passage for road users. RoadTek provided further assistance to local councils that were significantly impacted by Ex-Tropical Cyclone Jasper, including Douglas Shire Council and Mareeba Shire Council.

TMR is prioritising design, approvals, and preparation of suitable construction methodologies for the long-term recovery works. The recovery works are jointly funded by the Australian and Queensland governments through the DRFA.

Bruce Highway, Cairns Southern Access Corridor (Stage Three) Edmonton to Gordonvale, construction

The Edmonton to Gordonvale project is now complete, delivering improved safety, capacity, and efficiency on the busiest two-lane section of the Bruce Highway in Queensland.

This award-winning project upgraded and duplicated a 10.5-kilometre section of the highway, realigned and upgraded 4.5 kilometres of Queensland Rail North Coast Line, built more than ten kilometres of new service roads, and signalised several key intersections. Changes to the highway allowed the posted speed limit to be increased to 100 kilometres per hour, delivering travel time savings.

The project included a focus on active transport, with a dedicated off-road cycleway from Riverstone Road to tie into the existing pathway at Thompson Road, a pedestrian overpass at Gordonvale, and a pedestrian pathway on the new Menmuny Overpass.

Around 300 local suppliers and contractors were engaged throughout the project. This project was jointly funded by the Australian and Queensland governments.

For more information
https://www.tmr.qld.gov.au/projects/Bruce-Highway-Cairns-Southern-Access-Corridor-Stage-3-Edmonton-to-Gordonvale

Case study: Bruce Highway (Ingham–Innisfail), Smiths Gap, construct southbound overtaking lane and fauna overpass

Construction of a southbound overtaking lane and fauna crossing at Smiths Gap on the Bruce Highway was completed in March 2024.

The new overtaking lane will improve safety, capacity, and travelling conditions on the state-controlled road network.

The new fauna crossing links critical corridors of known cassowary habitat in the Smiths Gap Cassowary Corridor.

Smiths Gap is an identified cassowary corridor and the fauna crossing will link critical corridors of the cassowary habitat.

More than 1000 tonnes of concrete was poured to create the overpass, which included 40 precast half span arch units each weighing up to 22.7 tonnes.

TMR continues to work closely with the Cassowary Recovery Team as part of the Smiths Gap project to identify ways to reduce the risk of cassowary road strikes. In collaboration with the Cassowary Recovery Team, the overpass will be planted with cassowary friendly plant species to ensure it operates as an effective wildlife land bridge.

In October 2020, TMR completed a Cassowary Conservation Management Plan to identify strategies for reducing conflict between cassowaries and motorists. The plan was developed with input from cassowary advocacy groups and relevant government partner agencies through the Cassowary Recovery Team.

This project was fully funded by the Australian Government under the Bruce Highway Overtaking Lane Program.

For more information
https://www.tmr.qld.gov.au/projects/bruce-highway-ingham-innisfail-smiths-gap-construct-southbound-overtaking-lane-and-fauna-overpass

Cape York Region Package Stage Two

TMR is progressing the Cape York Region Package (CYRP) Stage Two package of works to upgrade road infrastructure on Cape York Peninsula. These works are a continuation of the successful CYRP Stage One program. TMR completed constructing the 2.4-kilometre Archer River crossing southern approach in early-November 2023.

CYRP Stage Two is creating training and employment opportunities for locals in Cape York. TMR has significantly exceeded its target for Aboriginal and Torres Strait Islander training and upskilling hours across projects on the Peninsula Developmental Road by achieving over 77,000 hours as at 30 June 2024, against a target of 20,349 hours.

TMR is also working closely with local councils to progress delivery of the Community Access Roads Program. The last 21.8 kilometres of the 107 kilometre long Aurukun Access Road has been sealed. This is the first fully sealed community access road from the Peninsula Developmental Road under CYRP.

This $323.12 million package of work is jointly funded by the Australian and Queensland governments.

> **For more information**
> https://www.tmr.qld.gov.au/projects/cape-york-region-package-stage-2

Bruce Highway, Cairns Southern Access Corridor (Stage Five), Foster Road upgrade intersection

Planning for the Bruce Highway, Cairns Southern Access Corridor (Stage Five), Foster Road upgrade intersection project will assess and recommend options to upgrade this intersection.

This project will build on the existing commitments made along the Cairns Southern Access Corridor, including upgrades between Edmonton and Gordonvale, Robert Road and Foster Road, and Kate Street (renamed Links Drive) and Aumuller Road.

The upgrade aims to create a safer, more connected experience for drivers, pedestrians, and bike riders.

This $225 million project is jointly funded by the Australian and Queensland governments.

> **For more information**
> https://www.tmr.qld.gov.au/projects/bruce-highway-cairns-southern-access-corridor-stage-5-foster-road-upgrade-intersection

Kennedy Highway (Cairns to Mareeba), Barron River bridge upgrade, planning

The Barron River bridge, located on the Kennedy Highway near Kuranda, was constructed in 1963 and is a vital link in the transport network in Far North Queensland.

Inspections in 2020 revealed fatigue cracks in certain steel components of the bridge. These cracks are attributed to decades of exposure to heavy vehicle loads, which have significantly increased since the bridge's construction. TMR undertook thorough investigations, testing, and repair works to ensure the bridge is safe, however, the bridge is nearing the end of its structural and economic life.

In late-2023, the two highest-ranked options (a major upgrade option and a new bridge option along a new alignment) were presented to key stakeholders and the local community for feedback.

TMR is undertaking a planning study to determine the best long-term solution for the bridge that is expected to be completed in late-2024.

> **For more information**
> https://www.tmr.qld.gov.au/projects/kennedy-highway-cairns-mareeba-barron-river-bridge-upgrade-planning

Peninsula Developmental Road (Coen to Weipa), Archer River Crossing, bridge construction

TMR is constructing a new bridge on the Archer River, north of Coen, under the CYRP Stage Two package of works.

This project presented significant geological challenges, especially in relation to the rock bed in Archer River. To overcome these, changes were made to design and construction methodology, including drilling directly into the rock and pouring concrete to create 'cast in place' footings to support the bridge foundations.

In December, the substructure at either end of the new bridge, and all footings supporting the bridge foundations, including four of the nine deck units were completed prior to the 2023–24 wet season.

The bridge is expected to be open to through traffic in late-2024, weather and construction conditions permitting.

This $131.252 million project is part of CYRP Stage Two package of works, jointly funded by the Australian and Queensland governments.

> **For more information**
> https://www.tmr.qld.gov.au/projects/cape-york-region-package-stage-2

Local Fare Scheme

The Local Fare Scheme (LFS) is an airfare subsidy program that has been in place since 2015 to reduce the cost of airfares for Queenslanders living in remote communities.

The LFS provides a subsidy of up to $200 towards a one-way fare for eligible residents in Cape York, Gulf of Carpentaria, and the Torres Strait. This facilitates more affordable travel for access to health, education, and allied services, and assists to promote social and recreational connections.

The scheme is administered in collaboration with participating airlines and in partnership with local councils throughout Cape York, the Torres Strait, and selected locations in the Gulf of Carpentaria.

After consultation with key stakeholders, the scheme was extended until 30 June 2028, providing much needed certainty for communities who benefit from the scheme.

In 2023–24, 41,000 discounted flights were provided under the LFS.

The scheme features the following key benefits:

- The scheme allows eligible residents to book one-way fares and travel throughout the entire LFS region. Customers can combine flights to reach more destinations making access to key hubs like Cairns more accessible to remote communities.
- The eligibility period to access the scheme is 12 months (except for Weipa which is three years). This means key personnel like teachers and police stationed in remote locations can access the scheme after a 12-month residency within the LFS region.
- Eligible residents can travel to and from anywhere in the LFS region up to a maximum of 24 flights per year.
- Moving around the region has also become easier, with eligible residents able to continue accessing the scheme when moving from one eligible community to another.

The scheme continues to provide assistance to residents of the Mount Isa Renal unit and the Lena Passi Women's shelter with subsidised trips to their home communities.

Also, as a vital part of residents being able to return to country, TMR in collaboration with the Cairns QPS, continue to provide assistance to residents wishing to return to their home communities from Cairns.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/travel-and-transport/local-fare-scheme-far-north-queensland

North West

- Area covered: **307,082 km²**
- Population of Queensland: **0.57%***
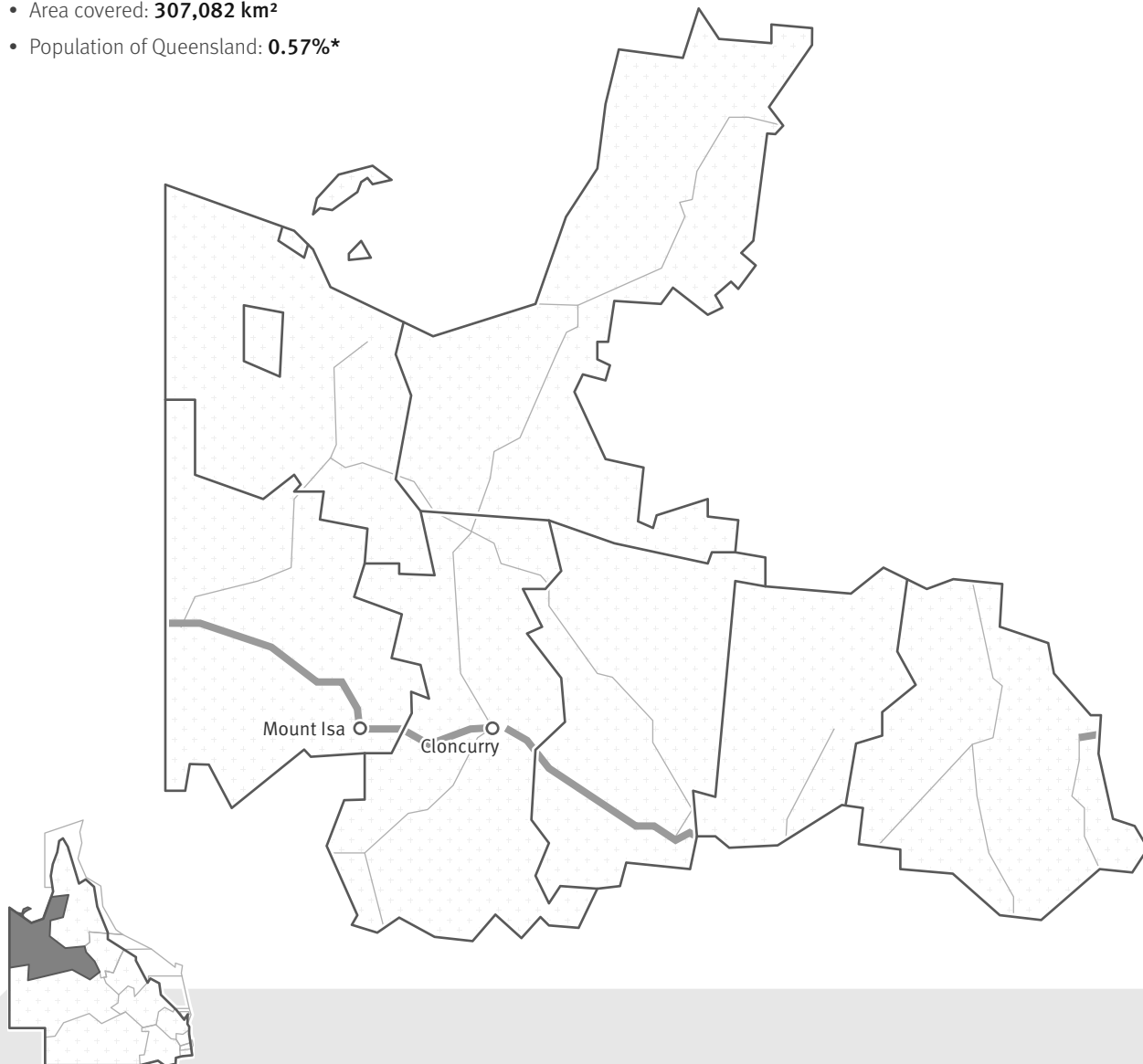
Fast facts

- State-controlled road**: **3586KM**
- National Land Transport Network**: **1024KM**
- Vehicle and machinery registrations: **37,921**
- Boating infrastructures: **4**
- Community safety events held: **9**

- Vehicle and machinery inspections completed: **1662**
- Bridges***: **87**
- Driver licence tests conducted: **1402**
- Customer face-to-face interactions: **27,729**
- Priority-enabled intersections: **6**

Data source: *Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2024
Data source: **A Road Management Information System (ARMIS) 30 June 2024
Data source: ***Bridge Information System (BIS), 30 June 2024

Kennedy Developmental Road (The Lynd to Hughenden), progressive sealing

The Kennedy Developmental Road (The Lynd–Hughenden) upgrade project progressively sealed 48.18 kilometres of various sections of the road.

The project, jointly delivered by both the Etheridge and Flinders Shire Councils, enhances rural and regional liveability through improved access for essential services providing community benefits. The upgrades improved road safety by providing an eight-metre wide road catering for heavy freight loads and improved flood immunity. This project was the second stage of works, following the previous sealing project which was funded under the Northern Australia Roads Program.

Only ten kilometres of unsealed road now remains along the Kennedy Developmental Road between The Lynd and Hughenden in the Etheridge Shire.

This project was jointly funded by the Australian and Queensland governments.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/kennedy-developmental-road-the-lynd-to-hughenden-upgrade

Flinders Highway (Julia Creek to Cloncurry), Scrubby Creek, pavement, strengthening, and widening of floodway

This project was completed in late-December 2023 and improved safety for all road users by providing modern infrastructure, replacing a total of 22 culverts and reducing future pavement maintenance costs.

Scrubby Creek is located 63 kilometres west of Julia Creek along the Flinders Highway between Julia Creek and Cloncurry.

A TMR-first innovation on the Scrubby Creek project was the use of lime stabilisation of batters. Black clay soil is classified as an expansive soil that changes volume during dry and wet seasons. The black clay soil from within the road reserve which reacts and expands with moisture was treated with lime, shaped, and compacted to mitigate the effects of its expansive nature and to form a protective batter guarding the pavement from scouring during flooding. This sustainable innovation is expected to have significant environmental and economic benefits.

This cutting-edge idea saved the project around $5 million. The savings meant more of the road can be rehabilitated, benefiting the community and users. This practical research is a credit to the collaborative approach between the TMR regional office and various industries, making significant research and development contributions.

This project was jointly funded by the Australian and Queensland governments.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/flinders-highway-julia-creek-cloncurry-scrubby-creek-pavement-strengthening-and-widening-of-floodway

Northern

- Area covered: **80,036 km²**
- Population of Queensland: **4.46%***

Fast facts

- State-controlled road**: **1666KM**
- National Land Transport Network**: **521KM**
- Vehicle and machinery registrations: **290,676**
- Boating infrastructures: **56**
- Community safety events held: **23**

- Vehicle and machinery inspections completed: **4069**
- Bridges***: **226**
- Driver licence tests conducted: **7731**
- Customer face-to-face interactions: **173,230**
- Priority-enabled intersections: **168**

Data source: *Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2024
Data source: **A Road Management Information System (ARMIS) 30 June 2024
Data source: ***Bridge Information System (BIS), 30 June 2024

Townsville Ring Road (Stage Five)

The Townsville Ring Road (Stage Five) project, completed in October 2023, enhanced the Bruce Highway's safety, reliability, and efficiency in Townsville.

The project involved the expansion of a crucial six-kilometre section between Vickers Bridge and Shaw Road from a two to four-lane highway, benefitting over 17,000 vehicles. Key features included the duplication of bridges, the expansion of overpasses, and the introduction of a new four-lane ramp interchange at Beck Drive, which improved connectivity to the Upper Ross area. In addition, the project emphasised environmental sustainability with noise and flood mitigation measures integrated alongside an Intelligent Transport System.

Provisions for pedestrians and bike riders, such as shared pathways, were added as part of active transport infrastructure improvements. Consequently, the project concluded in a 22-kilometre four-lane divided carriageway, improving safety, travel time reliability, and boosted freight efficiency on the Bruce Highway.

This project was jointly funded by the Australian and Queensland governments.

> 🖵 **For more information**
> https://www.tmr.qld.gov.au/projects/townsville-ring-road-stage-5

Townsville Northern Access Intersections Upgrade

Completed in November 2023, the Townsville Northern Access Intersection Upgrade project included duplicating 5.2 kilometres of the Bruce Highway, enhancing connectivity and reducing congestion.

A second bridge over Black River was constructed, along with significant local road upgrades. These improvements have enhanced safety, efficiency, and travel time reliability for the 14,000 vehicles using this route daily.

With separated carriageways and reduced direct accesses, the risk of crashes, especially head-on collisions, is substantially decreased. Emergency vehicles retain access for optimal response. This project ensures the Bruce Highway meets Townsville's growing transport demands.

This project was jointly funded by the Australian and Queensland governments.

Case study: High Risk Roads Townsville program funded under the Targeted Road Safety Program

The Targeted Road Safety Program, established by the Queensland Government, commenced focused enhancements across three prominent state-controlled roads in Townsville in mid-2023. They aim to significantly improve road safety across these critical routes.

The roads were selected due to their high incident rates and include:

- Douglas–Garbutt Road, locally known as Nathan and Duckworth streets
- North Ward Road, locally known as Bundock and Warburton streets
- South-Townsville Road, locally known as Railway Avenue.

Key safety improvements include installing guardrails at two sites, central median fencing at nine sites, and upgrading 50 intersections. Notable projects included guardrail extensions from Rooneys Bridge to Brooks Street being completed in late-2023 and additional guardrail installations on Bishop Street in June 2024.

Central median fencing was added at various intersections across the three links to enhance pedestrian safety.

Significant intersection upgrades on Duckworth Street, between Dalrymple and Bayswater roads, involved reshaping medians, updating line markings, and adding bicycle lanes. The Leopold and Nathan streets intersection was reconfigured to allow only left turns, improving motorist safety. Dean Street saw traffic lights added at Morey Street, the removal of right turns from McIlwraith Street, and pedestrian infrastructure enhancements.

These projects are fully funded by the Queensland Government.

> 🖵 **For more information**
> https://www.tmr.qld.gov.au/projects/programs/high-risk-roads-projects-townsville

Flinders Highway (Townsville to Charters Towers), Townsville to Mingela Range (package one and two), overtaking lanes construction

Completed in August 2023, the construction of new overtaking lanes along the Flinders Highway between Townsville and Charters Towers has significantly enhanced the safety and efficiency of this route for motorists.

This project began in mid-2022 and has added three strategic overtaking lanes on the 110 kilometre per hour stretch, providing both eastbound and westbound traffic with a separated carriageway design for enhanced safety. This included roadside work for vegetation restoration and erosion prevention. These upgrades cater to a wide range of road users, from local commuters and tourists to heavy vehicle operators, fostering smoother traffic flow and reducing the risks of crashes.

As part of the Queensland Government's ongoing commitment to road safety, these improvements contribute to minimising serious and fatal crashes, and support the region's vital industries and communities. This project was jointly funded by the Australian and Queensland governments.

Townsville Connection Road (Idalia), University Road to Bowen Road Bridge, improve safety

The Townsville Connection Road (Idalia) project to improve safety, spanning University Road to Bowen Road Bridge is already underway. With 24,000 vehicles daily, the upgrade intends to reduce congestion and travel times. Key features include:

- expanding Stuart Drive to four lanes between University Road and Bowen Road Bridge
- replacing a roundabout with traffic lights at Townsville Connection Road and Mervyn Crossman Drive/Fairfield Waters Drive
- installing traffic lights at Gartrell Drive and Kokoda Street.

Safety enhancements encompass wider paths, better connections, and safer crossings for pedestrians and bike riders.

Temporary diversions have been set up to maintain an uninterrupted traffic flow during the construction period. Scheduled for completion by mid-2025, ongoing consultation with local stakeholders ensures minimal disruption while maximising safety and accessibility for all road users. This $96 million project is fully funded by the Queensland Government.

For more information
https://www.tmr.qld.gov.au/projects/townsville-connection-road-idalia-university-road-to-bowen-road-bridge-improve-safety

Townsville Connection Road (Stuart Drive), Bowen Road Bridge (Idalia), duplicate bridge and approaches

The Townsville Connection Road (Stuart Drive) University Road to Bowen Road Bridge (Idalia) project aims to enhance safety and efficiency along a heavily trafficked route. Construction on the duplicated bridge will commence in July 2024.

This initiative aims to enhance safety and traffic flow for the 24,000 vehicles crossing the bridge daily. The existing two-way Bowen Road Bridge will be converted into two lanes for outbound traffic, coinciding with the ongoing upgrade of Stuart Drive between University Road and Bowen Road Bridge.

The project includes detailed design completion, public utility relocation, and watermain adjustments. Pavement upgrades, lighting enhancements, and closed-circuit television (CCTV) installation are part of the bridge's improvements. Additionally, pedestrian and bicycle crossings will be upgraded, along with connections to a refurbished underpass pathway.

This $99.8 million project is fully funded by the Queensland Government.

For more information
https://www.tmr.qld.gov.au/projects/townsville-connection-road-stuart-drive-bowen-road-bridge-idalia-duplicate-bridge-and-approaches

Ex-Tropical Cyclone Kirrily emergency repairs

When Ex-Tropical Cyclone Kirrily made landfall in late-January 2024, RoadTek was faced with the task of responding to road and electrical infrastructure damage. The Townsville area experienced power loss and faults at 95 traffic lights.

Working with the northern regional office, RoadTek undertook emergency works to rectify damage that occurred on the network. Generators were used to restore power to critical intersections over the Australia Day long weekend, and, working with the power provider and other departments, all affected lights were able to be restored within four days of the cyclone impacting.

The rural road network was damaged by the intense and prolonged rainfall, causing a closure of several links. Maintenance and construction teams responded immediately and continue to complete emergency works to progressively restore the network.

High Risk Roads multiple safety projects contract

TMR undertakes a High Risk Roads program, which consists of completing safety upgrades at high crash frequency locations. RoadTek is undertaking a program of works consisting of safety upgrades at 51 sites across the Townsville location. A total of 51 sites have been completed in the Northern district.

The overall value of the contracted program of works is $25.76 million.

The scope of high risk road works includes:

- widening for channelised right turns
- intersection realignment to improve visibility
- traffic light upgrades
- intersection upgrades for improved pedestrian management
- guardrail installation
- line-marking upgrades.

To date, a number of additional improvements have been made at sites as a result of cost savings being made under the program. An example of the additional improvements include:

- upgrades to non-conforming signal posts and footings that were not originally part of the works
- asphalt resurfacing at the Bergin Road intersection to mitigate existing water ponding
- relocation of heritage listed red brick pillars at Central State School entrance on Kennedy Street.

Mackay Whitsunday

- Area covered: **90,140 km²**
- Population of Queensland: **3.47%***

Fast facts

- State-controlled road**: **2665KM**
- National Land Transport Network**: **451KM**
- Vehicle and machinery registrations: **259,107**
- Boating infrastructures: **51**
- Community safety events held: **16**

- Vehicle and machinery inspections completed: **4446**
- Bridges***: **311**
- Driver licence tests conducted: **5360**
- Customer face-to-face interactions: **142,836**
- Priority-enabled intersections: **62**

Data source: *Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2024
Data source: **A Road Management Information System (ARMIS) 30 June 2024
Data source: ***Bridge Information System (BIS), 30 June 2024

Mackay Ring Road to Bald Hill Road connection

Works continued on the Mackay Ring Road to Bald Hill Road Connection project, aiming to connect the Mackay Ring Road, Mackay Northern Access Upgrade, and future Mackay Port Access projects.

The project is a continuation of the Mackay Ring Road and will connect the Ring Road and Bald Hill Road, enhancing capacity, safety, and network accessibility.

The project will connect the Bruce Highway at Glenella, duplicate the highway between the Mackay Ring Road and Bald Hill Road, build two new overpass bridges, deliver a new port rail line overpass, and upgrade the Bald Hill Road intersection.

Expected to be complete in early-2025, the project will link with the future Mackay Port Access project and provide access to mining and agricultural areas in the west, north, and south of Mackay to the Port.

This $497.4 million project is jointly funded by the Australian and Queensland governments.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/mackay-ring-road

Walkerston Bypass

Construction continued on the Walkerston Bypass, a new two-lane rural highway connecting the Peak Downs Highway west of Walkerston to the Mackay Ring Road near Paget.

Works include construction of a 10.4-kilometre bypass, a new bridge with improved flood immunity over Bakers Creek, and three new road overpasses above the local road and cane rail network.

When completed in late-2024, the new Walkerston Bypass will become the designated heavy vehicle route between the Bruce and Peak Downs highways, minimising heavy vehicle traffic through the main street of Walkerston, providing a more efficient link for the mining industry in the northern Bowen Basin to Mackay.

This $251.7 million project is jointly funded by the Australian and Queensland governments.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/walkerston-bypass

Bruce Highway (Mackay–Proserpine) upgrades

In mid-2024, works to improve flood immunity and safety on the Bruce Highway at Jumper Creek and Knobels Road between Mackay and Proserpine were completed.

The upgrade was delivered through two projects. The first at Jumper Creek, where the floodway was raised by almost one metre, the nearby section of the highway was widened for wide centre line treatments, larger culverts were installed, and drainage structures were upgraded.

These improvements ensured these sections of the Bruce Highway are safer and more resilient, providing long-term benefits for all road users.

The second project, at the Bruce Highway intersection with Knobels Road, saw more than one kilometre of the highway receive safety improvements such as the installation of extended turning lanes, protected turning lanes, new lighting, and a new road surface.

These projects were jointly funded by the Australian and Queensland governments under the Bruce Highway Upgrade Program.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/bruce-highway-mackay-proserpine-jumper-creek-upgrade-flood-immunity
>
> https://www.tmr.qld.gov.au/projects/bruce-highway-mackay-proserpine-knobels-road-upgrade-intersection-and-approaches

Palm Tree Creek Bridge and Blackrock Creek Bridge strengthening works

Strengthening works are planned for the Palm Tree Creek Bridge and Blackrock Creek Bridge, located on the Bruce Highway, north-west of Mackay.

The Palm Tree Creek Bridge, 34 kilometres from Mackay, is a two-span structure with similar materials and construction. The Blackrock Creek Bridge, 58 kilometres from Mackay, is a three-span prestressed concrete I-girder and reinforced concrete deck on a reinforced concrete substructure.

Due to their location within the Bowen Basin, there is high demand for permits for Class One Heavy Vehicles such as cranes, low loaders, and load platform trailers.

These bridges, in service since 1970 and 1972 respectively, have been assessed and both require strengthening to extend their design life by 25 years.

For Blackrock Creek Bridge, the proposed design includes strengthening the superstructure using steel plates attached to the girder soffit to improve bending capacity, and vertical steel dowels through the deck into the tops of the girders to improve longitudinal shear capacity. Additionally, the substructure will be strengthened by providing a cast in-situ concrete infill into the existing pier portal frame substructure.

For Palm Tree Creek Bridge, the design includes strengthening the superstructure using a combination of steel plates attached to the girders and intermediate cross girders, and shear hanger assemblies to improve the respective shear capacities. The substructure will be strengthened by providing concrete widening of the blade wall substructure.

These works also support employment opportunities for Aboriginal and Torres Strait Islander people in the civil construction industry.

These $13.5 million projects are jointly funded by the Australian and Queensland governments under the Bruce Highway Upgrade Program.

Mackay–Bucasia Road, Bucasia to Rural View roundabout, improve efficiency planning

Planning continued for future upgrades to Mackay–Bucasia Road to address congestion, safety, and flooding issues on this vital link to the northern beaches.

This 11-kilometre key commuter and freight corridor connects the Bruce Highway in North Mackay to Rural View, Bucasia, Eimeo, Blacks Beach, and Shoal Point, providing access to employment, goods, services, and schools.

Planning activities include investigations to identify key congestion points addressing improvements to road capacity and areas for improvements to safety and flood mitigation.

A business case to assess and recommend delivery options for the highest priority is currently being finalised.

This planning project is fully funded by the Queensland Government as part of Tree Transport System Planning Program.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/mackay-bucasia-road-capacity-upgrades-and-duplication-planning

Bruce Highway (Bowen–Ayr), Bowen Connection Road, improve intersection

Safety upgrades to the Bruce Highway near Bowen were completed in December 2023.

The improvements were delivered through two projects for around six kilometres of the highway between the Bowen Connection Road and Champion Street, and included pavement widening, wide centre line treatments, intersection upgrades, removal of roadside hazards, and guard rail installations.

At the intersection of Bowen Connection Road and Don Street, a separate lane was constructed for vehicles turning right from the highway to enter and accelerate to through-traffic speed before merging.

The work has contributed to providing a safer, smoother, and more efficient road network.

These projects were jointly funded by the Australian and Queensland governments under the Bruce Highway Upgrade Program.

Peak Downs Highway (Clermont–Nebo) Wuthung Road to Caval Ridge Mine, widen and strengthen pavement

Works to widen and strengthen around 14 kilometres of the Peak Downs Highway between Clermont and the Peak Downs Mine turnoff in Central Queensland were completed in December 2023.

The Peak Downs Highway forms part of the National Key Freight Route network and is a strategic state route used by heavy vehicles associated with mining and agricultural sectors.

The project delivered a nine-metre wide sealed roadway with one metre shoulders to enhance safety along one of the narrowest sections of the Peak Downs Highway.

This widening and strengthening of the highway helps prevent edge wear and tear, improves safety, prolongs road lifespan, and reduces ongoing maintenance costs.

This project was jointly funded by the Australian and Queensland governments under the Northern Australia Roads Program.

Central West

- Area covered: **395,765 km²**
- Population of Queensland: **0.20%***

Fast facts

- State-controlled road**: **4385KM**
- National Land Transport Network**: **693KM**
- Vehicle and machinery registrations: **21,256**
- Boating infrastructures: **1**
- Community safety events held: **2**

- Vehicle and machinery inspections completed: **1112**
- Bridges***: **80**
- Driver licence tests conducted: **377**
- Customer face-to-face interactions: **10,796**

Data source: *Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2024
Data source: **A Road Management Information System (ARMIS) 30 June 2024
Data source: ***Bridge Information System (BIS), 30 June 2024

Priority road safety upgrades between Dajarra and Mount Isa

Detailed planning was completed in early-2024 on three targeted safety upgrade projects for the Diamantina Developmental Road (Dajarra–Mount Isa).

The road provides remote communities with access to goods and essential services such as health, education, and employment.

It also forms part of a key north-south connector that links Mount Isa with Charleville and is an important route for the movement of cattle and freight, mining, and outback tourism.

The three safety projects include:

- widening and strengthening a priority two kilometre section to provide additional overtaking opportunities, jointly funded with the Australian Government
- widening approaches to Waverley Creek bridge
- upgrading aged drainage structures to improve reliability and safety for all road users.

The contract is expected to be awarded in late-2024 and works completed mid-2025, weather and construction conditions permitting.

Birdsville Developmental Road (Morney–Birdsville), formation resheeting

Safety improvements were delivered to more than 22 kilometres of unsealed sections of the Birdsville Developmental Road, between Morney and Birdsville. The improvements include applying gravel to the road surface to reinstate the correct height and improve the quality of the road surface. Drainage maintenance was also carried out, with guideposts, signs, and other road infrastructure repaired or replaced.

Spanning a total of 265 kilometres, the Birdsville Developmental Road forms a link between Birdsville and Windorah, promoting outback tourism by offering access to the far reaches of western Queensland.

Although the road records an annual average of only 42 vehicles per day, traffic volumes surge during popular annual events. These improvements will enhance the travel experience and safety of all those using the road, including during times of increased demand.

Commencing in February 2024, this project was completed in May 2024.

This $1.6 million project is jointly funded by the Australian and Queensland governments.

Cramsie–Muttaburra Road, rehabilitate and widen pavement

Cramsie–Muttaburra Road, between Longreach and Muttaburra, is 115 kilometres long and enables surrounding communities to access education, employment, and recreation facilities. The road also forms part of a key link connecting central Queensland with northern and southern parts of Australia.

With the road fully sealed in December 2022, the next step will progressively widen older, narrow sections of the road to achieve a consistent width of eight metres.

In May 2024, works were completed to widen and rehabilitate another three-kilometre section of narrow, aged pavement on Cramsie–Muttaburra Road.

This improved width enables safer and more frequent overtaking opportunities while further improving reliability and travel times.

This project was fully funded by the Queensland Government through the TIDs.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/cramsie-muttaburra-road-rehabilitate-and-widen-pavement

Richmond–Winton Road, pave and seal

In October 2023, progress was made on sealing Richmond–Winton Road near Winton, with the completion of works to seal another three kilometres.

This latest achievement is a continuation of the numerous projects delivered over recent years to progressively upgrade the road, improving safety, all weather access, and travel reliability for road users.

Richmond–Winton Road is 145 kilometres long with a mix of sealed and unsealed sections. Following completion of this latest sealing project, only 17 kilometres of the road remains unsealed.

The road provides a crucial transport link for the movement of cattle, freight, food, and fuel, while also providing tourism access to world-famous attractions, including the Australian Dinosaur Trail.

This project was fully funded by the Queensland Government through the TIDS.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/richmond-winton-road-pave-and-seal

Fitzroy

- Area covered: **117,588 km²**
- Population of Queensland: **4.36%***

Fast facts

- State-controlled road**: **3530KM**
- National Land Transport Network**: **399KM**
- Vehicle and machinery registrations: **321,596**
- Boating infrastructures: **57**
- Community safety events held: **28**

- Vehicle and machinery inspections completed: **5860**
- Bridges***: **318**
- Driver licence tests conducted: **7997**
- Customer face-to-face interactions: **198,654**
- Priority-enabled intersections: **127**

Data source: *Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2024
Data source: **A Road Management Information System (ARMIS) 30 June 2024
Data source: ***Bridge Information System (BIS), 30 June 2024

Rockhampton Ring Road

Construction contracts for the long-term visionary Rockhampton Ring Road project were awarded in June 2023.

By November 2023, works commenced on Package One, focusing on the section between the Bruce Highway/Rockhampton–Yeppoon Road intersection and the Monier Road embankment.

This construction phase includes building a crossing at Limestone Creek, establishing local road connections into the Parkhurst industrial area, and providing access to the Dreamtime Cultural Centre and the Emergency Services precinct.

Additionally, a sealed sidetrack has been completed on Rockhampton–Ridgelands Road in West Rockhampton to facilitate the replacement of the Lion Creek Bridge. The Osborne Road roundabout is also taking shape, which will eventually connect with the West Rockhampton link to the new ring road alignment.

In January 2024, the Australian and Queensland governments confirmed $1.73 billion in joint funding, ensuring the project's continuity. Package One is scheduled for completion in 2025.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/Rockhampton-Ring-Road

Rockhampton–Emu Park Road, upgrades including overtaking lanes and other priority safety and capacity improvements

Rockhampton–Emu Park Road forms part of the State Freight Network, linking the coastal community of Emu Park with Rockhampton. This road also serves traffic from various localities in the Livingstone Shire, including Tanby, Keppel Sands, and Cawarral.

In February 2024, a four-kilometre stretch of the Rockhampton–Emu Park Road received important safety and capacity enhancements. These improvements support the region's freight, tourism, and growing commuter traffic demands.

The project included the construction of two new overtaking lanes, improvements to property access, widening treatments between Sleipner Road and Tuckers Road, and overall capacity upgrades.

These efforts not only delivered safety improvements but also increased capacity and alleviated peak-hour congestion on this key connection to Rockhampton.

This project was fully funded by the Queensland Government under the State Road Network Upgrade Program.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/rockhampton-emu-park-road-upgrades-including-overtaking-lanes-and-other-improvements

Rockhampton–Yeppoon Road, Yeppoon Road Upgrade

Rockhampton–Yeppoon Road is being upgraded to improve road safety, efficiency, and route capacity to better support future growth in traffic volumes resulting from increased regional economic activity.

Construction is underway to duplicate the section of road between Ironpot and Hedlow Creek and to upgrade three intersections. Works will reduce the risk of crashes, remove crossroad movements from Artillery Road to Dairy Inn Road, and provide safe turnaround points.

As Rockhampton–Yeppoon Road is the principal route between Rockhampton and Yeppoon, the wider Capricorn Coast area, and the Bruce Highway, this upgrade is essential to better connect communities and to link regional businesses with local and international markets.

This $122 million project is jointly funded by the Australian and Queensland governments.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/yeppoon-road-upgrade-project

Rockhampton Railyards Rejuvenation

The Rockhampton Railyards have been a cornerstone of Central Queensland for over a century. Detailed planning is now underway to transform the Railyards into a vibrant commercial hub featuring community and recreational spaces. The site includes rollingstock depots, sheds, workshops, and other rail infrastructure, with heritage-listed areas dating back to the early-1900s, including one of the last remaining full circle roundhouses in Australia.

The 19 hectare site is divided into two distinct precincts.

The Industrial Precinct is focused on commercial use and major supply chain opportunities for a wide range of industries, including rail, manufacturing, and maintenance. Technical specialists are conducting comprehensive assessments of the sheds and grounds, with various remediation works underway to revitalise the site. Two tenants have already been secured, with new tenants being introduced through a staged approach.

The Heritage Precinct includes the historic Roundhouse, listed on the Queensland Heritage Register. A Heritage Precinct Draft Master

Plan aims to open up the Roundhouse to the community for the first time in the site's 100-year history. The plan proposes a rail museum connected to a heritage boardwalk, a family centric play area, and multi-use hospitality and event spaces. One tenant has been secured for this precinct.

The concept-level plan was presented to key stakeholders and the local community for consultation throughout December 2023 and February 2024. The Master Plan will be advanced in accordance with a Conservation Management Plan, recognising the significant heritage value of the Roundhouse that must be preserved. The delivery of the Master Plan is subject to funding application, detailed design, and heritage approvals.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/rockhampton-railyards-rejuvenation

Disaster Relief Funding Arrangement Bruce Highway, Winton Works

Recent events, such as the impact of Ex-Tropical Cyclone Kirrily in the Central West district, prompted the activation of financial relief measures under the DRFA program. In response, emergency works were swiftly undertaken on both national and state-controlled roads surrounding Winton, ensuring uninterrupted connectivity crucial for Queensland's resilience. The emergent works were completed in March 2024 with restoration works scope still to be finalised.

Similarly, within the Fitzroy district, following extreme rainfall and associated flooding in May 2022, reconstruction of Essential Public Assets financial relief measures were activated under the DRFA program. Emergency works were undertaken on both the national network and state-controlled roads surrounding Rockhampton and Gladstone, underscoring TMR's commitment to upholding Queensland's connectivity amidst adversity. The reconstruction works as a result of Tropical Cyclone Kirrily in Queensland were commenced in November 2023, with completion planned for September 2024.

> 🖥 **For more information**
> https://www.qra.qld.gov.au/funding/drfa

Wide Bay Burnett

- Area covered: **48,503 km²**
- Population of Queensland: **5.94%***

Fast facts

- State-controlled road**: **2970KM**
- National Land Transport Network**: **271KM**
- Vehicle and machinery registrations: **459,456**
- Boating infrastructures: **75**
- Community safety events held: **10**

- Vehicle and machinery inspections completed: **4250**
- Bridges***: **299**
- Driver licence tests conducted: **8318**
- Customer face-to-face interactions: **284,366**
- Priority-enabled intersections: **131**

Data source: *Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2024
Data source: **A Road Management Information System (ARMIS) 30 June 2024
Data source: ***Bridge Information System (BIS), 30 June 2024

Bruce Highway Upgrade—Cooroy to Curra, Section D (Gympie Bypass)

Construction has been underway on the 26-kilometre bypass of Gympie since October 2020.

The project addresses the current safety, flood immunity, and capacity issues on the existing highway through Gympie and will provide motorists with a free-flowing, high-speed, four-lane highway between Woondum and Curra.

There will be three new major interchanges, 43 bridges at 24 locations along the bypass, and more than six million cubic metres of earth has been moved to construct the road.

In May 2024, all bulk earthworks were completed and all local road overpasses opened to traffic.

The new Flood Road interchange and Curra interchange are both in use by local traffic (excluding the ramps to and from the new highway), and the Gympie interchange is almost complete.

Highway pavement works are nearing completion with line marking and highway finishing works underway. Works will be completed in late-2024, weather and construction conditions permitting.

This $1.162 billion project is jointly funded by the Australian and Queensland governments.

> **For more information**
> https://www.tmr.qld.gov.au/projects/bruce-highway-cooroy-to-curra/bruce-highway-cooroy-to-curra-section-d

Torbanlea—Pialba Road, various locations, upgrade intersections and floodways

Works to improve the flood immunity and upgrade intersections along Torbanlea—Pialba Road between Beelbi Creek and Takura were completed in May 2024.

The project improved road safety and flood resilience for Hervey Bay and surrounding communities and included the construction of a new four-span bridge across Beelbi Creek, which opened to traffic in February 2024.

Works also included upgrades to three floodways and intersection upgrades, including realignments and installation of separated turn lanes to improve safety.

Cultural heritage activities, including rehabilitation of disturbed ground, are being completed by the Traditional Owners as part of the project.

This project is jointly funded by the Australian and Queensland governments.

> **For more information**
> https://www.tmr.qld.gov.au/projects/torbanlea-pialba-road-various-locations-upgrade-intersections-and-floodways

Case study: Mundubbera—Durong Road, John Peterson Bridge (Boyne River), replace bridge

In late-2023, the new John Peterson Bridge and upgraded road approaches were officially opened, marking a significant milestone for the project and the North Burnett community.

Traffic commenced using the new two-lane, eight-span concrete structure over the Boyne River in June 2023, delivering safety and economic benefits to Mundubbera and the wider community.

The new bridge and road approaches were designed by TMR and replaced the old, single-lane, low-lying, flood-prone bridge on a new, straighter alignment of Mundubbera—Durong Road.

The new bridge was built about 500 metres west of the old bridge and significantly higher than the old structure, delivering improved flood immunity and reducing the likelihood of flood-related disruptions to freight and passenger traffic. The old bridge was demolished in July 2023 after the new bridge was opened to traffic.

The project also included safety improvements to the Beeron Road and Hawkwood Road intersections.

This project was jointly funded by the Australian and Queensland governments.

Goodwood Road, Washpool Creek—active transport crossings

In late-2023, works commenced to improve active transport crossings at Washpool Creek on Goodwood Road at Walkervale in Bundaberg.

The project was completed in April 2024 and works included:

- two new three-metre–wide prefabricated pedestrian and bike riding bridges over Washpool Creek
- connections to the existing bike and pedestrian paths on Goodwood Road
- closure of the left-turn into the nearby Colman Street to improve safety for all road users and address visibility concerns.

Goodwood Road is a priority route on the Principal Cycle Network Plan for Wide Bay Burnett and plays a key role in connecting Bundaberg's southern suburbs with the central business district (CBD).

This project was fully funded by the Queensland Government.

Isis Highway (Bundaberg–Childers), various locations, improve safety

The Isis Highway (Bundaberg–Childers) is a significant corridor for vehicles travelling between Bundaberg and Childers and provides a link for vehicles travelling south from Bundaberg to the Bruce Highway.

Works to design and upgrade priority sections of the Isis Highway continued throughout 2023, with the Isis Highway and Voss Road intersection upgrade completed in mid-2023.

Detailed design for intersection upgrades and the installation of service roads between the Bundaberg Ring Road and Park Estate Drive, were completed in the first half of 2024.

This $42 million project is fully funded by the Queensland Government's High Risk Roads Initiative as part of the Targeted Road Safety Program.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/isis-highway-bundaberg-childers-various-locations-improve-safety

Maryborough–Hervey Bay Road and Pialba–Burrum Heads Road, upgrade intersection

The design for the Maryborough–Hervey Bay Road and Pialba–Burrum Heads Road intersection upgrade have been finalised, and the community was provided with the final layout in September 2023.

The design included traffic signals at the intersection to improve traffic flow and road safety, and improvements to pedestrian and bike riding facilities on both roads.

The design also included Maryborough–Hervey Bay Road on the southern approach to the intersection and Pialba–Burrum Heads Road west of the intersection being duplicated to four lanes to accommodate major traffic movements at the intersection.

Pedestrian and bike riding facilities will also be upgraded to improve safety and connectivity for all road users. This includes shared paths and signalised crossings at the intersection.

This $55.353 million project is jointly funded by the Australian and Queensland governments.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/maryborough-hervey-bay-road-and-pialba-burrum-heads-road-upgrade-intersection

Bruce Highway (Gympie–Maryborough), Tiaro Bypass, construct four lane bypass

Detailed design is underway for a new highway bypass to the east of Tiaro.

This includes a concrete centre median and two grade-separated interchange connections to Tiaro, one north and one south of the township.

The detailed design phase includes:

- further detailed investigations and assessments including environmental, hydraulics, noise, and geotechnical
- development of detailed design drawings including drainage, lighting, signage, property accesses, and public utility relocations
- preparation of detailed cost estimates and contract documents for the construction phase.

Ongoing community consultation will occur throughout the detailed design phase as TMR continues working closely with Tiaro and surrounding communities.

This $336 million project is jointly funded by the Australian and Queensland governments.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/bruce-highway-gympie-maryborough-tiaro-bypass-construct-four-lane-bypass

Monto—Mount Perry Road progressive sealing

Detailed design to seal the final 5.1-kilometre gravel section of Monto—Mount Perry Road, between the Burnett Highway and the Burnett River, was completed in August 2023.

In addition to the bitumen sealing on the unsealed gravel sections, the design included the replacement of Splinter Creek Bridge on a new alignment and the upgrade of the Burnett Highway and Monto—Mount Perry Road intersection.

These works commenced in May 2024 and, when complete, will improve safety on this vital link between North Burnett communities, reduce ongoing maintenance costs and enhance the economic benefits for the North Burnett.

The $8 million Monto—Mount Perry, progressive sealing project is fully funded by the Queensland Government. The Monto—Mount Perry Road, Mail Bag Creek to Kerwee Road, upgrade to sealed standard (Stage One) and Monto—Mount Perry Road (Stage Two), upgrade to sealed standard projects were jointly funded by the Australian and Queensland governments.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/monto-mount-perry-road-progressive-sealing

Torbanlea—road infrastructure upgrade

Major road infrastructure upgrades were completed by RoadTek in readiness for the start of construction on the new train manufacturing facility as part of the CRR Project. The overall value of the program of works in the package is almost $27 million.

Following the completion of upgrades to the Bruce Highway in 2022—23, attention shifted to other parts of the required infrastructure upgrades including:

- Gympie Street minor pavement and asphalt works
- Robertson Road landscaping works
- Gympie Street–Burgowan Road Intersection upgrade including the changed functioning of the intersection
- Construction of a two-lane sealed road on Ritchie Road which involved works over a 1.5 kilometre-long footprint.

The Ritchie Road works were a major undertaking and involved:

- mass clearing of vegetation
- bulk excavation
- construction of two layers of unbound pavement material
- installation of kerb and channel on both sides of the road
- installation of large scale erosion measures on the RHS drain
- construction of full-length 2.5 metre concrete footpath
- upgrade of private access for nine properties.

Additional works were completed in the township of Torbanlea to manage expected traffic increases during construction and operation of the facility.

Darling Downs

- Area covered: **79,521 km²**
- Population of Queensland: **5.65%***

Fast facts

- State-controlled road**: **4533KM**
- National Land Transport Network**: **644KM**
- Vehicle and machinery registrations: **374,214**
- Boating infrastructures: **7**
- Community safety events held: **10**

- Vehicle and machinery inspections completed: **8482**
- Bridges***: **226**
- Driver licence tests conducted: **9522**
- Customer face-to-face interactions: **289,767**
- Priority-enabled intersections: **141**

Data source: *Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2024
Data source: **A Road Management Information System (ARMIS) 30 June 2024
Data source: ***Bridge Information System (BIS), 30 June 2024

Natural disaster repairs in Darling Downs

TMR continued delivering a significant program of more than 100 projects in the Darling Downs to repair state-controlled roads following severe weather events in 2021 and 2022.

The flood recovery projects will repair:

- sections of the Bunya, Leichhardt, Moonie, and Warrego highways in the Western Downs
- sections of the Cunningham, Leichhardt, Gore, and Barwon highways in the Toowoomba region
- sections of the Cunningham, Leichhardt, Gore, and Barwon highways in the Goondiwindi region
- state-controlled roads including sections of Mount Sylvia Road in the Lockyer Valley
- roads connecting the towns of Stanthorpe, Warwick, Leyburn, Karara, and Allora in Southern Downs.

These recovery works are jointly funded by the Australian and Queensland governments through the DRFA.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/southern-queensland-2022-flood-reconstruction-works

Gore Highway (Millmerran–Goondiwindi), Wyaga Creek, upgrade floodway

A new bridge is nearing completion at the Wyaga Creek crossing on the Gore Highway to improve flood immunity, safety, and efficiency.

The Gore Highway is part of the National Land Transport Network and a critical link for inter and intra-state travel in Queensland. However, its vulnerability to floods, particularly at the Wyaga Creek crossing, has been a persistent cause of extended traffic delays.

A flood study conducted in 2016 identified Wyaga Creek crossing at Kilbronae as the primary contributor to the annual average flood-related closure time. By raising the crossing by 1.44 metres, the new bridge will considerably reduce the annual average closure time of the Gore Highway.

Construction will be completed in late-2024, weather and construction conditions permitting. This $52.4 million project is jointly funded by the Australian and Queensland governments.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/gore-highway-millmerran-goondiwindi-wyaga-creek-upgrade-floodway

New England Highway (Yarraman–Toowoomba), widening and resurfacing

Construction to improve safety and freight efficiency on the New England Highway between Cooyar and Bum Bum Creek, south of Yarraman was completed in June 2024. The New England Highway (Yarraman–Toowoomba) is a key freight route for B-doubles and other heavy vehicles.

The project involved widening and resurfacing the road, upgrading drainage, and improving intersections. Key features of the project included:

- increased road width to improve safety and reduce the risk of crashes
- increased road strength to improve ride quality
- reduced travel times
- reduced ongoing maintenance
- improved freight efficiency and productivity for B-doubles and other heavy vehicles.

This project was fully funded by the Queensland Government through the State Road Network Upgrade Program.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/new-england-highway-yarraman-toowoomba-widen-pavement

Warwick Principal Cycle Network planning

The Warwick Principal Cycle Network plan is part of a statewide strategy to improve bicycle riding facilities and encourage active transport. TMR investigated options to create a safe, direct, and connected bicycle route through Warwick, in collaboration with Southern Downs Regional Council.

Concept designs were developed for bicycle riding facilities at the Cunningham Highway (Wood Street) and Dragon Street intersection and the New England Highway (Wallace Street) and Pratten Street intersection to connect with facilities being planned by council on Dragon, Pratten, and Easey streets.

Community consultation was undertaken in October 2022 to gain feedback on concept designs and to understand the opportunities and challenges for bike riders in the area. The bicycle route is expected to be complete July 2023, weather and construction conditions permitting. This planning project was fully funded by the Queensland Government.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/warwick-principal-cycle-network-plan-business-case

South West

- Area covered: **319,275 km²**
- Population of Queensland: **0.45%***
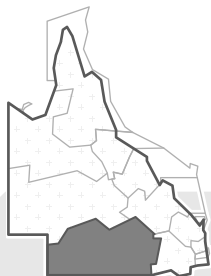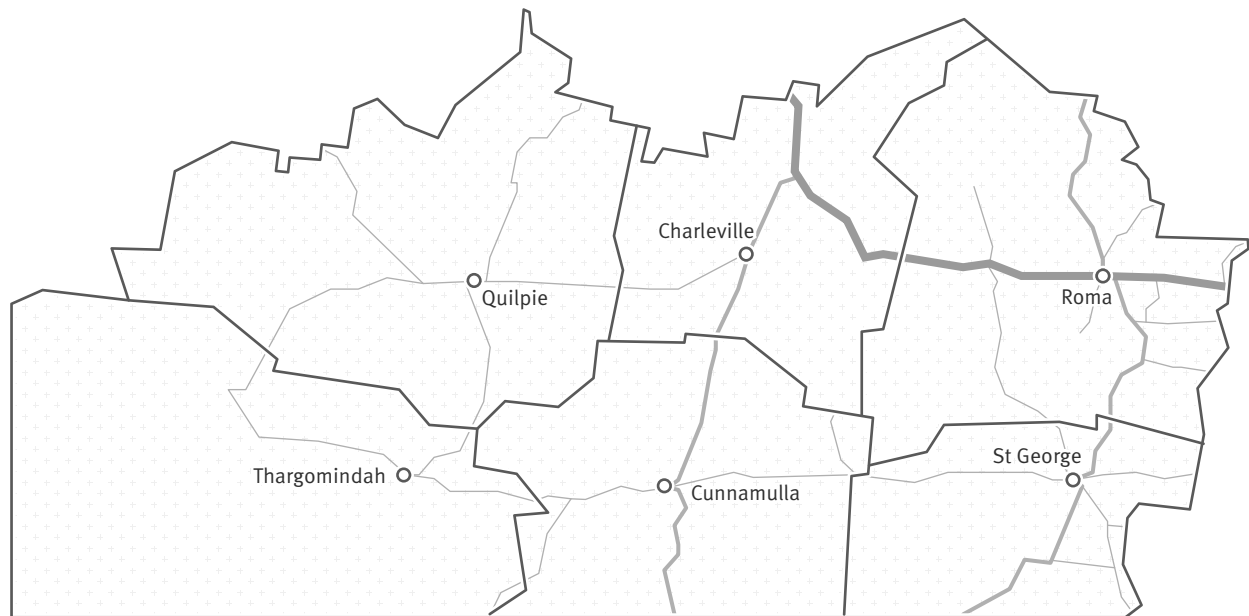
Fast facts

- State-controlled road**: **3972KM**
- National Land Transport Network**: **418KM**
- Vehicle and machinery registrations: **45,399**
- Boating infrastructures: **9**
- Community safety events held: **24**

- Vehicle and machinery inspections completed: **2141**
- Bridges***: **83**
- Driver licence tests conducted: **912**
- Customer face-to-face interactions: **26,255**
- Priority-enabled intersections: **1**

Data source: *Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2024
Data source: **A Road Management Information System (ARMIS) 30 June 2024
Data source: ***Bridge Information System (BIS), 30 June 2024

Carnarvon Highway (Injune–Rolleston), Dawson River Bridge upgrade

The Carnarvon Highway (Injune–Rolleston), Dawson River Bridge upgrade project will improve safety and network efficiencies by realigning the approaches and widening the existing bridge structure.

This project is planned to support a viable future north-south alternative to the Bruce Highway and is being delivered as part of the Inland Freight Route Early Works Package.

Construction started in October 2023 and is expected to be completed by late-2024, weather and construction conditions permitting.

This $19.71 million project is fully funded by the Queensland Government.

⌨ **For more information**
https://www.tmr.qld.gov.au/projects/carnarvon-highway-injune-rolleston-dawson-river-bridge-upgrade

Carnarvon Highway (Roma–Injune), Roma Principal Cycle Network

During the financial years of 2021–22 to 2022–23, the Transport System Planning Program allocated funding to conduct planning for a section of the Principal Cycle Network which follows the Carnarvon Highway (Roma–Injune), from May Street to Airport Drive in Roma.

TMR initiated community engagement processes in the later part of 2022, with the planning finalised in January 2024.

A two-stage approach was recommended to implement the active transport infrastructure, should future funding become available:

• Stage One—construct a shared path that would benefit both bike riders and pedestrians.
• Stage Two—construct an on-road bicycle path to separate bike riders and pedestrians.

This project was fully funded by the Queensland Government.

Diamantina Developmental Road (Quilpie–Windorah), widen and seal

At the end of 2023, TMR completed shoulder widening works of 4.7 kilometres of road 30 kilometres west of Quilpie.

The Regional Economic Enabling Fund (REEF) is a package of projects delivering works including progressive sealing, pavement strengthening and widening, and bridge and floodway upgrades across remote, rural, and regional Queensland. These works have improved safety and network efficiencies.

This project was jointly funded by the Australian and Queensland governments through REEF.

⌨ **For more information**
https://www.tmr.qld.gov.au/projects/diamantina-developmental-road-quilpie-windorah-widen-and-seal

North Coast

- Area covered: **10,539 km²**
- Population of Queensland: **17.59%***

Fast facts

- State-controlled road**: **1381KM**
- National Land Transport Network**: **129KM**
- Vehicle and machinery registrations: **1,072,458**
- Boating infrastructures: **69**
- Community safety events held: **51**

- Vehicle and machinery inspections completed: **6243**
- Bridges***: **425**
- Driver licence tests conducted: **28,081**
- Customer face-to-face interactions: **542,722**
- Priority-enabled intersections: **557**

Data source: *Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2024
Data source: **A Road Management Information System (ARMIS) 30 June 2024
Data source: ***Bridge Information System (BIS), 30 June 2024

Bruce Highway (Brisbane–Gympie), Caboolture–Bribie Island Road to Steve Irwin Way upgrade

Major construction was completed in April 2024 for the segment of the Bruce Highway between Caboolture–Bribie Island Road and Steve Irwin Way at Exit 163.

The upgrade substantially enhanced the safety, capacity, and flood immunity of this section of the Bruce Highway.

The project widened 11 kilometres of the Bruce Highway from four to six lanes, and upgraded ten bridges at five creek crossings to provide higher, wider, and safer structures capable of withstanding a 1-in-100-year flood event.

Other features delivered by the project included modifications at the Caboolture–Bribie Island Road southbound exit ramp to reduce weaving and allow for ramp metering. The northbound exit ramp was separated at Caboolture–Bribie Island Road and D'Aguilar Highway interchange to provide two consecutive ramps. New Intelligent Transport Systems Infrastructure, including ramp metering, variable speed limit and message signs, vehicle detection systems and CCTV cameras were also provided to help manage highway traffic flow.

This project was jointly funded by the Australian and Queensland governments.

> **For more information**
> https://www.tmr.qld.gov.au/projects/bruce-highway-brisbane-gympie-caboolture-bribie-island-road-to-steve-irwin-way-upgrade

Direct Sunshine Coast Rail Line

The Australian and Queensland governments have committed funding of $5.5 billion towards delivery of Stage One of the Direct Sunshine Coast Rail Line.

Stage One of the project includes:

- delivering a 19-kilometre dual-track rail line to Caloundra
- protecting an updated rail corridor from Beerwah to Maroochydore
- pre-delivery work and a commitment to working with industry to explore opportunities to accelerate delivery of the rail line to Birtinya
- an enhanced bus network to ensure communities around the Sunshine Coast have convenient and reliable connections to stations
- new active travel options, meaning people can also choose to walk or ride to their nearest station.

Stage One is anticipated to cost between $5.5 billion and $7 billion, with cost estimates to be finalised following further design development, market engagement, and procurement.

The Direct Sunshine Coast Rail Line project will enable fast, reliable, and sustainable movement of people between the Sunshine Coast, Moreton Bay, and Brisbane. When services commence, a trip on the Direct Sunshine Coast Rail Line between Brisbane and the Sunshine Coast is forecast to be approximately 45 minutes faster than driving in peak.

> **For more information**
> https://www.tmr.qld.gov.au/projects/direct-sunshine-coast-rail-line-planning

Case study: Southern Sunshine Coast Roads Improvement Study

The Southern Sunshine Coast Roads Improvement Study is prioritising road upgrades that will contribute to a multi-modal approach servicing the growing transport needs for the southern Sunshine Coast.

The study includes two business cases. Caloundra Road, Kawana Way Link Road, and Bells Creek Arterial intersection which will be completed in late-2024, and Kawana Motorway which will be completed in mid-2025. Both business cases form part of a new north-south intra-regional motorway spine running from the Bruce Highway to the Sunshine Motorway, and will include active transport infrastructure to improve safety and encourage increased active transport.

The business cases propose staged upgrades to the Caloundra Road, Kawana Way Link Road, and Bells Creek Arterial Road intersection, and a new Kawana Motorway that will provide a direct connection between Parrearra and Meridan Plains, parallel to Kawana Way.

This project study is jointly funded by the Australian and Queensland governments.

> **For more information**
> https://www.tmr.qld.gov.au/projects/southern-sunshine-coast-roads-improvement-study

Bruce Highway, Anzac Avenue to Caboolture–Bribie Island Road planning

Planning is underway for staged improvements to the Bruce Highway. The planning will confirm the preferred solutions for upgrades between North Lakes and Caboolture to meet future traffic growth, reduce congestion, and improve reliability, safety, and flood immunity.

Between Anzac Avenue and Uhlmann Road, the existing median will be used to provide additional lanes in each direction.

Options are being investigated to either add lanes; or add one-way, two-lane collector-distributor roads on both sides of the existing Bruce Highway between Uhlmann and Caboolture–Bribie Island roads.

Planning includes interchange upgrades to Uhlmann, Buchanan, and Caboolture–Bribie Island roads, along with active transport provisions connected to local networks.

Planning is expected to be completed in 2025.

These $34 million planning projects are jointly funded by the Australian and Queensland governments.

> ⌨ **For more information**
> https://www.tmr.qld.gov.au/projects/programs/Bruce-Highway-Upgrade-Anzac-Avenue-to-Caboolture-Bribie-Island-Road

Sunshine Coast Public Transport, business case

A detailed business case is underway for an enhanced public transport connection between Maroochydore and the Sunshine Coast University Hospital at Birtinya (Stage One), with a possible extension to Caloundra.

The business case process involves assessing potential transport modes and investigating all components of the project. This will assist in understanding and demonstrating the economic, social, environmental, and financial viability of the project to deliver an integrated transport solution.

This work builds on the Sunshine Coast Mass Transit Project undertaken by the Sunshine Coast Council. The council's Mass Transit Options Analysis, endorsed in October 2021, compared five options including bus rapid transit, light rail, wireless light rail, trackless tram, and a quality bus corridor.

In December 2023, 'bus rapid transit' was announced as the preferred vehicle option for the Sunshine Coast Public Transport project.

The $16.5 million project business case is jointly funded by the Australian Government, the Queensland Government, and Sunshine Coast Council.

> ⌨ **For more information**
> https://www.tmr.qld.gov.au/sunshinecoastpublictransport

North Brisbane Bruce Highway Western Alternative planning project

TMR is reserving land for a new transport corridor from north Brisbane to Beerburrum. The reserved land will accommodate the Moreton Motorway connecting new and existing communities, with future town centres to be planned around future transport infrastructure.

Feedback from local governments, other state government agencies, and the community is shaping the planning, which is progressing in four stages.

Early planning for stages one and two between Narangba and Moodlu is complete. The next priority is to complete early planning for Stage Four between Moodlu and Beerburrum, followed by early planning for Stage three between Bald Hills and Narangba.

The Moreton Motorway will reduce travel time and improve transport network reliability and resilience. It will preserve the Bruce Highway's important role as part of the National Land Transport Network, and support future economic growth and major expansion areas identified in the South East Queensland Regional Plan.

This $20 million project study is part of a package of works jointly funded by the Australian and Queensland governments.

> ⌨ **For more information**
> https://www.tmr.qld.gov.au/projects/north-brisbane-bruce-highway-western-alternative-planning

Clontarf—Anzac Avenue (Elizabeth Avenue), construct active transport overpass

The construction of a new pedestrian overpass over Elizabeth Avenue was completed in February 2024, providing a safe crossing facility between the Clontarf Beach State High School main campus and the adjacent Department of Education's sports field.

With the highest level of student protection, it effectively eliminates potential conflicts between vehicles and students. The school campuses, divided by a busy four-lane, high-speed road, are now seamlessly connected by this overpass.

Pedestrians, including the elderly and those with limited mobility, and bike riders and mobility device users, can now move more safely using the overpass. This improvement benefits both school students and the community.

Additionally, TMR implemented significant fauna safety measures, including the installation of fauna fencing to enhance conditions for Hays Inlet koalas and prevent native wildlife from accessing the road, making it a comprehensive project.

This project was jointly funded by the Australian and Queensland governments.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/elizabeth-avenue-clontarf-construct-active-transport-overpass

Case study: Bribie Island bridge planning

The proposed concept design for a new bridge to Bribie Island was released in January 2024 for community feedback. The future of the existing bridge is also being considered.

The proposed concept design, informed by technical investigations and community consultation, outlines a new bridge featuring two eastbound traffic lanes and a dedicated active transport path for bike riders, pedestrians, and mobility devices.

A detailed assessment found the existing bridge can continue carrying traffic for the foreseeable future. The concept design proposes to fully utilise the existing bridge as a traffic asset by using it for two westbound traffic lanes.

The proposal includes widening Caboolture–Bribie Island Road to four lanes between Bestmann Road East and Benabrow Avenue, and realigning the Sylvan Beach Esplanade intersection.

The concept design is a sustainable, flexible, and cost-effective solution and aligns with the future vision of four lanes on Caboolture–Bribie Island Road.

This $5.232 million planning project is fully funded by the Queensland Government.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/caboolture-bribie-island-road-bribie-island-bridge-planning

Strathpine–Samford Road (Eatons Crossing Road and Mount Samson Road), improve intersection and route safety

Construction commenced in August 2023 for safety improvements on Strathpine–Samford Road between Eatons Hill and Samford Valley.

A route safety study of the full length of Strathpine–Samford Road, finalised in late-2019, recommended a number of safety treatments to form the Strathpine–Samford Road Route Safety Project.

The project includes an upgrade to the intersection of Eatons Crossing Road and Lilley Road to a signal-controlled intersection, as well as safety improvements to a number of other intersections along the corridor.

The project aims to improve safety, increase traffic flow, provide better active transport, and improve network efficiency. Key safety improvements to be constructed include:

- installing a wide centre line treatment
- shoulder widening
- providing safety barriers
- widening of the road at specific locations
- modifications of several intersections
- improved bike rider safety with two-metre wide shoulders
- provision of new police enforcement bays at identified locations.

This $75.2 million project is fully funded by the Queensland Government under the Targeted Road Safety Program.

> 🖥 **For more information**
> www.tmr.qld.gov.au/projects/strathpine-samford-road-eatons-crossing-road-and-mount-samson-road-improve-intersection

Kin Kin Road, Six Mile Creek: replace timber bridge

Construction was completed on the Six Mile Creek Bridge replacement project on Kin Kin Road, Pomona in April 2024. The new bridge was fully opened to traffic in late-2023, with finishing works continuing until April 2024.

The project significantly improved safety, network efficiency, traffic flow, and flood immunity of this section of Kin Kin Road.

The new concrete bridge structure replaced the original timber bridge over Six Mile Creek and has a wider bridge deck allowing for two traffic lanes and wider shoulders to improve accessibility for

active transport users. It will withstand more significant flood events, reducing the frequency and duration of closures.

The old single-lane timber structure was built in 1934 and was decommissioned in mid-November 2023 with 80 per cent of the recyclable timber salvaged, to be re-used to repair existing timber bridges on the state-controlled network. This project was fully funded by the Queensland Government.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/kin-kin-road-six-mile-creek-replace-timber-bridge

Beerburrum to Nambour Rail Upgrade

The Beerburrum to Nambour (B2N) Rail Upgrade will provide additional capacity on the North Coast Line to ensure freight trains and passenger trains have enough space to pass each other, delivering greater efficiency and reliability.

Stage One will involve the duplication of the North Coast Line between Beerburrum and Beerwah, address level crossings, expand park 'n' ride facilities, and construct a new bus interchange on the eastern side of Landsborough station.

Early works for the project were completed in August 2023. Works expanded the park 'n' ride facilities at Nambour (50 spaces) and Landsborough (300 spaces), constructed the new Landsborough bus interchange, and realigned a one-kilometre section of Steve Irwin Way to make way for the duplicated rail line.

Preconstruction and design activities are currently underway with construction expected to be completed in 2027, weather and construction conditions permitting.

The total $1.004 billion Stage One of this project is jointly funded by the Australian and Queensland governments.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/beerburrum-to-nambour-rail-upgrade-stage-1

Metropolitan

- Area covered: **2974 km²**
- Population of Queensland: **31.89%***
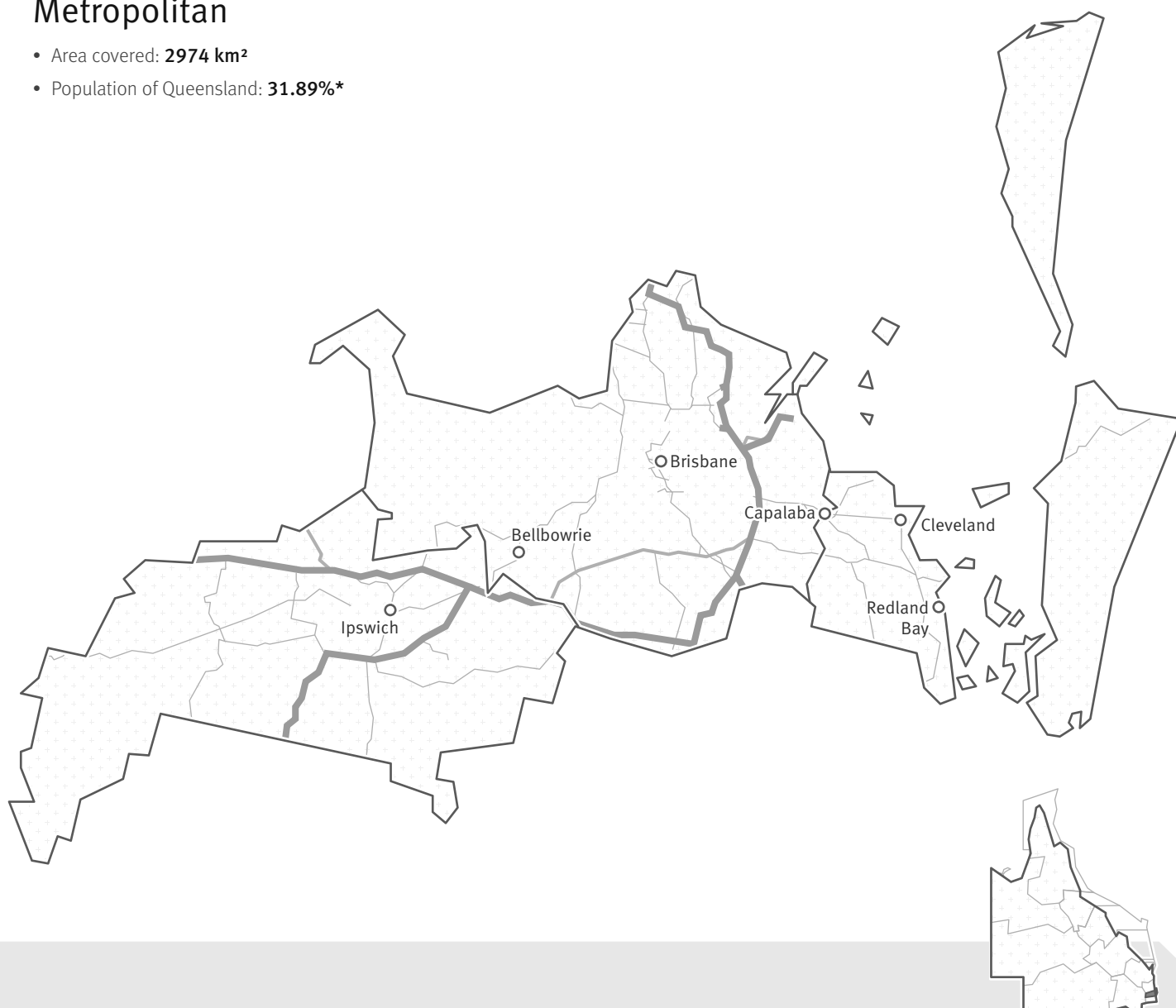
Fast facts

- State-controlled road**: **527KM**
- National Land Transport Network**: **90KM**
- Vehicle and machinery registrations: **1,739,629**
- Boating infrastructures: **76**
- Community safety events held: **118**

- Vehicle and machinery inspections completed: **14,769**
- Bridges***: **467**
- Driver licence tests conducted: **50,884**
- Customer face-to-face interactions: **945,527**
- Priority-enabled intersections: **530**

Data source: *Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2024
Data source: **A Road Management Information System (ARMIS) 30 June 2024
Data source: ***Bridge Information System (BIS), 30 June 2024

Beams Road (Carseldine and Fitzgibbon), rail level crossing

Construction on the Beams Road rail level crossing project, replacing the current rail level crossing with an overpass to separate road and rail, commenced in March 2024.

Beams Road is an important local road connecting communities in the northern suburbs of Brisbane. It currently experiences significant congestion at the rail level crossing, particularly during peak hours.

An overpass upgrade to the rail level crossing will:

- improve travel times and reliability for rail and road users
- reduce congestion
- improve safety and access.

This $235 million project is jointly funded by the Australian Government, the Queensland Government, and Brisbane City Council.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/beams-road-carseldine-and-fitzgibbon-rail-level-crossing

Veloway 1 O'Keefe Street

TMR delivered a new V1 connection with the completion of the velobridge at O'Keefe Street, Woolloongabba in mid-2024.

The bridge improves safety and network efficiency by removing the need for bike riders to cross at nearby Carl Street and at the lights east and west of the M1 on O'Keefe Street.

Motorists and pedestrians will also benefit from fewer pauses in traffic flow and less crowded footpaths.

Following community feedback, the final project design was amended to include a reconfigured ramp on the northern side of O'Keefe Street to support access to local amenities.

Both the velobridge and the northern access ramp are now open for use.

This project was fully funded by the Queensland Government through the Active Transport Investment Program.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/veloway-1-v1-cycleway-okeefe-street-construct-bridge-approaches

Case study: Centenary Bridge Upgrade project

The Centenary Bridge Upgrade project at Jindalee, expanding capacity and improving safety over the Brisbane River, made significant progress this year. The project entails a new three-lane northbound bridge, refurbishing and reconfiguring the existing structure for three southbound lanes, and an improved active transport corridor.

Introducing extra lanes will create safer and longer merging lanes for entry and exit ramps, leading to improved efficiency and a decrease in the rate and severity of crashes on the bridge. The project will also improve safety and connectivity for pedestrians and people riding bikes by delivering upgrades to active transport facilities over the Brisbane River.

This extra capacity will provide greater efficiency and travel time reliability between Brisbane's CBD, western suburbs, and along the entire Centenary Motorway.

This $298.5 million project is jointly funded by the Australian and Queensland governments.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/centenary-bridge-upgrade

Cleveland–Redland Bay Road Corridor Investment Upgrade

Construction is underway to duplicate Cleveland–Redland Bay Road from two to four lanes between Anita Street in Redland Bay and Magnolia Parade in Victoria Point.

The upgrade will reduce congestion, improve traffic flow, and increase safety for all road users. New on and off-road active transport infrastructure will also improve connectivity for pedestrians and bike riders.

This project is part of a $84.3 million package of works to upgrade Cleveland–Redland Bay Road.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/projects/Cleveland-Redland%20Bay%20Road%20upgrade

ODIN Pass: Australia's largest multi-modal transport subscription trial

ODIN Pass is TMR's large-scale multi-modal research trial and is a partnership with UQ, supported by iMOVE Cooperative Research Centre. Commencing in July 2021, the trial is the largest real-world MaaS trial undertaken in Australia.

In 2023–24, the research trial finalised the data collection phase, with operations continuing to enable UQ staff and students access to a range of multi-modal service plans provided on subscription. The ODIN Pass plans combine up to nine modes of transport accessed on a smartphone app allowing users to plan, book, and pay for their journeys digitally.

The trial confirmed that customers like subscription-based service plans with over 12,000 users participating in the trial in 2023–24.

Trial achievements since inception in 2021:

- 12,324 users participated in the trial.
- 62,620 mobility bundles where purchased.
- 2,630,733 public transport trips were taken through the ODIN Pass app.
- 63 per cent of trial participants purchased two or more bundles.
- 51 per cent of trial participants said they were more likely to use public transport, with 54 per cent deciding to leave their car at home.

A new research trial for Griffith University Gold Coast students is planned to run from August 2024 to September 2026 to test the findings from the initial UQ trial and understand how packaged transport pricing could encourage a greater shift towards active, shared, and public transport.

Gateway Motorway and Bruce Highway Upgrades

TMR has completed integrated planning to develop a whole-of-network solution to ease congestion and improve safety on the Gateway Motorway and Bruce Highway corridor in north Brisbane and the Moreton Bay Region. TMR is delivering these projects in stages, based on available funding.

The Bruce Highway (Brisbane–Gympie), Dohles Rocks Road to Anzac Avenue upgrade (Stage One) involves installing a new southbound exit ramp at Dohles Rocks Road interchange, which will extend as an auxiliary lane on the Bruce Highway through to Anzac Avenue. Construction early works commenced June 2024.

Delivered as one stage the Gateway Motorway, Bracken Ridge to Pine River upgrade and Bruce Highway (Brisbane–Gympie), Gateway Motorway to Dohles Rocks Road upgrade (Stage One) will involve:

- providing additional lanes on the Gateway Motorway from Bracken Ridge through to the Bruce Highway
- upgrading the Gateway Motorway curve and interchange and Bracken Ridge
- staged improvements to the major interchange where the Gateway Motorway and Gympie Arterial Road join the Bruce Highway.

Procurement for a design and construct contractor for this stage will progress from early-September 2024.

The Bruce Highway, (Brisbane–Gympie), Gateway Motorway to Dohles Rocks Road upgrade (Stage Two) is the next priority section to be delivered upgrading the Bruce Highway from the Pine River to Dohles Rocks Road. This stage includes building two new bridges and providing an active transport connection across the Pine River, and installing collector-distributor roads on either side of the Bruce Highway between the Gateway Motorway and Dohles Rocks Road. Procurement for design only will progress from mid-September 2024.

These projects are jointly funded by the Australian and Queensland governments.

> **For more information**
> https://www.tmr.qld.gov.au/projects/programs/gateway-motorway-and-bruce-highway-upgrades

Carseldine train station, upgrade to existing park 'n' ride

The upgrade of the existing Carseldine station park 'n' ride was completed in November 2023.

Works included building a new entry on Balcara Avenue to minimise disruption for park 'n' ride customers once construction of the Beams Road overpass commenced. The existing bus stops, kiss 'n' ride, and bike facilities were also upgraded.

A new car park was constructed on the eastern side of the station in 2021. The upgrade of the existing car park increased the total parking capacity at Carseldine station (east and west) to around 370 car spaces and nine dedicated accessible spaces. This project was fully funded by the Queensland Government.

Logan and Gold Coast Faster Rail

The LGC project will deliver improved rail infrastructure and services between Brisbane, Logan, and the Gold Coast, in response to continued population growth and demand for public transport services in the region.

Key features of the project include:

- approximately 20 kilometres of new tracks and rail systems between Kuraby and Beenleigh station, doubling the corridor from two to four tracks and removing a critical network bottleneck
- improved customer accessibility with upgrades to stations, bus stops, and park 'n' ride facilities between Kuraby and Beenleigh, including Loganlea, to be delivered as part of the Loganlea Station Relocation (LSR) project
- significant safety improvements with five level crossing removals at Kuraby, Woodridge, Bethania, Holmview, and Beenleigh, and new road infrastructure
- new and improved active transport facilities and pathways linking to stations and local communities.

In 2023–24, the community was invited to provide feedback on the refined reference design for LGC and the detailed design for LSR. Local insights will help to inform current procurement activities and future design development once contractors are appointed.

Procurement of major works packages was a key focus following the Registration of Interest and Request for Proposal phases in 2023, shortlisted proponents for the LGC Rail Package, Open Level Crossing Removal Package, and LSR Package commenced the final stage of procurement in March 2024.

Other project activities in 2023–24 included:

- continuing to secure land along the project corridor
- undertaking survey and geotechnical investigations
- submitting the preliminary documentation for federal environmental approvals
- ongoing engagement with Queensland Rail and other key stakeholders.

The $173.76 million LSR project is part of the $5.75 billion LGC project, jointly funded by the Australian and Queensland governments.

> 🖵 **For more information**
> https://www.tmr.qld.gov.au/projects/programs/logan-and-gold-coast-faster-rail

South Coast

- Area covered: **6535 km²**
- Population of Queensland: **19.95%***

Fast facts

- State-controlled road**: **1047KM**
- National Land Transport Network**: **179KM**
- Vehicle and machinery registrations: **1,157,092**
- Boating infrastructures: **8**
- Community safety events held: **19**

- Vehicle and machinery inspections completed: **7288**
- Bridges***: **341**
- Driver licence tests conducted: **47,991**
- Customer face-to-face interactions: **746,831**
- Priority-enabled intersections: **710**

Data source: *Queensland Government Statistician's Office (Queensland Treasury), Queensland Regional Profiles. www.qgso.qld.gov.au, July 2024
Data source: **A Road Management Information System (ARMIS) 30 June 2024
Data source: ***Bridge Information System (BIS), 30 June 2024

Coomera Connector Stage One

As a new north-south high-speed motorway, the Coomera Connector will help reduce M1 congestion by providing an alternative route for growing northern Gold Coast communities. Motorists will benefit from more reliable travel times between the Gold Coast and Brisbane and increased safety on the M1.

The Stage One corridor has been identified as the priority and construction on this 16-kilometre section from Coomera to Nerang is well underway.

The project is being delivered in three separate packages and includes new bridge crossings at the Coomera and Nerang rivers. Active transport is a key feature of the Coomera Connector and a new shared path along the Stage One route will provide opportunities for the community that have previously been unavailable.

This $3.026 billion project is expected to progressively open to traffic from late-2025 and is jointly funded by the Australian and Queensland governments.

🖥 **For more information**
https://www.tmr.qld.gov.au/projects/programs/coomera-connector

M1 Program

The M1 between Brisbane and the southern Gold Coast is being upgraded and widened in a series of stages.

Two of four packages of the M1 North Eight Mile Plains to Daisy Hill upgrade are now complete and construction is ongoing for the remainder of works, including the South East Busway. The business case for the ten-kilometre Daisy Hill to Logan Motorway section is under review.

In the M1 Central area, work is progressing on the Exit 49 interchange upgrade at Pimpama.

The M1 South upgrade from Varsity Lakes to Burleigh is complete, and the upgrade between Burleigh and Tugun is progressing with the bridge and carriageway construction continuing.

This program is jointly funded by the Australian and Queensland governments.

🖥 **For more information**
https://www.tmr.qld.gov.au/projects/programs/pacific-motorway-m1-upgrade-program

Case study: Cunninghams Gap Reconstruction Project and the Queensland Trucking Association

Following severe bushfires in 2019–20, significant slope damage occurred at Cunninghams Gap. TMR is continuing to repair a two-kilometre section of the Cunningham Highway to maintain highway safety and safeguard the surrounding environment.

The Cunningham Highway is a National Freight Route that carries a high volume of heavy vehicles. Any traffic impacts on this route have the potential to significantly affect heavy vehicle operators. To ensure the heavy vehicle industry is considered throughout the project, TMR regularly engages with the Queensland Trucking Association on proposed traffic changes and some design elements.

In addition, TMR partnered with the Queensland Trucking Association to produce industry educational videos for the Cunninghams Gap Reconstruction Project.

The videos demonstrate TMR's understanding of the crucial role freight movement plays along the Cunningham Highway and how TMR can assist heavy vehicles to travel safely through major roadworks at Cunninghams Gap.

TMR and the Queensland Trucking Association will continue to develop additional educational videos throughout the project to inform and educate industry.

These recovery works are jointly funded by the Australian and Queensland governments through the DRFA.

🖥 **For more information**
https://www.tmr.qld.gov.au/projects/cunningham-highway-ipswich-warwick-2020-disaster-recovery-funding-arrangements-reconstruction-works

https://www.youtube.com/playlist?list=PLCK8wjaTpQ_oqs_rQFcMAemSOpfn7DP_Q

Mount Lindesay Highway

TMR has a ten-year strategic plan for the Mount Lindesay Highway between Browns Plains and Beaudesert.

Construction is complete on nine of the 17 projects listed in the *Mount Lindesay Highway 10 Year Forward Plan (2018–2028)*.

Of the remaining projects in the plan, one has allocated construction funding and three are funded planning projects.

Detailed design and localised early works are now complete on the Mount Lindesay Highway–Johanna Street to South Street upgrade to duplicate the highway from two to four lanes, improve safety, and

create new active transport connections around Jimboomba. This project is expected to start construction in late-2024.

Early planning is also underway for future highway upgrades between the Logan Motorway and Park Ridge Road, North McLean and Jimboomba, and South Street to Cedar Vale Road. Key benefits being considered for future upgrades include lane duplication, environmental protections, and safety improvements.

This $95 million project is jointly funded by the Australian and Queensland governments. The planning projects are fully funded by the Queensland Government.

> **For more information**
> https://www.tmr.qld.gov.au/projects/programs/mount-lindesay-highway-upgrade-program

Case study: Coomera Connector Stage One Koala Management Plan

To ensure Coomera Connector Stage One is designed and delivered in an environmentally sensitive manner, TMR investigated a range of measures including widespread koala surveys to avoid and mitigate environmental impacts.

TMR partnered with koala ecologists and veterinary specialists for these investigations, which informed the Coomera Connector Stage One Koala Management Plan, a critical document that helped secure federal environmental approvals in March 2023.

Work completed under the Koala Management Plan include:

- more than 700 hectares of habitat surveyed within and adjacent to the corridor
- almost 30,000 field events completed for koala tagging, tracking, and monitoring
- more than 2800 vet exams undertaken
- more than 260 koalas admitted to the clinic, with 82 per cent being for the treatment of chlamydial infection or disease
- a significant reduction of diseased koalas due to this treatment, with 53 per cent of diseased koalas in the Pimpama River Conservation Area now down to 3.6 per cent.

This project is also contributing more than $500,000 to valuable Australian University research programs including testing vaccines and developing a rapid antigen test to improve chlamydia detection.

> **For more information**
> https://www.tmr.qld.gov.au/projects/programs/coomera-connector

Gold Coast Light Rail

Gold Coast Light Rail is a city-shaping critical infrastructure project supporting the Gold Coast and its projected population growth for the next two decades.

Major construction is underway on the Gold Coast Light Rail Stage Three, which will extend the light rail system 6.7 kilometres from Broadbeach South to Burleigh Heads and include eight new stations. Stage Three is anticipated to be in testing and commissioning by late-2025. Key project milestones to date include:

- first piece of track installed at Broadbeach South Station in October 2023
- 19 kilometres of underground utilities relocated and upgraded
- two new traction power substations installed
- five new trams procured to be put into service in July 2024.

Stage Three $1.219 billion is jointly funded by the Australian Government, the Queensland Government, and Gold Coast City Council.

The Gold Coast Light Rail Stage Four project will extend the light rail a further 13 kilometres, connecting Burleigh Heads to Coolangatta, via the Gold Coast Airport. The preliminary evaluation was completed in June 2023, following extensive community consultation in 2020, 2021, and 2022.

Planning for the $30 million Stage Four project is jointly funded by the Queensland Government and Gold Coast City Council.

> **For more information**
> https://www.tmr.qld.gov.au/projects/gold-coast-light-rail-stage-4
>
> https://www.tmr.qld.gov.au/projects/gold-coast-light-rail
>
> https://www.gclr3.com.au/goldlinq/gclr3

Cunninghams Gap Reconstruction Project

Work is continuing to repair a two-kilometre section of the Cunningham Highway at Cunninghams Gap, where severe bushfires caused significant slope damage in 2019–20.

Batter slope scaling and stabilisation works commenced in January 2023 and are continuing on the slope above the road to reduce the risk of rockfalls during reconstruction works.

Key project features include scaling loose material and installing rockfall protection mesh on the upslope, installing fencing and concrete barriers at road level, installing retaining walls on the

downslope, major reconstruction works at the Gap cutting, pavement works, and installing slope monitoring technology.

Following extensive engagement with the freight, agriculture, livestock, tourism, and construction industries, local businesses, and neighbouring communities, some elements of the project were reviewed to minimise disruption to road users.

These $134.4 million recovery works are jointly funded by the Australian and Queensland governments through the DRFA.

Case study: Pacific Motorway M1 Varsity Lakes to Tugun upgrade

The Pacific Motorway M1 between Varsity Lakes and Tugun is being upgraded and widened. The section between Varsity Lakes and Burleigh opened at the end of 2022 and construction is continuing between Burleigh and Tugun.

In line with the TMR's sustainability objective, oyster shells have been installed in a tributary of Saltwater Creek in Currumbin to assist with water filtration.

The oyster shells are expected help establish the shellfish and encourage further growth in Saltwater Creek. This initiative aims to enhance biodiversity and improve water quality with each adult oyster capable of filtering up to 150 litres of water per day.

This is the first time this environmental treatment has been used in association with a road upgrade project in Australia— it is just one of many innovative environmental initiatives being implemented.

This project is jointly funded by the Australian and Queensland governments.

Accessible to Everyone

📄 To read more about the strategies and indicators of success linked to these strategic priorities, see page 14–18.

Highlights

- The QLD*Traffic* app was downloaded over 97,000 times, the QLD*Traffic* website was accessed nearly 3.6 million times, and more than 177,000 phone calls were made to the 13 19 40 phone service.

- Recorded more than 15 million customer trips using new Smart Ticketing payments across South East Queensland's train, tram, and river ferry network.

- Deployed 96 'smartloop' countertop Hearing Augmentation Loop Devices (HALD) to all TMR Customer Service Centres (CSC).

- Increased the number of online services available to customers to 73, adding at least 46 new services over the past ten years.

- Opened a brand-new CSC in Bethania, showcasing a modern design focused on accessibility and functionality.

- Smart Service Queensland managed over 1.85 million inbound and outbound calls and 117 million visits to qld.gov.au.

- QGCDG continues to support the operations of two community-owned and controlled, and commercially sustainable, Digital Service Centres in remote Aboriginal and Torres Strait Islander communities, Cherbourg and Palm Island.

- Over 550,000 customers have obtained their Digital Licence.

- Leveraged robotic process automation technology to streamline processes, improve communication, and help reduce 'no-shows' for PDT.

- Queensland Rural and Industry Development Authority opened applications for retailers to participate in the Remote Communities Freight Assistance Scheme to ease freight related cost of living pressures in the Northern Peninsula, Torres Strait, and Gulf region.

- More than $1 billion worth of contracts have already been awarded on the QTMP for construction of both facilities and rollingstock.

- The Roads and Transport Alliance partnership between TMR and Queensland local governments 220 delivered across the state, representing a joint investment of more than $120 million.

- TMR's StreetSmarts initiative delivered a series of innovative campaigns targeting critical issues on the road network to improve road safety, including the In Your Hands' Drink Driving campaign and an anti-speeding campaign designed by young people through the Co-Lab Youth Road Safety Challenge.

- War on Wrecks initiative resulted in 225 fewer derelict vessels, with MSQ and its partners removing 134, and 51 being removed or resolved by owners or others.

- The Cooperative and Highly Automated Driving pilot successfully delivered its final dynamic demonstration of its Cooperative and Automated Vehicle, ZOE2, in Mount Isa.

- Exercise Sky Scriber brought together 115 staff from 20 departments and six supporting areas to evaluate the new Queensland Government Cyber Security Arrangements.

- The Queensland Government, in partnership with Queensland-based not-for-profit LiteHaus International, delivered 4000 refurbished devices to rural and remote students.

- Delivered in partnership with Microsoft, celebrated the graduation of the first six trainees from the First Nations Digital Careers Program in December 2023.

Shaping our products and services with a customer focus

International Customer Service Standard 2020–2025 (ICSS) re-accreditation

TMR continues to be a 'Certified Customer Service Organisation' against the *International Customer Service Standard 2020–2025* (ICSS).

TMR's certification results reflect TMR's approach to co-designing solutions with customers, embracing innovation, harnessing technology, and working with stakeholders and industry partners to deliver excellent service.

TMR has been ICSS certified since 2017, with results placing the department in the top tier of organisations in Australia benchmarked against the standard.

QLD*Traffic* improvements

The QLD*Traffic* suite of services continued to expand during 2023–24 providing travellers in Queensland with up-to-date traffic and road condition information, enabling informed journey decisions.

QLD*Traffic*'s suite of services include:

- QLD*Traffic* website
- iPhone and Android smartphone applications
- 13 19 40 phone service
- X (formerly Twitter) service
- open data APIs.

Key areas of focus during 2023–24 included:

- expanding flood camera images available to the public on the QLD*Traffic* website
- increasing the consistency of customer information by integrating local government sources on QLD*Traffic*, creating a single source of truth for information that can be shared on council disaster dashboards
- increasing accuracy of data by working with third party data users to ensure data specifications meet industry requirements.

During 2023–24, the QLD*Traffic* application was downloaded over 97,000 times, the QLD*Traffic* website was accessed nearly 3.6 million times, and more than 177,000 phone calls were made to the 13 19 40 phone service.

QLD*Traffic* published more than 48,000 posts on X. Customer engagement through the QLD*Traffic* X account is consistently high, indicating that this is a valuable service for many Queenslanders.

> 🖥 **For more information**:
> https://qldtraffic.qld.gov.au

School Bus Upgrade Scheme (SchoolBUS)

In 2023–24, TMR contributed approximately $13.68 million to the purchase of 47 school buses and 42 Specialist School Transport buses for Students with Disability through the School Bus Upgrade Scheme (SchoolBUS).

SchoolBUS provides capital funding to assist contracted school bus service providers to replace school buses before they reach their maximum operating age. This supports increasing capacity needs with buses that meet the latest safety standards. This ensures increased safety for Queensland students travelling to and from school on contracted services.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/Travel-and-transport/School-transport/Assistance-schemes/School-Bus-Upgrade-Scheme.aspx

Taxi Subsidy Scheme

The Taxi Subsidy Scheme is an initiative designed to provide an affordable and accessible transport option for people with severe disability. The scheme includes a subsidy paid by the Queensland Government of half the total taxi fare, up to a maximum of $30 per trip, and access to subsidised taxi travel in other Australian states and territories.

In 2023–24, the scheme assisted 48,058 Queenslanders to access more affordable taxi travel. During 2023–24, 1,199,805 subsidised taxi trips were taken by Taxi Subsidy Scheme members, with subsidies of more than $13.2 million (excluding GST) paid. As at 30 June 2024, TMR paid an average subsidy of $11.08 (excluding GST) per trip.

The Queensland Government also allocated $7.4 million to the lift payments incentive for drivers of Wheelchair Accessible Taxis to prioritise services to members identified as requiring a wheelchair to travel. This lift payment incentive is paid in addition to the Taxi Subsidy Scheme payment. Over 2023–24, 370,323 trips attracted the lift payment incentive for Wheelchair Accessible Taxis.

> 🖥️ **For more information**
> https://www.qld.gov.au/disability/out-and-about/subsidies-concessions-passes/taxi-subsidy

Smart Ticketing

Following a successful rollout across the entire South East Queensland train and tram network, Smart Ticketing tests and trials progressed during 2023–24 with the addition of Brisbane City Council ferries. The Smart Ticketing project is responding to customer needs by providing more choice in how customers plan and pay for their public transport journeys.

In addition to *go* card and paper tickets, customers can pay using their Visa, Mastercard, and American Express debit and credit cards, including cards in the digital wallet of their smartphone, smart watch, or other smart device.

With one of the fastest and highest uptakes of open loop contactless payment systems globally, TMR's 2023–24 Smart Ticketing achievements included:

- by February 2024, all 2600 buses and 37 ferries in South East Queensland were equipped with new Smart Ticketing equipment following a year of progressive installation
- in April 2024, the customer trial of new Smart Ticketing payments was launched on Brisbane City Council ferries
- in June 2024, Smart Ticketing payment methods were being used by almost 30 per cent of eligible customers across South East Queensland's train, tram, and river ferry network—with more than 15 million customer trips using new Smart Ticketing payments recorded as the customer adoption rate continues to strengthen
- planning and stakeholder engagement to support the launch of Smart Ticketing payment methods on South East Queensland's buses and the Southern Moreton Bay Island ferries remains ongoing during the project's delivery phase.

> 🖥️ **For more information**
> https://translink.com.au/about-translink/projects-and-initiatives/smart-ticketing

On Demand Transport

As the transport environment evolves, TMR continues to look for new mobility options to support the delivery of a single integrated network accessible to everyone.

Translink On Demand Transport provides flexible, booked, and shared transport for people who are looking to travel around the same time within defined operating areas.

In September 2023, On Demand Transport replaced the existing Kan-go service in Toowoomba. Customers in Rangeville and parts of East Toowoomba can use this service to travel to and from essential services including shopping, healthcare, education, and employment locations. There have been over 9000 trips on the Toowoomba On Demand Transport as of 30 June 2024.

Hervey Bay's On Demand Transport continues to perform well, with over 27,000 trips since launch on 20 February 2023.

Local communities also continue to support the trial for On Demand Transport on the Gold Coast at Nerang, Highland Park, and Pacific Pines, with more than 180,000 trips completed since its launch in March 2022.

> 🖥️ **For more information**
> https://translink.com.au/travel-with-us/on-demand

Concessional fares for disadvantaged community members

TMR continued to provide concessional fares on rail, ferry, bus, and light rail services supporting mobility and access across Queensland for those in the community who are disadvantaged through age, disability, income, and isolation. Concessions include a 50 per cent discount on a full fare, or, for some groups, free travel.

Reduced fares benefit pensioners and seniors, veterans, students, people with disability and their carers, job seekers, and asylum seekers.

TMR provided $348.66 million in concessions and assistance in 2023–24 to make public transport more affordable. Assistance ranges from public transport concessions, ticketing products, and subsidised transport schemes. TMR continued to engage with industry and other key stakeholders on bus safety issues and best practice initiatives to keep bus travel safe for everyone.

> 🖥️ **For more information**
> https://translink.com.au/tickets-and-fares/concessions

School Transport Assistance Scheme

The School Transport Assistance Scheme (STAS) helps eligible students travel to and from school on rail, bus, ferry, and tram services. Approximately $200 million of funding was provided in 2023–24, and about 122,000 eligible recipients travelled on STAS eligible service types during the 2023 school year—making it one of the largest Queensland Government transport schemes.

The scheme can cover all or part of a student's transport costs between home and school, with the focus on assisting those students who do not have a school in their local area, students living in isolated areas of the state, and low-income families who reside close to their nearest school and do not meet the STAS distance criteria.

To deliver STAS, TMR works with about 410 delivery partners in providing around 1200 STAS designated bus routes administered through approximately 1020 prescribed school service contracts.

> **For more information**
> https://www.qld.gov.au/transport/public/school/school-transport-assistance

School transport operator payments

TMR provided funding assistance to 410 private operators to deliver school transport services in regional Queensland. Payments for these services in 2023–24 totalled $190.6 million (excluding GST).

South East Queensland school transport services are paid as part of integrated urban and school transport service contracts and are included in payments listed in Appendix 4.

> A full list of school transport operators in regional Queensland and payments is available on the Queensland Government Open Data Portal
> https://www.data.qld.gov.au

Disability Action Plan

The TMR *Interim Disability Action Plan 2023–2024* includes 12 actions to improve accessibility for people with disability using the Queensland passenger transport network. In this plan, TMR is committed to developing a new co-designed TMR Disability Action Plan in consultation with people with disability. TMR has commenced the process of co-designing the new Disability Action Plan and bringing together a representative range of stakeholders, including people living with disability, disability advocates, industry sector, and other government agencies to develop the plan.

Progress and achievements on some key actions from the *Interim Disability Action Plan 2023–2024* include:

- leading the development of transport strategy and plans to deliver accessible transport solutions for the Brisbane 2032 Olympic and Paralympic Games. TMR is also providing input to Games venue designs to embed safe, efficient, and inclusive access for all
- delivered initiatives under the co-designed Accessible Taxi Services Working Group Action Plan to deliver improved personalised transport accessibility outcomes, an extension and increase of funding through the Wheelchair Accessible Taxi Grant Scheme, and an increase to the driver lift payment for eligible wheelchair trips
- provision of $4.7 million in grant funding for local governments to assist with accessibility upgrades through the Passenger Transport Accessible Infrastructure Program such as bus stops, long distance coach stops, ferry pontoons and jetties, and remote aerodrome terminals
- accessibility upgrades delivered as part of other new and upgraded infrastructure projects funded through the Passenger Transport Infrastructure Investment Program
- facilitation of five TMR Accessibility Reference Group meetings, that includes membership across the disability community, industry partners, and government. The reference group provided valuable advice and feedback on key Queensland passenger transport projects such as improving rail and transit legibility, EV charging station design, Queensland digital licensing, On Demand Transport, and Zero Emissions Bus design.

> **For more information**
> https://www.tmr.qld.gov.au/Travel-and-transport/Disability-access-and-mobility/Disability-Action-Plan

Passenger Transport Accessible Infrastructure program

The Passenger Transport Accessible Infrastructure grants program provides funding assistance to local governments upgrading their existing passenger transport facilities to comply with the *Disability Discrimination Act 1992* (Cth).

These funding contributions allow local governments to:

- enhance safety and accessibility of the transport network for everyone
- modernise passenger transport facilities to comply with the *Disability Discrimination Act 1992* (Cth)
- apply consistent design standards across the passenger transport network.

In 2023–24, funding assistance was provided to 14 local governments across Queensland to support more than 300 bus stop upgrades to meet accessibility standards. In addition, funding assistance was also provided towards upgrading long-distance coach stops in regional and remote areas, ferry pontoons and jetties, and remote aerodrome terminals.

The success of the program is built on the partnership approach, with local governments and other state government agencies working together to deliver a single integrated network accessible to everyone.

> **For more information**
> https://www.tmr.qld.gov.au/Travel-and-transport/Public-transport/Public-transport-infrastructure-grants

Accessibility and inclusion journey

TMR is committed to delivering accessible and inclusive transport products, services, information, and infrastructure for all Queenslanders. TMR's *Accessibility and Inclusion Strategy* drives the program to achieve this goal and deliver TMR's vision of creating an integrated network, accessible to everyone.

Accessible transport services and precincts are a fundamental human right, enabling everyone to have dignified access to employment, health services, education, recreation, and cultural activities.

Significant work has been undertaken to improve the accessibility of TMR communication channels, create inclusive recruitment pathways, provide tools and technical resources, develop guidelines around universal design and co-design, deliver accessibility and inclusion training to TMR employees, and research accessible autonomous vehicles.

The next phase of our journey is a time for critical reflection on our systems, structures, attitudes, and behaviours—implementing further actions to embed diversity and inclusion into everything we do through deliberate decisions and actions.

By embedding co-design and universal design across our business, we are working with customers at every stage of projects to make sure products and services meet their needs. It also builds employee understanding, confidence, and capability, and models the behaviours of diversity and inclusion.

> **For more information**
> https://www.tmr.qld.gov.au/about-us/our-organisation/accessibility-and-inclusion

Case study: First Nations Digital Service Centres

QGCDG continues to support the operations of two Digital Service Centres in remote Aboriginal communities, with more to follow.

The centres are community-owned and controlled and commercially sustainable, providing services for industry and government with the overarching goal to create a strong local digital economy through local digital jobs and careers as well as a broader digital transformation of the community.

Digital Service Centres offer unique benefits to regional and remote communities through the creation of new jobs, new skills, and economic diversification.

Each centre provides a culturally safe place that delivers tailored digital training, upskilling, and employment opportunities to local people, building community confidence, capacity, and capability.

The first centre opened in March 2022 in Cherbourg and is a partnership between Cherbourg Aboriginal Shire Council, Fujitsu, and the Queensland Government. It was the first digital service centre opened in an Aboriginal community in Australia.

A second centre was established in June 2023 on Palm Island which employs local community members who completed a pre-employment work readiness skills bootcamp to prepare them to deliver digital call centre services to Telstra customers. Digital Service Centre employees will continue completing a Certificate 3 in Business with TAFE Queensland while they are working.

The centre is a partnership between the Queensland Government, Telstra, Palm Island Community Company, and Palm Island Aboriginal Shire Council and is supported by TAFE Queensland.

Accessibility and inclusion improvements for our customers

Access to information and communication is a fundamental human right. Yet, individuals with hearing loss often face significant barriers in accessing services. In Queensland, where over one in six Australians are affected by hearing loss, addressing this prevalent but non-visible disability is crucial.

To enhance accessibility across our network, TMR, in partnership with Better Hearing Australia (BHA), has taken significant steps. At the end of 2023, TMR deployed 96 'smartloop' countertop HALD—also known as Audio Frequency Induction Loops (AFIL)—to all TMR CSCs. These devices enable customers with hearing aids or cochlear implants to connect via Telecoil technology, reducing

background noise and improving speech clarity. This makes it easier for them to communicate with staff and access information.

TMR is dedicated to providing accessible and inclusive services for all Queenslanders. With services reaching over 3.5 million customers annually across the state, the rollout of HALDs marks an important step in ensuring everyone can effectively access services and communicate with staff.

Improving customer experience online

TMR has made significant strides in its continuous improvement of the digital service delivery channel during the 2023–24 financial year. These efforts have resulted in a significantly enhanced customer experience, contributing to the growth of this channel.

TMR has now increased the number of online services available to customers to 73, adding at least 46 new services over the past ten years.

The ability for a customer to transfer their registration online is one of the new options added to our online service, and, to date, over 3000 customers have been able to use the service instead of visiting a CSC in person to complete their registration transfer.

Infringement services have also been added online to allow customers to easily pay and manage their fines.

Overall, TMR's commitment to continuous improvement of the digital service delivery channel has resulted in a significantly enhanced customer experience. These efforts have contributed to the growth of this channel, providing a more accessible, efficient, and convenient service to the Queensland community.

Customer Service Centre at Bethania

In February 2024, a brand-new CSC opened in Bethania, setting a new benchmark in customer service delivery. Showcasing a modern design focused on accessibility and functionality, this centre exemplifies TMR's commitment to inclusivity and ease of access for all customers.

Key features of the Bethania CSC include low-set counters, which have replaced traditional high-set counters to accommodate individuals of all heights and abilities. Additionally, a hearing loop device is available for customers with hearing impairments, complemented by clear signage for easy identification.

Accessibility and functionality have been seamlessly integrated into the overall design, ensuring the centre meets the diverse needs of

the community. The Bethania CSC serves as a blueprint for future CSC modernisation projects across the network, reflecting TMR's dedication to innovation and excellence in customer service.

Tell Us Once: improving government services

The Queensland Government is striving to provide contemporary digital government services that put people and businesses at the heart of operations, so that services are trusted, easy to use, and deliver the best outcomes.

Since its launch, the Tell Us Once platform has facilitated over 34 million logins and provides a single sign-on experience, reducing the need for multiple passwords and simplifying identity management. This allows Queenslanders seamless access to over 160 government online services, including applications for Seniors Cards and rental bond lodgments.

Responding to feedback from customers who seek more digital options, we are developing new digital service platform capabilities. We are enhancing the Queensland Government website, qld.gov.au, and integrating it with other customer channels. A new digital design system, aligned with the Queensland Government's digital service standards, is being implemented across all government services to deliver an improved customer experience and ensure consistent look and feel.

Additionally, work is underway on a mobile app to support Queenslanders in crisis, enabling efficient support and payments during disaster events or times of hardship.

These customer-centric initiatives aim to improve accessibility, usability, and reliability of government digital services, to better suit the needs of Queenslanders.

Smart Service Queensland

Smart Service Queensland, allows Queenslanders to access hundreds of services, 24 hours a day, seven days a week, via phone (13QGOV), online (qld.gov.au), and the Queensland Government Service Centres and Queensland Government Agent Program offices (counters).

The team is critical in Queensland's response to disasters such as severe weather events, taking calls for State Emergency Services and the Community Recovery Hotline.

Accessibility to Queensland Government services remains a key focus for Smart Service Queensland by maintaining best practice in service design, inclusive qld.gov.au content, access to interpreter services, and in-person services in remote areas throughout the Queensland Government Agent Program network.

Work is also underway on a new digital service delivery platform that will provide customer-centric digital services that are trusted, easy to use, and accessible for all Queenslanders across Queensland Government channels including apps, portal, online, chat, website, phone, and counter channels.

During 2023–24, Smart Service Queensland managed over:

- 1.85 million inbound and outbound calls
- 117 million visits to qld.gov.au
- 8 million concession interactions to over 2 million beneficiaries
- 220,000 transactions via three Queensland Government Service Centres and over 85 Queensland Government Agent Program offices.

The team is critical in Queensland's response to disasters such as severe weather events, taking calls for State Emergency Services and the Community Recovery Hotline.

Case study: e-mobility parking trial

TMR partnered with industry, local government, and academia to address parking of shared e-mobility devices at our busway stations. A 12-month trial involved introducing parking hubs at three busway stations to understand:

- customer acceptance of parking areas
- whether parking hubs for e-mobility devices can improve access, amenity, and safety
- risks and issues associated between physically signed parking areas versus virtual (geo-fenced) parking zones
- impact on busway catchment size and potential transport modal shift as a result of using the devices.

The trial, a partnership with the Brisbane City Council, shared e-mobility operators, Beam, and Neuron completed its data collection phase in November 2023. Academic research was also completed in partnership with Griffith University.

Results from the trial were positive, affirming the concept that signed dedicated parking areas at transport hubs reduce customer complaints and encourage multi-modal journeys.

Across the trial, 143,687 e-mobility trips either started or ended at the busway stations. Of people surveyed within the academic survey, 100 per cent either agreed or were neutral in supporting signed, designated parking for shared e-mobility at those stations.

TMR continues to work with Brisbane City Council to assess other transport hubs that may benefit from designated e-mobility designated parking, and improved public transport access.

Progressing Queensland's Digital Economy Strategy

Our Thriving Digital Future: Queensland Government's Digital Economy Strategy is Queensland's plan to boost digital transformation through investment in digital skills, technology, and services to ensure we all thrive in an increasingly digital world.

The strategy has three focus areas:

- **Digital Customer**
  Prioritising closing the digital divide so that all Queenslanders are able to enjoy the economic and social benefits of a digitally-enabled economy. Working to create contemporary digital government services to put people and businesses at the heart of government services.
- **Digital Market/Economy**
  Improving regional connectivity, assisting Queensland businesses to excel through digital technologies, and improving the pipeline of digital skills across Queensland.
- **Digital Government**
  Ensuring that the Queensland Government is digitally adept and enabled to transform the way government leverages digital technologies.

In 2023–24, key achievements under the 2023–26 Action Plan included:

- co-contribution of $2.912 million (including GST) to improve the resilience of telecommunications infrastructure through the Australian Government's Telecommunications Disaster Resiliency Innovation, Peri-Urban Mobile Round Two and Mobile Network Hardening Round Two programs
- delivered the $8 million Digital Professional Workforce Action Plan 2020–24 to increase the pipeline of digital professionals and address the digital skills shortage in Queensland
- publication of the Queensland Government Design system to ensure consistent, user-centric digital experiences
- delivered 14 LEO satellite trials for five Queensland Government and Local Government Authorities using two StarLink retail providers
- four cohorts of trainees participating in the First Nations Digital Careers Program, resulting in employment for 46 individuals across government and industry
- collaborating with Safe Food Queensland to demonstrate how RegTech can make it easier for small business to engage with government
- development of a native mobile application to make it easier for Queenslanders to access hardship payments
- agreement with the Department of Tourism and Sport to implement the Digitising Small to Medium Enterprises program, in partnership with Queensland Tourism Industry Council, to facilitate the uptake of digital technology and innovation by tourism operators
- establishing a new framework to guide digital investment across the sector.

Digitising customer interactions

Modernising the app experience

In 2023–24, the Translink website, Journey Planner website, and Translink app continued to provide customers with accessible, reliable, and easy-to-use journey planning, timetables, and passenger information.

Customers have increasingly used Translink's digital channels, completing a combined 73 million sessions, a ten per cent increase from last year.

After ten successful years and over three million downloads, the MyTranslink app is being replaced by a new, modern app. Rolling out in 2024, the new Translink app will pave the way for new travel modes and journey planning customer experience improvements.

> 🖥 **For more information**
> https://www.translink.com.au

Queensland Digital Licence

Queensland's first Digital Licence was announced as available to download statewide from 1 November 2023. As at 30 June 2024, over 550,000 customers have obtained their Digital Licence. Anyone with a driver licence, marine licence, or photo identification card can download and use the app. Legislation passed in July 2020 allows the Digital Licence to be used and recognised as equivalent to the physical version.

The Queensland Digital Licence is compliant with the International Standard for mobile Driving Licences (ISO IEC 18013–5). This ensures that mobile Driver Licences are interoperable, allowing them to be scanned and verified by other compliant mobile Driver Licences and/or verifier devices.

The Digital Licence is not mandatory. It will allow customers the choice to opt in to store their licences and credentials on their mobile phone or tablet.

The Digital Licence will eventually be integrated into a Queensland Digital Wallet, which will host other government agency credentials and licences.

> 🖥 **For more information**
> https://www.qld.gov.au/transport/projects/digital-licence

Leveraging robotic process automation technology to improve customer service

TMR is investing in innovative technology to enhance customer service in Queensland by leveraging robotic process automation. This technology streamlines processes, improves communication, and helps reduce 'no-shows' for PDT.

Data shows that around 300 applicants each month attend their PDT without a pre-approved logbook, leading to frequent cancellations and extended wait times. Further investigations revealed that up to 900 driving tests cannot proceed each month due to customers not arriving for their PDT.

To tackle this issue, robotic process automation bots are being utilised to automatically check the logbook status for upcoming test bookings. Two weeks before their test, applicants whose logbooks have not yet been approved receive automated SMS and email alerts. Additionally, the system sends a booking reminder the day before the applicant's PDT.

By automating routine processes, our staff are freed up to assist customers and focus on high-value tasks.

Engaging with industry

Remote Communities Freight Assistance Scheme for Northern Peninsula Torres Strait and Gulf region

Following the Cost of Living Summit on Thursday Island in March 2023, TMR has developed a new approach to ease freight-related cost of living pressures in the Northern Peninsula, Torres Strait, and Gulf region.

The Queensland Government sought and received stakeholder feedback, which informed an innovative approach to applying freight funding assistance through a percentage discount at the cash register at participating retailers.

In January 2024, the Queensland Rural and Industry Development Authority opened applications for retailers to participate in the Remote Communities Freight Assistance Scheme.

The discount applies to essential goods, such as fruit, vegetables, fresh meat, dairy, frozen goods, and groceries. There are some exceptions such as alcohol, tobacco, confectionery, hardware, clothing, fuel, furniture, and whitegoods.

The scheme is designed to reduce the weekly financial burden of additional freight costs in moving essential goods to these remote communities.

🖥 **For more information**
https://qrida.qld.gov.au

National services transition to the National Heavy Vehicle Regulator

TMR transitioned heavy vehicle compliance activities to the National Heavy Vehicle Regulator (NHVR) on 20 April 2024 as part of a national reform program to improve road safety outcomes.

The transition ensures a consistent approach to compliance and enforcement nationally and will deliver a best practice regulatory approach across all jurisdictions.

Queensland is the final jurisdiction to transition these services apart from Western Australia and the Northern Territory, who have chosen not to adopt the Heavy Vehicle National Law.

After transition, TMR will continue to be responsible for regulatory and compliance activities for light vehicles under 4.5 tonnes, including passenger vehicles and tow trucks.

After the Queensland Government approved the NHVR's proposed future state model in February 2023, considerable consultation was undertaken with the Together Queensland Union and TMR employees to ensure the best possible outcomes for the transfer of regulatory services, employees, and assets.

Geoscience Australia data sharing for a location-enabled Australia

In 2020–21, TMR commenced a data-sharing agreement with Geoscience Australia to better enable global positioning services across Queensland.

A key component of this agreement is TMR's Continually Operating Reference Station (CORS) network. Through a series of global positioning sites across Queensland, the CORS network provides reliable, accurate spatial data which supports surveying, mapping, remotely piloted aircraft systems, construction, and cooperative

vehicle trials, enhancing ongoing operational and maintenance activity efficiencies.

TMR is the fifth largest CORS Station contributor to the Positioning Australia CORS network and is now ranked third with relation to providing access to legal traceability for position. TMR installed six new sites this year, bringing TMR's total to 50, providing greater coverage and more accurate mapping data. TMR will continue expanding this network over the next 12 months.

Class 1 Vehicle Access Regime Program

TMR has initiated an extensive revision of heavy vehicle access management for low loaders, load platforms, and mobile cranes.

Due to their significant weight concentration, access for these vehicles must be carefully managed to mitigate the potential risk to roads and bridges. Several aspects of the current management approach have proven unsustainable and pose challenges to industry operations.

Together with an industry working group, TMR has co-designed a new regime to optimise safe and sustainable access while acknowledging the importance of industry productivity and community safety.

This collaborative approach, which includes input from local governments and ports, ensures that all perspectives are considered, resulting in a comprehensive and robust regime that meets the needs of both industry and road managers.

Leveraging combined knowledge and experience, the redesigned regime provides consistency, timeliness, certainty, transparency, and a customer-focused approach to access—aligning with national heavy vehicle access initiatives.

Delivering with partners

Wheelchair Accessible Taxi Grant Scheme

The Wheelchair Accessible Taxi Funding program continues to modernise Queensland's fleet of wheelchair accessible taxis since it opened to applications in December 2019.

The $21 million program supports the taxi industry by providing accessible transport options for people with reduced mobility.

In 2023–24, funding continued to be provided for new wheelchair accessible taxis to replace ageing vehicles. A total of 98 applications were received from across Queensland in 2023–24, of which 91 were approved. In total, since inception, 450 applications have been received, 400 approved with 285 fulfilled and vehicles operating.

The program also offers funding for replacing a conventional taxi with a wheelchair accessible taxi in some areas. Eligible taxi operators could apply for 50 per cent funding (a maximum of $45,000) towards the purchase of a new vehicle.

The scheme has been extended an additional year, to expire on 30 June 2025 with minor amendments, including an increase to the maximum funding ceiling from $45,000 to $55,000 to reflect the increase in vehicle costs and modifications.

The scheme is administered by the Queensland Rural and Industry Development Authority.

🖥 **For more information**
https://www.tmr.qld.gov.au/business-industry/Taxi-and-limousine/Industry-information/Taxi/Wheelchair-accessible-taxis

Bus driver safety initiatives

Following the completion of the Queensland Bus Driver Safety Scheme in 2020, TMR has continued to work with the bus industry to deliver improved safety measures such as deploying Network Officers, installing driver barriers, and providing de-escalation training.

TMR is investing $60.7 million over five years to deploy additional Network Officers and provide further police assistance on public transport. As well as focusing on safety, Network Officers have powers to enforce conditions of travel and will issue infringement notices, including fines for public transport offences such as fare evasion.

There are 69 Network Officers deployed on the Gold Coast, Sunshine Coast, Logan, northern Brisbane, Cairns, and Townsville networks.

Additional Network Officers will be rolled out across the transport network in the coming months to increase the numbers of Network officers.

Translink recruited an additional nine Senior Network Officers. The new officers were deployed on the network in June 2024.

These frontline staff operate across all modes of public transport and play an important role in targeting fare evasion hot spots, providing customer service, and keeping our transport network safe.

Translink also deployed resources from the Police Service Protective Services Group. The Senior Protective Service Officers are trained and authorised as Transit Officers to provide safety and security at key transport infrastructure locations.

TMR invested almost $4 million over 2022–23 and 2023–24 in rolling out more full protection bus driver barriers across the public transport network.

In partnership with the Queensland Bus Industry Council and Griffith University, the Minimising Passenger Hostility de-escalation training program continued to be available to assist drivers in managing customer aggression.

Bus driver safety also continued to be supported through:

- implementing a Smart Ticketing system that is limiting the driver's role in cash handling across Queensland
- delivering a refreshed step-up initiative in schools to promote appropriate behaviour on public transport to school students.

TMR continues to engage with industry and other key stakeholders on bus safety issues and best practice initiatives to keep bus travel safe for everyone, including through the Queensland Bus Safety Forum, which met three times in 2023–24, on 30 August and 10 November 2023 and on 15 April 2024.

🖥 **For more information**
https://translink.com.au/about-translink/projects-and-initiatives/bus-driver-safety-review

Bus Driver of the Year Awards

The 2023 Bus Driver of the Year Awards continued the department's long-standing partnership with the Queensland Bus Industry Council to celebrate outstanding service by Queensland's top bus drivers.

The winners were announced at the Queensland Bus Industry Council's annual conference in April 2024.

The winners of each category were:

- South East Queensland Bus Driver of the Year
  - Luluu Berns—Hornibrook Buslines (Clontarf)
- Regional Queensland Bus Driver of the Year
  - John Christensen—Christensen's Bus and Coach (Kilcoy)
- School Services Bus Driver of the Year
  - Mark Nel—CDC Queensland (Yeppoon)

A record-breaking 1860 public nominations and more than 13,000 public votes were received for the 2023 awards. The awards celebrated drivers who went above and beyond to deliver excellent customer service getting people to work, school, or wherever they needed to go.

> 🖥 **For more information**
> https://translink.com.au/news-and-media/competitions-and-offers/bus-driver-awards

Brisbane's first all-electric bus depot

In December 2023, TMR, in partnership with Keolis Downer, opened the first all-electric bus depot at the Hornibrook Bus Lines depot at North Lakes.

The depot was converted from diesel to full electric to power a zero emission fleet, using 100 per cent renewable energy.

The modern facility includes:

- 16 zero emission electric buses in operation—the buses have travelled approximately 700,000 kilometres since they joined the network
- charging infrastructure with new DC fast chargers.

European Train Control System Program

The ETCS will transform the rail network, increase both safety and network capacity, and modernise the signalling system.

While the existing rail signalling in South East Queensland is safe and is able to meet current network demands, modernisation is required in order to meet the future demands that will result from South East Queensland's unprecedented population growth. ETCS will be a vital part of Queensland's rail network as it continues to grow.

ETCS increases network capacity by providing oversight and control of trains as they are in operation. This increases network capacity by safely controlling the proximity of trains to each other as they run more frequently and closer together on the network.

This modern ETCS technology is widely used overseas, and is a dependable, world-class signalling technology. It is also continually reviewed to ensure it has the best cyber security possible.

The CRR project is deploying ETCS through the twin tunnels initially and then as far south as Moorooka. Once complete, this will be the first deployment of ETCS on the network. ETCS will increase CRR capacity, efficiency, and reliability, whilst also maintaining safety—particularly important for tunnel operations. Within the CRR environment, ETCS also informs the operation of many other systems including the platform screen doors and the tunnel ventilation.

Subsequent ETCS deployments are under development on the Logan and Gold Coast Faster Rail project, which will ultimately extend the ETCS network from the southern end of CRR down to Varsity Lakes.

TMR has planned the strategic priorities for rail network development to ensure that future ETCS rollouts align with TMR and government objectives, including *SEQ Rail Connect*.

TMR's planning has identified Sector One (Sunshine Coast to the Gold Coast via the Cross River Tunnel) of the South East Queensland rail network as the priority sector requiring a network capacity uplift.

ETCS will achieve that capacity uplift and TMR has identified Sector One North (from the northern CRR tunnel portal to Beerwah) as the next priority ETCS deployment. This is now in the planning stage and will link up with Stage One of the Direct Sunshine Coast Rail Line to secure the continuous deployment of ETCS Level Two from Caloundra to Varsity Lakes in time for the Brisbane 2032 Olympic and Paralympic Games.

New Generation Rollingstock

The NGR fleet has provided reliable public transport for South East Queensland since it was introduced in 2017, delivering 783,975 passenger services. The fleet consistently achieves more than 99 per cent availability for day-to-day passenger services.

The $335.7 million NGR accessibility upgrade program is delivering the most accessible rail fleet Queensland has ever seen. There are now 71 NGR trains with accessibility upgrades running passenger services in South East Queensland. The upgrade of the fleet is being delivered at the Downer facility in Maryborough, with the remaining four NGR trains undergoing testing prior to returning to passenger service.

The NGR accessibility upgrades include:

- two accessible toilet modules in every NGR train with a ten per cent increase in circulation space inside the toilet modules
- improved sink design
- more grab/handrails
- priority seats increased from 24 to 88 per train.

The design of the upgrades came after intensive consultation with a Project Working Group from the disability sector, using an innovative co-design process. The department is continuing to engage with the disability sector throughout the upgrade process. NGR systems upgrades will be installed across the NGR fleet to enable them to deliver services on the future CRR infrastructure.

These include the following hardware and software upgrades across the entire NGR fleet:

- ETCS Level Two
- Automatic Train Operation
- Platform Screen Doors

These upgrades will be delivered in time for the start of services on the CRR infrastructure.

> 🖵 **For more information**
> https://www.tmr.qld.gov.au/NGR

Queensland Train Manufacturing Program

The QTMP was established to meet the increasing demand on rail transport in South East Queensland over the next ten years.

The QTMP will build 65 new six-car passenger trains at a purpose-built manufacturing facility at Torbanlea, in the Fraser Coast region. As part of the program, a new rail facility is being constructed in Ormeau, in the Gold Coast region.

More than $1 billion worth of contracts have already been awarded on QTMP for construction of both facilities and rollingstock.

A co-design process is ongoing with the disability sector to inform the design of the new rollingstock. This is shaping the design of the 65 new passenger trains to ensure they are compliant, functional, and accessible for all passengers.

Construction of the Torbanlea train manufacturing facility is progressing with earthworks well underway and internal haul roads under construction. The new rail facility in Ormeau, for train maintenance and stabling, is progressing well, with a new heavy

vehicle access recently opening to construction traffic, to reduce traffic impacts on the local community.

The QTMP Project Information Centre was opened to the public on 15 May 2024. Located in the heart of Maryborough, the centre is a one-stop-shop for all things QTMP with information about the project, history of rail in the Fraser Coast region, and an interactive kid's corner with a 'Build the Train' game. The centre is experiencing significant interest with more than 400 people visiting in the first month.

> 🖵 **For more information**
> https://www.tmr.qld.gov.au/trainmanufacturing

Roads and Transport Alliance/ Transport Infrastructure Development Scheme

The Roads and Transport Alliance is a partnership between TMR and Queensland local governments.

Central to this alliance are 17 Regional Roads and Transport Groups (RRTG), representing 68 local governments including eight Aboriginal and Torres Strait Islander local governments.

The Alliance is underpinned by the TIDS which provides funding to local government for targeted investment in transport related infrastructure. RRTGs are the primary decision-making bodies that determine regionally prioritised improvements to their communities' transport related infrastructure.

In 2023–24, 220 projects were delivered across the state, representing a joint investment of more than $120 million. Projects included:

- Bowen Basin RRTG, Central Highlands Regional Council— Arcadia Valley Road pave and seal
- Far North Queensland RRTG, Douglas Shire Council— Front Street footpath construction
- Outback RRTG, Barcoo Shire Council— Windorah Airport runway repairs
- South West RRTG, Balonne Shire Council— Jakelwar–Goodooga Road construction to sealed standard
- Wide Bay Burnett RRTG, Fraser Coast Regional Council— Edward Street, Urangan Point State School pathway construction.

> 🖵 **For more information**
> https://www.tmr.qld.gov.au/rrtg

Digitisation of design and asset data

Building Information Modelling (BIM) for TMR is an established digital engineering process that digitally captures information about a transport-related asset. It is a digital representation of the asset, including data relating to its design, construction, and operation.

With ongoing development and refinement over the years, BIM has been incorporated into more than 60 projects since its inception, resulting in a richer asset dataset for TMR.

It allows for greater information sharing and collaboration, better informed decision-making about TMR's assets', and provides greater certainty in the assets' planning, design, and construction.

This past year, TMR has expanded internal capability on the adoption of BIM practices across the state, especially in project delivery. TMR is also working closely with external stakeholders to strengthen BIM capability within industry.

Slope risk analysis training course

TMR ran a five-day practical field slope risk analysis training course in November 2023 for engineering geologists and geotechnical engineers from industry across Queensland.

To ensure quality and safety, the course was delivered in collaboration with experienced accredited instructors.

During the course, trainees practiced the slope risk analysis process under guidance at numerous field sites across multiple TMR districts and submitted assessment tasks for accreditation.

All trainees successfully completed the course and gained the necessary accreditation to assist TMR's ongoing slope data collection program.

Over 3600 slopes will require risk analysis over the coming years along TMR's network. The newly accredited assessors can assist TMR in completing this very challenging task, in addition to supporting any disaster response.

Preserving our history and heritage

Proactively monitoring the federal and state reviews of cultural heritage legislation

The Australia and Queensland governments are continuing to review the legal protections for Aboriginal and Torres Strait Islander People's heritage, with legislative amendments likely to occur in 2024–25. These represent the first major amendments to Aboriginal and Torres Strait Islander heritage protection in 20 years.

The Australian Government reviews include improvements to the consultation processes with First Nations peoples, including the Indigenous Advisory Committee and national standards for engagement, as well as new national heritage protection laws.

TMR regularly liaises with state and federal heritage counterparts to ensure awareness of upcoming legislative amendments and community requirements for the Cultural Heritage Policy and Process Manual.

Cultural Heritage data collection program under Element 70

In 2023–24, TMR invested $94,125.49 in heritage data collection under the Maintenance, Preservation, and Operation Program's Element 70 (Statewide Data Collection). The data collection utilised TMR's Environment and Cultural Heritage Observations app and involved Cultural Heritage Officers surveying land to record Aboriginal, Torres Strait Islander, and historical heritage places.

TMR recorded 363 new places in 2023–24. These included artefact scatters, scarred trees, monuments, survey trees, historical bridges, and war memorials. TMR has conducted this collection since 2019–20, with 4002 heritage places recorded.

TMR's data collection supplements the Queensland Aboriginal and Torres Strait Islander heritage database managed by the Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts, and the Queensland Heritage Register, managed by the Department of Environment, Science and Innovation. This provides a better understanding of heritage places that exist on TMR land and will improve heritage protection during project delivery.

Element 4 Heritage Preservation Projects

TMR operates an annual heritage conservation program under the Maintenance, Preservation, and Operations Program. The program focuses on the maintenance of Aboriginal, Torres Strait Islander, and historical heritage places on TMR roads and land. In 2023–24, TMR invested $999,393 in heritage conservation across Queensland.

Projects included:

- finalising a Cultural Heritage Study on Round Mountain site
- updating Conservation Management Plans in Metropolitan Region for Coorparoo Substation, Hornibrook Portals, and Albion Fire Station
- assessing and managing the Sentinel rock feature on Tamborine Road
- assessing and recording historical heritage features in North West District
- finalising a Conservation Management Plan for Gatton–Clifton Road features
- maintenance of heritage features on Springbrook Road
- updating the Conservation Management Plan for Picnic Bay Jetty, Magnetic Island
- Far North District Cultural Modified Tree recording program
- Annan River Bridge restoration
- maintenance of the Walkerston War Memorial
- Anzac Avenue tree maintenance
- North Coast Shell Midden study
- Wide Bay Rowland Creek native well assessment.

Edmonton to Gordonvale social sustainability successes

The Bruce Highway, Cairns Southern Access Corridor (Stage Three), Edmonton to Gordonvale (E2G) project used social sustainability in its operations, leaving a lasting impact. The project focused on collaborating with the local community, preserving cultural heritage, upskilling local businesses and workforce, and promoting education.

E2G and local Traditional Owners collaborated closely. This synergy led to the discovery of protected Aboriginal and Torres Strait Islander artifacts and cultural sites. Moreover, efforts to educate about these cultures were made through art, lessons, and infrastructure naming.

Of the total contract value, 79.6 per cent was spent within the local region, and 4.5 per cent with First Nations-owned businesses. E2G's training initiatives exceeded targets and upskilled the community, notably with 64 per cent of training hours dedicated to Aboriginal and Torres Strait Islander people.

The project's work with local schools also offered mentoring and experiential learning for students.

Through these initiatives, E2G created a sustainable legacy, demonstrating social value excellence and positive community impacts.

Zero Emission Buses

As set out in *Queensland's Zero Emission Vehicle Strategy 2022–2032*, TMR has made a commitment that, from 2025, all new urban buses in South East Queensland will be zero emission buses, and for regional Queensland, implementation will begin between 2025–30.

Zero emission buses were introduced to the South East Queensland bus network in April 2021. The following battery electric buses are operating across the Translink network:

- 11 buses on the Sunshine Coast
- 10 buses on the Gold Coast
- 5 buses in Cairns
- 2 buses in Yarrabilba
- 19 buses in Redland Bay
- 6 buses in Spring Hill and Brisbane City
- 10 buses in Logan
- 16 buses in Moreton Bay.

In February 2024, the Queensland Government announced a plan to deliver zero emission buses through direct government procurement, with more than 400 buses to be locally manufactured.

> 🖥 **For more information**
> https://www.qld.gov.au/transport/projects/electricvehicles/zero-emission-strategy
>
> https://www.qld.gov.au/transport/projects/electricvehicles/zero-emission-bus-program

Case study: eMesh used on the Edmonton to Gordonvale Project

TMR pioneered an Australian-first method to reduce raw material consumption that was developed with the project's concrete supplier for the Bruce Highway, Cairns Southern Access Corridor (Stage Three), E2G project.

The project involved the construction of more than ten kilometres of concrete pavements for cycleways, footpaths, and shared paths using a concrete extruding slipform paver with a custom mould and a 100 per cent recycled plastic fibre reinforcement product called eMesh.

The slipform paver was used to mechanically place the concrete during pavement construction reducing project construction times and lowering greenhouse gas footprints. This innovation resulted in a reduction of raw material consumption, significantly increased productivity, enhanced personnel safety, and supported waste repurposing.

The eMesh product aligns with circular economy principles, repurposing waste into new products, diverting waste from landfills, and strengthening the market for sustainable materials.

For more information
https://www.tmr.qld.gov.au/projects/bruce-highway-cairns-southern-access-corridor-stage-3-edmonton-to-gordonvale

Road safety

Queensland road safety governance

The Queensland Road Safety (QRS) Program was established to ensure there is a strong and effective governance framework in place to support the Queensland Government in achieving the ambitious road safety targets outlined in the *Queensland Road Safety Strategy 2022–31*. The strategy aims to cut road fatalities by 50 per cent and serious road injuries by 30 per cent by 2031.

The QRS Program is fostering a cultural shift in the government's approach to road safety investment. It promotes collaboration and outcomes-based strategies to ensure progress towards these targets. The inaugural QRS Board meeting, chaired by TMR's Deputy Director-General (Customer Services, Safety and Regulation), met five times in 2023–24. This strategic leadership group includes representatives from TMR, QPS, and the Queensland Revenue Office.

The Board is responsible for implementing the QRS Strategy, exploring opportunities for broader collaboration with other agencies, industry, and local governments, and expanding the scope of safety considerations beyond the traditional transport sector. This initiative builds upon the Safe System foundations, promoting innovative thinking in road safety.

Queensland Road Safety Strategy and Action Plan

The *Queensland Road Safety Strategy 2022–31* and *Queensland Road Safety Action Plan 2022–24* were released in April 2022, reaffirming Queensland's commitment to a vision of zero serious road trauma by 2050. The strategy takes a new approach to road safety that considers the complex social factors contributing to road trauma and places emphasis on responding to community needs at the local level.

Priority actions delivered this year include:

- launch of the Ride to Zero program to improve motorcycle safety
- expansion of the roadside drug testing program to include cocaine
- release of child restraint video guides for parents and carers
- roll out of speed cameras in road work zones and school zones
- expansion of the mobile phone and seatbelt cameras and transportable road safety cameras in regional Queensland
- launch of the Community Road Safety Motorcycle Grants stream
- boost to the Community Road Safety Grants scheme targeting regional areas.

These initiatives build upon ongoing investment into road safety infrastructure through the Targeted Road Safety Program, which funds treatments such as intersection upgrades, shoulder widening, safer roadsides, barrier installation, flashing school zone signs, and wide center line treatments.

Community Road Safety Grants Scheme

In 2023–24, the Community Road Safety Grants Scheme awarded $7,837,123 to support 72 community organisations to develop and deliver effective road safety education initiatives supporting people to be safer road users. This included more than $5 million to expand eight existing recurrent, long term learner driver mentor and road safety education programs into regional Queensland through to 30 June 2026.

The scheme also introduced the Motorcycle Ride to Zero Grants in 2023–24, with $350,000 awarded to 22 organisations to support over 2000 motorcycle riders to undertake post-licence training courses to improve their safe riding skills and on-road behaviours.

Since 2013, the scheme has awarded more than $53 million to 629 community-based road safety education initiatives.

Examples of grants awarded in 2023–24 include:

- $17,500 to Queensland Motorcycle Council Inc to deliver motorcycle rider post-licence training courses
- $5250 to Darling Downs HOG Chapter Inc to deliver motorcycle rider post-licence training courses
- $21,949 to Road Accident Action Group Inc for a digital media campaign targeting e-scooter rider safety
- $18,000 to Charters Towers State High School to deliver young driver road safety education
- $4925 to Kyabra Community Association Inc. for child car restraint education
- $16,431 to Multicultural Australia Ltd to deliver road safety education workshops.

> 🖥 **For more information**
> https://www.qld.gov.au/transport/safety/road-safety/community-road-safety-grants

Targeted Road Safety Program

The Targeted Road Safety Program delivers cost-effective, high-benefit road infrastructure interventions to improve network safety and reduce the impact of road trauma for all road users. The Targeted Road Safety Program is funded primarily by the Camera Detected Offence Program and the Australian Government Road Safety Program and consists of multiple sub-programs, including:

- Safer Roads Sooner
- Black Spot Program
- Mass Action Initiatives
- Route Actions
- School Transport Infrastructure Program
- Vulnerable Users.

During 2023–24, the Targeted Road Safety Program delivered $311.7 million in safety treatments across Queensland to remedy locations with a significant crash history or other identified safety issues.

Major Targeted Road Safety Program projects delivered in 2023–24 include:

- upgrade the intersection of Cleveland Sub-Arterial Road and New Cleveland Road
- widen pavement on Kin Kin Road
- undertake safety improvements at the intersection of Southport–Nerang Road and Stewart Parade
- undertake safety improvements on Marlborough–Sarina Road between Clarke Creek and the Bruce Highway.

School Transport Infrastructure Program

The School Transport Infrastructure Program (STIP) provides funding to improve the safety and operation at schools through new or improved infrastructure at schools and on the surrounding road network. The state-funded initiative aims to provide long-term solutions to protect one of Queensland's most vulnerable road user groups, school children.

In 2022, the Queensland Government committed $40 million to deliver STIP projects from 2022–23 to 2025–26. Since STIP began in 2018–19, 127 projects have been delivered, including upgrades to carparks and construction of stop, drop, and go facilities, bus stops, and footpaths. In 2023–24, a further 87 new projects were approved for delivery.

The STIP complements other ongoing Queensland Government initiatives to improve safety at and around Queensland schools, including the Flashing School Zone Signs program, the School Crossing Supervisor Scheme, and the Community Road Safety Grants Program.

The program also complements the TIDS, which funds local governments for road and transport-related initiatives including safe school travel infrastructure.

STIP projects delivered in 2023–24 include:

- upgrade of carpark facilities at Gilroy Santa Maria College
- construction of footpaths and kerb at North Rockhampton State High School
- installation of enhanced flashing school zone signs at Clontarf Beach State High School
- upgrade passenger set-down facilities at Hope Adventist School.

Flashing school zone signs

Children are safer travelling to and from school thanks to flashing school zone signs now operating in 1426 school zones across Queensland.

Funded by the Camera Detected Offence Program, flashing school zone signs were approved for 100 sites across the state in 2023–24, including:

- Agnes Water State School
- Highfields State Secondary College
- St Joseph's Parish School in Weipa
- St Ursula's College in Yeppoon
- Windera State School
- 60 sites in South East Queensland.

An additional 102 school zones are scheduled for signs in 2024–25.

In response to many drivers detected to be travelling over 20 kilometres per hour more than the speed limit in Queensland school zones, in August 2023 TMR began piloting new roadways behaviour monitoring system speed camera technology built into flashing school zone signs. These portable cameras are being rotated around 24 high-risk school zones.

Queensland Road Safety Week

The ninth Queensland Road Safety Week, held 21 to 25 August 2023, was a chance to celebrate safe driving through the theme 'Road safety starts with me'.

Major landmarks were lit yellow as a prominent declaration to Queenslanders, and supporters were encouraged to wear yellow to raise awareness and invite conversations around road safety.

Local media covered the initiative strongly, with 217 mentions reaching over 1.7 million people, and social media posts reaching more than 1.4 million individuals and organisations with celebrations of the safest drivers and positive driving behaviours.

User-generated content was very strong, with over 300 posts supporting road safety on social media.

TMR's partner, QPS, promoted the program through blog and social media posts, plus a series of videos and useful tips on avoiding the Fatal Five to further encourage personal responsibility on the roads.

Road Safety Data Bureau

To better understand the impact of road trauma in Queensland, the Road Safety Data Bureau was established in 2019. This bureau analyses road safety data from various government agencies to inform whole-of-government decision making and approaches to road safety policy and programs.

The bureau includes representatives from TMR, QPS, Motor Accident Insurance Commission (MAIC), and Queensland Health through the Jamieson Trauma Institute.

In 2023–24, the bureau achieved several significant milestones:

- **Senior adult road users data scoping**
  This project explored the feasibility and value of accessing location, mobility, accessibility, and safety datasets for senior adult road users within Queensland.
- **Motorcycle fatalities monitoring**
  This project reviewed motorcycle rider/pillion fatalities from 1 January to 31 December 2023, providing stakeholders with a comprehensive understanding of the nature and characteristics of these fatalities.
- **Linked data from multiple sources**
  TMR received data from Queensland Health, MAIC, and Queensland Ambulance for the period 1 January 2015 to 31 December 2021. This data will shed light on the under-reporting of road crash injuries, particularly among bicycle and motorcycle riders, and provide insights into the interaction between crash, infrastructure, person, and vehicle characteristics on the severity of road crash injuries.

Improving e-scooter safety— new rules for riders

On 19 February 2024, new laws came into effect to enhance the safety of e-scooter and bike riders, as well as other members of the public they interact with. These changes build on the nation-leading e-scooter safety reforms introduced in 2022 and apply significant road safety offences to all riders and drivers, regardless of location or type of vehicle.

The new laws include:

- making it an offence for e-scooter and bike riders to ride without due care and attention on road-related areas, such as footpaths or shared paths
- requiring all drivers and riders involved in a crash on a road-related area to stop, remain at the scene, and render any necessary medical assistance to any injured person
- mandating that all parties involved in a crash exchange personal information.

These measures are designed to improve overall road safety and ensure a higher level of accountability among all road users.

> 🖥 **For more information**
> https://www.qld.gov.au/transport/safety/rules/wheeled-devices/personal-mobility-devices#takecare

StreetSmarts road safety campaigns

During 2023–24, TMR's StreetSmarts initiative focused on improving road safety through a series of innovative campaigns targeting critical issues on the road network.

With over 170,000 followers, StreetSmarts shares road safety messages across social and digital platforms, reaching around 1.5 million individuals monthly. Partnerships with the Gold Coast SUNS, Queensland Cricket, Caravanning Queensland, and the North Queensland Cowboys further amplify the message.

Key campaigns included:

- '**Always-on' regional outdoor** (July 2023 to January 2024) Billboards in high-risk crash zones reminded drivers of safer behaviours in the moment
- **'In Your Hands' drink driving** (December 2023 to May 2024) An innovative campaign extension in partnership with the Betoota Advocate
- **Seatbelts 'Would you rather?'** (August to November 2023) Highlighted the consequences of incorrectly wearing seatbelts
- **'How's Your Ride Craft' motorcycle safety** (August to December 2023) Featured two-time MotoGP world champion Casey Stoner
- **'Speeding? You're not hero' youth road safety** (May 2024) Co-designed by young people through the sixth Co-Lab Youth Road Safety Challenge, addressing deliberate speeding in young drivers.

StreetSmarts road safety campaigns demonstrate TMR's comprehensive approach to promoting safer driving behaviours and reducing crashes across Queensland.

🖥 **For more information**
https://streetsmarts.initiatives.qld.gov.au/

Personalised Plates Queensland auctions

TMR has a commercial agreement that supports the initial sale and marketing of personalised plates in Queensland through the Personalised Plates Queensland (PPQ) business. The financial return from the sale of personalised plates contributes to a range of TMR-related services, including road safety initiatives to keep Queenslanders safe.

As a response to demand evident in the market, the PPQ Digital Auction Platform was implemented in July 2023 and allows for the initial sale price of sought-after personalised plate combinations to be driven by demand at PPQ auction. The introduction of a digital auction platform into the PPQ business fostered collaboration between government and suppliers to support the delivery of a seamless customer experience.

The revenue generated from PPQ Auctions in 2023–24 is provided in the following table.

Table 36: PPQ Digital Auctions Revenue for 2023–24

PPQ Digital Auctions	Sales Revenue
July-23	$145,116
August-23	$192,545
October-23	$259,651
January-24	$351,169
February-24	$31,065
March-24	$279,632
May-24	$265,727
Revenue YTD	$1,524,905

Rail safety

National Level Crossing Roundtable

In Australia, level crossing incidents continue to result in fatalities and injuries each year, causing significant social and economic impacts on individuals, communities, and businesses. In response to a series of serious incidents at level crossings in 2023 and early-2024, including the tragic loss of two train drivers on New Year's Eve, and the release of the new *National Level Crossing Safety Strategy 2023–32*, a roundtable was convened to expedite the implementation of the new Strategy.

On 6 March 2024, over 70 senior executives from government, industry, peak bodies, advocacy groups, and academia across Australia and New Zealand gathered in Brisbane for the National Level Crossing Safety Roundtable. The event was hosted by the National Level Crossing Safety Committee and chaired by TMR's Director-General.

Industry and government representatives committed to progressing several actions from the Roundtable, including a pilot program in Queensland to test camera technology at level crossings, aimed at improving road user behaviour. This Roundtable marked a significant step forward for level crossing safety in Australia.

The National Level Crossing Safety Committee, which includes representatives from federal, state, and local governments, rail and road industry associations, and regulators, will continue to collaborate to expedite these actions and enhance safety at level crossings across the country.

🖥 **For more information**
https://www.tmr.qld.gov.au/safety/rail-safety/national-level-crossing-safety-strategy

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Marine safety

Backing Queensland Maritime Jobs

MSQ is delivering on the Queensland Government's commitment to increase employment opportunities for Queensland mariners through the $21 million Backing Queensland Maritime Jobs Initiative.

The Initiative has three grant programs that:

- create increased maritime employment—Maritime Employment Grant Program
- address skill shortages—Maritime Training Grant Program
- establish new coastal shipping services—Coastal Shipping Grant Program.

The grants have been an overwhelming success with first grant rounds of 29 grants under the Maritime Training Grant Program and 16 new full time mariner roles under Maritime Employment Grant Program and the Coastal Shipping Grant Program.

MSQ is partnering with the Cairns Great Barrier Reef International Marine College and TAFE Queensland to make a Certificate 3 Maritime Operations (Integrated Rating) available for the first time ever in Queensland.

A lifeboat and davit system is being constructed at MSQ's Operations Base Cairns. These are essential equipment needed to deliver the training.

> 🖥 **For more information**
> https://www.msq.qld.gov.au/about-us/maritime-jobs

Vessel Traffic Services

MSQ, a branch of TMR, operates five Vessel Traffic Service (VTS) centers in Queensland covering 22 trading ports and the key areas of the Torres Strait and Great Barrier Reef (Reef VTS). VTS contributes to the safety of life at sea, improves the safety and efficiency of navigation, and supports the protection of the environment within a VTS area by mitigating the development of unsafe situations.

VTS is a critical system that manages shipping risks by monitoring, in real time, the movement of large ships and responding to developing unsafe situations. In 2023–24, VTS managed 23,137 movements through Queensland ports and 11,981 voyages through the Reef VTS area.

Lifejacket reforms

MSQ has been working to improve safety in Queensland waters and address stakeholder concerns regarding lifejacket laws. MSQ will be progressing amendments to Queensland's lifejacket laws to require lifejacket use for people in high-risk groups or situations after conducting extensive public and stakeholder consultation throughout the state.

Amendments include the requirement to wear a lifejacket on certain vessels when boating alone and at night and extends the current wear requirements for children and for all people when crossing a coastal bar.

These amendments are expected to be introduced mid-2024 with boat users needing to abide by the new laws from 1 December 2024.

MSQ intends to conduct more consultation to understand whether and how other changes to safety equipment carriage and use might improve safety. MSQ staff will continue to run local education campaigns with some lifejacket giveaways, supported by education material and social media updates.

Marine fatalities and marine injuries

In 2023–24, reported marine incidents in Queensland resulted in 8 fatalities and 26 serious injuries. The number of reported marine incidents involving at least one Queensland regulated ship has decreased from 342 to 300 and the number of fatalities has decreased due to a decrease in the number of capsizing and person overboard incidents resulting in a fatality.

Figure 3 indicates the number of people who have died during the last ten financial years in a reported marine incident that involved at least one Queensland regulated ship.

These people have been classified as masters or passengers of boats, the masters and passengers of PWC, swimmers which includes divers and snorkelers, and water skiers which includes anyone being towed by a vessel of any kind.

Figure 3: Marine fatalities (in Queensland)
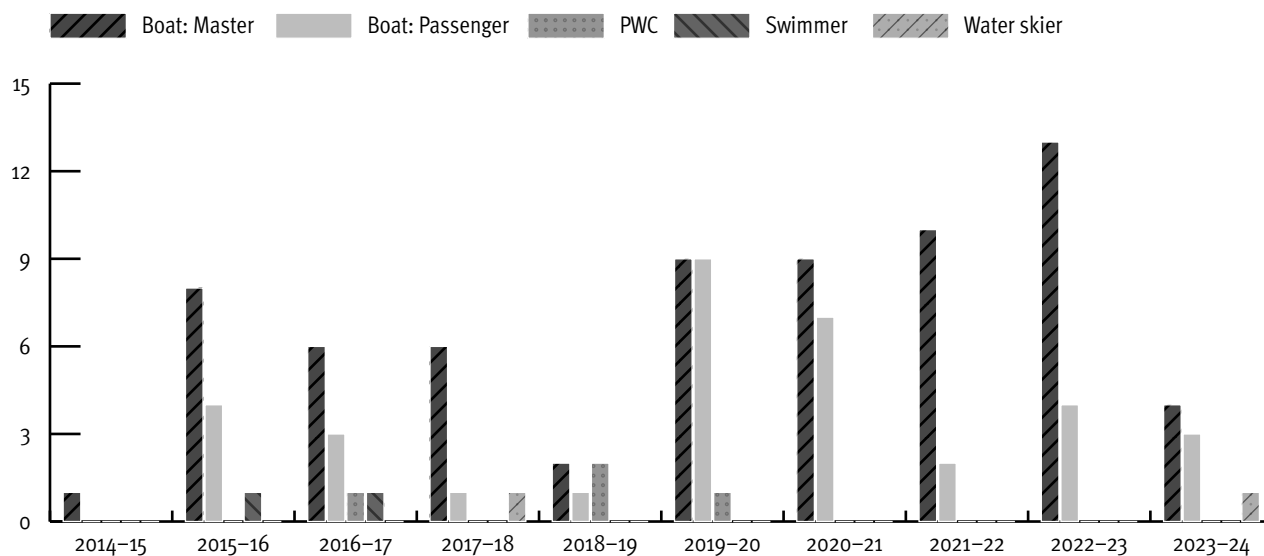
Financial Year	Boat: Master	Boat: Passenger	PWC	Swimmer	Water skier	Total
2014–15	1	0	0	0	0	1
2015–16	8	4	0	1	0	13
2016–17	6	3	1	1	0	11
2017–18	6	1	0	0	1	8
2018–19	2	1	2	0	0	5
2019–20	9	9	1	0	0	19
2020–21	9	7	0	0	0	16
2021–22	10	2	0	0	0	12
2022–23	13	4	0	0	0	17
2023–24	4	3	0	0	1	8

This data is subject to change when the outcomes of open incident investigations are finalised.

Figure 4: Serious injuries from maritime incidents (in Queensland)
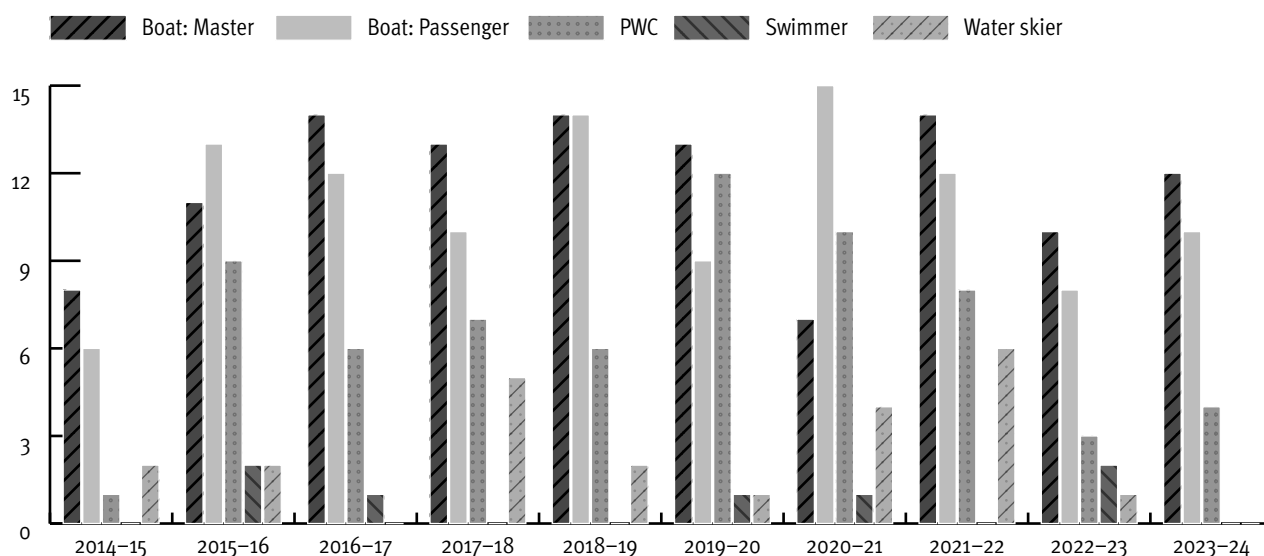
Financial Year	Boat: Master	Boat: Passenger	PWC	Swimmer	Water skier	Total
2014–15	8	6	1	0	2	**17**
2015–16	11	13	9	2	2	**37**
2016–17	14	12	6	1	0	**33**
2017–18	13	10	7	0	5	**35**
2018–19	14	14	6	0	2	**36**
2019–20	13	9	12	1	1	**36**
2020–21	7	15	10	1	4	**37**
2021–22	14	12	8	0	6	**40**
2022–23	10	8	3	2	1	**24**
2023–24	12	10	4	0	0	**26**

Figure 4 indicates the number of people who have been admitted to a hospital during the last ten financial years for the treatment of injuries sustained in a reported marine incident that involved at least one QRS.

MSQ works actively to address the causes of marine incidents through compliance and education activities.

This data is subject to change when the outcomes of open incident investigations are finalised.

Maritime Enforcement Team

The MET undertakes enhanced compliance and education activities on Queensland's waterways, primarily using Personal Watercraft (PWC). MET became a permanent team within MSQ in 2021 following an 18 month trial. In 2023–24 MET has expanded from four to nine officers. The expansion of the team has allowed four officers to be based in Mooloolaba, providing an increased presence on Sunshine Coast waterways. The pre-exisiting MET Officers are based at Pinkenba.

During 2023–24, the MET team conducted patrols throughout Queensland waterways, including enforcement programs within the Mackay, Gladstone, and South East Queensland regions. MET also continue to engage with the PWC community, recently undertaking a PWC Compliance and Education Campaign on the Gold Coast.

MET work closely with MSQ compliance partners, coordinating targeted safety campaigns and operations across the state. Key compliance partners include QPS, Queensland Boating and Fisheries Patrol, South East Queensland Water and Queensland Parks and Wildlife Service.

Pollution response training on Thursday Island

In August 2023 and May 2024, officers from MSQ's Maritime Emergency Management Team visited Thursday Island to deliver equipment familiarisation training to Land and Sea Rangers from across the Torres Strait.

The training involved teaching Rangers how to use the equipment required to manage an oil spill first strike response, with the Rangers using a diverse range of equipment from generators and pumps, to the porta tanks used to store collected oil and decontamination stations.

Training days like these are vital for remote areas like Thursday Island as in the event of a pollution incident, MSQ relies on the Land and Sea Rangers to deliver a strike response.

While in the Torres Strait, MSQ audited and serviced the remote oil spill kits stored on Thursday Island, and visited the outer islands to audit the remote shoreline kits stored there. These kits are vital for a first strike response should an oil spill occur and reach the pristine beaches of the Torres Strait.

State pollution exercise

In June 2024, MSQ joined forces with the AMSA and Transport for NSW for the National Plan Marine Incident Exercise, Exercise Dumaresq.

One hundred people from across several agencies including MSQ, AMSA, Transport for NSW, the Queensland Fire and Rescue Service, and QPS came together at Coolangatta for the Strategic Phase of the exercise—the Operational Phase is planned for late-2024.

This first phase focused on the relationship between both states, AMSA, stakeholders, and the frameworks in place for the three agencies to manage a significant marine incident.

Events like Exercise Dumaresq allow agencies like MSQ to practice their response capabilities and strategies, enabling them to respond efficiently and effectively in the event of a significant marine incident, such as an oil spill.

Noosa River Marine Zone

MSQ has been progressing reforms to address issues and impacts resulting from congestion in the Noosa River. Following extensive and high-profile public and stakeholder consultation processes, MSQ commenced implementation of a vessel waterway management plan.

The plan includes anchoring restrictions and a package of initiatives to increase safety, support equity of access for all users of the waterway, and improve environmental impacts of vessel activity.

The staged approach to implementation commenced with the introduction of lowered speed limit areas in the river. This was followed by a survey of anchored vessels for weather event safety management and an audit of vessels for marine pollution compliance.

The staged implementation will continue through to 2025 with a suite of operational, largely safety related, activities and smaller regulatory amendments to improve vessel management. The long-term management of boating in Noosa River will be addressed through legislative changes.

Smartship Australia launches new mentor pilot course

The role of a mentor pilot is crucial to a well-functioning pilotage service, yet until now, there have been very few dedicated training resources to support this role. Traditionally, pilots have moved into the mentor role based on seniority, with little or no formal training.

Smartship Australia has changed this with the launch of their new Mentor Pilot Course. This four-day course combines one day of online learning with three days of practical training at Smartship Australia's state-of-the-art simulation facilities. It is specifically designed to enhance a mentor pilot's ability to guide, coach, and support marine pilots and Pilotage Exemption Certificate holders as they progress through their on-water training systems within their organisations.

In the 2023–24 period, 17 marine pilots have graduated from this course. Feedback from participants has been overwhelmingly positive, with all respondents agreeing, 86 per cent strongly so, that the course has a positive impact on their future conduct as mentors.

💻 **For more information**
https://www.smartshipaustralia.qld.gov.au/training#mentor

Torres Strait Navigation Aids Replacement Program

The waterways of the Torres Strait, often referred to as the 'Blue Highway', are vital for transportation related to work, education, community travel, and cultural activities. Ensuring these waterways have fit-for-purpose aids to navigation is crucial for the safety of all who traverse them.

In response to extensive consultation with waterway users and key stakeholders, MSQ is continuing to undertake a $3.9 million program to enhance navigation aids in the region. This is expected to be completed in late-2024, weather permitting.

This project involved upgrading the existing marine buoys to a new, larger type designed to withstand local sea conditions. Additionally, new navigation aids were installed in several critical locations identified during consultations. These installations include markers for shoals near various islands and along key transit routes known for a history of search and rescue incidents.

The successful implementation of this project ensures safer travel for Torres Strait peoples, allowing them to navigate their waterways confidently and return home safely.

War on Wrecks

Since its inception in July 2018, the Queensland Government's War on Wrecks initiative has led to the removal of 1425 derelict vessels from Queensland waterways. The program, initially backed by $20 million over four years, has received an additional $15 million to extend operations until 30 June 2025.

From July 2018 to 30 June 2024, MSQ and its partner agencies removed 850 vessels, while owners or other parties resolved the issue for 575 vessels.

During the 2023–24 financial year alone, the program resulted in 225 fewer derelict vessels, with MSQ and its partners removing 134, and 51 being removed or resolved by owners or others. A further 40 vessels were no longer present or have been made seaworthy by the owner.

Currently, MSQ is monitoring 569 vessels of interest, including 232 derelict vessels and 337 potential derelicts. This list is continually updated as new vessels are identified and either monitored more closely or removed.

💻 **For more information**
https://www.msq.qld.gov.au/about-us/news-and-stories/taskforce-continues-gaining-ground-in-war-on-wrecks

Designing solutions that create value

Light Emitting Diode lighting replacement project

In 2023–24, TMR replaced 5360 obsolete road lights with high performing Light Emitting Diode (LED) road lights and 9451 Smart Light Control units.

Over 33,000 road lights were identified for replacement on state-controlled roads and over 30,484 have been installed since delivery began in 2017. Combining LED road lighting with smart light technology has delivered the following benefits:

- improved lighting quality
- reduced energy consumption by up to 45 per cent
- reduced operating and maintenance costs
- longer lifecycle of lights

- improved road safety and environmental conditions
- improved asset management processes
- enables intelligent controls and performance monitoring capability.

In collaboration with the Endeavour Foundation, TMR has recycled 95 per cent of legacy road lights.

The project is ahead of schedule to deliver the remaining Smart LED road lighting by 2026.

Permanent International Association of Road Congresses

In October 2023, TMR representatives attended the Permanent International Association of Road Congress's (PIARC) 27th World Road Congress in Prague, Czech Republic.

With more than 120 member countries, representing all levels of economic development, PIARC brings together governments from all over the globe to promote international cooperation and the exchange of knowledge on issues relating to roads and road transport. Through several technical committees, members produce reports on best practices and recommendations in their respective fields, thereby assisting decision makers, engineers, and researchers.

TMR's involvement in this international association provides Queensland with access to international best practice approaches for improving roads and road transport, and the opportunity to contribute our research and innovation to a global body of knowledge.

TMR's expertise was acknowledged by our presented paper on bridge monitoring and data-driven structural asset management being awarded best paper by the PIARC secretariat in the category of 'Road Design, Construction, Maintenance and Operation'. Representatives from TMR were also appointed the Australian and New Zealand representatives for various technical committees for PIARC 2024–27, and the associated project commencement meetings were held in Paris in February 2024.

Cooperative and Highly Automated Driving pilot

The Cooperative and Highly Automated Driving pilot successfully delivered its final dynamic demonstration of its Cooperative and Automated Vehicle, ZOE2, during 2023–24.

From 10 to 14 July 2023, Mount Isa residents were provided an opportunity to experience ZOE2 driving in automated mode on Mount Isa's public roads and interacting with traffic and pedestrians. The Mount Isa demonstration was ZOE2's most complex demonstration. During the 5.5 kilometre drive in automated mode, the public experienced ZOE2 driving through four pedestrian crossings, changing lanes, traversing through two traffic light intersections, and manoeuvring through a roundabout.

In 2023–24, the team published four research study reports on the challenges of cooperative and automated vehicle deployment in Australia, including the driving task hand-over in an automated vehicle and the safety impact of connectivity for automated vehicles.

These are published by iMOVE Australia and available on their website: https://imoveaustralia.com/project/project-outcomes/safely-deploying-automated-vehicles-on-australian-roads/

The MAIC co-funded the project in partnership with the Queensland University of Technology (QUT) and iMOVE Australia. The project has concluded in 2023–24.

Timber bridge replacement program

Traditionally, TMR has allocated a significant portion of its maintenance budget to a specific segment of the network, focusing on timber bridges. In 2023–24, efforts were concentrated on developing a strategy for the replacement of these bridges. The draft strategy outlines the investment required to replace timber bridges that are no longer economically viable to maintain.

To create this strategy, multiple functional elements were conceptualised to facilitate inventive solutions and establish a uniform approach across the state for the pilot bridge replacement program. These were:

- **a program criteria** to support the identification of candidate projects
- **a prioritisation tool** to target the effort in shortlisting candidate projects
- **an engineering review** of modular and pre-engineered proprietary bridge solutions, with a focus on identifying solutions that provide value for money and timely delivery options.

The next steps involve initiating the pilot program, which includes developing targeted design criteria and replacing a suitable timber bridge. By replacing timber bridges, the goal is to enhance infrastructure resilience while maintaining efficiency in maintenance expenditure.

Digital skills and careers for Queenslanders

Independent reports have highlighted the need for Queensland to increase the supply of digital professionals to support business and industry. In response, the Queensland Government is delivering the $8 million *Digital Professional Workforce Action Plan* 2020–2024 which aims to supply an additional 10,000 digital professionals to support Queensland's digital economy.

As at 30 June 2024, 454,812 Queenslanders have engaged with digital career awareness campaigns and over 15,847 Queenslanders have participated in digital skills training. 113 Aboriginal, Torres Strait Islander, or neurodiverse Queenslanders as well as 407 graduates have received digital job placements.

QGCDG is working to not only increase the pipeline of digital professionals but also widen it to ensure the workforce is representative of the community. Programs were targeted at school students, mid-career changers, people returning to the workforce, veterans, and underrepresented cohorts including Aboriginal and Torres Strait Islander people, women, people with a disability, mature age, culturally and linguistically diverse, and those living in rural and regional areas.

For more information
https://tafeqld.edu.au/news-and-events/news/2023/digitrek-roadshow--experience-digital-technologies

https://www.mydigitalcareer.com.au/QLD/?cl=QGD:4

https://www.qld.gov.au/jobs/career/digital-careers

Strengthening cyber security resilience and disaster readiness for government

The QGCDG's CSU, is at the forefront of cyber security for the Queensland public sector. The CSU sets cyber security policies and guidance, manages whole-of-government cyber security services, and supports the development of both the public sector cyber workforce and the broader Queensland cyber security industry.

To enhance the Queensland Government's readiness and response capabilities, the CSU conducts annual whole-of-government cyber security exercises. These exercises test and improve the collective ability to prepare for, respond to, and recover from cyber incidents.

In October 2023, QGCDG's CSU Exercise Sky Scriber brought together 115 staff from 20 departments and six supporting areas. The exercise was designed to evaluate the new Queensland Government Cyber Security Arrangements, focusing on their effectiveness in managing agency and whole-of-government responses during a complex cyber incident.

Insights and recommendations from Exercise Sky Scriber are being used to inform ongoing improvements to the Queensland Government Cyber Security Arrangements and to shape current and future cyber security work programs.

For more information
https://www.disaster.qld.gov.au/__data/assets/pdf_file/0035/388790/cyber-security-hazard-response-plan.pdf

Increasing device ownership for Rural, Regional, and First Nations students

The Queensland Government, in partnership with Queensland-based not-for-profit LiteHaus International, has delivered 4000 refurbished devices to rural and remote students. This initiative aims to enhance digital access and literacy for regional Queenslanders, focusing particularly on Aboriginal, Torres Strait Islander, and culturally and linguistically diverse communities.

Supported by the *Digital Professional Workforce Action Plan 2020–24*, under the Queensland Government's $200 million Future Skills Fund, the LiteHaus partnership also includes digital literacy training modules and face-to-face eSafety information sessions for schools across the state. Locations benefiting from this initiative include Townsville, Cairns, Atherton, Charters Towers, Cooktown, Clermont, St George, Mount Isa, Cape York, Winton, Longreach, and Normanton.

Additionally, an online digital skills hub has been established to provide ongoing access to all training content, ensuring sustained support for digital literacy development in these communities.

For more information
https://www.chde.qld.gov.au/__data/assets/file/0024/17529/digital-professional-workforce-plan.pdf

Work continues to Close the Gap

TMR continued to make positive contributions towards achieving outcomes and targets in the *National Agreement on Closing the Gap*, from ongoing investments in TMR's Aboriginal and Torres Strait Islander workforce to dedicated spend with local First Nations businesses and through infrastructure programs such as the Aboriginal and Torres Strait Island TIDS. Programs like Aboriginal and Torres Strait Island TIDS play a significant role in bolstering target eight of the national agreement, which focuses on the robust economic engagement and progressive development of Aboriginal and Torres Strait Islander people and their communities.

Key initiatives showcasing TMR's commitment to increase the number of Aboriginal and Torres Strait Islander people in meaningful employment include the promotion of various First Nations entry and career pathway programs. Notably, the scholarship program under the Peninsula Developmental Road Indigenous Land Use Agreement.

The Indigenous Driver Licensing Program continues to play a crucial role in removing barriers to employment and reducing incarceration for road related offences by delivering identification, licensing, and road safety services to remote and discrete First Nations communities. This program makes positive contributions towards targets 8 and 10 of the national agreement.

The establishment of Digital Service Centres on Palm Island and in Cherbourg are exceptional examples of improving connectivity for regional communities through initiatives centered in the self-determination of Aboriginal and Torres Strait Islander people. The successful transition to community-led operations of these service centres marks a significant milestone and contribution towards Priority Reform Two of the national agreement, building the community-controlled sector.

TMR also acknowledges the insights from the recent Productivity Commission's Report scrutinising the poor progress against the Closing the Gap outcomes. In line with the report findings, TMR reasserts its pledge to enact the structural reform required to enhance its dedication, relationships, financial allocations, cooperation, and accountability to further the efforts to closing the gap.

First Nations Digital Careers Program

In December 2023, QGCDG celebrated the graduation of the first six trainees from the First Nations Digital Careers Program. Four of these graduates have continued in employment in the digital field.

Delivered in partnership with Microsoft, the program aims to empower Aboriginal and Torres Strait Islander Queenslanders of all age groups to move into a digital career.

Participants can study a range of courses and be placed into jobs either within Queensland Government, Microsoft, or one of their partner employers.

The program is supporting 27 trainees from the second and third intake who are working across 15 different government agencies and industry organisations. These trainees are studying either a Certificate 3 or 4 in Information Technology and are on track to graduate by September 2024.

Participation continues to grow with 12 new trainees commencing in January 2024 in the fourth intake. This group are undertaking 24-month paid traineeship digital roles across government and industry while completing a Certificate 4 in Information Technology.

🖥 **For more information**
https://www.qld.gov.au/jobs/career/digital-careers/digital-jobs/first-nations-digital-careers-program

Reducing the impact of network disruption

Queensland Disaster Management Arrangements

Under Queensland Disaster Management Arrangements, TMR has four key functions:

- provide functional support for transport systems
- act as the hazard-specific lead for ship-sourced pollution events
- lead recovery and reconstruction of roads and transport networks for disaster-affected communities
- provide strategic oversight for the implementation and delivery of resilience initiatives.

Operationally, the Transport Network Security and Resilience (TNSR) team supports the State Disaster Coordination Centre with trained Liaison Officers and produces an Awareness Dashboard, Priority Alerts, and other targeted products and services as required for situational awareness. During the 2023–24 severe weather season, TNSR undertook disaster response activities for Ex-Tropical Cyclone Jasper and Ex-Tropical Cyclone Kirrily, along with two activations in South East Queensland and Southern Queensland for various severe weather events. A total of 26 consolidated TMR response reports were provided to the State Disaster Coordination Centre.

To support this work, TMR conducts an annual Pre-season Program for district and regional staff, as well as invited external key stakeholders. This program, through discussion-based exercises, provides an opportunity to strengthen networks, build capability in disruptive event response and recovery, and affirm key roles and responsibilities as outlined under Queensland Disaster Management Arrangement.

Additionally, TMR conducts an annual exercise of its business continuity management program. This exercise offers an opportunity to review the *Continuity and Disruption Management Policy*, ensuring continued improvement and incorporation of international best practices.

Queensland Transport Security Program

Under the *National Counter-Terrorism Plan* and an Intergovernmental Agreement on Surface Transport Security, TMR has primary responsibility for surface transport security, including rail, ferries, and buses.

The department works in partnership with QPS, the surface transport industry, and local, state, and federal governments to ensure a secure transport environment. Key initiatives include:

- regulating security-Identified surface transport operations—enforcing the *Transport Security (Counter-Terrorism) Act 2008* to ensure compliance and safety

- transport precinct security program—leading efforts to support an integrated and consistent approach to security and emergency management, including incident reporting, response procedures, and evacuations

- Capability-focused engagement program—supporting passenger transport operators and transport hubs through various engagements such as communities of practice, committee meetings, threat briefings, exercises, and workshops

- Nationally funded security exercises—conducting security exercises across Brisbane and Gold Coast CBDs, allowing numerous stakeholders from industry and government to test their ability to detect and report suspicious activity on the passenger network

- Committee membership—participating in national and state committees, including the Queensland Security and Counter-Terrorism Committee, Critical Infrastructure Resilience Working Group, and the Trusted Information Sharing Network Land Transport Security Group

- Protective security framework—piloting and implementing a framework to protect TMR's people, information, and assets.

Information and Communications Technology Asset Disaster Recovery

ICT Asset Disaster Recovery Plans play a vital role in maintaining resilient and highly available ICT systems that support frontline employees and ensure essential services are provided to the community.

In 2023–24, TMR focused on enhancing the capability and resiliency of vital systems due to the escalating threat of cyber-attacks, as evidenced by high-profile breaches during this period.

Key focus areas in 2023–24:

- ongoing cyber awareness campaigns and training with continual education to improve staff awareness and responsiveness to cyber threats

- reconfirming security requirements with key service delivery partners ensuring all partners adhere to stringent security standards

- ongoing disaster recovery scenario activities including conducting exercises across government and with selected partners to test and improve disaster recover processes.

Key achievements in 2023–24:

- investment in the ISMS—enhancing the framework for managing information security

- maturity of ICT resilience practices—improving resilience and disaster recovery capabilities

- migration to the cloud—continuing to transition departmental services to cloud platforms

- expansion of microservices—breaking down monolithic systems to enhance resiliency and flexibility of solutions, and leveraging newer technologies

- secondary data centre migration—updating backup ICT infrastructure to a state-of-the-art secondary data centre to ensure uninterrupted service delivery, security, and efficiency.

These efforts underscore the department's commitment to maintaining robust and secure ICT systems capable of withstanding and recovering from cyber treats and other disruptions.

Case Study: Traffic Management Centres key to safety during natural disasters

During the 2023–24 summer season, Queensland encountered a variety of extreme weather scenarios. These included heatwaves, droughts, bushfires, cyclones, and severe storm cells.

During these testing times, TMR's Traffic Management Centres played a crucial role in managing Queensland's vast road network. Over a span of two months, the state experienced widespread road closures and significant disruptions to its traffic signal infrastructure. These challenges spread across the state from Wujal Wujal in the Far North, Cloncurry in the west, to Gold Coast in the south. Collaboration between the Traffic Management Centre's, maintenance providers, QPS, Queensland Fire and Emergency Services, electricity providers, and local authorities ensured a safe and prompt restoration of road operations.

By making use of the Intelligent Transport System devices and communication networks, the Traffic Management Centre's were successful in gathering and disseminating critical road condition information to road users. This timely and precise information was essential during the decision-making processes of multiple agencies involved in response and recovery efforts.

Customer and Digital

▤ To read more about the strategies and indicators of success linked to these strategic priorities, see page 14–18.

Highlights

- Developed guidance for Queensland Government agencies in the use of generative AI, supported by an AI tool developed specifically for the Queensland Government.

- QGCDG Wireless Network Contract Directorate, in partnership with the NSW Telco Authority, won the Major Project Award for the Interstate Roaming Service at the Australian Radio Communications Industry Association Industry Excellence Awards.

- QGCDG's CSU, through its Cyber Enhancement and Partnerships Program, continued to work with departments, statutory bodies, local government, and other Queensland Government entities to provide tools and advice to support an uplift in their cyber security.

- CAA successfully implemented the EFTSure Vendor Onboarding and Verification system for CAA and customers that utilise CAA's vendor maintenance service. It has removed the need for staff to undertake manual independent verification of vendor details such as banking information and helps safeguard against payment fraud attempts.

- QSS celebrated 20 years of shared services—providing payroll and financial services to 47 entities across the Queensland public sector.

- Implemented a new *Digital Investment Governance Framework* for the Queensland Government, aiming to reduce duplication, increase reusability and collaboration between agencies, and mitigate technology system risks.

- Smart Service Queensland won the award for the Customer Experience Initiative of the year, Digital Transformation category, at the Auscontact National Excellence Awards for the TMR Live Messaging Pilot.

- Supported the Queensland Government's disaster response and community recovery efforts for Queenslanders impacted by weather events by answering 17,880 SES calls and 103,078 Community Recovery calls—in addition to wide range of support services.

- Lead continued implementation of the *Our Thriving Digital Future: 2023–26 Action Plan,* which provides $120 million to improve statewide digital connectivity.

- In partnership with organisations including TAFE Queensland and AusCert, the CSU continued to develop and implement capability initiatives aimed at entry level, practitioner, and executives with 42 training offerings were delivered to 339 attendees across the state.

- Welcomed 54 graduates in 2023 and 83 in 2024 through the Queensland Government Digital Graduate Program.

Digital government

Artificial Intelligence

Generative AI represents a significant opportunity to improve productivity and deliver better services to the community. QGCDG is working to manage risks associated with its use across the Queensland Government.

In 2023–24, the QGCDG developed guidance for Queensland Government agencies in the use of generative AI, supported by an AI tool developed specifically for the Queensland Government. QChat, a service similar to ChatGPT, allows agencies to use a Large Language Model in a managed, secure, and controlled environment. Queensland is the first jurisdiction to develop a secure government AI tool.

QGCDG continued to represent the Queensland Government at the national level, working with all states, territories, and the Australian Government on a common approach to the safe, ethical, and secure use of AI through the national Data and Digital Ministers' Meeting.

Government Wireless Network project award win

In October 2023, QGCDG Wireless Network Contract Directorate and NSW Telco Authority's joint nomination for the Interstate Roaming Service won the Major Project Award at the Australian Radio Communications Industry Association Industry Excellence Awards.

The Interstate Roaming Service allows Queensland and NSW Public Safety Agencies to travel interstate and work with interstate peers while maintaining radiocommunications with their communication centre.

Public Safety Agencies personnel in Queensland and NSW can now focus on public safety incident response and assisting interstate peers, while having confidence their radio communications will not restrict their operational response.

The Government Wireless Network is a shining example of a successful shared service, providing radio communications services to Queensland Public Safety Agencies, as well as over 20 agencies at local, state, and federal levels.

The Interstate Roaming Service is a first for Australia and a successful example of interstate collaboration between states.

> 🖥 **For more information**
> https://arcia.org.au/2023-arcia-industry-excellence-awards-winners/

Cyber security

The cyber threat landscape remains challenging with a wide range of actors conducting malicious cyber activity across the globe. Governments and critical infrastructure remain attractive targets for malicious actors.

Against this backdrop, Queensland Government agencies continue to improve cyber resilience by adopting best practice approaches to information security management.

The QGCDG's CSU sets cyber security policy and guidance for the Queensland public sector and manages a number of whole-of-government cyber security services.

In 2023–24, the CSU, through its Cyber Enhancement and Partnerships Program, continued to work with departments, statutory bodies, local government, and other Queensland Government entities to provide tools and advice to support an uplift in their cyber security.

The uptake of vulnerability management and email anti-spoofing tools under the program doubled. There has also been increased participation in communities of practice, bringing security professionals together to share learnings and support each other.

> 🖥 **For more information**
> https://www.forgov.qld.gov.au/information-and-communication-technology/cyber-security/about-the-cyber-security-unit

Corporate Administration Agency implements vendor fraud protections

Established in 1997, the CAA provides corporate services to Queensland public sector entities, principally statutory bodies, and authorities.

In July 2023, CAA successfully implemented the EFTSure Vendor Onboarding and Verification system for CAA and customers that utilise CAA's vendor maintenance service. It has removed the need for staff to undertake manual independent verification of vendor details such as banking information.

EFTSure is an automated solution to onboard new vendors or change current vendors. The system utilises EFTSure's 'know your payee' crowd-sourced database for cross referencing essential data such as Bank Name, Bank Account Number, Australian Business Number, and Trading Name to reduce the risks of incorrect and/or fraudulent

payments. EFTSure undertakes additional verification by independently contacting vendors to confirm details.

Safeguarding against fraud is a high priority for Queensland Government accounts payable functions. Continuously improving systems and controls to ensure integrity of vendor data is essential to countering the ever-growing threat of fraud tactics such as social engineering, phishing, and business email compromise.

By successfully integrating EFTSure with CAA's systems, further efficiencies have been realised by avoiding the need for manual entry of vendor information into the system. The CAA was the first Queensland Government entity to adopt EFTSure which has had proven success in mitigating against payment fraud attempts.

Queensland Shared Services

In 2023, QSS celebrated 20 years of shared services in Queensland. QSS now provides payroll and financial services to over 83,000 employees in 47 entities across the Queensland public sector. In 2023–24, this included:

- paying more than two million pays
- processing more than 101,850 claims for higher duties and 603,747 for overtime
- helping advertise more than 10,556 roles and process more than 29,261 appointments
- processing vendor payments worth more than $30.3 billion
- processing more than 640,375 invoices
- receipting more than 355,022 payments
- managing nearly 131,790 debts
- processing more than 349,402 credit card transactions
- managing 314,351 assets.

Digital Investment Governance Framework

QGCDG is implementing a new *Digital Investment Governance Framework* for the Queensland Government. This new framework applies to all Digital and IT-enabled investments where technology is the main tool for achieving outcomes and benefits.

Developed in partnership with agencies across the sector, the framework establishes clear oversight for agency digital investments and promotes visibility at the whole-of-government level. It aims to reduce duplication, increase reusability and collaboration between agencies, and mitigate technology system risks. The approach coordinates and aligns core and common methods to digital and IT systems, optimising the use and allocation of resources across the sector.

Implementation work undertaken through 2023–24 to establish a whole-of-government digital portfolio view will continue into 2024–25.

Ongoing engagement with agency stakeholders is supporting adoption of the framework with the goal of lifting digital investment maturity across the sector.

Digital customer

Award winning contact centre

In November 2023, the Smart Service Queensland team won the award for the Customer Experience Initiative of the year, Digital Transformation category, at the annual Auscontact National Excellence Awards in Sydney. This recognition celebrates the success of the TMR Live Messaging Pilot, a collaboration between Customer Service Branch and QGCDG Contact Centre teams.

This achievement showcases the joint commitment to delivering exceptional services to the people of Queensland, and the group's dedication to leveraging technology and exploring digital capability opportunities and efficiencies to drive positive change.

My services, my way

My services, my way is a simplified approach to government services. It allows customers to easily navigate and receive information and services in a common place and consistent way, while supporting agencies with a simple and secure solution to provide services to customers efficiently.

It delivers on a key commitment in *Our Thriving Digital Future: Queensland's Digital Economy Strategy* to create a contemporary, consistent, and integrated system that delivers a simple 'one government' experience, making it easy for individuals and business to access government services while reducing duplication and effort.

My services, my way vision and strategic roadmap will deliver better digital services using connected and contemporary customer channels that are trusted, easy to use, and accessible to all via self-serve, guided, or assisted modes.

Agencies will be able to deliver their services through unified customer channels using the whole-of-government digital services platform.

Case study: Disaster Response

QGCDG is integral to Queensland's disaster response, playing a crucial role in supporting the community and frontline agencies through:

- liaising with the telecommunications industry
- supporting ICT used in Queensland Government Community Recovery Ready Reserve activation sites and coordination centres
- providing 24/7 call centre operations for the delivery of response and recovery services on behalf of Queensland Government agencies
- processing grant payments, extraordinary payroll transactions, and other financial transactions on behalf of frontline government agencies
- improving Queensland's digital infrastructure and exploring innovative solutions to enable our communities to stay connected, resilient, and safe during times of disaster and recovery.

In 2023–24, QGCDG supported Queensland Government's disaster response and community recovery efforts for Queenslanders impacted by weather events by:

- answering 17,880 SES calls and 103,078 Community Recovery calls
- making 39,145 Outbound Community Assist calls, obtaining information and assisting applicants in impacted areas applying for grants
- processing 148,391 disaster recovery payments worth over $59 million
- configuring and providing 130 iPads, 200 laptops, and 36 network routers for Disaster Recovery Hubs
- creating over 847 user accounts for Ready Reserve staff
- setting up 240 desktop PCs and 65 laptops in Gabba Towers for recovery operations
- providing connectivity and desktop services to support the urgent relocation of all community recovery operations team from Gabba Towers to Mineral House
- deploying mobile radio transmission devices or Cell-on-Wheels to support Public Safety Agencies' local communications and operations
- working with the Wujal Wujal Aboriginal Shire Council and Disaster Recovery unit to activate Starlink satellites in the area to enable network connectivity to restore services for staff and enable people to return to the community.

Digital economy

Digital inclusion

QGCDG is working to bridge the digital divide in remote Aboriginal and Torres Strait Islander communities across Queensland through the Rapid LEO Deployment program. The program enables First Nations councils to establish LEO satellite connectivity in high priority locations, providing more effective and reliable fixed broadband coverage.

QGCDG is developing a digital infrastructure plan which will focus on working with regional and remote communities, telecommunication carriers, and the Australian Government to prioritise investment for rural and regional Queensland.

Also in development is a digital inclusion strategy to support all Queenslanders by promoting access, affordability, and digital ability so that everyone can enjoy the economic and social benefits of a digitally-enabled economy.

Digital connectivity

QGCDG is leading implementation of the *Our Thriving Digital Future: 2023–26 Action Plan*, which provides $120 million to improve statewide digital connectivity.

In 2023–24, the Queensland Government committed $22.485 million to 22 projects in regional and remote Queensland, including a number of Aboriginal and Torres Strait Islander communities. Project locations include various communities in far North Queensland, Palm Island, Yarrabah, Hopevale, a number of islands in the Torres Strait, Injune, Aramac, Kynuna, Stamford, Muttaburra, McKinlay, and three segments on the Landsborough Highway between Winton and Kynuna.

This commitment builds on the 2022–23 Queensland Government co-investment of $10.9 million towards 15 projects in regional and remote Queensland. This co-investment delivers connectivity improvements worth $53.6 million.

QGCDG works closely with telecommunication carriers, the Australian Government, and local councils to improve connectivity across Queensland. Improving connectivity supports better access to education, innovation, healthcare, employment, and goods and services, regardless of location.

Developing cyber capability and awareness

In partnership with organisations including TAFE Queensland and AusCert, the QGCDG's CSU continues to develop and implement capability initiatives aimed at entry level, practitioner, and executives. In 2023–24, 42 training offerings were delivered to 339 attendees across the state.

In regional Queensland, 103 cyber professionals and executives completed 19 of these training offerings. In July 2023, an online delivery pilot of Certificate 4 in Cyber Security commenced with a cohort of 20 regional participants.

These initiatives are designed to attract and retain cyber talent in the public sector.

QGCDG CSU also backed initiatives to help fast-track cyber security industry growth to meet the rapid demand for cyber security services through sponsorship of Queensland cyber security conferences. In 2023–24, this included CrikeyCon, BrisSec, Realms of Cyber, and AusCERT. These events helped raise industry awareness of cyber threats and further develop the industry and supply chain cyber defence and resilience.

Case study: Digital skills and capability

QGCDG has been fostering the next generation of digital talent through the Queensland Government Digital Graduate Program.

Each year the Digital Graduate Program opens invitations to Queensland Government agencies, statutory authorities, and government-owned corporations to host a digital graduate. The program offers a two-year paid placement in digital technology roles including cyber security, data, operations support, human-centred design, outcome management, and technology streams. On average, 86 per cent of graduates remain employed by the Queensland Government post-program.

In 2023, 54 graduates were recruited, and in 2024, QGCDG welcomed 83 graduates, ready to launch their careers in Queensland's thriving digital landscape.

QGCDG is now expanding the Digital Graduate Program to allow a wider pipeline for recruitment of digital talent into Queensland Government. From June 2024, the Queensland Government's Digital Cadetship pilot will offer 12-month temporary part-time placements with a minimum of two days paid work.

Our People

To read more about the strategies and indicators of success linked to these strategic priorities, see page 14–18.

Highlights

- Sponsored the Darkness to Daylight 2024 challenge for the ninth consecutive year with a strong presence from TMR employees and executives.
- Continued TMR's partnership with WorkHaven on the *Fresh Start for Me* online coaching program to help employees impacted by Domestic and Family Violence (DFV).
- Commenced the Cultural Heritage Cadetship trial for a Aboriginal and Torres Strait Islander tertiary student to work part-time at the TMR Roma office while studying.
- Continued to support Aboriginal and Torres Strait Islander employees through the Indigenous Employee Network with over 40 members.
- Delivered of cultural awareness and capability training to staff.
- Celebrated International Women's Day and Queensland Women's Week, and acknowledged the ten 2024 TMR Wonder Women, highlighting the diverse and inspirational women who work across TMR.
- Sponsored the UNIQ You program that connected 515 female school students with female advisors from non-traditional roles to build a future pipeline for under-represented industries.
- Supported the Women in Engineering Program, including sponsoring Engineering Link Group workshops and competitions for students.
- Awarded $24,000 in bursaries, in partnership with QUT and the National Council of Women in Queensland, to six high-performing women studying engineering.
- Welcomed RoadTek's ninth Women in Construction program cohort, which provides women an entryway into the construction industry.

- Held the annual TMR Learning Network Forum as part of International Adult Learners' Week, themed 'it's never too late to learn'.
- Welcomed 45 new graduates in 2024 as part of TMR's graduate program.
- Partnered with the Public Sector Commission and Department of the Premier and Cabinet under the *Even Better Public Sector Strategy for Queensland 2024–2028* to develop a whole-of-sector, non-frontline graduate program to improve sector-wide graduate pathways.
- Continued the long-running OneTMR and Women in Leadership TMR mentoring programs, with 41 matched pairs in the Women in Leadership program and 42 matched pairs in the OneTMR Mentoring program.
- Held TMR's tenth annual CUBIE Awards to acknowledge and recognise the people and teams demonstrating each of the TMR values: Customers First; Unleash Potential; Be Courageous; Empower People; and Ideas Into Action.
- Cultivated a flexible and future-proof workforce through initiatives including negotiations of contemporary employment conditions across four Certified Agreements.
- Developed and commenced delivery of WHS capability training for managers and supervisors to build capability in risk and incident management to promote a safe and healthy workplace for all TMR employees, customers, and visitors.

TMR People and Culture– Year in review

TMR remains a proudly inclusive organisation that embraces people's diversity of thought, culture, and life experiences to ensure it reflects the communities it serves. TMR ensures all people are acknowledged and supported in delivering TMR's vision of creating a single integrated network accessible to everyone.

In 2023–24, TMR delivered on several key initiatives and projects to continue a positive workplace culture for the benefit of its people. TMR enabled programs to support people in their professional development, expect greatness from leaders, and created a safe work environment that encourages everyone to help one another and feel empowered.

Key areas of focus included:

- enhancing an already strong culture for our people
- empowering our diverse and inclusive workforce
- supporting our people to be agile and future ready
- protecting the health, wellbeing, and safety of our people.

TMR deeply values the diverse backgrounds and rich experiences of our people and recognises their unique perspectives and contributions are the driving force behind TMR's strong workplace culture. In 2023–24, there has been a strong driver for TMR to proudly display and emphasise our connections to our people and culture with programs that include:

- a new #weareTMR employee value proposition campaign that centers around the uniting premise of the word 'we'—'we' means part of a team, a family, or a group, connected with a common goal
- sponsorship and attendance at the Brisbane Pride Rally and Fair Day, which brought together allies and members of the LGBTIQ+ community to create connections, improve confidence, and increase wellbeing
- acknowledgement and display of connection with Aboriginal and Torres Strait Islander employees, people, and community members through cultural activities and learning during National Reconciliation Week and attendance at NAIDOC Week festivities and observances
- supporting local First Nations businesses by featuring First Nations speakers at TMR events, such as the guest speaker at the recent TMR Wonder Women event, Mundanara Bayles (Managing Director and co-founder of the BlackCard Pty Ltd)
- establishment of the TMR People and Safety Committee with a purpose of providing governance to TMR's Executive Leadership Team (ELT) on building a culture of respect and inclusion, leading and monitoring safety, and providing assurance that our people and safety systems practices and initiatives are working to protect and enable our workforce.

In 2023–24, TMR made even more progress in reaching gender equality in the workplace. We continue to deliver on the *TMR Equity and Diversity Plan* and the *Queensland Women's Strategy (2022–27)*. This included the celebration of TMR's Wonder Women program initiative which recognises the contributions and advancements of women within TMR, emphasising their achievements and the ongoing journey towards gender parity and pay equity. As part of its Women in Leadership program, TMR also introduced the inaugural Leadership Ladder program. This initiative aims to support the advancement of emerging female leaders across the organisation and contributes to TMR's overarching objective of achieving 50 per cent representation of women in leadership by 2026.

Progress was also achieved in fostering a more diverse and inclusive workforce by updating TMR's *Recruitment and Selection Procedure* and resources to align with legislative and directive changes, ensuring that eligible applicants are selected based on their suitability for the position. Work included:

- updating *Recruitment and Selection Procedure,* role description template, selection report, and referee report template
- delivery of a recruitment and selection online course
- training for human resources (HR) cohort and leaders, including creation of an identified role and targeted recruitment guide
- releasing a Recruitment Fundamentals online course, accessible to all employees to support recruitment and selection
- developing the Senior Executive Service women attraction strategy.

TMR continued its *Learning Strategy 2021–24,* supporting our people to apply a contemporary and agile approach to their professional development and continuous growth culture. A key deliverable under the Leadership priority area was the delivery of the Management Fundamentals program, helping current and emerging leaders to consolidate skills and fill knowledge gaps, becoming contemporary leaders across the organisation. Additionally, TMR continued to deliver the following key tools and programs:

- Positive Performance Management program
- OneTMR and Women in Leadership Mentoring programs
- LinkedIn Learning
- Adult Learning Week and Learning Network Forum
- TMR Learning Personas
- TMR Development Library and Learning Calendar.

In TMR, all people are entitled to a workplace that prioritises safety and wellbeing. Because of this, and recognising that our people are our most valuable asset, TMR is dedicated to creating a positive, safe, and healthy environment.

In 2024, the *TMR Safety Charter* was renewed, reaffirming TMR's pledge to integrate safety as a fundamental value across all operations. Additionally, TMR implemented a new WHS management system, streamlining the reporting, management of WHS incidents, and capturing of all WHS data in one centralised system.

TMR continues its commitment to employees' health and well-being, understanding that cultivating a physical and psychosocial safety climate enhances productivity, retention, and workplace safety. Throughout 2023–24, attention has been given to health and wellbeing initiatives:

- renewing TMR's flexible working statement, ensuring it remains contemporary and allows TMR's people an appropriate work-life balance, career opportunities, flexibility, and meaningful work
- providing health and wellbeing reimbursements to TMR's people, promoting positive behaviours to support individual health and general wellbeing
- sponsorship and attendance at Darkness to Daylight, raising awareness of TMR's ongoing commitment to end DFV.

Establishing an agile and future ready workforce

Workforce profile

Table 37: Workforce statistics for TMR at 14 June 2024

	2023–24	2022–23	2021–22	2020–21	2019–20	2018–19	2017–18	2016–17	2015–16	2014–15	2013–14
Full-time equivalent employees*	9619	7668	7405	7382	7333	7199	7180	7192	7032	6891	6857
Employee headcount	11,860	9755	9474	9460	9446	9186	9181	9112	8899	8737	8721
Permanent	75%	72%	72%	72%	70%	70%	70%	70%	71%	73%	73%
Temporary	8%	7%	8%	7%	8%	7%	8%	8%	7%	5%	4%
Casual	17%	21%	21%	21%	22%	22%	22%	22%	22%	22%	23%
Permanent employee separation rate	10%	10%	8%	5%	6%	6%	6%	5%	6%	5%	8%
Non-Corporate roles	70%	82%	84%	84%	82%	82%	82%	82%	82%	81%	81%
Average age	49.1	49.0	48.8	48.5	48.3	48.1	47.6	47.1	46.2	45.8	45.1
Manager to employee ratio	1:5.7	1:6.3	1:6.3	1:6.8	1:7.2	1:7.3	1:7.2	01:07.5	1:7.9	1:8.2	1:10.8
SES/SO eligible to retire**	16%	17%	16%	20%	29%	29%	25%	22%	22%	23%	23%
Located outside SEQ	25%	30%	30%	31%	31%	32%	32%	36%	36%	37%	38%
Average retirement age	64.4	64.4	63.9	64.5	64.2	63.9	64.3	62.9	63.8	63.1	62.7
Average length of service	10.2	10.3	10.6	10.6	10.3	10.3	10.1	9.8	n/a	n/a	n/a
Occupational groups	78	80	79	79	79	79	79	80	79	80	80
Permanent Retention Rate***	91%	91%	93%	95%	95%	94%	94%	95%	92%	93%	93%

Note: Percentages have been rounded to the nearest whole number. Data source: TMR SAP Business Warehouse and Aurion.

Note: Figures within table include QGCDG data.

* From 1 July 2019 the methodology for calculating the number of public sector full-time equivalent (FTE) workers was amended. The Review into Queensland Public Sector Workforce Stage One—Reporting, undertaken by Professor Peter Coaldrake recommended a shift in methodology from calculating the number of public sector workers by their substantive appointment, to calculating the number of public sector workers by where they are actually paid. This change in methodology allowed for a more accurate 'count' of public sector workers with a reduction in 'double counting' of public sector workers on secondment, no longer counting public sector workers who are on leave without pay in their first eight weeks of leave without pay, and counting public sector workers on recreation leave at the actual FTE rate that they are taking that leave.

** SES/SO employee's birth date and the preservation age has been interrogated to provide the most accurate information on retirement date.

*** The calculation method used to determine retention rate was different for the period 2013−2014 to 2016−17 (previous calculation was based on employees who worked in the relevant reporting fortnight, whereas the current calculation method uses all active employees, regardless of long term unpaid leave status).

Table 38: Target group data equal employment opportunities (EEO) at 14 June 2024[1]: EEO Groups

		Women	Women in Leadership Roles[1]	Aboriginal Peoples and Torres Strait Islander People	Australian South Sea Island Peoples	People with a disability	Culturally and Linguistically Diverse—Born overseas	Culturally and Linguistically Diverse—Born overseas in a mainly non-English speaking country	Culturally and Linguistically Diverse—Speak a language at home other than English including ATSI/ASSI languages
2023–24***	Headcount	6466	174	202	27	543	1045		728
2023–24***	% of TMR	54%	37%	2%	0.2%	5%	9%		6%
2022–23	Headcount	6307	166	190	23	526		458	586
2022–23	% of TMR	54%	37%	2%	0.2%	5%		4%	5%
2021–22	Headcount	4982	131	153	6	416		213	251
2021–22	% of TMR	53%	36%	2%	0.1%	4%		2%	3%
2020–21	Headcount	5018	116	146		440			698
2020–21	% of TMR	53%	34%	2%		5%			7%
2019–20	Headcount	4993	106	131		470			674
2019–20	% of TMR	53%	32%	1%		5%			7%
2018–19	Headcount	4892	97	132		480			600
2018–19	% of TMR	53%	30%	1%		5%			7%
2017–18	Headcount	4885	104	122		543			596
2017–18	% of TMR	53%	32%	1%		6%			6%
2016–17	Headcount	4844	101	97		663			524
2016–17	% of TMR	53%	30%	1%		7%			6%
2015–16	Headcount	4703	85	106		718			525
2015–16	% of TMR	53%	27%	1%		8%			6%
2014–15	Headcount	4639	78	107		771			535
2014–15	% of TMR	53%	27%	1%		9%			6%

*** Figures includes QGCDG data.

1 The Women in Leadership Roles figure only includes employees at classification Senior Officers = Employees classified as SO or s122/s155SO and Senior Executive Service and Chief Executives = Employees classified as SES, CEO, s122/s155 SES or s122/s155CEO as per 2023 Annual Reporting requirements set out in Section 15. Previous years' figures included Maritime Safety Queensland equivalent salary level employees.

Data Source: TMR SAP Business Warehouse and Aurion

Table 39: Target group data equal employment opportunities (EEO) at 14 June 2024[2]: Gender

		Man	Woman	Non-binary
2023–24	Headcount	5381	6466	13
2023–24	% of TMR	45%	55%	0.1%
2022–23	Headcount	5318	6307	11
2022–23	% of TMR	46%	54%	0.1%
2021–22	Headcount	4491	4982	<5
2021–22	% of TMR	47%	53%	0.01%

Note: To ensure privacy, in tables where there are less than 5 respondents in a category, specific numbers are replaced by <5.

Data Source: TMR SAP Business Warehouse and Aurion

Table 40: Comparative Workforce data as at 14 June 2024

Headcount

Gender	Full time	Part time	Casual	Total
Woman	3889	1108	1469	6466
Man	4635	148	598	5381
Non-binary	12	1		13
Grand Total	8536	1257	2067	11,860

Age	Full time	Part time	Casual	Total
< 25 Years	263	31	50	344
25–34 Years	1356	138	99	1593
35–44 Years	2125	411	164	2700
45–54 Years	2519	323	287	3129
55–64 Years	1871	266	505	2642
> 65 Years	402	88	962	1452
Grand Total	8536	1257	2067	11,860

Equivalent Salary Level	Full time	Part time	Casual	Total
AO1	7	3		10
AO2	690	41	1951	2682
AO3	1569	484	89	2142
AO4	1188	264	5	1457
AO5	1309	129	1	1439
AO6	1190	127		1317
AO7	1197	125	10	1332
AO8	910	67	11	988
SO	336	13		349
SES	140	4		144
Grand Total	8536	1257	2067	11,860

Comparison	Full time	Part time	Casual	Total
Mar—24	8536	1257	2067	11,860
Jun—23	8363	1246	2027	11,636
Jun—22	6606	907	1961	9474
Jun—21	6531	909	2020	9460
Jun—20	6487	844	2115	9446

Full Time Equivalent (FTE)

Gender	Full time	Part time	Casual	Total
Woman	3818	781	226	4825
Man	4578	101	101	4781
Non-binary	12	1		13
Grand Total	8408	883	327	9619

Age	Full time	Part time	Casual	Total
< 25 Years	258	18	15	291
25–34 Years	1330	89	24	1443
35–44 Years	2091	296	37	2425
45–54 Years	2499	238	49	2786
55–64 Years	1841	188	77	2105
> 65 Years	390	55	124	569
Grand Total	8408	883	327	9619

Equivalent Salary Level	Full time	Part time	Casual	Total
AO1	6	1		7
AO2	681	22	255	959
AO3	1540	329	55	1924
AO4	1172	187	2	1361
AO5	1286	93	0	1380
AO6	1174	92		1266
AO7	1181	94	7	1282
AO8	897	53	7	957
SO	330	9		340
SES	140	4		143
Grand Total	8408	883	327	9619

Comparison	Full time	Part time	Casual	Total
Mar—24	8408	883	327	9619
Jun—23	8232	868	338	9438
Jun—22	6481	623	301	7405
Jun—21	6431	630	321	7382
Jun—20	6404	583	346	7333

Note: Figures within tables include QGCDG data.

Strategic Workforce Planning

TMR acknowledges the diverse needs of individuals in the workforce and aims to cultivate, advance, and motivate its people to ensure they are supported at work.

The TMR *Strategic Workforce Plan 2020–2024* (updated for 2022–24) sets out the pathway to achieve a workforce that is purpose-driven, capable, mobile, safe, and healthy.

The priority areas are:

* mental health and wellbeing
* enterprise bargaining
* leadership and management
* talent attraction and retention.

In 2023–24, TMR cultivated a flexible and future-proof workforce through initiatives including:

* Negotiations of contemporary employment conditions including:
  - *Transport and Main Roads Certified Agreement 2022*
  - *Transport and Main Roads Operational Employees Certified Agreement 2022*
  - *Maritime Safety Queensland, Maritime Operations Certified agreement 2022*
  - *CITEC Certified Agreement 2022*.
* Enhanced leadership capability by delivering a bespoke leadership development roadmap supporting capability uplift of emerging and established leaders, including targeted offerings for Women in Leadership and mental health training for managers.
* Guided by a refreshed *TMR Recruitment and Selection Procedure* and aligning with changes to the *Public Sector Act 2022,* adopted contemporary requirement and selection practices, delivered capability uplift, and updated resources and artifacts to ensure a diverse and inclusive workforce.
* Expanded of Entry Pathways Programs to ensure diversity of the workforce including Aboriginal and Torres Strait Islander people traineeships and TMR Internship framework.

Cloud enablement

TMR continues to align practices with the 'cloud-first' approach, adhering to the whole-of-government *Cloud Computing Strategy.*

The Cloud Horizon project was completed, with 69 eligible systems and 578 servers migrated. This has empowered TMR system owners and end users through access to scalable, flexible, and innovative IT services. The project has also enhanced system resilience and security.

TMR's ongoing adoption of cloud-based services is now extending to some of our most complex workloads, ensuring that every area within TMR reaps the benefits. These advantages include:

* superior security capabilities
* compliance with Australian and international security standards such as Infosec Registered Assessors Program and International Organisation for Standardisation (ISO) 27001
* automatic protection from Distributed Denial of Services (DDOS) attacks
* assurance of the security of the cloud platform itself, including the foundational IT infrastructure, computer, and network services.

TMR is planning for enhanced investment in cloud technologies and is committed to providing secure, cost-effective IT services.

Digital capability

The TMR Learning Strategy identifies digital and data as a priority capability. To ensure TMR's workforce has the capabilities required, TMR facilitates a range of courses and programs for staff, including:

* Digital Capability Explorer (DCX) Learning Pathway—a guided learning pathway of eLearning courses
* Digital Mindset Coach eLearning course
* DigiCAT—TMR's web-based digital capability self-assessment tool that assesses individuals against TMR's Digital Capability Framework and suggests tailored learning and development options.

These offerings are regularly reviewed to ensure they capture current trends. In 2023–24:

* Digital Service Design Playbook was created to enhance the digital service design capability at TMR
* beta version of the Digital Service Design Playbook was published on forgov.qld.gov.au in September 2023, making this made TMR's enterprise design resources available to other agencies
* a Generative AI course was developed to provide TMR employees with a foundational understanding of GenAI.

TMR presents annual events to build staff capability, including Design Thinking Week and INCITE data and analytics showcase, with presentations and workshops from TMR teams and industry experts. For the first time, these events were opened to all Queensland Government employees, fostering knowledge sharing across the public sector.

> 🖥 **For more information**
> https://www.forgov.qld.gov.au/service-delivery-and-community-support/design-public-services/digital-service-design-playbook

Industrial relations

During 2023–24, TMR continued to experience an increase in complex case management issues. This increase can be attributed to employees increased awareness of their options to raise grievances and concerns relating to conduct and performance matters, knowing TMR will actively manage and address their concerns in accordance with the *Public Sector Act 2022*, and supporting directives.

The HR Case Management team proactively engaged with the HR Network to provide multidisciplinary analysis on complex matters and strategic advice and guidance on early intervention strategies to ensure managers and supervisors take affirmative action to address performance, behaviour, and conduct concerns in a timely manner and to mitigate risks of psychosocial harm.

The Industrial Relations team continues to work closely with senior management, key departmental employees, government, and ten different unions to implement the department's four Certified Agreements applicable to the employees within the department and to support HR and business leads with ensuring compliance and best practice processes.

Since the machinery-of-government changes in May 2023, TMR's Human Resources Branch has been actively integrating TMR and the former Department of Communities, Housing and Digital Economy HR policies within TMR's HR policy framework.

Redundancy and retrenchment

During 2023–24, 26 employees received redundancy packages in accordance with the Queensland Government Directive 04/18 at a cost of $4,609,620.07.

Digital uplift of our information and processes

ICT resources strategic planning

An ICT asset register is used to uphold a consistent and evidence-based approach for managing ICT assets and planning.

In conjunction with the ICT portfolio of work, the register provides details on current and planned activities that impact TMR's resources and the effectiveness and efficiency of those resources, in supporting delivery of TMR's services.

The ICT asset register records functional, financial, and lifecycle information about the application, technology, and information assets the department has investment authority over.

The register supports business capability planning and ICT portfolio investment analysis at the department and whole-of-government level. Additionally, it is the enterprise source of information for the QGCDG's ICT Resources reporting, which contributes to improving whole-of-government ICT policies and custodianship.

TMR has robust planning processes supported by an ICT Portfolio Management Framework. The ICT Portfolio of Work is determined by the Information and Systems Committee, using a portfolio definition cycle to set the direction of the ICT portfolio over a planning horizon of four years, aligned to TMR's Strategic Plan.

Driving a modern digital workplace

TMR has continued to leverage the investment made in mobility and collaboration across the state. In 2023–24, an additional 20 TMR workplaces were fitted with Microsoft Teams meeting rooms, taking the total number of collaboration spaces to more than 230.

TMR has embraced the benefits of a digital workplace with more than 50,000 meetings hosted on the platform each month connecting staff, stakeholders, and customers across the state.

TMR has expanded corporate desktop offerings by establishing a virtual desktop capability, creating virtual workstations that can be accessed from any location via the internet. This has enhanced TMR's ability to collaborate and work with leading industry partners across the globe.

Digitisation of corporate processes

TMR continued its journey of digitisation of corporate processes.

The Source-2-Pay project took out the Best State Government Project category in the iTnews Benchmark Awards for delivering a project that resulted in internal efficiencies or improved citizen services—with over 6800 purchase orders transacted through the system and a 95.4 per cent on-time payment rate. Following the successful delivery of the Source-2-Pay project, TMR is focused on transitioning additional categories of spend onto the new platform.

During the year, the Real Estate module of SAP was implemented covering 204 locations, 340 buildings, and 631 rental spaces. This portfolio represents government employee housing leased through the Department of Housing, Local Government, Planning and Public Works (DHLGPPW) for TMR staff, DHLGPPW leased buildings, and TMR-owned properties under the management of the TMR facilities team. As a result, TMR benefits from a full in-system property register with up-to-date information, better property management of occupancy, and utilisation of building space which supports decision making on selling underutilised assets or exiting leases.

Creating a diverse and inclusive workforce

Culturally and Linguistically Diverse

TMR continues embrace diversity and inclusivity in the workforce and workplaces, recognise TMR's diverse cultural heritage, and celebrate the great benefits it offers across Queensland.

To better support and understand employees who are culturally diverse, TMR now captures information about people who speak a language other than English at home and people who are non-English speaking from the country of their birth.

This knowledge helps ensure TMR reflects the diverse community of Queensland that it serves. As of 30 June 2024, TMR has 1045 employees born overseas in a mainly English-speaking country and 728 employees that speak a language other than English at home.

TMR supports Harmony Week, acknowledging the strengths TMR staff's cultural diversity provides for Queenslanders and the need to continue to strive to eliminate racial discrimination within communities. In March 2024, TMR people also shared their stories through Viva Engage (TMR's internal social media platform) and held 'Taste of Harmony' events in support for Harmony week and the United Nations International Day for the Elimination of Racial Discrimination.

In September 2023, TMR published an updated *Multicultural Action Plan*.

TMR is currently in consultation with Multicultural Affairs Queensland on the whole-of-government Queensland *Multicultural Action Plan 2024–25 to 2026–27*.

Aboriginal and Torres Strait Islander cultures and people

In 2023–24, TMR continued to support Aboriginal and Torres Strait Islander employees, grow knowledge and capability across our business, and support the workforce in connecting with First Nations peoples to deliver services and programs that consider the diversity in our communities and the needs of TMR customers.

This included:

- continuation of the Indigenous Employee Network, with over 40 members
- continuation of the First Nations Reference Group, with 15 members who provide culturally led input on policies, programs, and initiatives that impact Aboriginal and Torres Strait Islander people

- investment in a Transport Academic Partnerships project to assess and better understand the cultural inclusiveness and safety of Aboriginal and Torres Strait Islander employees at TMR
- formally established two roles that were Identified as best suited to an Aboriginal and/or Torres Strait Islander person
- commitment to permanency of roles within TMR's Indigenous Strategy Team
- delivery of cultural awareness and capability training—Starting the Journey, Black Card Training, Minjerribah Moorgumpin Stradbroke Island, and Building on the Strengths of Our Stories
- support, promoted, and participated in events such as National Reconciliation Week, NAIDOC Week, National Apology Day, Mabo Day, Sorry Day, and Close the Gap Day
- regular communication through internal articles and senior leader messaging, intranet content, and TMR Indigenous Celebrations group.

Flexible work

TMR continues with its commitment to support agile and flexible work and the principles that support successful implementation of flexible working in line with the Queensland Government's Flexible by Design Framework. In the 2023 Working for Queensland survey, 83 per cent of staff indicated they had the flexibility they needed, which is eight per cent above the Queensland public sector average, and up one per cent from 2022.

TMR employees have access to flexible working arrangements including accumulated hours, flexible start and finish times, job sharing, and working remotely.

Programs on gender equity

TMR Wonder Women program

In March 2024, TMR celebrated International Women's Day and Queensland Women's Week, including acknowledging the recipients of the 2024 Wonder Women.

The TMR Wonder Women Program celebrates the diverse and inspirational women of TMR who work across our many disciplines and help us drive the journey.

Nominated by their colleagues, TMR's Wonder Women have been chosen for their leadership, innovation, dedication, and advocacy, both at work and in the community.

The 2024 TMR Wonder Women are:

- Shannon Hagan—The Compassionate
- Sharon Litchfield—The Compassionate
- Alyce Schlothauer—The Compassionate
- Celina Green—The Quiet Achiever
- Kylee Petersen—The Quiet Achiever
- Yolandi Combrink—The Trail Blazer
- Navjeet Kaur—The Trail Blazer
- Samantha Bailey—The Up-and-Comer
- Diana Huxley—The Up-and-Comer
- Caitlin Rofe—The Up-and-Comer.

UNIQ You Sponsorship

The UNIQ You sponsorship program connects female school students from grade nine to 12 with female advisories from non-traditional roles to build a future pipeline for industries where women are currently under-represented.

The purpose of the program is to enhance the gender diversity of the Queensland workforce, particularly within non-traditional and unique roles, to achieve gender equity, and to close the gender pay gap.

TMR has led the sponsorship for whole-of-government for the last 12 months and will continue over the next three year period. Over the last 12 months, the following highlights have been noted:

- all five TMR advisors reported positive outcomes, citing ease in connecting with students
- high student interest
- networking opportunities across agencies
- responsive program coordinators.

TMR directly connected with schools statewide to promote additional pathway information, including apprenticeships, internships, and graduate programs. In 2023−24:

- 515 students from 14 different schools engaged with advisors
- over 1000 calls had between female students and advisors
- government interactions accounted for over 60 per cent of all UNIQ You interactions of advisors with students
- TMR contributed 70 per cent of the government interactions, constituting 35−38 per cent of all interactions with UNIQ You.

Representation and inclusion of Aboriginal and Torres Strait Islander girls and young women, as well as culturally and linguistically diverse stakeholders and beneficiaries, were included in the program contributing to a diverse entry pathway pool of applicants.

LGBTIQ+

TMR supports LGBTIQ+ employees through the OneTMR Pride Network, which has grown from three members to 130 members and works closely with Pride in Diversity to provide awareness, education, and support to employees.

In 2023, TMR was a co-sponsor of the Brisbane Pride festival and rally to demonstrate the department's support for TMR's diverse workforce. Over 20 TMR people marched in the parade and hundreds of people met with TMR people who were staffing the booth to discuss TMR as an inclusive place to work. This contrasts with 2022, when only two TMR staff marched.

The combined efforts of everyone involved in this sponsorship, rally and fair day exemplified TMR's commitment to the LGBTIQ+ community, in demonstrating a truly welcoming diverse and representative workforce.

TMR supported the LGBTQ Light Up and the Night Charity Gala and members from the ELT and the TMR LGBTIQ+ community took part in the event raising awareness for the LGBTQ Domestic Violence Awareness Foundation.

Programs on the prevention of domestic and family violence

In 2023−24, TMR continued to advocate DFV awareness and prevention. The program is actively supported through ongoing communications from the Director-General and Executive Champion for the Prevention of DFV.

TMR ensures staff are equipped to recognise, respond, and refer fellow colleagues or customers who are experiencing DFV through training provided through the Public Sector Commission and Challenge DV. This online training is mandatory for all TMR staff to complete.

TMR also continued its partnership with WorkHaven on the Fresh Start for Me online coaching program. This program assists employees who are impacted by DFV and a number of TMR staff have used it to build a life beyond DFV.

TMR raised awareness of DFV and championed prevention during 2023–24 through:

- leading Queensland Government sponsorship of the Darkness to Daylight Challenge, for the ninth consecutive year with a strong presence from TMR employees and executives
- during May, Domestic and Family Violence Prevention Month, employees were encouraged to engage with resources and access the following initiatives:
  - a webinar delivered by Challenge DV unpacking the foundational response framework of Recognise, Respond, and Refer that will be made available to all employees
  - messaging on LGBTQIA+ Domestic Violence Awareness Day
  - showcasing of the Queensland Government Multi-Agency Implementation Group's series of videos which focus on men's action towards violence prevention
  - attendance at the Light up the Night LGBTQ+ fundraising gala. This year marks the third year of the gala, and TMR has attended each year. The event raises funds and awareness to support LGBTQ+ victims and survivors of DFV.

TMR is committed to creating a culture and work environment that is safe, supportive, and, importantly, demonstrates zero tolerance for DFV. Support is promoted on the DFV intranet page, internal policies, and the Employee Assistance Program.

Cultural Heritage Cadetship Trial

The South West District is trialling an identified Cultural Heritage Cadetship program.

This pioneering program is intended for an Aboriginal or Torres Strait Islander tertiary student currently studying a degree in archaeology, anthropology, social science, law, Indigenous studies, or related discipline.

Under this program, the selected student will have the chance to work part-time at the TMR Roma office, gaining professional experience while studying. A significant feature of the program is that TMR will cover tertiary fees and the successful applicant will be offered the opportunity to continue working for TMR at the completion of their program.

Being an identified role, the Cultural Heritage Cadetship will provide an additional career entry pathway for Aboriginal and Torres Strait Islander people in regional Queensland.

If the trial is successful, TMR will consider rolling out the Cultural Heritage Cadetship program in more TMR Districts.

Women in Engineering Program

The Women in Engineering Program aims to attract, support, retain, and celebrate women in engineering by focusing on:

- early awareness—providing an opportunity for primary and secondary school students to engage with science, technology, engineering, and mathematics (STEM) through practical activities
- continued engagement—supporting female high school and university students to consider or continue studies in STEM
- professional support and development—delivering workplace engagement and networking events to inspire, celebrate, and retain female engineers.

TMR supported initiatives during 2023–24 included:

- sponsored the Engineering Link Group—441 high school students, of which 51 per cent were female, participated in workshops and competitions
- awarded $24,000 in bursaries to six high-performing women studying Engineering, delivered in partnership with QUT and the National Council of Women of Queensland
- sponsored a table at Engineers Australia International Women in Engineering lunch
- supported TMR graduates to participate in an all-female build for the Constructionarium program.

RoadTek Women in Construction

RoadTek welcomed its ninth Women in Construction program cohort in March 2024. The program provides women across Queensland with an entryway to the construction industry. At program launch, 15 women joined the program, with 15 of those graduating and still employed with RoadTek in June 2024.

Participants undertook theoretical and practical training to gain certification in five units of a Certificate 3 in Civil Construction (Road Construction and Maintenance).

This unique blend of classroom and practical training ensures that women have basic safety and underpinning civil construction knowledge to achieve a long-term career in the civil construction industry.

Since the program started 119 women have signed up and 98 successfully completed the program.

As a result of its success, RoadTek has seen an increase in the number of female construction workers, with 90 per cent of past participants choosing to stay in the civil construction industry.

Attracting talented people

Learning strategy

The *TMR Learning Strategy 2021−24* underpins the continuous growth of TMR's learning culture through targeted initiatives supporting employees to drive their development, managers to develop teams for performance excellence, and capability specialists to design quality and accessible learning to meet the needs of TMR's people.

Since its inception, the strategy has changed the learning landscape in TMR, delivering several key resources and tools including:

- LinkedIn Learning
- TMR Learning Personas
- Learning Architecture Guides
- TMR Learning Calendar
- TMR Development Library.

The Development Library is a tailored development offering with curated resources designed to grow capability across TMR's six priority capability areas:

- digital and data
- portfolio, program, and project management
- safety and wellbeing
- leadership and management
- general business skills
- occupational technical competencies.

In September 2023, TMR held the third annual TMR Learning Network Forum as part of International Adult Learners' Week. The theme was 'it's never too late to learn' and welcomed guest speakers from James Cook University, Australia Public Sector Training, and KEASE International who shared their valuable insights on learning agility, the digital future, and deliberate learning.

LinkedIn Learning

Since its launch in February 2021, LinkedIn Learning has been promoted in regular communication activities and has 438 activated accounts as of 30 June 2024.

Recent LinkedIn Learning promotions include new AI-powered coach and Skills Evaluation functions for targeted development and growth, personalising the learning experience.

LinkedIn Learning corporate membership has enabled approximately 13 per cent of active LinkedIn Learners to engage with leadership content during the last year—352 unique learners upskilled in areas including interpersonal, team, project, executive leadership, and more. This was an increase of approximately 24.8 per cent compared to the previous year.

Leadership development

TMR leaders are pivotal in delivering better services and outcomes for TMR and the people of Queensland. Developing contemporary leaders remains one of TMR's strategic workforce priorities.

In response, TMR has continued the implementation of a bespoke Leadership Development Roadmap to support leaders at all levels with a range of learning opportunities to give leaders the confidence and mindsets to lead others into the future, ensure a pipeline of ready leaders, foster an inclusive and respectful workplace, and build resilience and adaptability to navigate change and disruption.

TMR rolled out a suite of leadership development offerings, including:

- 75 participants in Good-decision training delivered by the Queensland Ombudsman
- 21 participants in Leadership Ladder, TMR's Women in Leadership program
- 99 participants in Performance Conversations and 44 participants in People Matters delivered by the Institute of Mangers and Leaders
- 15 participants in the Executive Coaching Program by Ezra
- 66 participants in Cultural Awareness Program—Minjerribah, Moorgumpin Elders in Council Aboriginal Corporation
- 282 participants in the TMR Positive Performance Management Program
- 826 participants in the TMR Management Fundamental series, and 3602 unique viewers of modules covering, but not limited to, positive performance management, risk, procurement, wellbeing and psychosocial health, safety, change management, digital capability, recruitment, and diversity
- 198 employees participated in TMR's Digital leadership pathway
- 42 and 41 matched pairs, respectively, in the OneTMR Mentoring Program and Women in Leadership Mentoring Program, respectively
- 498 participants in Recruitment and Selection capability uplift programs, delivered virtually, face-to-face, and on-demand via TMR's newly developed Recruitment and Selection Essentials online module

- 724 participants in Australian and New Zealand School of Government's (ANZSOG) masterclasses
- three participants for the ANZSOG Executive Master of Public Administration
- one scholarship in the ANZSOG Towards Strategic Leadership
- three participants in the QUT Public Sector Management Program
- 17 participants in the QUT online Everyday Conversations for Healthy Minds and for Better Conversations programs.

Formal training, coaching, mentoring, job shadowing, networking, individual research, on-the-job learning opportunities, and relieving in senior roles was also offered to eligible employees.

TMR Graduate Program

Through the TMR Graduate Program, TMR is investing in people who are life-long learners, purpose driven, agile, mobile, and capable.

The program recruits a diverse cohort of passionate and motivated university graduates into a range of technical and professional disciplines, building a pipeline of employees who hold capabilities to become TMR's future leaders.

Over 60 per cent of TMR graduates are in technical streams, with graduates gaining technical and professional capability development, building skills that align to the *TMR Strategic Workforce Plan 2021–2024*.

Feedback from participants included the programs' contemporary and engaging learning and development program, TMR's work-life balance, inclusive practices, and a well-being focused culture as strong motivators to apply. Participants found the program a valuable experience: 'One of the main benefits to the TMR Gradate Program is the opportunity to learn new fundamental skills related to the job as well as learning other unique, interesting skills. During my time here, I have improved my dashboard development skills, documentation, and data processing skills, which are fundamental to my role, but also was given the opportunity to learn animation and design as part of communicating with the business.'

TMR's Graduate Program has placed 24 out of 25 in the 'Medium intake' category (intakes of 21–70) in the Australasian Association of Graduate Employers Top Graduate Programs for 2024. This award speaks highly of the quality of TMR's program and the experience of TMR's 2023 graduates.

TMR is an inclusive organisation that supports staff to bring different perspectives, beliefs, ideas, and cultures to the workplace. In 2023–24, TMR continued to strengthen its inclusive recruitment practices, seeking increased diversity within the program, affirming TMR's commitment to support diversity in the workforce.

In February 2024, TMR onboarded 45 new graduates in various roles across the state. The additional intake of graduates increased the program total to 89 graduates across 20 disciplines in ten locations across Queensland.

Of the 45 new graduate roles:

- 29 per cent identified as people from a non-English speaking background
- four per cent identified as neurodiverse
- 36 per cent identified as female.

Improved graduate pathways

Under the *Even Better Public Sector Strategy for Queensland 2024–2028* and related action plan, TMR has been partnering with the Public Sector Commission and Department of the Premier and Cabinet to develop a whole-of-sector, non-frontline graduate program.

The purpose of the program is to undergo a collaborative design of improved sector-wide graduate pathways, aimed at launching and supporting meaningful public sector careers.

The program seeks to leverage, attract, and retain contemporary, fit-for-purpose skills in the sector and build the skills and expertise needed to do our work in a rapidly changing world.

Program implementation will follow a three-phased approach, phase one will focus on recruitment of three priority graduate professions, policy, HR, and digital, and is scheduled to commence recruitment early-2026.

Mentoring in TMR

Women in Leadership Mentoring Program

The Women in Leadership Mentoring Program is a key initiative within TMR's Gender Equity Plan. The program, now in its tenth year, is designed to meet the needs of women in the workforce by assisting them to achieve their career goals and aspirations.

Participant feedback on the 2023 program was positive: 'I have developed a good personal and professional relationship with my mentor and gained a great deal of valuable resources from them. I am glad that I did this program and would encourage anyone to take part.'

In 2024, 41 mentors and mentees are participating in the program, which commenced in early-June 2024 and will run through until December 2024, with virtual workshops.

OneTMR Mentoring Program

The OneTMR Mentoring Program provides employees the opportunity to participate in a program which offers the opportunity to build capability, leadership skills, and networks to better understand the business through cross-collaboration.

Participant feedback on the 2023 program was positive: 'It was a great opportunity to develop an understanding and learn from the person I was working with, and I feel they got value out of it too.'

In 2024, 42 matched pairs are participating in the program, which commenced in early-June 2024 and will run through until December 2024.

Program outcomes

Feedback from last year's programs showed:

- 89 per cent of OneTMR and Women in Leadership survey participants had valuable learnings throughout the mentoring program and were satisfied with the program at completion
- 92 per cent of OneTMR and Women in Leadership workshop survey participants also agreed that mentoring is a useful tool for career development.

Health and wellbeing

Wellbeing programs

In 2023–24, TMR continued to deliver health and wellbeing programs in line with the *TMR Mental Health and Wellbeing Strategy 2022–24*. The strategy was originally developed to align with the Queensland Government's 'Be Healthy, Be Safe, Be Well Framework' and highlights the five pillars of wellbeing: physical, work, financial, social, and psychological.

TMR's wellbeing program focuses on the individual wellbeing of its employees, providing the tools and resources to robustly manage their own wellbeing and overcome challenges. It is actively supported through ongoing communication from the Director-General and TMR's Executive Champion for Health and Wellbeing.

TMR employees participated in wellbeing initiatives throughout the year, these include physical wellbeing initiatives such as the 10,000 Step Challenge, 'Steptember', which involved fundraising for cerebral palsy, and the Push Up Challenge that spreads awareness of the mental health benefits of exercise and represents the lives lost to suicide.

Men's and Women's health week campaigns were highlighted across the year:

- in November 2023, the Executive Champion for Health and Wellbeing led the TMR team for Movember, spreading awareness for men's health issues and fundraising for mental health charities through the Movember Foundation
- for Women's Health Week in September 2023, an information campaign was delivered to raise awareness on Women's health issues in conjunction with the Jean Hailes campaign
- TMR hosted QSuper (Australian Retirement Trust) to provide sessions on financial wellbeing tips tailored to women
- in June 2024, a panel event was delivered to TMR employees in-person or via livestream to candidly discuss men's health issues and start conversations.

The Queensland Government Lifeblood Challenge is a staple in TMR's wellbeing calendar each year, and in 2023–24, TMR once again finished with the highest number of donors overall and new donors of any department.

TMR has continued to provide a Mental Ill Health training program facilitated by a registered psychologist to educate employees about mental ill heath, break down stigma, and increase confidence in having effective conversations. In 2023–24, 33 sessions were delivered across all divisions.

Table 41: Comparison of workers' compensation claims lodged over a five-year period

	2023–24	2022–23	2021–22	2020–21	2019–20
Claims	259	226	207	240	279

Data source: WorkCover Queensland—Online services for employers.

Note: 2023–24 data includes claims from the QGCDG.

Note: Figures are subject to revision as more information becomes available.

Table 42: Comparison of final return to work percentages

	2023–24	2022–23	2021–22	2020–21	2019–20
Final RTW	89.00%	93.00%	90.00%	96.00%	99.00%

Data source: WorkCover Queensland—Online services for employers.
Note: Figures are subject to revision as more information becomes available.

Injury management

Through the *Workplace Rehabilitation Policy* and centralised management of rehabilitation and workers' compensation claims, TMR remained committed to ensuring that rehabilitation and return to work services are provided in keeping with injury management best practice.

TMR recognises that workplace rehabilitation assists in the recovery process and helps restore the employee's normal function sooner. In the event of an injury or illness, regardless of whether it is work-related, TMR is committed to assisting employees to achieve a safe return to work in a way that will facilitate their best possible recovery. This is achieved by:

- accommodating a gradual return to work, with a focus on suitable duties in accordance with medical advice
- building a positive culture around injury management and providing suitable duties to assist in employees' recovery
- working closely with WorkCover Queensland and QSuper to ensure proactive case management.

Building a strong culture

Working for Queensland survey

The Working for Queensland survey provides an opportunity for TMR to help shape the future of the Queensland public service, while improving employees' work experience.

Survey results inform the focus on enhancing employee engagement and building a positive workplace culture, strategy development, and resource investment.

Despite undergoing a machinery-of-government change in 2023, 67 per cent of employees and contractors responded to the Working for Queensland survey—which is equivalent to 6977 employees completing the survey out of a possible 10,379 employees. The employee engagement score for TMR was 61 per cent.

The results showed that TMR is more engaged than the sector average across multiple areas, with strengths including:

- awareness of health and safety obligations
- understanding how employees' work contributes to TMR's strategic objectives
- managers and supervisors demonstrating honesty and integrity
- workgroup support
- job clarity.

The business areas are continuing conversations in relation to the key initiatives identified in their plans for action. Survey results continue to assist TMR in identifying local opportunities to improve employee engagement.

Values and Culture Network

TMR's Values and Culture Network actively promotes the Queensland public sector values and fosters a OneTMR culture. With over 20 members from across TMR, the network meets quarterly to discuss areas of focus, which, during 2023–24 included:

- championing values and culture across key departmental initiatives such as encouraging participation in the Working for Queensland survey
- participating in a CUBIE Awards shortlisting workshop with over 240 nominations reviewed across seven categories and progressed to the Director-General's panel for final determination
- supporting TMR's Big Event which is a key onboarding activity for new employees
- participating in People 4 People (P4P) Week, Harmony Week celebrations, R U OK Day, the Darkness to Daylight event, Multicultural Month, and the 10,000 Step Challenge among other important causes and events
- participating in a Working for Queensland survey focus group. The event received positive feedback including 100 per cent of respondents reporting initiatives having an impact, particularly related to health and wellbeing. Nearly 100 per cent of respondents indicated the survey highlights reflected their local experience
- continuing to build relationships in local, regional, and remote areas.

CUBIE Awards

The CUBIE Awards are TMR's annual recognition program that acknowledges achievements and behaviours aligned to the five Public Sector values. In December 2023, the annual CUBIE Awards were held for the tenth year. These awards were celebrated as the 'golden awards' ceremony to highlight the ten year anniversary. CUBIE candidates are nominated by their peers and managers based on their demonstrated commitment to these values.

Winners are awarded in seven categories, with an additional Director-General all-rounder award. These were:

- customers first
- unleash potential
- be courageous
- ideas into action
- empower people
- OneTMR individual
- OneTMR team
- Director-General's all-rounder.

A total of 1153 individuals and teams were nominated for a CUBIE Award by their peers, customers, and managers. In 2023, the OneTMR and Empower People values received the greatest number of nominations.

The winners of TMR's CUBIE Awards are decided after progressing through branch awards during P4P Week, whole of TMR shortlisting by the Values and Culture Network, and to the final judging panel convened by the Director-General.

The event had a 70 per cent increase in registrations year-on-year with 2023 having 469 while 2022 had 141 registrations. According to past event data, this is the highest level of registrations since 2017.

The 2023 CUBIE Awards ceremony was held in Brisbane and livestreamed to employees across Queensland. A total of 554 people attended the event, 152 in-person and 402 online.

P4P Week is an annual event in TMR, where teams come together to recognise local CUBIE winners. In 2023, TMR recognised 22 years since the first 'People 4 People' celebration occurred at the former Department of Transport.

Table 43: Winners and Highly Commended for the 2023 CUBIE Awards

Category	Winner	Highly Commended
Customers First	**Susan Devlin,** Translink, Rail Infrastructure Delivery	**Yannis Vamvakas,** Infrastructure Management and Delivery, Engineering and Technology **Tiffany Foden,** Customer Services, Safety and Regulation, Customer Services
Unleash Potential	**Jay Sindorff,** Queensland Government Customer and Digital Group, Transformation and Enabling Technologies	**Rhiannon Tait,** Customer Services, Safety and Regulation, Customer Services
Be courageous	**Maree Ford,** Customer Services, Safety and Regulation, Land Transport Safety and Regulation	**Clint Carey,** Customer Services, Safety and Regulation, Customer Services
Ideas into Action	**Belinda Stewart,** Infrastructure Management and Delivery, Program Delivery and Operations	**Gavin Cairns,** Infrastructure Management and Delivery, Engineering and Technology
Empower people	**Stephen Price,** Infrastructure Management and Delivery, Program Delivery and Operations	**Matt Fletcher,** Translink, Strategic Rail **Samara Dowling,** Corporate, Internal Audit
OneTMR Individual	**Lupita Arrevillaga,** Translink, Passenger Transport Integration	**Kerry Wastell,** Translink, Passenger Transport Integration **Tek Karki,** Infrastructure Management and Delivery, RoadTek
OneTMR Team	**TMR Pride Network** and **Corporate Human Resources team**	**Driver Reviver Program**
Director-General's All Rounder	**Michelle Haywood,** Customer Services, Safety and Regulation, Digital Licence Program	

Safety of our staff–Safety performance

Reporting on workplace health and safety demonstrates how safety is managed and where improvements are required. It leads to increased safety awareness within TMR and contributes to improved safe work culture and health and safety outcomes.

In 2023–24, TMR recorded a total of 3119 incidents, which is an increase from the 2516 incidents reported for the previous financial year. Of the 3119 incidents reported for 2023–24, 2579 were work related, and 540 were non-work related. For 2023–24, TMR recorded 130 lost time injuries, which is 46 less than recorded during the last financial year.

Incidents involving psychosocial hazards and mental stress were the most frequently reported incident mechanism type for 2023–24. These incidents have been increasing over the last three financial years, mostly impacting workers in frontline roles such as customer management, school crossing duties, construction, and road maintenance activities. This increase coincides with the enhanced knowledge and understanding of psychosocial hazards in the workplace.

TMR continues an active approach to build internal capability in the prevention and management of incidents involving psychosocial hazards, and the effective management of associated risks. This includes consulting with employees to identify psychosocial hazards, assess the risk, and implement effective controls to manage hazards, reduce the risk of future incidents, provide support for impacted workers including early intervention programs, and promote health and wellbeing.

TMR has implemented a new WHS management system to enhance safety reporting and capability across the department. The new system, released in October 2023, ensures WHS events and processes can be effectively reported and managed, providing improved reporting and enabling a stronger understanding of safety performance for TMR.

In 2023, TMR developed and commenced delivery of WHS capability training for managers and supervisors. This training is building manager and supervisor capability in risk and incident management to promote a safe and healthy workplace for all TMR employees, customers, and visitors.

Our Organisation

To read more about the strategies and indicators of success linked to these strategic priorities, see page 14–18.

Highlights

- To deliver its program in 2023–24, TMR leveraged it's $11 billion procurement spend and the *Queensland Procurement Policy* and *Queensland Indigenous Procurement Policy* to drive a range of local, social, and innovative procurement objectives that create opportunities for local, regional, and Queensland suppliers.

- Procured goods and services from 2786 suppliers in regional areas, contributing more than $2.66 billion directly to those local regions, in addition to $58.9 million going directly to Aboriginal and Torres Strait Islander businesses.

- Awarded 2427 contracts to Queensland suppliers, contributing $3.5 billion directly into the Queensland economy.

- Awarded over 90 per cent of contracts to Queensland suppliers and increased spend with Aboriginal and Torres Strait Islander businesses by 23 per cent.

- Under *Data and Analytics Strategy 2023–26*, leveraged the strategic data analytics framework, the TDx, to continue implementation of cloud-based analytics solutions to address complex business and customer-centric challenges.

- Commenced migration of on-premise intranet content to SharePoint Online.

- Continued to build a culture of privacy by ensuring guidelines, policies, and procedures support the effective management of personal information.

- Managed 914 information access applications during 2023–24 under Right to Information, with 33,606 documents reviewed and considered for release, and 83 per cent released in full or in part to applicants.

- Conducted a comprehensive review of *TMR Risk and Opportunity Appetite Statement* by incorporating innovation/opportunity appetite in key areas, aligning with the updated Strategic Plan and current Risk Assessment and Rating Matrix.

- Developed fit-for-purpose risk management training modules and communicated across the department to promote risk awareness and increase risk management capability.

Management structure

MIN	Minister for Transport and Main Roads and Minister for Digital Services

DG	Transport and Main Roads

COO	Chief Operations Officer

Strategic Program

PD	Customer Service Strategy
EGM	Accessible Transport Network
ED	Strategic Insights and Organisational Direction
Ch	Transport Network Security and Resilience

Policy, Planning and Investment

DDG — Policy, Planning and Investment

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

GM	Customer Experience
GM	Transport Strategy and Planning
GM	Portfolio Investment and Programming
GM	Transport Policy

Infrastructure Management and Delivery

DDG — Infrastructure Management and Delivery

Delivers the integrated program of infrastructure projects and maintains and operates the state-controlled road network.

CE	Engineering and Technology
GM	Program Delivery and Operations
GM	RoadTek
GM	Statewide Network Operations

Customer Services, Safety and Regulation

DDG — Customer Services, Safety and Regulation

Provides customer, safety, and regulatory services for Queenslanders, our transport system and our waterways.

GM	Customer Services
GM	Land Transport Safety and Regulation
GM	Maritime Safety Queensland
GM	Customer Digital Identity Services

Translink

DDG — Translink

Leads and shapes Queensland's passenger transport system, by providing an integrated transport network that is safe and accessible to all.

GM	Strategic Rail
GM	Passenger Transport Strategy and Technology
GM	Passenger Transport Services
GM	Passenger Rollingstock and Signalling
GM	Passenger Transport Integration
EPD	Rail Infrastructure Delivery

Corporate

DDG — Corporate

Provides the department with strategic corporate services including governance, finance and procurement, human resources, information, communication technology and audit services to enable TMR to achieve its business objectives.

CFO	Finance and Procurement
GM	Governance
CPCO	Human Resources
CIO	Information Technology
CA	Internal Audit
CLO	Legal, Information Access and Prosecution

Queensland Government Customer and Digital Group

QGCCDO — Queensland Government Customer and Digital Group

Leads and drives a more digitally-enabled and responsive government while facilitating simple and effective access to services for all Queenslanders.

GM	Digital Economy
DDG	Digital Government
CISO	Cyber Security
GM	Digital Customer (SSQ)
ED	Data and AI
ED	Business Services

Title abbreviation

- **CA** Chief Auditor
- **CE** Chief Engineer
- **CFO** Chief Finance Officer
- **Ch** Chief
- **CIO** Chief Information Officer
- **CISO** Chief Information Security Officer
- **CLO** Chief Legal Officer
- **COO** Chief Operations Officer
- **CPCO** Chief People and Culture Officer
- **DDG** Deputy Director-General
- **DG** Director-General
- **ED** Executive Director
- **EGM** Executive General Manager
- **EPD** Executive Program Director
- **GM** General Manager
- **MIN** Minister
- **PD** Program Director
- **QGCCDO** Queensland Government Chief Customer and Digital Officer

Organisation Chart as at 30 June 2024

ELT Biographies

DG	Transport and Main Roads		DDG	Policy, Planning and Investment
	COO	Chief Operations Officer	DDG	Infrastructure Management and Delivery
Strategic Program			DDG	Customer Services, Safety and Regulation
	PD	Customer Service Strategy	DDG	Translink
	EGM	Accessible Transport Network	DDG	Corporate
	ED	Strategic Insights and Organisational Direction	QGCCDO	Queensland Government Customer and Digital Group
	Ch	Transport Network Security and Resilience		

Sally Stannard
Director-General (Transport and Main Roads)

BE/BA Hons, Dip Eng Prac, GAICD

- Appointed as Director-General December 2023
- Champion for Accessibility
- Champion for Domestic and Family Violence Awareness
- Champion for Privacy
- Champion for Safety
- Government Champion for Napranum

Under the *Financial Accountability Act 2009*, the Director-General is accountable to the Minister for Transport and Main Roads and Digital Services and the Premier of Queensland for the efficient, effective, and financially responsible performance of the Department of Transport and Main Roads.

As Director-General, Sally leads the department which has an annual budget of $12.4 billion, including capital expenditure of $4.2 billion and managed assets in excess of $106 billion. She also leads TMR's portfolio of work across road, rail, bus, cycling, and marine infrastructure in Queensland as well as the Queensland Government Customer and Digital Group.

Former positions:
- Deputy Director-General (Translink)
- Executive Director (Service Planning and Infrastructure)
- Director (Strategy and Planning)

In her previous role as Deputy Director-General (Translink), Sally led the delivery of customer-focused passenger transport services across Queensland including policy, planning, ticketing, contract management, and customer services. Sally is the Chair of Cross River Rail and Chair of Public Transport Association Australia New Zealand. She is also a board member of Roads Australia and Queensland Hydro.

Anne Moffat
Chief Operations Officer

BBus, FSBCQ, MAICD

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

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

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

Anne has more than 25 years' experience across both state and local government in Queensland. She has held a number of senior roles across the infrastructure programming and delivery areas, as well as urban and regional planning. She has delivered a number of large policy and engagement projects, plus reform agendas.

DDG	Policy, Planning and Investment
	GM — Customer Experience
	GM — Transport Strategy and Planning
	GM — Portfolio Investment and Programming
	GM — Transport Policy

DDG	Infrastructure Management and Delivery
	CE — Engineering and Technology
	GM — Program Delivery and Operations
	GM — RoadTek
	GM — Statewide Network Operations
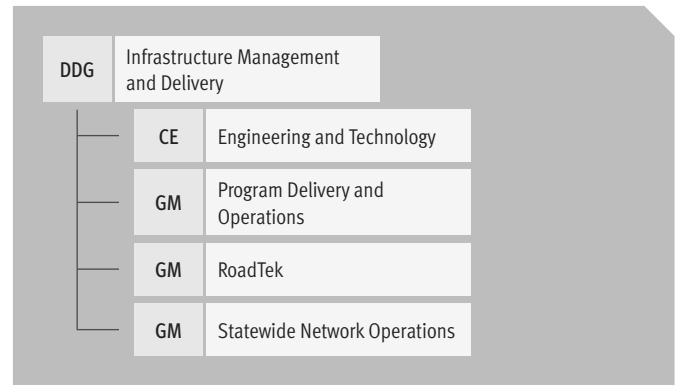
Andrew Mahon
Deputy Director-General (Policy, Planning and Investment)

EMPA, BJus, GradCertPolicyAnalysis, GAICD

- Appointed as Deputy-Director General (Policy, Planning and Investment) October 2022
- Champion for Health and Wellbeing

Andrew leads a broad and strategic portfolio which creates the foundations for an integrated, multi-modal, statewide transport system. He provides the principal source of advice to the Director-General and Minister for Transport and Main Roads and Minister for Digital Services on a broad range of major transport policy and planning issues as well as having a key role in the development of strategic linkages with other key agencies and industry. He has corporate responsibility for and oversees the investment direction and prioritisation of major business programs which form the $37.4 billion 2024−25 to 2027−28 Queensland Transport Roads and Investment Program.

Former positions:

- General Manager (Land Transport Safety and Regulation)
- Acting General Manager (Maritime Safety Queensland)

Andrew is an experienced executive leader and public policy professional with over 20 years' experience in strategic policy, regulation, customer service, contract management, and program oversight.

Julie Mitchell
Deputy Director-General (Infrastructure Management and Delivery)

BE Civil (Hons), MBA, MEnvMan, FIEAust, RPEQ, GAICD, PSM

- Appointed as Deputy Director-General (Infrastructure Management and Delivery) October 2022
- Champion for Innovation

Julie manages the operation, maintenance, delivery, and optimisation of Queensland's state-controlled road transport system, and ensures efficient delivery across road, busway, light rail, active transport, and freight networks ($37.4 billion over four years) though initiatives such as technical research, innovation, and collaborative contracting.

Julie implements key strategies and plans for an integrated and environmentally sustainable transport system that supports the safe and efficient movement of people and goods, while driving value for the community.

Former positions:

- Deputy Director-General (Policy, Planning and Investment)
- Chief Engineer

Julie is a highly respected leader with more than 35 years' of experience in civil engineering, policy, planning, design, business case, delivery, and asset management of large complex transport infrastructure, including eight years as Chief Engineer and four years as the Deputy Director-General (Policy, Planning and Investment). She is a member of the ELT at TMR and has extensive experience in strategic organisational and technical leadership and development, significant organisational change agendas on customer focus, efficiency, staff empowerment, reducing infrastructure costs, and technical innovation.

Julie is experienced in planning and delivery for major infrastructure projects. Her focus is on exploring innovations and efficiencies, improving infrastructure resilience and sustainability, building better relationships with First Nations peoples, collaborating with industry partners, and the safety of her people.

DDG	Customer Services, Safety and Regulation
GM	Customer Services
GM	Land Transport Safety and Regulation
GM	Maritime Safety Queensland
GM	Customer Digital Identity Services
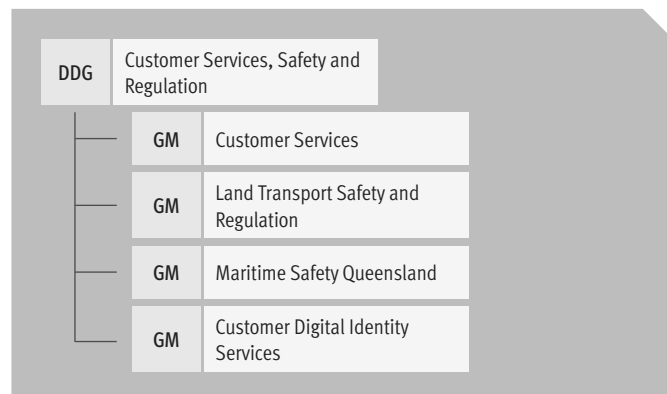
Geoff Magoffin
Deputy Director-General (Customer Services, Safety and Regulation)

MBA, GradDipBusAdmin, GradCertMgt, GAICD

- Appointed as Deputy Director-General (Customer Services, Safety and Regulation) October 2022
- Inclusion and Diversity Champion

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

Former positions:

- General Manager (Customer Services)

For over 30 years, Geoff has held leadership positions within the customer service industry, initially as a Stock and Station Agent with Elders, before starting a banking career with QIDC (now Suncorp) in 1991. Geoff's banking career spanned 20 years, primarily in senior agribusiness management roles in Suncorp, before taking up a senior executive position with Rural Bank as the State Manager for New South Wales, Queensland, and the Northern Territory. Commencing in TMR in 2012 as General Manager Customer Services Branch, Geoff oversaw the delivery of transactional customer focused services, local community focused road safety initiatives along with compliance and regulatory functions for the department.

DDG	Translink
GM	Strategic Rail
GM	Passenger Transport Strategy and Technology
GM	Passenger Transport Services
GM	Passenger Rollingstock and Signalling
GM	Passenger Transport Integration
EPD	Rail Infrastructure Delivery
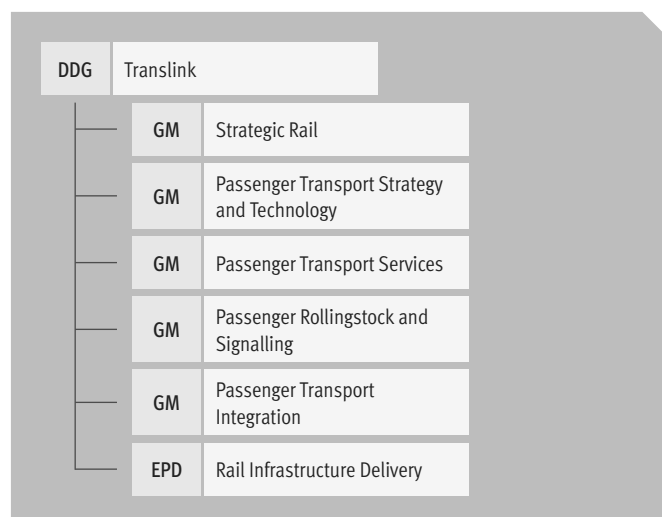
Peter Milward
Acting Deputy Director-General (Translink)

BCom, MBA, CertSuperannuationMan, GAICD

- Appointed as Acting Deputy Director-General (Translink) June 2023
- Champion for Customers

Peter leads the delivery of customer-focused passenger transport services across Queensland including policy, planning, ticketing, contract management, and customer services. Translink Division is responsible for the integrated rail, bus, ferry, and tram network in South East Queensland and long-distance rail, bus, and aviation services in regional, rural, and remote Queensland, in addition to school transport, personalised transport, and on-demand services.

Former positions:

- General Manager, Passenger Transport Integration (Translink)
- Acting Deputy Director-General (Corporate)
- Executive Director, Service Policy and Investment (Translink)
- Director Economic Policy, Department of the Premier and Cabinet (Queensland)

Over the past 15 years, Peter has been involved in the delivery of transport policy, services, and projects in Queensland and has over 35 years' experience in both private and public sectors in superannuation management and economic and transport policy, projects, and service delivery. Peter has led the coordination and integration of major projects into the South East Queensland public transport network. He also leads the policy settings for public transport in Queensland, including the regulation of the personalised transport sector, concessions, and input to the reforms of the Disability Standards for Accessible Public Transport.

DDG	Corporate	
	CFO	Finance and Procurement
	GM	Governance
	CPCO	Human Resources
	CIO	Information Technology
	CA	Internal Audit
	CLO	Legal, Information Access and Prosecution

QGCCDO	Queensland Government Customer and Digital Group	
	GM	Digital Economy
	DDG	Digital Government
	CISO	Cyber Security
	GM	Digital Customer (SSQ)
	ED	Data and AI
	ED	Business Services
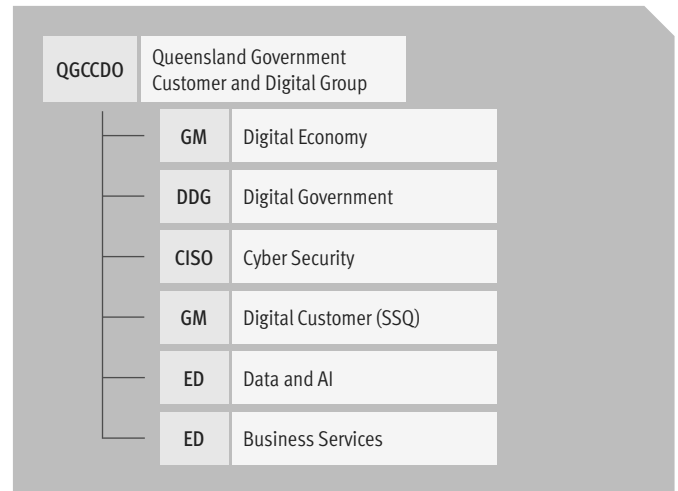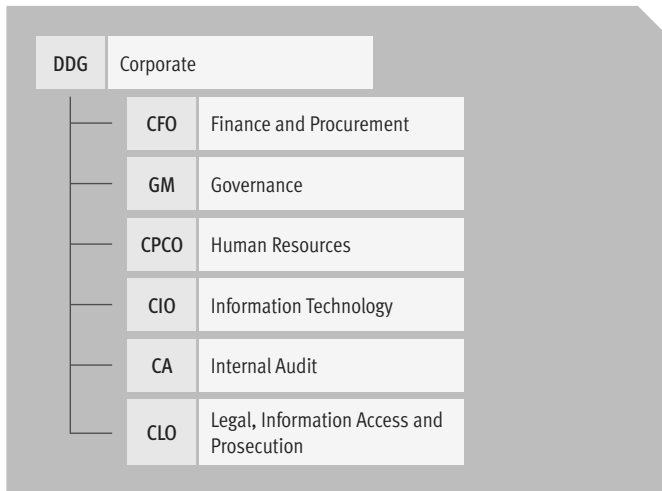
Tracy O'Bryan
Deputy Director-General (Corporate)

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

- Appointed Deputy Director-General (Corporate) May 2017
- Values and Culture Champion

Tracy leads the department's corporate services, including governance (encompassing cabinet and legislation, risk, strategy and performance, ethical standards, information management and, strategic communications), finance and procurement, ICT, human resources, legal, information access, right to information and privacy and prosecutions, and internal audit to enable TMR to achieve its business objectives.

Former positions:

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

Tracy has more than 25 years' experience in the Queensland public sector in the fields of law, policy, governance, major projects, program design and delivery, and stakeholder engagement.

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

Chris McLaren
Queensland Government Chief Customer and Digital Officer

BEE (Honours)

- Appointed as Queensland Government Chief Customer and Digital Officer in April 2022

Chris is responsible for driving Queensland's digital economy, delivering better citizen-centric services and optimising Queensland Government's investment and use of technology.

Former positions:

- Country CEO (USA), XpertiseNow
- Partner, KPMG
- Vice-President, Capgemini

Chris is a globally-experienced senior executive with a successful 25-year track record leading, growing, transforming, and advising technology, telecom, utility, energy, services, and software organisations, including multinationals and start-ups. Chris specialises in digital enablement and transformation, customer experience, operations improvement, and technology innovation. Chris has an Honours degree in Electrical Engineering from University of Technology Sydney and has completed studies in Governance at Australian Institute of Company Directors and Digital Strategy and Transformation at Massachusetts Institute of Technology.

Management, structure, and key organisational changes

The following structural changes occurred within TMR during the 2023–24 period:

- August 2023: Customer Services, Safety and Regulation Division created a new organisational unit, Bethania CSC, due to the continuing delivery of licensing and registration services for the Bethania community.

- October 2023: Smart Services Queensland in the QGCDG realigned the branch structure to ensure alignment with business need and operating model.

- November 2023: Policy, Planning and Investment Division created a new organisational unit, Brisbane 2032, to support planning for the Brisbane 2032 Olympic and Paralympic Games.

- February 2024: QGCDG updated the title of an existing organisational unit from Data and Information Sharing to Data and Artificial Intelligence to incorporate the unit's responsibility for leading the policy, strategy, and technical innovation for AI across Queensland Government.

- April 2024: Corporate Division created a new organisational unit called Legal, Information Access and Prosecutions. This included the transfer of the Prosecutions Team from Land Transport Safety and Regulation Branch (Customer Services, Safety and Regulation Division) to this new Branch.

Governance committees

Audit and Risk Committee

The Audit and Risk Committee (ARC) plays a key assurance and advisory role in TMR, by monitoring the effectiveness and efficiency of departmental financial and operation systems, risk identification and management systems, reporting processes, and compliance with legislative and regulatory requirements.

TMR's ARC members are appointed by the Director-General and assist the Director-General in the oversight of:

- integrity of TMR's financial statements and internal controls
- compliance with legislative and regulatory requirements, including the department's ethical standards and policies
- effectiveness of risk management and control systems
- performance of the internal audit function.

TMR's ARC met six times in 2023–24. It observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines. As at 30 June 2024, costs associated with external member's fees totaled $48,814.07 (including GST).

To promote independence, internal members are appointed based on their skills and experience, not their position in the department.

For external members, TMR abides by the Queensland Treasury Audit Committee Guidelines, which state that an audit committee should consist of members who have an appropriate mix of skills and experience that will enable the committee to perform all its functions effectively. These guidelines state the Chair should be independent and have sufficient independence and expertise to discharge their responsibilities under the Committee Charter. The guidelines also state that one independent member must hold an appropriate accounting qualification and that one should possess expertise in the industry in which the agency operates.

Chair: Ms. Julie-Anne Schafer *LLB (Honours) FAICD*

Members:

- Ms. Abigail Cheadle *BBus, CA*
- Ms. Ishra Baksh Executive Director MM, ACDC.

During 2023–24, TMR's ARC reviewed:

- the integrity of TMR's financial statements and internal controls supporting the integrity of TMR's financial statements
- the adequacy of the internal control structure to support information technology security and control
- processes to identify risks and appropriateness of control treatments regarding TMR's risk appetite
- compliance with legislative and regulatory requirements, including government policies
- compliance with the department's integrity framework, fraud and corruption framework, policies, and procedures
- performance management reporting, risk management processes, and the adequacy of mitigating control systems
- performance and maturity of the internal audit function and coordination with the external auditor.

Commercialised RoadTek Advisory Group

The Commercialised RoadTek Advisory Group provides strategic guidance and governance, while reviewing RoadTek's annual performance contract, strategic and business plans, and performance indicators.

Chair: General Manager (RoadTek)

Members:

- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Corporate)
- Deputy Director-General (Translink)
- General Manager (Program Delivery and Operations)
- General Manager (Portfolio Investment and Programming)
- Chief Finance Officer.

Key achievements of the advisory group during 2023–24:

- guided RoadTek's performance against the Service Delivery Statement measures and forecast end of year results
- implemented RoadTek's ongoing cultural change activities, including the RoadTek Respect Action Plan
- shaped RoadTek's strategic direction, through the implementation of the Value Laden Statements and ongoing progress towards setting RoadTek's 10 Year strategy
- continued to measure RoadTek's environment performance against the Resource Efficiency Plan, increasing results in waste being diverted from landfill to recycling centers and increased solar power generation
- implemented the externally-led review of the TMR Commercialisation Framework and the original RoadTek Performance Committee's refocus to the Commercialised RoadTek Advisory Group.

Finance and Procurement Committee

The Finance and Procurement Committee monitors financial and procurement performance, ensuring that TMR has the financial resources to deliver on its vision to create a single integrated network accessible to everyone.

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

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

The key role of the committee is to:

- ensure all financial resources are allocated consistently with approved strategic direction, priorities, and ongoing commitments
- identify reform initiatives and associated savings
- realise savings in-line with government savings targets

- ensure cost control and longer-term funding sustainability
- approve procurement strategic direction, priorities, and ongoing commitments
- provide strategic oversight of the procurement policy environment
- monitor functional performance and category benefits realisation.

Chair: Deputy Director-General (Corporate)

Members:

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

The committee met ten times during 2023–24 and:

- monitored progress and actions outlined in TMR's *Financial Sustainability Plan*
- oversaw the budget process ensuring the budget aligned to agreed business plans
- monitored TMR's financial position and workforce, ensuring that cost pressures, trends, and future opportunities were well understood
- reviewed TMR's key financial related risks and took necessary action to mitigate these risks where required
- oversaw the continued implementation of the *Queensland Procurement Policy*.

Information and Systems Committee

The Information and Systems Committee is the peak ICT governance board for all business-led ICT and ICT-enabled investments. The committee helps ensure TMR achieves maximum value for investments. It also acts as the information security governance body, establishing the information security strategy and ensuring information security objectives are achieved.

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

Members:

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

During 2023–24, the Committee met 11 times and:

- continued oversight of the performance of critical departmental ICT systems
- endorsed the *TMR ICT Strategy 2024–28* and *Cyber Security Strategy 2023–26*
- oversaw the delivery of key projects including Digital Licence and WHS Replacement
- maintained a multi-year rolling program of work, ensuring ICT investments align to departmental and government priorities
- continued to strengthen ICT delivery through improved governance, practices, methods, and tools
- continued to embed benefits management and assurance recommendation management processes across the portfolio.

Infrastructure Investment Committee

The Infrastructure Investment Committee is a governance committee which provides oversight and endorsement of the development and prioritisation of the Transport Infrastructure Portfolio enabling the delivery of an integrated, safe, efficient, and reliable transport system for Queensland. The Infrastructure Investment Committee aims to improve infrastructure investment governance through:

- consistent application of governance frameworks to ensure alignment of transport infrastructure investments with strategic priorities
- clear responsibility and decision-making processes to enable rationale and justifiable transport infrastructure investment choices
- a coordinated approach to network investment through department-wide committee representation
- clear risk management practices that incorporate a 'lessons-into-actions' process to facilitate continuous improvement
- oversight of portfolio delivery to ensure performance within budget parameters.

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

Members:

- Director-General
- Deputy Director-General (Policy Planning and Investment)
- Deputy Director-General (Infrastructure Management and Delivery)
- Deputy Director-General (Customer Services, Safety and Regulation)
- Deputy Director-General (Translink)
- Chief Finance Officer
- Chief Operations Officer
- General Manager (Portfolio Investment and Programming)
- General Manager (Program Delivery and Operations)
- General Manager (Transport Strategy and Planning)
- General Manager (Statewide Network Operations).

During 2023–24, the Committee met ten times, as well as considering a number of submissions out of session, to:

- review the annual Queensland Transport Snapshot which highlights key trends across Queensland's transport network
- monitor the performance of the portfolio and the Investment Programs to ensure ongoing alignment with the Transport Coordination Plan
- assess the strategic direction, operating environment, and future funding assumptions for the Transport Infrastructure Portfolio
- finalise the QTRIP 2024–25 to 2027–28
- conduct gated reviews on transport infrastructure projects ensuring alignment with the objectives for the transport system and value for money for government investment.

TMR People and Safety Committee

The TMR People and Safety Committee is a sub-committee of the ELT and meets quarterly. It exercises TMR's workforce and WHS obligations, through:

- establishing the enterprise-wide safety and people strategic direction
- overseeing of the achievement of TMR workforce, wellbeing, and safety plans and monitoring performance
- monitoring the performance of TMR's people and safety objectives for the purpose of mitigating enterprise-wide strategic risks.

Key objectives:

- create a culture of respect and inclusion
- lead, promote, and monitor safety across TMR
- provide assurance that people and safety systems, practices, and initiatives are working to protect and enable our workforce and are mitigating strategic risks.

Chair: Director-General

Members:

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

Key achievements during 2023–24:

- established a charter to support the combined People and Safety focus
- considered the 2024 Equity and Diversity Audit recommendations and supported the development of aligned actions for the 2024 Equity and Diversity Plan
- endorsed the strategic workforce planning approach for 2024 review
- led the development of psychosocial risk assessments to align with the *Managing the risk of psychosocial hazards at work Code of Practice 2022*.

Robust management standards

Information management

TMR relies on information to deliver its services, make informed decisions, provide evidence of work completed, and as a requirement of the *Public Records Act 2002*. As technology continues to evolve so too does the types of information created and collected, and the need for better functionality from the systems that store and manage this information.

TMR is now in the third year of its five-year *Information Management (IM) Strategy 2021–26* and Roadmap. Over the past year, TMR has made significant strides towards new contemporary IM solutions, improving IM culture, and optimising processes and information governance through the IM Program.

Milestones achieved towards a fit-for-purpose content management solution for capturing information and correspondence include:

- defined needs of the department clearly
- determined legacy systems to be retired
- completed architectural and migration roadmaps
- started work to cleanse existing information in the legacy systems.

This year TMR also began migrating its current on-premise intranet content to SharePoint Online, with a number of sites now active and in-use for staff. Following an overhaul of the existing content as part of the migration process, the new intranet provides staff with an authoritative source of information and improves collaboration and information sharing.

Information privacy

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

In an age where there is an increasing amount of emerging technologies and digital participation, TMR strives to proactively embed privacy by design when planning and delivering projects and programs that involve the management of personal information.

In 2023–24, TMR continued to build a culture of privacy by ensuring its guidelines, policies, and procedures support the effective management of personal information in order to meet community expectations and compliance obligations.

TMR increases staff awareness about information privacy through face-to-face training, a mandatory online course undertaken on induction and then yearly, and regular internal communications, including animated case studies and screensavers. This approach ensures emplloyees are well-informed on applying privacy principles in their daily tasks.

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

In 2023–24, 47 information privacy breaches were reported to the Right to Information, Privacy and Complaints Management Unit. Of the 47 reported breaches, 38 were substantiated as a privacy breaches.

The increase in the number of reported privacy breaches from previous years can be attributed to several factors, including greater awareness of privacy breaches and a proactive approach to reporting incidents in preparation for the mandatory breach notification scheme, which will take effect from July 2025. The increase can also be attributed to the increase in the size of the department with the addition of QGCDG in May 2023.

All 38 substantiated breaches related to security of personal information and misuse (2), unauthorised use (6), and disclosure (30 by inadvertent error).

With upcoming changes to the IP Act to mandate serious privacy breach notification to the Office of the Information Commissioner, TMR has progressed its internal breach notification processes, resulting in an increased awareness and response to privacy breaches throughout TMR.

As TMR's dedicated Privacy Champion, the Director-General continues to provide and support awareness campaigns and resources to TMR staff to promote a culture that respects and protects the personal information of staff and customers.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/Help/Privacy

Information Security Management System

TMR uses a range of digital technologies, devices, applications, and business systems to deliver transport services within Queensland.

The *Queensland Government Information Security Policy* (IS18:2018) seeks to ensure a consistent, risk-based approach to how TMR's information and critical assets are managed and protected.

In accordance with IS18:2018, TMR has an ISMS that outlines, in detail, how the department governs, controls, and protects its information and systems to maintain confidentiality, integrity, and availability. TMR continually reviews and updates the ISMS to ensure its effectiveness against established and emerging information security risks.

TMR is making significant strides in advancing the ISMS and enhancing its security posture though:

- mandatory cyber security training for all staff, including ongoing education and awareness campaigns
- increased capability in both tooling and resources to respond to security events

- effective governance responsible for the implementation of strategy, policy, standards, and processes across the organisation
- continuous active reporting, monitoring, mitigating, and ongoing management of information security and cyber risks.

TMR's mandatory Information Security Annual Return reporting process indicates the department's strong performance in managing information security risk, and notes assurance activities and initiatives delivered as part of the ISMS are appropriate and effective.

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

Internal accountability

Performance management and monitoring

The performance reporting structures in TMR are configured in accordance with the Queensland Government Performance Management Framework. The framework provides the mechanism for effective governance, planning, risk management, performance monitoring, and reporting.

Strategic measures are reviewed annually to ensure they accurately showcase TMR's achievements against strategic objectives, and compliance with service standards for each service division, as specified in TMR's Service Delivery Statements. Progress is reported to the ELT each quarter and is documented in the annual report. TMR's performance is also externally scrutinised through the Parliamentary Estimates committee process conducted each year following the State Budget.

Data and Analytics Strategy

TMR's *Data and Analytics Strategy 2023–26* outlines the roadmap for strengthening the department's data and analytics capabilities, fostering an ecosystem that supports an integrated and accessible transport network.

At the core of this strategy lies TMR's strategic data analytics framework, the TDx. Leveraging this framework, the department has continued its implementation of cloud-based analytics solutions to address complex business and customer-centric challenges.

Key initiatives included:

- continuous enhancement and expansion of self-service analytics dashboards, automating previously manual reporting processes and facilitating seamless data sharing across the organisation

- promotion of upskilling programs to equip TMR's workforce with proficiency in new cloud-enabled data and analytics tools and technologies

- integration of new cloud data assets into TMR's TDx Data Catalogue, improving the discoverability and accessibility of cloud data resources TMR-wide.

> 🖥 **For more information**
> https://www.tmr.qld.gov.au/about-us/corporate-information/publications/data-and-analytics-strategy

Compliments and complaints management

TMR welcomes feedback from all customers. We are committed to customer service excellence and respond to complaints in an accountable, transparent, timely, and fair way. TMR uses complaints information to enhance services, improve decision-making, and increase government accountability.

TMR's complaints management system complies with the *Public Sector Act 2022* section 264, is compatible with the *Human Rights Act 2019*, and meets the guiding principles of the Australian Standard 10002:2022 Guidelines for complaint management in organisations. In December 2023, TMR revised our Complaints Management Policy to align with the Queensland Public Sector Customer Complaint Management Framework and Guideline.

Between 1 July 2023 and 30 June 2024, TMR reported 37,131 customer complaints, including 32 human rights complaints. TMR's 37,131 customer complaints represented less than half of one per cent of the overall 22.5 million customer interactions managed by TMR and the 167.78 million trips on South East Queensland public transport.

Of the 32 human rights complaints, eight were determined to involve a breach of the *Human Rights Act 2019*.

Around 40 per cent of complaints responded to in FY 2023–2024 were substantiated. 79 per cent of complaints which were responded to for FY 2023–2024 year met the service standard of 15 business days.

Table 44: Complaints received

Year	Customer Complaints Volume	Customer Interactions Volume
2018–19	45,057	16,000,000
2019–20	35,159	15,500,000
2020–21	25,853	17,500,000
2021–22	28,673	19,000,000
2022–23	39,670	20,500,000
2023–24	37,053	22,500,000

Data source: TMR Complaints Management System

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

Internal Audit

Under Section 61 of the *Financial Accountability Act 2009*, accountable officers have a responsibility to ensure the operations of the department are carried out efficiently, effectively, and economically and are to establish and maintain systems of internal controls.

Internal Audit provides an objective review and advisory service to:

- deliver objective insights on risks, controls, assurance, and compliance outcomes throughout TMR

- provide assurance to the Senior Leadership Team and the ARC that TMR's operational and financial controls are designed to manage the organisation's risks and are operating in an efficient, effective, and ethical manner

- bring external expertise, innovation, and perspectives to assist TMR in achieving its objectives and enhance its performance

- support the ARC in acquitting its role and responsibilities.

Internal Audit is a key component of TMR's corporate governance structure. The function operates under a charter, which complies with the Institute of Internal Auditors' international standards and is approved by TMR's Director-General. The Chief Auditor is directly accountable to the Director-General for leading an effective and efficient Internal Audit function. The Chief Auditor reports regularly to the ARC which is responsible for reviewing the outputs of the function.

Internal Audit performs its function through its approved Annual Audit Plan (AAP), developed through consultation with the department's senior executives, leadership groups, external ARC members, and Queensland Audit Office (QAO). Internal analysis of the department's strategic objectives, operational risks, and emerging issues from across the public and private sectors are also built into the Annual Audit Plan.

During 2023–24, Internal Audit delivered 34 internal audit reviews and five advisory engagements, followed-up on open audit recommendations, provided independent advice on a variety of project committees, and provided ad-hoc advice to managers on a range of issues. Some of the key initiatives included:

- updated Risk Assurance Maps for branches across the department
- upskilling the second lines of defence in core assurance skills and internal audit methodology by providing training and assistance across branches to complete a Control Self Assessment (CSA)
- documenting and publishing the Continuous Control Monitoring framework on the Internal Audit intranet site
- providing direct access to first line of defence control owners and operators to self-serve dashboards, themes, trends, tools, and techniques for core assurance services.

Suppliers and procurement

In 2023–24, TMR reaffirmed its commitment to delivering social, environmental, and economic outcomes through the Queensland Government's Buy Queensland approach to support quality local jobs, boost the Queensland economy, and leave a legacy for current and future generations of Queenslanders.

To deliver its program in 2023–24, TMR leveraged it's $11 billion procurement spend and the *Queensland Procurement Policy* and *Queensland Indigenous Procurement Policy* to drive a range of local, social, and innovative procurement objectives that create opportunities for local, regional, and Queensland suppliers. In 2023–24, TMR awarded over 90 per cent of contracts to Queensland suppliers and increased spend with Aboriginal and Torres Strait Islander businesses by $11 million, or 23 per cent.

TMR also awarded 2427 contracts to Queensland-based suppliers, injecting $3.5 billion directly into the state's economy. Goods and services were purchased from 2786 suppliers in regional areas, contributing more than $2.66 billion directly to those local regions, in addition to $58.9 million going directly to Aboriginal and Torres Strait Islander businesses.

Integrity Commissioner

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

The role of Integrity Commissioner involves:

- providing confidential advice on ethics and integrity matters to Ministers, members of the Legislative Assembly, ministerial staff, senior public servants, and other persons or classes of persons nominated by a Minister
- regulating lobbyist activity and maintaining the lobbyists register
- raising public awareness of ethics and integrity matters
- standard-setting on ethics and integrity matters at the request of the Premier.

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

Table 45: TMR addressable procurement spend with Aboriginal, Torres Strait Islander regional, and Queensland vendors by financial year

	2021–22	2022–23	2023–24
First Nations	$51,402,940	$47,907,007	$58,976,104
Regional	$2,367,306,824	$2,655,880,371	$2,657,685,844
Queensland	$7,786,082,694	$8,804,593,947	$9,170,474,061
Total spend	**$8,745,468,369**	**$9,859,671,441**	$11,115,072,668
Regional spend as a per cent	**27.07 per cent**	**26.94 per cent**	24 per cent

Data source: Aboriginal and Torres Strait Islander vendor list supplied by the Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts. Regional and Queensland vendors identified by applying SAP Vendor Master Data.

Spend data sourced from TMR's Spend Cube.

External accountability

Auditor-General Reports

TMR's operations are subject to regular scrutiny from external oversight bodies.

In addition to the audit of the department's financial statements, during 2023–24, the Auditor-General audits, recommendations either specifically addressed to the department, were for agencies to consider, or included learnings potentially applicable to TMR, were addressed.

These audits included:

- Report 3: 2023 Status of Auditor-General's recommendations
- Report 7: Major projects 2023
- Report 10: Managing Queensland's debt and investments 2023
- Report 11: State entities 2023.

> **For more information**
> https://www.qao.qld.gov.au/

Protecting the public interest: Queensland Ombudsman

The Queensland Ombudsman plays a pivotal role in ensuring public agencies make fair and accountable decisions in the delivery of services, a critical element of open and transparent public administration. The Ombudsman has wide powers and authorities outlined within the *Ombudsman Act 2001*, which facilitate the investigation of administrative actions with the view to improving the quality of decision making and administrative practices in agencies. The Ombudsman also has oversight of the *Public Interest Disclosure Act 2010*.

In 2023–24, TMR responded to 19 Ombudsman matters referred to the Director-General for preliminary inquiries and/or an investigation conducted by the accountable area within TMR. Eighteen of these matters were concluded following TMR review, while one matter remains active and continues to be addressed by TMR.

TMR works closely with the Queensland Ombudsman to enhance agency decision-making and administrative practices. TMR readily implements appropriate recommendations based on Queensland Ombudsman advice to advance the shared commitment to continuous improvement in public administration.

Transparency and the Right to Information

The Right to Information team consists of eight decision makers who are delegated by the Director-General to make decisions under the *Right to Information Act 2009* and *Information Privacy Act 2009* for TMR. Five of the decision makers are also authorised to make decisions for the Minister for Transport and Main Roads and Minister for Digital Services.

Wherever possible, accessing documents under the Acts is to be used as a last resort. In 2023–24, approximately 45 applications were withdrawn and referred to other areas of the department to manage administratively.

The number of access applications managed by TMR during 2023–24 increased by 14 per cent, with 914 being received. 777 applications were finalised during the financial year.

33,606 documents were reviewed and considered for release, with 83 per cent released in full or in part to applicants.

TMR's disclosure log contains details about applications received under the Right to Information Act and is available on the TMR website.

> **For more information**
> https://www.tmr.qld.gov.au/About-us/Right-to-Information/Disclosure-log

Human Rights Act

TMR contributes to the achievement of the Queensland Government *Human Rights Strategy* and fulfills its legislative compliance by ensuring we protect and promote human rights by acting and making decisions compatible with the *Human Rights Act 2019*.

During 2023–24 TMR worked towards building our human rights culture through:

- delivering of awareness raising and compatibility assessment training
- refining existing policies, procedures, and templates to ensure consideration of human rights to ensure TMR complies with the scrutiny of the legislation provision in the Act
- commencing provision of mandatory Public Entities and the Human Rights Act training from the Queensland Human Rights Commission for TMR staff
- enhancing offline training offered to field staff to include scenarios of direct relevance to their work to embed understanding.

TMR continues to support the human rights practices of decision-makers and staff through active participation as a member of the Human Rights Interdepartmental Committee led by the Department of Justice and Attorney-General. The committee facilitates the sharing and distribution of information to support maturity across the Queensland Government.

Open data

TMR remains one of the largest contributors to the Queensland Government's Open Data Portal. TMR has collected 269 published datasets in 2023–24, up from 262 datasets published in 2022–23.

Publicly available datasets enable business partners, industry stakeholders, and the community to leverage this information in delivering improved traffic and transport services. These open data resources empower Queenslanders to make informed decisions about how and when they travel.

> 🖥 **For more information**
> https://www.data.qld.gov.au/dataset?organization=transport-and-main-roads

Coronial Inquests and Recommendations

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

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

TMR's response for the period January to June 2024 is required to be provided to the Attorney-General by 27 September 2024.

No new recommendations were directed towards TMR in the 2023–24 period. TMR's report for the period January to June 2024 will provide an update on seven recommendations in total.

Crime and Corruption Commission reports

TMR has a defined approach to handling and preventing corruption in line with the obligations set out by the *Crime and Corruption Act 2001*. The Crime and Corruption Commission (CCC) plays a pivotal role in this framework, operating as a watchdog to oversee major crime and corruption matters within the public sector.

The Director-General has specified statutory obligations, which includes the duty to report any reasonable suspicion of corrupt conduct directly to the CCC. This aligns with the aim to uphold integrity and transparency within the public sector. TMR's dedication to this effort is further emphasised through their investigative capacity to meet both the standards of the CCC and the expectations of the Director-General.

TMR values the guidance provided by the CCC in maintaining high standards for investigating corruption and adheres to their publication *Corruption in Focus*. The Director-General's obligations go beyond just the investigation of reported corrupt conduct; there is also a responsibility to ensure that parties involved in a corruption investigation are treated fairly according to the principles of natural justice, and to provide timely updates to the complainant regarding the outcomes of the investigation.

TMR's commitment to ethical behaviour is reinforced by mandatory ethical awareness training provided to employees. Such initiatives help promote a culture of integrity and vigilance against corruption. This goes hand in hand with the department's zero-tolerance policy towards suspected corrupt conduct, as TMR seeks not only to respond effectively to allegations but also to prevent corruption from occurring in the first place through education and a strong ethical framework.

Overall, the measures taken by TMR demonstrate a reactive and proactive stance in safeguarding its operations against corruption and ensuring adherence to legal and ethical guidelines as established by the Queensland Government.

Parliamentary committees

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

The committee which relates to TMR's portfolio is the Clean Economy Jobs, Resources and Transport Committee, established on 13 February 2024 when the former Transport and Resources Committee ceased to exist by motion of the Legislative Assembly.

The committee is responsible for:

- examining bills and subordinate legislation to consider the policy to be enacted and the application of the fundamental legislative principles set out in section 4 of the *Legislative Standards Act 1992* and compatibility with the *Human Rights Act 2019*
- examining the budget estimates of TMR
- investigating any issue referred to it by the Legislative Assembly or under an Act, whether or not the issue is within the committee's areas of responsibility
- assessing public accounts in its portfolio area regarding integrity, economy, efficiency, and effectiveness of financial management
- assessing the public works of each department regarding the suitability of the works for the purpose.

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

During 2023–24, the former Transport and Resources Committee and the current Clean Economy Jobs, Resources and Transport Committee considered the following relating to TMR's portfolio:

- inquiry into the Tow Truck Bill 2023
- inquiry into the Transport and Other Legislation Amendment Bill 2023
- examination of subordinate legislation
- examination of 2023–24 Budget Estimates
- consideration of TMR's 2022–23 Annual Report
- inquiry into the state-controlled roads from Birdsville to Bedourie and Birdsville to Windorah.

Risk management

Risk management is an important element of good corporate governance. It is essential for TMR to embed risk management practices into TMR's operations, so the department can anticipate, assess, and manage potential challenges, foster resilience, and ensure the continued growth and development to achieve its strategic and operational objectives.

TMR's risk management framework is based on the international standard ISO31000:2018 Risk Management – Guideline, and the approach is in accordance with the obligations outlined in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*. Overall accountability for risk management resides with the Director-General, is exercised through the Executive Leadership Team, and is the responsibility of everyone throughout TMR.

Key achievements during 2023–24 include:

- focused on updating strategic risks and opportunities, reviewing key operational risks at the departmental level (known as enterprise operating risks) through regular risk workshops and meetings, and improved risk reporting and documentation enhancements
- continuously promoted consistent risk management practices and built risk management maturity across TMR through the local Risk Management Reference Group members and other relevant risk stakeholders
- conducted a comprehensive review of *TMR Risk and Opportunity Appetite Statement* by incorporating innovation/opportunity appetite in key areas, aligning with the updated Strategic Plan and current Risk Assessment and Rating Matrix
- included a risk section in the Quarterly Performance Reporting and updated the risk dashboard presentation to the ELT and ARC, providing more trend analysis and key risk insights
- developed fit-for-purpose risk management training modules and communicated across the department to promote risk awareness and increase risk management capability
- updated the emerging risk management process to develop a proactive approach of staying ahead of potential threats and capitalising on emerging opportunities.

Strategic risks and risk appetite

Strategic risks are those risks that could significantly affect and impact on TMR's ability to deliver its vision and strategic objectives.

In TMR, the updated strategic risks cover key risk areas such as accessible and integrated transport system, customer and community safety, adapting to climate change, financial sustainability, workforce challenge, ICT systems and cyber security, supply chain impact and critical projects, and major events delivery.

Maximising the value of data and optimising capacity and capability in multi-modal networks was identified as strategic opportunities. These risks and opportunities are regularly reviewed through risk workshops, and are reported and monitored through the ELT and ARC.

Risk appetite is the amount of risk which TMR considers to be acceptable in pursuit of its strategic and operational objectives. It is set on the basis that TMR must accept a certain level of risk to achieve its strategic and business objectives.

In 2023–24, the ELT reassessed *TMR Risk and Opportunity Appetite Statement* by adjusting the risk appetite/tolerance in key risk areas to accommodate the changing operating environment and incorporating opportunity aspects to support and nourish an innovation culture.

Financial statements

Department of Transport and Main Roads
Financial Statements as at 30 June 2024

Department of Transport and Main Roads
Statement of comprehensive income
for the year ended 30 June 2024

OPERATING RESULT	Note	2024 $'000	2023 $'000
Income			
Appropriation revenue	2	6,957,051	6,371,614
User charges and fees	3	1,104,337	778,843
Grants and other contributions	4	597,013	276,088
Service concession arrangements revenue	16	232,180	232,180
Other revenue		61,931	31,784
Total revenue		**8,952,512**	**7,690,509**
Gains on disposal of assets		2,419	2,642
Total income		**8,954,931**	**7,693,151**
Expenses			
Employee expenses	5	1,083,824	709,747
Supplies and services	7	4,977,004	4,536,142
Grants and subsidies	8	790,233	796,688
Finance and borrowing costs	9	102,645	97,277
Depreciation and amortisation	10	1,646,691	1,506,325
Impairment losses	12	1,824	1,409
Other expenses	11	23,303	32,865
Total expenses		**8,625,524**	**7,680,453**
Operating result before income tax equivalent expense		**329,407**	**12,698**
Income tax equivalent expense	23	6,797	7,702
OPERATING RESULT FOR THE YEAR		**322,610**	**4,996**
Items not reclassified to operating result			
Increase in asset revaluation surplus	15, 16	2,650,364	15,103,128
Total other comprehensive income		**2,650,364**	**15,103,128**
TOTAL COMPREHENSIVE INCOME		**2,972,974**	**15,108,124**

The accompanying notes form part of these financial statements.

Department of Transport and Main Roads
Statement of financial position
as at 30 June 2024

	Note	2024 $'000	2023 $'000
Assets			
Current assets			
Cash		382,058	670,102
Receivables	12	504,767	245,064
Inventories		20,128	21,716
Prepayments	13	75,576	113,085
Non-current assets classified as held for sale		-	3,562
Total current assets		**982,529**	**1,053,529**
Non-current assets			
Receivables	12	3,452	3,421
Prepayments	13	75,086	80,550
Intangible assets	14	57,901	69,214
Property, plant and equipment	15	109,819,852	104,496,070
Service concession assets	16	15,077,913	14,097,645
Deferred tax assets	23	3,769	3,001
Right-of-use assets	17	83,341	98,871
Investment in subsidiary	26	34,027	15,601
Total non-current assets		**125,155,341**	**118,864,373**
Total assets		**126,137,870**	**119,917,902**
Liabilities			
Current liabilities			
Payables	18	899,177	942,274
Borrowings	19	48,548	44,204
Provisions	20	241,779	317,937
Accrued employee benefits	21	48,115	40,445
Current tax liabilities	23	41	-
Unearned revenue – service concession arrangements	16	232,180	232,180
Lease liabilities	17	21,954	24,962
Other	22	298,435	241,599
Total current liabilities		**1,790,229**	**1,843,601**
Non-current liabilities			
Borrowings	19	1,082,889	1,137,243
Provisions	20	202,654	196,130
Unearned revenue – service concession arrangements	16	6,690,955	6,923,134
Lease liabilities	17	73,557	85,780
Other	22	620	108
Total non-current liabilities		**8,050,675**	**8,342,395**
Total liabilities		**9,840,904**	**10,185,996**
NET ASSETS		**116,296,966**	**109,731,906**
Equity			
Contributed equity		73,606,760	70,014,674
Accumulated surplus		4,005,213	3,682,603
Asset revaluation surplus		38,684,993	36,034,629
TOTAL EQUITY		**116,296,966**	**109,731,906**

The accompanying notes form part of these financial statements.

Department of Transport and Main Roads
Statement of comprehensive income by major departmental services
for the year ended 30 June 2024

OPERATING RESULT	Transport system investment planning and programming 2024 $'000	Transport infrastructure management and delivery 2024 $'000	Transport safety and regulation 2024 $'000	Customer experience 2024 $'000	Passenger transport services 2024 $'000	Transport infrastructure construction and maintenance 2024 $'000
Income						
Appropriation revenue	122,178	2,735,010	71,181	365,028	3,487,840	-
User charges and fees	44,137	79,976	293,690	16,845	358,782	853,024
Grants and other contributions	66	538,139	3,745	-	54,662	-
Service concession arrangements revenue	-	223,020	-	-	9,160	-
Other revenue	2,460	30,083	921	15,567	10,335	2,618
Total revenue	**168,841**	**3,606,228**	**369,537**	**397,440**	**3,920,779**	**855,642**
Gains on disposal of assets	805	32	90	1	-	1,491
Total income	**169,646**	**3,606,260**	**369,627**	**397,441**	**3,920,779**	**857,133**
Expenses						
Employee expenses	82,308	241,886	104,955	222,698	133,577	195,674
Supplies and services	42,674	964,413	239,183	166,247	3,439,909	619,248
Grants and subsidies	39,624	476,126	10,207	2,589	257,325	-
Finance and borrowing costs	23	22,779	4	5	77,297	903
Depreciation and amortisation	4,753	1,469,404	13,517	5,097	110,305	13,639
Impairment losses	60	1,509	336	(16)	(97)	17
Other expenses	204	17,287	1,425	821	1,659	19,364
Total expenses	**169,646**	**3,193,404**	**369,627**	**397,441**	**4,019,975**	**848,845**
Operating result before income tax equivalent expense	**-**	**412,856**	**-**	**-**	**(99,196)**	**8,288**
Income tax equivalent expense	-	-	-	-	-	6,797
OPERATING RESULT FOR THE YEAR	**-**	**412,856**	**-**	**-**	**(99,196)**	**1,491**
Items not reclassified to operating result						
Increase in asset revaluation surplus	523	2,594,896	(9,467)	1,071	63,276	65
Total other comprehensive income	**523**	**2,594,896**	**(9,467)**	**1,071**	**63,276**	**65**
TOTAL COMPREHENSIVE INCOME	**523**	**3,007,752**	**(9,467)**	**1,071**	**(35,920)**	**1,556**

Department of Transport and Main Roads
Statement of comprehensive income by major departmental services (continued)
for the year ended 30 June 2024

OPERATING RESULT	Customer and Digital Group 2024 $'000	CITEC 2024 $'000	Queensland Shared Services 2024 $'000	Corporate Administration Agency 2024 $'000	Inter-service/unit eliminations 2024 $'000	Total Department 2024 $'000
Income						
Appropriation revenue	175,814	-	-	-	-	**6,957,051**
User charges and fees	84,877	166,905	150,292	12,208	(956,399)	**1,104,337**
Grants and other contributions	320	-	-	81	-	**597,013**
Service concession arrangements revenue	-	-	-	-	-	**232,180**
Other revenue	17,711	2,818	5,028	571	(26,181)	**61,931**
Total revenue	**278,722**	**169,723**	**155,320**	**12,860**	**(982,580)**	**8,952,512**
Gains on disposal of assets	-	-	-	-	-	**2,419**
Total income	**278,722**	**169,723**	**155,320**	**12,860**	**(982,580)**	**8,954,931**
Expenses						
Employee expenses	94,743	48,559	92,588	9,585	(142,749)	**1,083,824**
Supplies and services	158,539	103,111	58,860	3,671	(818,851)	**4,977,004**
Grants and subsidies	4,799	-	-	-	(437)	**790,233**
Finance and borrowing costs	2,961	226	-	-	(1,553)	**102,645**
Depreciation and amortisation	18,899	9,680	1,397	-	-	**1,646,691**
Impairment losses	4	11	-	-	-	**1,824**
Other expenses	160	429	718	226	(18,990)	**23,303**
Total expenses	**280,105**	**162,016**	**153,563**	**13,482**	**(982,580)**	**8,625,524**
Operating result before income tax equivalent expense	**(1,383)**	**7,707**	**1,757**	**(622)**	**-**	**329,407**
Income tax equivalent expense	-	-	-	-	-	**6,797**
OPERATING RESULT FOR THE YEAR	**(1,383)**	**7,707**	**1,757**	**(622)**	**-**	**322,610**
Items not reclassified to operating result						
Increase in asset revaluation surplus	-	-	-	-	-	**2,650,364**
Total other comprehensive income	**-**	**-**	**-**	**-**	**-**	**2,650,364**
TOTAL COMPREHENSIVE INCOME	**(1,383)**	**7,707**	**1,757**	**(622)**	**-**	**2,972,974**

Department of Transport and Main Roads
Statement of comprehensive income by major departmental services (continued)
for the year ended 30 June 2024

OPERATING RESULT	Transport system investment planning and programming 2023 $'000	Transport infrastructure management and delivery 2023 $'000	Transport safety and regulation 2023 $'000	Customer experience 2023 $'000	Passenger transport services 2023 $'000	Transport infrastructure construction and maintenance 2023 $'000
Income						
Appropriation revenue	119,472	2,625,581	33,984	398,092	3,180,773	-
User charges and fees	37,897	63,670	299,771	17,483	315,211	816,446
Grants and other contributions	259	211,807	3,685	720	59,593	-
Service concession arrangements revenue	-	223,020	-	-	9,160	-
Other revenue	1,677	39,414	1,237	39	9,520	2,876
Total revenue	**159,305**	**3,163,492**	**338,677**	**416,334**	**3,574,257**	**819,322**
Gains on disposal of assets	905	55	131	6	48	1,497
Total income	**160,210**	**3,163,547**	**338,808**	**416,340**	**3,574,305**	**820,819**
Expenses						
Employee expenses	70,878	195,619	86,558	198,678	105,717	163,254
Supplies and services	33,416	949,155	223,700	207,884	3,157,972	613,168
Grants and subsidies	50,089	489,277	7,654	173	248,999	-
Finance and borrowing costs	2	25,250	4	5	72,309	1,719
Depreciation and amortisation	4,712	1,367,698	13,605	4,581	101,669	11,306
Impairment losses	92	1,097	73	23	82	42
Other expenses	1,021	15,457	7,214	4,996	1,959	25,318
Total expenses	**160,210**	**3,043,553**	**338,808**	**416,340**	**3,688,707**	**814,807**
Operating result before income tax equivalent expense	**-**	**119,994**	**-**	**-**	**(114,402)**	**6,012**
Income tax equivalent expense	-	-	-	-	-	7,706
OPERATING RESULT FOR THE YEAR	**-**	**119,994**	**-**	**-**	**(114,402)**	**(1,694)**
Items not reclassified to operating result						
Increase in asset revaluation surplus	910	14,874,801	67,022	2,461	157,869	65
Total other comprehensive income	**910**	**14,874,801**	**67,022**	**2,461**	**157,869**	**65**
TOTAL COMPREHENSIVE INCOME	**910**	**14,994,795**	**67,022**	**2,461**	**43,467**	**(1,629)**

Department of Transport and Main Roads
Statement of comprehensive income by major departmental services (continued)
for the year ended 30 June 2024

OPERATING RESULT	Customer and Digital Group 2023 $'000	CITEC 2023 $'000	Queensland Shared Services 2023 $'000	Corporate Administration Agency 2023 $'000	Inter-service/unit eliminations 2023 $'000	Total Department 2023 $'000
Income						
Appropriation revenue	13,712	-	-	-	-	6,371,614
User charges and fees	5,392	13,159	12,593	1,114	(803,893)	778,843
Grants and other contributions	-	-	-	24	-	276,088
Service concession arrangements revenue	-	-	-	-	-	232,180
Other revenue	2,697	1	-	-	(25,677)	31,784
Total revenue	**21,801**	**13,160**	**12,593**	**1,138**	**(829,570)**	**7,690,509**
Gains on disposal of assets	-	-	-	-	-	2,642
Total income	**21,801**	**13,160**	**12,593**	**1,138**	**(829,570)**	**7,693,151**
Expenses						
Employee expenses	6,548	3,434	6,877	756	(128,572)	709,747
Supplies and services	12,962	7,954	4,855	397	(675,321)	4,536,142
Grants and subsidies	496	-	-	-	-	796,688
Finance and borrowing costs	261	22	-	-	(2,295)	97,277
Depreciation and amortisation	1,523	1,079	152	-	-	1,506,325
Impairment losses	-	-	-	-	-	1,409
Other expenses	11	110	147	14	(23,382)	32,865
Total expenses	**21,801**	**12,599**	**12,031**	**1,167**	**(829,570)**	**7,680,453**
Operating result before income tax equivalent expense	**-**	**561**	**562**	**(29)**	**-**	**12,698**
Income tax equivalent expense	-	(4)	-	-	-	7,702
OPERATING RESULT FOR THE YEAR	**-**	**565**	**562**	**(29)**	**-**	**4,996**
Items not reclassified to operating result						
Increase in asset revaluation surplus	-	-	-	-	-	15,103,128
Total other comprehensive income	**-**	**-**	**-**	**-**	**-**	**15,103,128**
TOTAL COMPREHENSIVE INCOME	**-**	**565**	**562**	**(29)**	**-**	**15,108,124**

Department of Transport and Main Roads
Statement of assets and liabilities by major departmental services
as at 30 June 2024

	Transport system investment planning and programming 2024 $'000	Transport infrastructure management and delivery 2024 $'000	Transport safety and regulation 2024 $'000	Customer experience 2024 $'000	Passenger transport services 2024 $'000	Transport infrastructure construction and maintenance 2024 $'000
Assets						
Current assets						
Cash	6,129	59,904	16,918	19,082	175,030	(22,337)
Receivables	24,501	57,871	154,910	17,043	194,085	85,920
Inventories	-	112	2,014	101	1,190	109,779
Prepayments	1,491	18,833	4,014	953	34,095	1,007
Total current assets	**32,121**	**136,720**	**177,856**	**37,179**	**404,400**	**174,369**
Non-current assets						
Receivables	-	19,000	-	-	3,452	-
Prepayments	33	10,938	257	95	61,888	-
Intangible assets	9,817	5,860	13,508	20,592	2,052	-
Property, plant and equipment	4,086	107,678,865	256,840	6,571	1,772,333	87,489
Service concession assets	-	13,533,035	-	-	1,544,878	-
Deferred tax assets	-	-	-	-	-	3,769
Right-of-use assets	-	-	-	-	-	-
Investment in subsidiary	-	34,027	-	-	-	-
Total non-current assets	**13,936**	**121,281,725**	**270,605**	**27,258**	**3,384,603**	**91,258**
Total assets	**46,057**	**121,418,445**	**448,461**	**64,437**	**3,789,003**	**265,627**
Liabilities						
Current liabilities						
Payables	8,181	187,311	45,909	31,877	656,660	55,434
Borrowings	-	11,374	-	-	37,174	-
Provisions	-	234,337	-	-	7,442	-
Accrued employee benefits	3,188	9,370	4,066	8,627	5,175	7,361
Current tax liabilities	-	-	-	-	-	41
Unearned revenue – service concession arrangements	-	223,020	-	-	9,160	-
Lease liabilities	-	-	-	-	114	-
Other	91,164	91,165	5,705	-	105,481	-
Total current liabilities	**102,533**	**756,577**	**55,680**	**40,504**	**821,206**	**62,836**
Non-current liabilities						
Borrowings	-	372,535	-	-	710,354	19,000
Provisions	-	202,654	-	-	-	-
Unearned revenue – service concession arrangements	-	6,591,718	-	-	99,237	-
Lease liabilities	-	-	-	-	3,452	-
Other	-	-	-	-	-	-
Total non-current liabilities	**-**	**7,166,907**	**-**	**-**	**813,043**	**19,000**
Total liabilities	**102,533**	**7,923,484**	**55,680**	**40,504**	**1,634,249**	**81,836**

Department of Transport and Main Roads
Statement of assets and liabilities by major departmental services (continued)
as at 30 June 2024

Assets	Customer and Digital Group 2024 $'000	CITEC 2024 $'000	Queensland Shared Services 2024 $'000	Corporate Administration Agency 2024 $'000	Inter-service/unit eliminations 2024 $'000	Total Department 2024 $'000
Current assets						
Cash	51,209	20,572	52,957	2,594	-	382,058
Receivables	18,051	16,989	11,214	1,122	(76,939)	504,767
Inventories	-	-	-	-	(93,068)	20,128
Prepayments	4,678	8,108	1,413	984	-	75,576
Total current assets	**73,938**	**45,669**	**65,584**	**4,700**	**(170,007)**	**982,529**
Non-current assets						
Receivables	-	-	-	-	(19,000)	3,452
Prepayments	667	1,208	-	-	-	75,086
Intangible assets	503	1,849	3,720	-	-	57,901
Property, plant and equipment	945	12,428	295	-	-	109,819,852
Service concession assets	-	-	-	-	-	15,077,913
Deferred tax assets	-	-	-	-	-	3,769
Right-of-use assets	77,710	5,631	-	-	-	83,341
Investment in subsidiary	-	-	-	-	-	34,027
Total non-current assets	**79,825**	**21,116**	**4,015**	**-**	**(19,000)**	**125,355,341**
Total assets	**153,763**	**66,785**	**69,599**	**4,700**	**(189,007)**	**126,337,870**
Liabilities						
Current liabilities						
Payables	66,104	15,092	2,548	68	(170,007)	899,177
Borrowings	-	-	-	-	-	48,548
Provisions	-	-	-	-	-	244,779
Accrued employee benefits	2,691	1,505	5,867	265	-	48,115
Current tax liabilities	-	-	-	-	-	41
Unearned revenue – service concession arrangements	-	-	-	-	-	232,180
Lease liabilities	19,203	2,637	-	-	-	21,954
Other	766	3,539	5	610	-	298,435
Total current liabilities	**88,764**	**22,773**	**8,420**	**943**	**(170,007)**	**1,790,229**
Non-current liabilities						
Borrowings	-	-	-	-	-	1,082,889
Provisions	-	-	-	-	(19,000)	202,654
Unearned revenue – service concession arrangements	-	-	-	-	-	6,690,955
Lease liabilities	66,841	3,264	-	-	-	73,557
Other	-	620	-	-	-	620
Total non-current liabilities	**66,841**	**3,884**	**-**	**-**	**(19,000)**	**8,050,675**
Total liabilities	**155,605**	**26,657**	**8,420**	**943**	**(189,007)**	**9,840,904**

Department of Transport and Main Roads
Statement of assets and liabilities by major departmental services (continued)
as at 30 June 2024

	Transport system investment planning and programming 2023 $'000	Transport infrastructure management and delivery 2023 $'000	Transport safety and regulation 2023 $'000	Customer experience 2023 $'000	Passenger transport services 2023 $'000	Transport infrastructure construction and maintenance 2023 $'000
Assets						
Current assets						
Cash	11,911	131,224	35,907	46,548	369,349	6,305
Receivables	9,073	23,635	69,013	4,017	74,453	65,866
Inventories	-	1,196	1,518	170	3,407	91,697
Prepayments	1,573	9,688	2,434	1,432	83,576	960
Non-current assets classified as held for sale	3,562	-	-	-	-	-
Total current assets	**26,119**	**165,743**	**108,872**	**52,167**	**530,785**	**164,828**
Non-current assets						
Receivables	-	19,000	-	-	3,421	-
Prepayments	47	7,224	504	210	70,764	-
Intangible assets	13,398	5,564	17,798	21,878	2,345	-
Property, plant and equipment	3,847	102,425,848	269,872	22,224	1,688,877	77,286
Service concession assets	-	12,726,611	-	-	1,371,034	-
Deferred tax assets	-	-	-	-	-	3,001
Right-of-use assets	-	-	-	-	-	-
Investment in subsidiary	-	15,601	-	-	-	-
Total non-current assets	**17,292**	**115,499,848**	**288,174**	**44,312**	**3,136,441**	**80,287**
Total assets	**43,411**	**115,365,591**	**397,046**	**96,479**	**3,667,226**	**245,115**
Liabilities						
Current liabilities						
Payables	6,773	189,734	45,420	41,873	710,319	38,151
Borrowings	-	10,786	-	-	33,418	-
Provisions	-	264,877	-	-	52,096	-
Accrued employee benefits	3,103	8,564	3,789	8,698	4,628	5,729
Unearned revenue – service concession arrangements	-	223,020	-	-	9,160	-
Lease liabilities	-	-	-	-	106	-
Other	106,119	31,145	1,524	-	100,804	-
Total current liabilities	**115,995**	**728,126**	**50,733**	**50,571**	**910,531**	**43,880**
Non-current liabilities						
Borrowings	-	383,909	-	-	753,334	19,000
Provisions	-	190,548	-	-	5,582	-
Unearned revenue – service concession arrangements	-	6,814,737	-	-	108,397	-
Lease liabilities	-	-	-	-	3,421	-
Other	-	-	-	-	-	-
Total non-current liabilities	**-**	**7,389,194**	**-**	**-**	**870,734**	**19,000**
Total liabilities	**115,995**	**8,117,320**	**50,733**	**50,571**	**1,781,265**	**62,880**

Department of Transport and Main Roads

Statement of assets and liabilities by major departmental services (continued)

as at 30 June 2024

	Customer and Digital Group 2023 $'000	CITEC 2023 $'000	Queensland Shared Services 2023 $'000	Corporate Administration Agency 2023 $'000	Inter-service/unit eliminations 2023 $'000	Total Department 2023 $'000
Assets						
Current assets						
Cash	8,391	11,956	45,573	2,938	-	670,102
Receivables	23,391	15,036	11,740	1,371	(52,531)	245,064
Inventories	-	-	-	-	(76,272)	21,716
Prepayments	4,324	7,094	1,194	810	-	113,085
Non-current assets classified as held for sale	-	-	-	-	-	3,562
Total current assets	**36,106**	**34,086**	**58,507**	**5,119**	**(128,803)**	**1,053,529**
Non-current assets						
Receivables	-	-	-	-	(19,000)	3,421
Prepayments	1,212	583	6	-	-	80,550
Intangible assets	1,741	1,415	5,075	-	-	69,214
Property, plant and equipment	895	6,895	326	-	-	104,496,070
Service concession assets	-	-	-	-	-	14,097,645
Deferred tax assets	-	-	-	-	-	3,001
Right-of-use assets	87,514	11,357	-	-	-	98,871
Investment in subsidiary	-	-	-	-	-	15,601
Total non-current assets	**91,362**	**20,250**	**5,407**	**-**	**(19,000)**	**118,864,373**
Total assets	**127,468**	**54,336**	**63,914**	**5,119**	**(147,803)**	**119,917,902**
Liabilities						
Current liabilities						
Payables	27,592	8,806	2,211	198	(128,803)	942,274
Borrowings	-	-	-	-	-	44,204
Provisions	964	-	-	-	-	317,937
Accrued employee benefits	2,141	1,278	2,276	239	-	40,445
Unearned revenue – service concession arrangements	-	-	-	-	-	232,180
Lease liabilities	17,142	7,714	-	-	-	24,962
Other	497	1,204	3	303	-	241,599
Total current liabilities	**48,336**	**19,002**	**4,490**	**740**	**(128,803)**	**1,843,601**
Non-current liabilities						
Borrowings	-	-	-	-	(19,000)	1,137,243
Provisions	-	-	-	-	-	196,130
Unearned revenue – service concession arrangements	-	-	-	-	-	6,923,134
Lease liabilities	79,110	3,249	-	-	-	85,780
Other	-	108	-	-	-	108
Total non-current liabilities	**79,110**	**3,357**	**-**	**-**	**(19,000)**	**8,342,395**
Total liabilities	**127,446**	**22,359**	**4,490**	**740**	**(147,803)**	**10,185,996**

Department of Transport and Main Roads
Statement of changes in equity
for the year ended 30 June 2024

	Note	2024 $'000	2023 $'000
Contributed equity			
Opening balance		70,014,674	66,098,620
Transactions with owners as owners:			
Net appropriated equity adjustments	2	3,635,071	3,856,323
Non-appropriated equity adjustments		440	54
Net assets transferred to other Queensland Government entities		(43,715)	(39,176)
Net assets received due to machinery-of-government change *		290	98,853
Closing balance		**73,606,760**	**70,014,674**
Accumulated surplus			
Opening balance		3,682,603	3,677,607
Operating result for the year		322,610	4,996
Closing balance		**4,005,213**	**3,682,603**
Asset revaluation surplus			
Opening balance		36,034,629	20,931,501
Increase in asset revaluation surplus	15, 16	2,650,364	15,103,128
Closing balance		**38,684,993**	**36,034,629**
TOTAL EQUITY		**116,296,966**	**109,731,906**

The closing balance of Asset revaluation surplus comprises:

		2024	2023
Land		3,811,289	3,599,935
Buildings		312,726	249,193
Major property, plant and equipment		155,435	150,662
Infrastructure		30,544,416	29,185,206
Service concession assets		3,861,127	2,849,633
Closing balance		38,684,993	36,034,629

* Relates to the 18 May 2023 machinery-of-government change.

The accompanying notes form part of these financial statements.

Accounting policy

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities are adjusted to contributed equity. These adjustments are made in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*. Appropriations for equity adjustments are similarly designated.

Department of Transport and Main Roads
Statement of cash flows
for the year ended 30 June 2024

	2024 $'000	2023 $'000
Cash flows from operating activities		
Inflows:		
Service appropriation receipts	7,022,253	6,361,615
User charges and fees	963,850	824,841
Grants and other contributions	555,035	224,708
GST input tax credits from ATO	1,039,416	1,025,155
GST collected from customers	137,618	86,427
Other	36,481	32,532
Outflows:		
Employee expenses	(1,046,838)	(701,220)
Supplies and services	(4,972,938)	(4,357,085)
Grants and subsidies	(781,195)	(776,813)
Finance and borrowing costs	(101,018)	(92,208)
GST paid to suppliers	(1,054,762)	(1,037,371)
GST remitted to ATO	(130,997)	(84,310)
Income tax equivalent paid	(4,697)	(8,937)
Other	(21,935)	(17,165)
Net cash provided by operating activities	**1,640,273**	**1,480,169**
Cash flows from investing activities		
Inflows:		
Sales of property, plant and equipment	28,093	6,286
Outflows:		
Payments for property, plant and equipment	(5,315,626)	(4,753,026)
Payments for intangibles	(3,347)	(22,756)
Payment for investment in subsidiary	(18,426)	(10,000)
Net cash used in investing activities	**(5,309,306)**	**(4,779,496)**
Cash flows from financing activities		
Inflows:		
Equity injections	5,063,171	5,098,665
Outflows:		
Equity withdrawals	(1,432,614)	(1,238,140)
Borrowing redemptions	(224,233)	(205,288)
Lease payments	(25,625)	(2,710)
Net cash provided by financing activities	**3,380,699**	**3,652,527**
Net increase/(decrease) in cash	(288,334)	353,200
Increase in cash due to machinery-of-government change	290	71,472
Cash – opening balance	670,102	245,430
CASH – CLOSING BALANCE	**382,058**	**670,102**

The accompanying notes form part of these financial statements.

Cash disclosure

Cash represents all cash on hand, cash at bank and cheques receipted but not banked at 30 June.

The department's bank accounts are grouped within the whole-of-government banking set-off arrangement with Queensland Treasury Corporation and do not earn interest. The department has an overdraft facility with the Commonwealth Bank of Australia with an approved limit of $300m (2023: $215.450m). There is no interest charged on this overdraft facility.

Department of Transport and Main Roads
Notes to the Statement of cash flows
for the year ended 30 June 2024

	2024 $'000	2023 $'000
RECONCILIATION OF OPERATING RESULT TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
OPERATING RESULT	322,610	4,996
Non-cash items included in operating result		
Goods, services and assets received at below fair value	(71,717)	(51,830)
Gains on disposal of assets	(2,419)	(2,642)
Service concession arrangements revenue	(232,180)	(232,180)
Assets provided at below fair value	39,110	7,289
Depreciation and amortisation	1,646,691	1,506,324
Loss on disposed assets	1,945	15,618
Change in assets and liabilities:		
(Increase)/decrease in receivables	(270,036)	27,696
(Increase)/decrease in inventories	1,588	(3,780)
(Increase)/decrease in prepayments	42,973	59,649
(Increase)/decrease in deferred tax assets	(768)	295
Increase/(decrease) in payables	60,755	138,605
Increase/(decrease) in accrued employee benefits	7,669	4,413
Increase/(decrease) in current tax liabilities	41	-
Increase/(decrease) in other liabilities	94,011	5,716
Net cash provided by operating activities	**1,640,273**	**1,480,169**

CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES
LEASE LIABILITIES – Note 17

	2024 $'000	2023 $'000
Opening balance	110,742	3,370
New leases	9,439	502
Annual cost escalation	859	350
Accrued repayments	96	92
Net transfers from machinery-of-government change	-	109,138
Non-cash changes	10,394	110,082
Cash repayments	(25,625)	(2,710)
Closing balance	**95,511**	**110,742**

BORROWINGS – Note 19

	2024 $'000	2023 $'000
Opening balance	1,181,447	1,292,231
New borrowings – service concession arrangements	173,011	91,288
Accrued repayments	(289)	(274)
Remeasurement of liability	1,501	3,490
Non-cash changes	174,223	94,504
Cash repayments	(224,233)	(205,288)
Closing balance	**1,131,437**	**1,181,447**

Department of Transport and Main Roads
Notes to the financial statements 2023–24

1   ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION

Refer to individual notes for specific accounting policies.

STATEMENT OF COMPLIANCE

The department has prepared these financial statements in compliance with section 38 of the *Financial and Performance Management Standard 2019*.

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations and requirements applicable to not-for-profit entities. Except where stated, historical cost is used as the measurement basis in the financial statements.

The financial statements are authorised for issue by the Director-General and Chief Finance Officer at the date of signing of the management certificate.

THE REPORTING ENTITY

The Department of Transport and Main Roads is a Queensland Government department established under the *Public Sector Act 2022*. The department is controlled by the State of Queensland which is the ultimate parent. The principal address of the department is:

61 Mary Street
Brisbane, Queensland 4000

The objectives of the department are:
* Accessible and integrated – A transport system that is accessible and connects customers and communities
* Safe and secure – A transport system that is safe and secure for customers and goods
* Responsive – A transport system that is responsive and resilient to the changing environment
* Efficient and productive – A transport system that is a key enabler of economic activity
* Sustainable – A transport system that contributes to environmental, economic and social sustainability
* Digital economic contribution – A thriving digital economy to benefit Queenslanders
* Capable, adaptable and aligned – A workforce that is positive, purpose-driven, capable and mobile.

The financial statements include the value of all income, expenses, assets, liabilities and equity of the Department of Transport and Main Roads.

The department has elected not to consolidate its investment in the controlled entity Transmax Pty Ltd in accordance with AASB 127 *Separate Financial Statements* and AASB 10 *Consolidated Financial Statements*. Refer to Note 26.

DEPARTMENTAL SERVICES AND PRINCIPAL ACTIVITIES

The identity and purpose of the services and principal activities undertaken by the Department of Transport and Main Roads during the reporting period are as follows:

Transport system investment planning and programming

The objective of this service area is to develop and prioritise transport policy and investment to support economic and regional development and meet Queensland's long-term transport needs.

Transport infrastructure management and delivery

The objective of this service area is to maintain and operate an integrated transport network accessible to all.

Transport safety and regulation

The objective of this service area is to enhance the safety of the transport system through quality regulation, road and maritime safety programs.

Customer experience

The objective of this service area is to understand evolving customer needs and expectations, to improve customer experiences and reduce complaints.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

1   ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION (continued)

DEPARTMENTAL SERVICES AND PRINCIPAL ACTIVITIES (continued)

Passenger transport services

The objective of this service area is to connect Queensland through reliable and accessible passenger transport services.

Customer and digital services

The objective of this service area is to benefit Queenslanders and their businesses by delivering and improving government services and investing in a digitally enabled economy.

Queensland Shared Services

The objective of this service area is to provide effective corporate services that support Queensland Government entities.

Corporate Administration Agency

The objective of this service area is to provide effective corporate services that support Queensland Government entities primarily statutory bodies.

Transport infrastructure construction and maintenance (RoadTek)

RoadTek provides transport infrastructure solutions, including construction and maintenance services to enable the department to deliver on Queensland Government priorities, with a focus on best value outcomes for our customers, stakeholders and the community.

Centre for Information Technology and Communications (CITEC)

CITEC provides whole-of-government and commercial information and technology solutions that support the delivery of frontline services to Queensland communities and businesses.

AGENCY ARRANGEMENTS

The department performs certain transactions in an agent capacity, and the receipts of such funds are not considered to be revenue for the department, nor are payments of these amounts considered to be expenses of the department. These transactions are not recognised in the financial statements but are disclosed in these notes for the information of users. Significant agency transactions are disclosed in Note 28.

ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions, and management judgements that have potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:
• Note 12 Receivables
• Note 14 Intangible assets
• Note 15 Property, plant and equipment
• Note 16 Public private partnerships
• Note 20 Provisions.

CURRENCY, ROUNDING AND COMPARATIVES

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest $1000, or where that amount is $500 or less, to zero, unless disclosure of the full amount is specifically required.

Comparative information is restated where necessary to be consistent with disclosures in the current reporting period.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

1 ACCOUNTING POLICIES AND BASIS FOR FINANCIAL STATEMENTS PREPARATION (continued)

CURRENT AND NON-CURRENT CLASSIFICATON

Assets are classified as current where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as current when they are due to be settled within 12 months after the reporting date, or the department does not have an unconditional right to defer settlement to beyond 12 months after the reporting date. All other assets and liabilities are classified as non-current.

CLIMATE RISK DISCLOSURE

The State of Queensland, as the ultimate parent of the Department of Transport and Main Roads, has published a wide range of information and resources on climate change risks, strategies and actions.

The *Queensland Sustainability Report* (QSR) outlines how the Queensland Government measures, monitors and manages sustainability risks and opportunities, including governance structures supporting policy oversight and implementation. To demonstrate progress, the QSR also provides time series data on key sustainability policy responses.

The department continues to monitor the emergence of material climate-related risks that may impact the financial statements, including those arising under the Queensland Government's *Queensland's 2035 Clean Economy Pathway*, and other Queensland Government climate-related policies or directives.

The department considers specific financial impacts relating to climate related risks by identifying and monitoring material accounting judgements and estimates used in preparing the financial report. This includes the potential for changes in asset useful lives, changes in the fair value of assets, provisions or contingent liabilities and changes in expenses and revenue.

The department has not identified any material climate related risks relevant to the financial statements at the reporting date, and no climate risk related adjustments have been recognised against the carrying value of recorded assets or other balances in the financial statements.

NEW AND REVISED ACCOUNTING STANDARDS

No new Australian Accounting Standards or interpretations that apply to the department for the first time in 2023–24 had any material impact on the financial statements, and no new Australian Accounting Standards have been early adopted in 2023–24.

At the date of authorisation of the financial report, the expected impact of the new Australian Accounting Standard AASB 2022-10 *Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*, which is effective from 2024–25, is still being determined. Initial assessment indicates there is unlikely to be a material impact on the department.

All other Australian Accounting Standards and interpretations with future effective dates are either not applicable to the department's activities or have no material impact on the department.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

	2024 $'000	2023 $'000
2 APPROPRIATIONS		
Reconciliation of payments from Consolidated Fund to appropriated revenue recognised in operating result		
Original budgeted appropriation revenue	6,945,131	6,232,769
Transfers to other departments	-	(4,267)
Transfers from other headings	-	133,113
Unforeseen expenditure *	77,122	-
Total appropriation received	7,022,253	6,361,615
Less: Opening balance of appropriation revenue receivable	(7,483)	(1,993)
Plus: Closing balance of appropriation revenue receivable	-	7,483
Plus: Transfer of deferred appropriation payable due to machinery-of-government change	-	6,229
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	1,720	-
Less: Closing balance of deferred appropriation payable to Consolidated Fund	(59,439)	(1,720)
Net appropriation revenue	6,957,051	6,371,614
Appropriation revenue recognised in Statement of comprehensive income	**6,957,051**	**6,371,614**
Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity		
Original budgeted equity adjustment appropriation	2,472,236	3,081,243
Transfers from other headings	-	212,731
Unforeseen expenditure *	1,158,321	566,551
Equity adjustment receipts	3,630,557	3,860,525
Less: Opening balance of equity adjustment receivable	(2,032)	-
Plus: Closing balance of equity adjustment receivable	23	2,032
Plus: Opening balance of equity adjustment payable	6,523	-
Plus: Transfer of equity adjustment payable due to machinery-of-government change	-	289
Less: Closing balance of equity adjustment payable	-	(6,523)
Equity adjustment recognised in contributed equity	**3,635,071**	**3,856,323**

* Unforeseen expenditure in 2023 and 2024 is primarily due to accelerated expenditure on various capital programs.

Accounting policy

Appropriations provided under the *Appropriation Act 2023* are recognised as revenue when received. Where the department has an obligation to return unspent or unapplied appropriation receipts to the Consolidated Fund at year end, a deferred appropriation liability to the Consolidated Fund is recognised with a corresponding reduction to appropriation revenue, reflecting the net appropriation revenue position with the Consolidated Fund for the reporting period. Capital appropriations are recognised as adjustments to equity.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

	2024 $'000	2023 $'000
3 USER CHARGES AND FEES		
Compulsory third party administration fees	42,735	38,920
Fare revenue	324,704	294,667
Information, communication and technology services *	136,895	18,474
Merchant fees collected	14,032	12,562
National Heavy Vehicle Regulator	7,145	19,995
Personalised plates sales	76,749	81,599
Pilotage	108,970	105,934
Property rental	44,478	38,677
Recoverable works	36,171	26,913
Registration fee surcharge	24,249	23,266
Services provided by shared service providers *	142,077	13,699
Services rendered	51,549	33,458
Toll revenue	22,998	19,958
Other	71,585	50,721
Total	**1,104,337**	**778,843**

* Relates to functions provided by the Queensland Government Customer and Digital Group following the May 2023 machinery-of-government change. Transactions in 2024 represent the full financial year and 2023 represents one month.

Accounting policy

User charges and fees are recognised as performance obligations are met and as goods or services are provided to the customer.

	2024 $'000	2023 $'000
4 GRANTS AND OTHER CONTRIBUTIONS		
Goods, services and assets received at below fair value	41,978	51,830
Grants from City of Gold Coast *	20,000	10,230
Grants from Queensland Health	-	6,688
Grants from Queensland Reconstruction Authority **	476,160	152,462
Subsidies from Department of Education for students with disabilities	54,662	49,640
Other	4,213	5,238
Total	**597,013**	**276,088**

* Grants related to the Gold Coast Light Rail system Stage 3.

** Grants received for the rebuilding of transport infrastructure following natural disasters under the Disaster Recovery Funding Arrangements.

Accounting policy

Grants, contributions and donations are non-reciprocal transactions where the department does not directly give approximately equal value to the grantor.

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the department to transfer goods or services to a third-party on the grantor's behalf, the transaction is accounted for under AASB 15 *Revenue from Contracts with Customers*. In this case revenue is initially deferred as a contract liability and recognised as or when the performance obligations are satisfied.

Otherwise, the grant is accounted for under AASB 1058 *Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the grant funding, except for special purpose capital grants received to construct non-financial assets controlled by the department. Special purpose capital grants are recognised as unearned revenue when received, and subsequently recognised progressively as revenue as the department satisfies its obligations under the grant through construction of the asset.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

4   GRANTS AND OTHER CONTRIBUTIONS (continued)

Accounting policy (continued)

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, the amount representing the fair value is recognised as revenue with a corresponding expense for the same amount.

Contributed physical assets are recognised at their fair value.

	2024 $'000	2023 $'000
5 EMPLOYEE EXPENSES		
Employee benefits *		
Annual leave levy	83,802	52,718
Employer superannuation contributions	115,481	70,054
Long service leave levy	22,851	15,726
Wages and salaries	828,039	548,064
Other employee benefits	8,857	5,297
Employee related expenses *		
Workers' compensation premium	4,516	3,275
Other employee related expenses	20,278	14,613
Total	**1,083,824**	**709,747**

* Higher employee expenses in 2024 are due to transactions for the Queensland Government Customer and Digital Group representing the full financial year, and 2023 representing one month, and also includes Enterprise Bargaining Agreement related payments to TMR employees.

The department's total employee expenditure was $1,350.995m in 2024 (2023: $953.868m). Of this $267.171m (2023: $244.121m) was capitalised to construction work in progress leaving $1,083.824m (2023: $709.747m) reported as employee expenses.

Number of full-time equivalent employees	**9,539**	**9,354**

Refer to Note 21 for the policies related to employee entitlements.

6   KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES

Key management personnel

The department's responsible Minister, the Minister for Transport and Main Roads and Minister for Digital Services, is identified as part of the department's key management personnel, consistent with guidance included in AASB 124 *Related Party Disclosures*.

The following details for non-Ministerial key management personnel include those positions that form the department's Executive Leadership Team (ELT) that had authority and responsibility for planning, directing and controlling the activities of the department during the financial year. Further information on these positions can be found in the Annual Report under the section titled Our Organisation.

Remuneration expenses

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration for the Minister. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet.

As all Ministers are reported as key management personnel of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

6 KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES (continued)

Remuneration expenses (continued)

Remuneration policy for the department's key management personnel is set by the Queensland Public Service Commission as provided for under the *Public Sector Act 2022*.

The remuneration and other terms of employment for the key management personnel are specified in employment contracts. The contracts may provide for other benefits including a motor vehicle allowance, however they do not provide for the provision of performance payments.

The following disclosures focus on the expenses incurred by the department for non-Ministerial personnel during the reporting period attributable to the key management positions.

Remuneration expenses for key management personnel comprise the following components:
- Short term employee expenses including:
  - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the specified position
  - non-monetary benefits and any applicable fringe benefits tax.
- Long term and post employment expenses including:
  - amounts expensed in respect of long service leave entitlements earned
  - amounts expensed in respect of employer superannuation obligations.
- Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements payable on termination of employment.

1 July 2023 – 30 June 2024

Position	Short term employee expenses $'000	Long term and post employment expenses $'000	Termination benefits $'000	Total $'000
Director-General *	585	86	-	**671**
Deputy Director-General (Customer Services, Safety and Regulation)	286	50	-	**336**
Deputy Director-General (Infrastructure Management and Delivery)	311	66	-	**377**
Deputy Director-General (Policy, Planning and Investment)	290	50	-	**340**
Deputy Director-General (TransLink) (Acting 01.07.2023–30.06.2024)	289	48	-	**337**
Deputy Director-General (Corporate)	273	46	-	**319**
Chief Operations Officer	264	42	-	**306**
Chief Finance Officer	205	34	-	**239**
Acting Chief Finance Officer (01.07.2023–02.08.2023) (11.12.2023–09.01.2024) (29.04.2024–10.05.2024) (07.06.2024–30.06.2024)	71	10	-	**81**
Chief Customer and Digital Officer	389	59	-	**448**

* The Director-General undertook duties of the role in an acting capacity from 1 July 2023 until their appointment to the role on 1 December 2023.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

6   KEY MANAGEMENT PERSONNEL AND REMUNERATION EXPENSES (continued)

Remuneration expenses (continued)

1 July 2022 – 30 June 2023

Position	Short term employee expenses	Long term and post employment expenses	Termination benefits	Total
	$'000	$'000	$'000	$'000
Director-General (Exited 03.06.2023)	506	76	-	**582**
Acting Director-General (04.06.2023–30.06.2023)	45	6	-	**51**
Deputy Director-General (Customer Services, Safety and Regulation) (Acting 01.07.2022–28.10.2022) (Appointed 31.10.2022)	282	39	-	**321**
Acting Deputy Director-General (Infrastructure Management and Delivery) (01.07.2022–01.11.2022) (19.11.2022–26.11.2022) (12.12.2022–28.12.2022)	111	15	-	**126**
Deputy Director-General (Infrastructure Management and Delivery) (Appointed 31.10.2022)	205	27	-	**232**
Deputy Director-General (Policy, Planning and Investment) (01.07.2022–01.11.2022)	110	14	-	**124**
Deputy Director-General (Policy, Planning and Investment) (Acting 02.11.2022–15.03.2023) (Appointed 16.03.2023)	184	24	-	**208**
Deputy Director-General (Translink)	289	39	-	**328**
Deputy Director-General (Corporate)	270	36	-	**306**
Chief Operations Officer	252	33	-	**285**
Chief Finance Officer (Joined ELT 19.10.2022)	188	26	-	**214**
Chief Customer and Digital Officer *	30	4	-	**34**

* Joined ELT following the 18 May 2023 machinery-of-government change. Remuneration expenses that are reported relate to the period 1 June 2023 to 30 June 2023.

Performance payments
None of the non-Ministerial key management personnel remuneration packages provide for performance or bonus payments.

Transactions with related parties of key management personnel
There are no material related party transactions for non-Ministerial key management personnel during the period, other than domestic transactions that form part of the usual course of business, which are not required to be reported as related party disclosures.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

	2024 **$'000**	**2023** **$'000**
7 SUPPLIES AND SERVICES		
Administration	87,525	69,317
Contractors – including service contracts:		
Administrative and professional	68,617	75,406
Information technology	100,946	121,929
Queensland Transport and Roads Investment Program (QTRIP)	471,653	500,632
Repairs and maintenance	105,232	78,747
Transport services – Queensland Rail *	2,281,859	2,087,635
Transport services – other	1,242,117	1,157,923
Other	85,978	41,010
Information, communication and technology service charges **	190,455	68,293
Motor vehicles – Qfleet	12,595	10,801
Office accommodation	75,690	56,219
Payments to other government agencies	34,949	57,888
Raw materials	45,092	41,621
Utilities	72,159	61,592
Other	102,137	107,129
Total	**4,977,004**	**4,536,142**

* The department has a contract with Queensland Rail to provide rail passenger services in suburban and regional Queensland, and to ensure the Queensland Rail network can support safe and reliable passenger and freight services.

** Relates to functions mainly provided by the Queensland Government Customer and Digital Group following the May 2023 machinery-of-government change. Transactions in 2024 represent the full financial year and 2023 represents one month.

The department's total supplies and services expenditure was $10,043m in 2024 (2023: $9,256m). Of this $5,066m (2023: $4,720m) was capitalised to construction work in progress leaving $4,977m (2023: $4,536m) reported as supplies and services.

	2024 **$'000**	**2023** **$'000**
8 GRANTS AND SUBSIDIES		
Assets provided to third parties at below fair value *	39,110	7,289
Public transport	43,255	63,303
School transport	199,312	190,609
Transport infrastructure	423,542	426,887
Transport Infrastructure Development Scheme (TIDS)	57,599	83,778
Other	27,415	24,822
Total	**790,233**	**796,688**

* Includes $20.990m in 2024 for relocation of third party assets as part of the Gold Coast Light Rail system Stage 3 project.

	2024 **$'000**	**2023** **$'000**
9 FINANCE AND BORROWING COSTS		
Interest on lease liabilities	3,283	376
Interest on service concession arrangements	41,552	46,604
Interest on New Generation Rollingstock arrangement	57,790	50,297
Other	20	-
Total	**102,645**	**97,277**

Accounting policy

Finance costs are recognised as an expense in the period in which they are incurred.

No borrowing costs are capitalised into qualifying assets.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

	2024 $'000	2023 $'000
10 DEPRECIATION AND AMORTISATION		
Depreciation incurred for property, plant and equipment		
Buildings	81,987	59,991
Plant and equipment	43,453	40,406
Major plant and equipment	53,928	46,951
Infrastructure	1,222,130	1,157,193
Service concession assets	205,028	188,033
Right-of-use assets	25,583	2,304
Total	**1,632,109**	**1,494,878**
Amortisation incurred		
Software purchased	2,651	3,099
Software internally generated	11,931	8,348
Total	**14,582**	**11,447**
11 OTHER EXPENSES		
Queensland Audit Office – external audit fees *	1,307	989
Audit fees – other **	1,294	515
Discontinued capital projects	78	5,303
Fees, permits and other charges	2,263	1,291
Insurance premiums	14,028	10,621
Loss on disposal of property, plant and equipment	1,867	9,426
Losses:		
Public monies	468	343
Public property	58	75
Special payments: ***		
Ex gratia payments	236	250
Court awarded damages	241	31
Compensation claims	920	3,494
Other	543	527
Total	**23,303**	**32,865**

* Total audit fees quoted by the Queensland Audit Office in 2024 were $1.840m. These comprise of $0.873m relating to these financial statements and $0.967m relating to the Queensland Audit Office audit of the report on service provider controls at Queensland Shared Services, CITEC and the Corporate Administration Agency. Actual fees paid relating to the 2023 audit were $0.786m for the financial statements and $0.231m for the service provider controls report which covered the period of 18 May 2023 to 30 June 2023.

** Relates mainly to probity audits associated with road infrastructure projects.

*** Special payments represent ex gratia expenditure and other expenditure that the department is not contractually or legally obligated to make to other parties. There were 22 special payments made over $5000 in 2024 (2023: 38 payments) comprising of:
- 14 compensation claims related to property damage and disruption payments associated with operation of the state-controlled road network
- three ex gratia payments for School Transport Assistance Scheme Voluntary Optimisation
- an ex gratia payment related to employment matters
- an ex gratia payment related to property damage
- an out of court settlement and
- two court awarded damages payments.

The department's total other expenses was $57.789m in 2024 (2023: $61.461m). Of this $34.486m (2023: $28.596m) was capitalised to construction work in progress leaving $23.303m (2023: $32.865m) reported as other expenses.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

11   OTHER EXPENSES (continued)

Insurance

With the exception of bridge and tunnel assets, the department's road assets are not insured. The risk associated with these assets is therefore borne by government. In certain circumstances, damage to the road network may be proportionally covered through the Australian Government's *Disaster Recovery Funding Arrangements*.

The department insures its open tender road construction contract activities for material damage, public and products liability, environmental impairment liability and professional indemnity under the Principal Arranged Insurance Program. As well as providing cover for the department and its employees, it also covers the other parties to open tender construction contracts such as contractors and sub-contractors.

The department's project risks and other non-current physical assets are insured through the Queensland Government Insurance Fund, with the exception of land, and New Generation Rollingstock and Gold Coast Light Rail assets which are insured by the service operator. Under this scheme the department's liability is limited to $10,000 for each claim.

In addition, the department pays premiums to WorkCover Queensland for its obligations for employee compensation and insures its fleet assets through the open insurance market.

	2024 $'000	2023 $'000
12 RECEIVABLES		
Current		
Trade debtors *	381,090	118,072
Other debtors	6,524	5,320
Less: Loss allowance **	(5,913)	(5,358)
	381,701	**118,034**
GST receivable	110,295	97,795
GST payable	(15,383)	(11,676)
	94,912	**86,119**
Annual leave reimbursements	20,786	19,931
Appropriation revenue receivable	-	7,483
Equity adjustment receivable	23	2,032
Long service leave reimbursements	6,468	6,427
Other	877	5,038
	28,154	**40,911**
Total	**504,767**	**245,064**
Non-current		
Sublease receivable	3,452	3,421
Total	**3,452**	**3,421**
**** Movements in the loss allowance**		
Opening balance	5,358	5,406
Increase in allowance recognised in the operating result	1,824	1,409
Amounts written off during the year	(1,269)	(1,457)
Closing balance ***	5,913	5,358

* The increase in 2024 includes income recognition of $274.590m (2023: $41.40m) from the Queensland Reconstruction Authority following natural disasters under the Disaster Recovery Funding Arrangements.

*** Individually impaired financial assets are more than 90 days overdue.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

12   RECEIVABLES (continued)

Receivables credit risk – ageing analysis

| Past due but not impaired | Overdue | | | | |
	1-30 days $'000	31-60 days $'000	61-90 days $'000	More than 90 days $'000	Total $'000
2024 Trade debtors	14,446	2,615	895	2,142	**20,098**
2023 Trade debtors	7,651	1,689	2,014	982	**12,336**

Accounting policy

Trade debtors are recognised at the amounts due at the time of sale or service delivery. Settlement on these amounts is generally required within 30 days from invoice date.

The collectability of receivables is assessed periodically with an allowance being made for impairment.

In accordance with AASB 9 *Financial instruments* the department has assessed the historical trend of its receivables to calculate loss rates adjusted for forward-looking information. Historical rates are calculated using credit losses experienced during the past 10 years preceding 30 June 2024, adjusted by the unemployment rate, which is determined to be the most relevant forward-looking indicator for the department. The calculated lifetime expected credit loss allowance is then applied to trade receivables. No additional loss allowance has been recognised in the current financial year based on materiality.

All known bad debts were written off as at 30 June each year.

The department's annual and long service leave receivables relate to the Queensland Government's Annual Leave and Long Service Leave Central Schemes which are administered by QSuper on behalf of the state. Refer to Note 21.

	2024 $'000	2023 $'000

13   PREPAYMENTS

Current

	2024 $'000	2023 $'000
Insurance	17,586	6,760
New Generation Rollingstock accessibility works *	12,819	69,412
Software and data agreements	39,777	34,231
Gold Coast Light Rail Stage 3 contractual arrangement **	4,008	-
Other	1,386	2,682
Total	**75,576**	**113,085**

Non-current

	2024 $'000	2023 $'000
Insurance	12,814	6,177
New Generation Rollingstock accessibility works *	57,673	67,642
Software and data agreements	4,559	6,711
Other	40	20
Total	**75,086**	**80,550**

* Milestone payments on rectification works for New Generation Rollingstock train sets made in accordance with the variation deed entered into with the vendor. Residual payments have been recognised as a provision. Refer to Note 20.

** Payments made in advance for Gold Coast Light Rail Stage 3. Refer to Note 16 for details of contractual arrangements.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

14 INTANGIBLE ASSETS

	Software purchased	Software internally generated *	Software work in progress	Other	Total
	2024 $'000	**2024 $'000**	**2024 $'000**	**2024 $'000**	**2024 $'000**
Gross value	33,999	350,014	7,566	4,350	**395,929**
Less: Accumulated amortisation	(24,974)	(313,050)	-	(4)	**(338,028)**
Carrying amount at 30 June	**9,025**	**36,964**	**7,566**	**4,346**	**57,901**
Reconciliation					
Carrying amount at 1 July	11,676	34,871	18,321	4,346	**69,214**
Acquisitions (including upgrades)	-	-	3,347	-	**3,347**
Transfers between classes	-	14,024	(14,024)	-	**-**
Projects written off	-	-	(78)	-	**(78)**
Amortisation	(2,651)	(11,931)	-	-	**(14,582)**
Carrying amount at 30 June	**9,025**	**36,964**	**7,566**	**4,346**	**57,901**

	Software purchased	Software internally generated *	Software work in progress	Other	Total
	2023 $'000	**2023 $'000**	**2023 $'000**	**2023 $'000**	**2023 $'000**
Gross value	33,999	337,521	18,321	4,350	**394,191**
Less: Accumulated amortisation	(22,323)	(302,650)	-	(4)	**(324,977)**
Carrying amount at 30 June	**11,676**	**34,871**	**18,321**	**4,346**	**69,214**
Reconciliation					
Carrying amount at 1 July	14,486	27,230	44,114	4,346	**90,176**
Assets received due to machinery-of-government change	263	6,409	1,747	-	**8,419**
Acquisitions (including upgrades)	-	-	22,757	-	**22,757**
Transfers between classes	915	9,580	(10,495)	-	**-**
Transfers to property, plant and equipment (refer to Note 15)	-	-	(366)	-	**(366)**
Disposals	(889)	-	-	-	**(889)**
Projects written off	-	-	(39,436)	-	**(39,436)**
Amortisation	(3,099)	(8,348)	-	-	**(11,447)**
Carrying amount at 30 June	**11,676**	**34,871**	**18,321**	**4,346**	**69,214**

* The department holds significant internally generated software assets as follows:

- Portfolio, Program, Project and Contract Management software that has a carrying amount of $4.178m (2023: $8.355m) and a remaining amortisation period of one year.
- New Queensland Drivers Licence software that has a carrying amount of $3.836m (2023: $5.109m) and a remaining amortisation period of three years.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

14   INTANGIBLE ASSETS (continued)

Accounting policy

Intangible assets with a cost equal to or greater than $100,000 are recognised in the financial statements. Items with a lesser cost are expensed.

Expenditure on research activities relating to internally-generated intangible assets is recognised as an expense in the period in which it is incurred. Any training costs are expensed as incurred.

The department's intangible assets are not revalued as there is no active market for any of these assets. Such assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

For each class of intangible asset, the following amortisation rates are used:

Class	Amortisation method	Average useful life
Intangibles – purchased	Straight-line	11
Intangibles – internally generated	Straight-line	12
Intangibles – work in progress	Not amortised	–
Intangibles – other	Not amortised	Indefinite life

The estimation of useful life and the resulting amortisation rates applied are based on a number of factors including expected usage, obsolescence, past experience and the department's planned replacement program. These are reviewed on an annual basis.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

15 PROPERTY, PLANT AND EQUIPMENT

	Land 2024 $'000	Buildings 2024 $'000	Plant and equipment 2024 $'000	Major plant and equipment 2024 $'000	Infrastructure * ** 2024 $'000	Work in progress 2024 $'000	Total 2024 $'000
Gross value	7,374,864	1,344,188	803,069	1,684,874	120,502,236	8,432,647	140,141,878
Less: Accumulated depreciation	-	(396,090)	(564,096)	(297,109)	(29,064,731)	-	(30,322,026)
Carrying amount at 30 June	**7,374,864**	**948,098**	**238,973**	**1,387,765**	**91,437,505**	**8,432,647**	**109,819,852**
Reconciliation							
Carrying amount at 1 July	7,032,920	893,549	215,986	1,282,426	86,560,344	8,510,845	104,496,070
Acquisitions (including upgrades)	186,976	90,061	39,411	-	-	4,836,313	5,152,761
Assets received at below fair value	2,072	380	-	-	26,206	13,320	41,978
Transfers from/(to) other Queensland Government entities	(43,263)	(456)	4	-	-	-	(43,715)
Transfers between classes	10,932	(14,844)	29,378	154,494	4,726,091	(4,906,051)	-
Transfers to public private partnerships (refer to Note 16)	-	-	-	-	-	(21,780)	(21,780)
Disposals	-	(1,417)	(1,194)	-	(283)	-	(2,894)
Assets provided to third parties at below fair value	(5,028)	-	(1,159)	-	(11,933)	-	(18,120)
Assets reclassified as held for sale	(21,098)	(721)	-	-	-	-	(21,819)
Net revaluation increments	211,353	63,533	-	4,773	1,359,210	-	1,638,869
Depreciation	-	(81,987)	(43,453)	(53,928)	(1,222,130)	-	(1,401,498)
Carrying amount at 30 June	**7,374,864**	**948,098**	**238,973**	**1,387,765**	**91,437,505**	**8,432,647**	**109,819,852**

Fair value reconciliation for land and building assets classified as level 3 – fair value substantially derived from unobservable inputs (refer to the following accounting policy)

	Land 2024 $'000	Buildings 2024 $'000
Carrying amount at 1 July	150,527	557,060
Acquisitions	-	5,242
Transfer from level 2 to 3	75,920	4,858
Transfers between classes	-	(3,527)
Disposals	-	(229)
Assets provided to third parties below fair value	(149)	-
Assets reclassified as held for sale	(55)	(21)
Net revaluation increments	15,669	43,290
Depreciation	-	(22,819)
Carrying amount at 30 June	241,912	583,854

* Infrastructure consists of roads with a gross replacement cost $93,839m and a current replacement cost of $74,309m, structures with a gross replacement cost of $25,658m and a current replacement cost of $16,519m and other infrastructure with a gross replacement cost of $1,005m and a current replacement cost of $61om.

** The department has assessed the market sensitivity of fair value movements from the valuation date to 30 June 2024 and assessed only an immaterial impact to the carrying amount of assets. Revaluations have been accounted for in accordance with the department's accounting policies and methodologies to ensure the closing balance materiality reflects fair value at 30 June 2024.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

15 PROPERTY, PLANT AND EQUIPMENT (continued)

	Land 2023 $'000	Buildings 2023 $'000	Plant and equipment 2023 $'000	Major plant and equipment 2023 $'000	Infrastructure *** 2023 $'000	Work in progress 2023 $'000	Total 2023 $'000
Gross value	7,032,920	1,256,018	761,998	1,508,355	114,708,503	8,510,845	133,778,639
Less: Accumulated depreciation	-	(362,469)	(546,012)	(225,929)	(28,148,159)	-	(29,282,569)
Carrying amount at 30 June	**7,032,920**	**893,549**	**215,986**	**1,282,426**	**86,560,344**	**8,510,845**	**104,496,070**
Reconciliation							
Carrying amount at 1 July	6,023,069	810,686	184,626	1,169,543	73,237,010	5,574,785	86,999,719
Assets received due to machinery-of-government change	-	-	8,102	-	-	-	8,102
Acquisitions (including upgrades)	348,507	63,535	33,900	-	-	4,533,445	4,979,387
Assets received at below fair value	272	-	-	-	48,973	2,585	51,830
Transfers to other Queensland Government entities	(38,176)	(1,018)	-	-	-	-	(39,194)
Transfers between classes	321	(329)	30,863	114,691	1,493,675	(1,639,221)	-
Transfers from intangibles (refer to Note 14)	-	-	366	-	-	-	366
Transfers from public private partnerships (refer to Note 16)	-	-	-	-	-	40,182	40,182
Disposals	(505)	(1,723)	(1,463)	-	(5,294)	-	(8,985)
Assets provided to third parties at below fair value	-	(779)	(2)	-	(202)	-	(204)
Assets reclassified as held for sale	(7,805)	-	-	-	-	-	(8,584)
Projects written off	-	-	-	-	-	(931)	(931)
Net revaluation increments	707,237	83,168	-	45,143	12,943,375	-	13,778,923
Depreciation	-	(59,991)	(40,406)	(46,951)	(1,157,193)	-	(1,304,541)
Carrying amount at 30 June	**7,032,920**	**893,549**	**215,986**	**1,282,426**	**86,560,344**	**8,510,845**	**104,496,070**

Fair value reconciliation for land and building assets classified as level 3 – fair value substantially derived from unobservable inputs (refer to the following accounting policy)

	Land 2023 $'000	Buildings 2023 $'000
Carrying amount at 1 July	104,828	528,237
Acquisitions	167	63
Transfer from level 2 to level 3	36,083	-
Transfers to other Queensland Government entities	(124)	-
Disposals	-	(103)
Assets reclassified as held for sale	(20)	-
Net revaluation decrements	9,593	49,921
Depreciation	-	(21,058)
Carrying amount at 30 June	150,527	557,060

* Infrastructure consists of roads with a gross replacement cost $90,292m and a current replacement cost of $71,301m, structures with a gross replacement cost of $23,516m and a current replacement cost of $14,659m and other infrastructure with a gross replacement cost of $90m and a current replacement cost of $60om.

** The department has assessed market sensitivity and the fair value movements from the valuation date 30 June 2023 for its significant assets. Accordingly an additional adjustment of $4,723m has been made to the carrying amount of road assets since the valuation, as a result of significant increases in the market rates of inputs such as raw materials and plant and labour.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

15 PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy

Recognition threshold

All items of property, plant and equipment are recognised when the cost exceeds the following thresholds:
- Land $1
- Buildings $10,000
- Plant and equipment $5000
- Major plant and equipment $5000
- Infrastructure $10,000

All other items with a cost less than the above thresholds are expensed.

Acquisition

Actual cost is used for the initial recording of all non-current physical asset acquisitions. Cost is determined as the value given as consideration plus costs directly attributable to the acquisition, including all other costs incurred in preparing the assets ready for use.

Where assets are received free of charge from another Queensland Government entity as a result of a machinery-of-government or other involuntary transfer, the acquisition cost is recognised as the gross carrying amount in the books of the transferor immediately prior to the transfer, together with any accumulated depreciation.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset.

Depreciation

For each class of property, plant and equipment other than infrastructure assets, the following depreciation rates are used:

Class	Depreciation method	Average useful life
Land	Not depreciated	Indefinite life
Buildings	Straight-line	35
Plant and equipment	Straight-line	10
Major plant and equipment	Straight-line	31
Work in progress	Not depreciated	–

Complex assets consist of significant separately identifiable components with different service lives, which are subject to regular replacement during the life of the complex asset. When the change in depreciation expense from separately identifying significant components is material to the class to which the assets relate, the significant components are separately identified and depreciated. The department's road infrastructure has a componentised structure as shown below.

The following depreciation rates are used for infrastructure sub-components:

Component	Sub-component	Depreciation method	Average useful life
Roads	Surfaces	Straight-line	32
	Pavements	Straight-line	58
	Formation earthworks	Not depreciated	Indefinite life
	Formation earthworks	Straight-line	27
Structures – bridges, tunnels and major culverts	–	Straight-line	104
Other – mainly marine infrastructure	–	Straight-line	55

The estimation of useful life and resulting depreciation rates are based on a number of factors including the department's past experience, the planned replacement program and expected usage, wear and tear, obsolescence and expected funding availability to the department. Useful lives are reviewed on an annual basis.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

15   PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Depreciation (continued)

Where the confirmed available funding for the renewal and replacement of the department's road infrastructure assets varies from one year to the next, the sub-component remaining useful lives are subject to change as a consequence of the altered works program.

Accordingly an increase in funding allocated to asset renewal or replacement is likely to result in a corresponding proportionate increase in depreciation expense, and in accumulated depreciation, with a reduction in useful lives.

A reduction in funding is likely to have a similar impact in reducing depreciation expense and accumulated depreciation and increasing expected useful lives.

Formation earthworks initially have an indefinite life irrespective of work carried out on the surface and pavement components. Earthworks that are expected to be taken out of service or reconstructed are allocated a limited life and are depreciated in accordance with the requirements of AASB 116 *Property, Plant and Equipment*.

Land under roads

The aggregate value of land under roads is measured and disclosed as land until road declarations for each land portion are confirmed.

Where a road declaration is confirmed, the title is extinguished and ownership reverts to the state represented by the Department of Resources in accordance with Queensland Government policy.

Non-current assets classified as held for sale

Non-current assets held for sale consist of those assets that management has determined are available for immediate sale in their present condition, and for which their sale is highly probable within the next twelve months.

In accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*, when an asset is classified as held for sale its value is measured at the lower of the asset's carrying amount and fair value less costs to sell. Such assets are no longer amortised or depreciated upon being classified as held for sale.

Fair value measurement

All assets and liabilities of the department for which fair value is measured or disclosed in the financial statements, are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:
• Level 1 – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities
• Level 2 – represents fair value measurements that are substantially derived from inputs other than quoted prices included within level 1 that are observable, either directly or indirectly
• Level 3 – represents fair value measurements that are substantially derived from unobservable inputs.

Valuation of property, plant and equipment

Plant and equipment assets and capital work in progress are measured at cost in accordance with Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*.

Land, buildings, major plant and equipment and infrastructure assets are measured and reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent relevant accumulated depreciation and accumulated impairment.

The cost of items acquired during the financial year materially represent their fair value at the end of the reporting period.

Road infrastructure assets are valued on an annual basis by suitably qualified departmental officers and external experts. Land, buildings, major plant and equipment and other infrastructure assets are assessed by qualified valuers on a rolling revaluation basis at least once every five years with appropriate indices being applied in the intervening years.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

15   PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Valuation of property, plant and equipment (continued)

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that class.

For assets revalued using a cost valuation approach accumulated depreciation is adjusted to equal the difference between the gross amount and carrying amount.

For assets revalued using a market or income based valuation approach accumulated depreciation is eliminated against the gross amount of the asset prior to restating for the revaluation.

<u>Land</u>

The department's land included in the rolling comprehensive revaluation schedule was revalued by an external valuer in September 2023. The fair value of this land was determined based on recent comparable sales, considering factors such as land restrictions and market information availability.

The State Valuation Service has provided an individual factor change per property to determine fair value for land which has not been comprehensively revalued in 2024. In determining indices, the valuation incorporated market sales data, land valuations issued by the Valuer-General, the location of the department's land, its size, shape, street or road frontage and access and any other significant restrictions.

In accordance with AASB 13 *Fair Value Measurement,* the department's land assets are generally categorised as level 2.

Land subject to restrictions due to its size or use, and or ability to be sold, such as land located in areas where there is not an active market, has been classified as level 3.

<u>Buildings</u>

The department's buildings included in the rolling comprehensive revaluation schedule were revalued by an external valuer in September 2023. The fair value of building assets was based on recent comparable sales. Factors such as current building use, availability of market information and building condition were also taken into consideration during this specific appraisal.

The department's buildings which were not comprehensively revalued in 2024 were indexed based on information provided by various external valuers.

The department's building assets are categorised as a combination of level 2 and level 3 in accordance with AASB 13 *Fair Value Measurement*. Significant buildings not used for residential purposes without an active market have been classified as level 3.

<u>Major plant and equipment</u>

The department's major plant and equipment was last comprehensively revalued based on specific appraisal by an external valuer effective from September 2020.

The valuation method used is current replacement cost as there is no active market existing for such assets. The approach consists of reviewing recent local and international rolling stock contracts adjusted for the relevant producer price index and historical exchange rates.

The department's major plant and equipment was revalued in 2024 based on indexation information provided by an external valuer.

Significant judgement is also used to assess the remaining service potential of the assets, including current condition.

In accordance with AASB 13 *Fair Value Measurement*, major plant and equipment assets are categorised as level 3.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

15   PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Valuation of property, plant and equipment (continued)

<u>Infrastructure</u>

A full management valuation of the road infrastructure network asset as at 31 March 2024 was completed by suitably qualified and experienced departmental engineers and staff. The valuation methodology adopted to calculate fair value is based on the cost to acquire the service potential embodied in an asset and adjusted to reflect the asset's present condition, functionality, technological and economic obsolescence. This is the estimated cost to replace an asset with an appropriate modern equivalent using current construction materials and standards, adjusted for changes in utility and service level.

The valuation involves a resource-based assessment to develop unit rates that provide a sound representation of the cost of replacing the service potential embodied in the asset. This process utilises the following key assumptions and judgements:

- Stereotypical roads – The road network is broken down into stereotypical roads as a way of standardising the complexities involved in road construction. The department estimates 13 different road stereotypes based on the road segments' complexity in relation to the number and width of traffic lanes, standard of construction (based on date), number of carriageways, age of construction, and location (rural or urban). Stereotypes range from unformed roads through to major motorways and busways and are further defined by complex category and sub-category mapping (for example, terrain – rolling, level, mountainous).

- Project work breakdown structure (WBS) – Each stereotype is supported by a complex breakdown of WBS schedules representing the types of projects that would be undertaken to replace and renew relevant asset components. As WBS represent a standardised road construction, assumptions are made on the area used for each WBS. The areas have been determined by a firm of consultant engineers and are reviewed and updated as necessary. There is a small number of derived WBS schedules that are based on other similar WBS instead of their own schedule of work activities.

- Unit rates – The unit rates applied to stereotypical roads are priced by an expert estimating firm using current market rates of inputs such as raw materials, plant and labour to underpin the detailed WBS schedules representing the way in which certain stereotypical roads would be replaced. Inputs are sourced directly from suppliers and subcontractors competing in the marketplace in Queensland.

  The unit rates, including underlying assumptions and specific details contained in the stereotypes, are ratified annually by an expert panel consisting of engineers and staff from a range of disciplines across the department in conjunction with local government and industry.

Remaining useful lives are estimated using past experience as detailed in the department's road condition models and in the extensive rule set that is applied to determine when an appropriate works intervention will occur. Consideration is also given to planned replacement programs as a result of observation of road use deterioration and environmental factors such as:

- Traffic volume
- Rutting
- Cracking
- Roughness
- Safety
- Number of years in use.

To ensure the reported carrying amount of the department's road infrastructure assets are not materially different from their market value at reporting date, market sensitivity assessments were undertaken between the valuation date and 30 June.

As there is no active market for the department's infrastructure assets, the valuation approach used is current replacement cost. This is the assets' measurement of their highest and best use. While the unit rates database consists of market derived component costs which includes raw materials and other costs of construction (level 2 inputs), there are also significant level 3 unobservable inputs such as useful life and asset condition which require extensive professional judgement. Differences in the assessment of these level 3 inputs would not result in material changes in the reported fair value.

The department determines the current replacement cost of structures on the infrastructure network through an approach that takes into consideration an expert review of actual construction costs and resource rates to replace existing bridges, tunnels and major culverts. This is achieved by referencing past works of similar construction method and moderating for changes in market movements through a combination of market indexation and referencing of recent actual construction costs and resource rates.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

15   PROPERTY, PLANT AND EQUIPMENT (continued)

Accounting policy (continued)

Valuation of property, plant and equipment (continued)

<u>Infrastructure (continued)</u>

Unit rates for the current replacement cost of bridges and tunnels are derived from a combination of the current and prior four years' project costs and other departmental system reports, and market indexation, moderated by internal engineering experts. Unit rates for the current replacement cost of major culverts are derived from resource rates and use of the Expert Estimation tool, moderated by internal engineering experts. These unit rates are then certified by the department's Deputy Chief Engineer (Structures).

Other infrastructure assets included in the rolling comprehensive revaluation schedule were revalued as of September 2023 by an external valuer. This specific appraisal used a costing database similar to the unit rates process used for road infrastructure.

As with the department's infrastructure assets, there is no active market for other infrastructure. Therefore current replacement cost is the measurement of the other infrastructure assets highest and best use.

The remaining infrastructure assets were revalued in 2024 based on indexation information provided by various external valuers.

In accordance with AASB 13 *Fair Value Measurement*, the department's infrastructure assets are categorised as level 3.

As the department is a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise, since property, plant and equipment is carried at fair value or an amount that approximates fair value in rare circumstances.

16 PUBLIC PRIVATE PARTNERSHIPS

SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059

	Gold Coast Light Rail – G:link	Toowoomba Bypass	Airportlink M7	Gateway Motorway	Logan Motorway	Port Drive	Brisbane Airport Rail Link	Work in progress *	Total
	2024 $'000	2024 $'000	2024 $'000	2024 $'000	2024 $'000	2024 $'000	2024 $'000	2024 $'000	2024 $'000
Service concession assets									
Gross value	955,688	1,706,327	7,650,679	4,218,990	2,236,511	69,722	566,479	446,606	17,851,002
Less: Accumulated depreciation	(222,478)	(118,427)	(1,251,779)	(678,571)	(295,797)	(4,620)	(201,417)	-	(2,773,089)
Carrying amount at 30 June	733,210	1,587,900	6,398,900	3,540,419	1,940,714	65,102	365,062	446,606	15,077,913
Reconciliation									
Carrying amount at 1 July	738,241	1,514,464	6,120,353	3,276,859	1,756,236	58,699	359,988	272,805	14,097,645
Acquisitions (including upgrades)	-	-	-	-	-	-	-	173,011	173,011
Transfers from property, plant and equipment (refer to Note 15)	-	-	-	-	-	-	-	21,780	21,780
Assets provided to third parties at below fair value	-	-	-	-	-	-	-	(20,990)	(20,990)
Net revaluation increments **	20,120	95,463	378,830	298,497	199,617	7,031	11,937	-	1,011,495
Depreciation	(25,151)	(22,027)	(100,283)	(34,937)	(15,139)	(628)	(6,863)	-	(205,028)
Carrying amount at 30 June	733,210	1,587,900	6,398,900	3,540,419	1,940,714	65,102	365,062	446,606	15,077,913
Liabilities									
Financial liabilities (refer to Note 19)	199,836	383,909	-	-	-	-	-	-	583,745
Unearned revenue	-	-	3,876,709	1,619,524	1,278,000	40,503	108,399	-	6,923,135
Total	199,836	383,909	3,876,709	1,619,524	1,278,000	40,503	108,399	-	7,506,880

* Work in progress relates to the Gold Coast Light Rail Stage 3 assets.

** The department has assessed market sensitivity and fair value movements from the valuation date to 30 June 2024 for its significant assets. Based on the analysis undertaken it was determined that no adjustment to the carrying amount of service concession assets was required at 30 June 2024.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

16 PUBLIC PRIVATE PARTNERSHIPS (continued)

SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)

	Gold Coast Light Rail – G:link 2023 $'000	Toowoomba Bypass 2023 $'000	Airportlink M7 2023 $'000	Gateway Motorway 2023 $'000	Logan Motorway 2023 $'000	Port Drive 2023 $'000	Brisbane Airport Rail Link 2023 $'000	Work in progress * 2023 $'000	Total 2023 $'000
Service concession assets									
Gross value	930,977	1,604,033	7,204,517	3,866,852	1,999,571	62,243	548,584	272,805	16,489,582
Less: Accumulated depreciation	(192,736)	(89,569)	(1,084,164)	(589,993)	(243,335)	(3,544)	(188,596)	-	(2,391,937)
Carrying amount at 30 June	**738,241**	**1,514,464**	**6,120,353**	**3,276,859**	**1,756,236**	**58,699**	**359,988**	**272,805**	**14,097,645**
Reconciliation									
Carrying amount at 1 July	729,019	1,436,529	5,806,788	2,866,453	1,472,727	46,569	330,583	228,784	12,917,452
Acquisitions (including upgrades)	-	-	-	-	-	-	-	91,288	94,288
Transfers to property, plant and equipment (refer to Note 15)	-	-	-	-	-	-	-	(40,182)	(40,182)
Assets provided to third parties at below fair value	-	-	-	-	-	-	-	(7,085)	(7,085)
Net revaluation increments **	33,595	98,618	407,308	440,779	295,618	12,653	35,634	-	1,324,205
Depreciation	(24,373)	(20,683)	(93,743)	(30,373)	(12,109)	(523)	(6,229)	-	(188,033)
Carrying amount at 30 June	**738,241**	**1,514,464**	**6,120,353**	**3,276,859**	**1,756,236**	**58,699**	**359,988**	**272,805**	**14,097,645**
Liabilities									
Financial liabilities (refer to Note 19)	229,522	394,693	-	-	-	-	-	5,851	630,066
Unearned revenue	-	-	3,993,889	1,678,413	1,324,476	40,977	117,559	-	7,155,314
Total	**229,522**	**394,693**	**3,993,889**	**1,678,413**	**1,324,476**	**40,977**	**117,559**	**5,851**	**7,785,380**

* Work in progress relates to the Gold Coast Light Rail Stage 3 assets.

** The department has assessed market sensitivity and fair value movements from the valuation date to 30 June 2023 for its significant assets. Based on the analysis undertaken it was determined that no adjustment to the carrying amount of service concession assets was required at 30 June 2023.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

16   PUBLIC PRIVATE PARTNERSHIPS (continued)

SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)

Accounting policy

Service concession assets are measured at current replacement cost on initial recognition or reclassification and are subsequently measured at fair value determined using current replacement cost.

Assets under service concession arrangements were last revalued by suitably qualified and experienced departmental engineers and various external valuers during the 2020–21 financial year. Assets under service concession arrangements consist of major plant and equipment, plant and equipment, buildings and infrastructure asset classes.

During 2024 the fair values of assets for the Gold Coast Light Rail – G:link, Toowoomba Bypass, Airportlink and Brisbane Airport Rail Link were remeasured using suitable indices. A full management valuation as at 31 March 2024 was completed by suitably qualified and experienced departmental engineers and staff for Gateway Motorway, Logan Motorway and Port Drive assets.

Major plant and equipment, plant and equipment, buildings and infrastructure asset measurement and valuation methodologies are disclosed in Note 15.

The current replacement cost valuation of infrastructure assets undertaken by external valuers takes into consideration the cost of a similar standard asset providing the same functionality in the same location. The new asset is assumed to be constructed to current standards however with no additional functionality.

To ensure the reported carrying amount of the department's service concession assets are not materially different from their market value at reporting date, market sensitivity assessments were undertaken between the valuation date and 30 June.

In accordance with AASB 13 *Fair Value Measurement*, the department's service concession assets are categorised as level 3.

Straight-line depreciation has been applied to all depreciable asset components and the following depreciation rates are applied in each arrangement:

Component	Service concession arrangement	Average useful life
Buildings	Gold Coast Light Rail – G:link	29
Plant and equipment	Gold Coast Light Rail – G:link	29
Major plant and equipment	Gold Coast Light Rail – G:link	32
Infrastructure	Gold Coast Light Rail – G:link	78
	Toowoomba Bypass *	82
	Airportlink M7 *	46
	Gateway Motorway *	83
	Logan Motorway *	66
	Port Drive *	47
	Brisbane Airport Rail Link	46

* Arrangements containing formation earthworks asset components which are non-depreciable.

Gold Coast Light Rail – G:link

In May 2011 the department entered into a contractual arrangement with GoldLinQ Consortium to finance, design, build, operate and maintain a 13 kilometre light rail system linking key activity centres from Griffith University (Gold Coast Campus) and the Gold Coast University Hospital to Broadbeach via Southport. On 20 July 2014 construction was completed and the G:link commenced operations.

On 28 April 2016 the department entered into a contractual arrangement with GoldLinQ for Stage 2 of the Gold Coast Light Rail system. The 7.3km Stage 2 route connects the existing light rail system at Gold Coast University Hospital to heavy rail at Helensvale station. Stage 2 of the system commenced operations on 18 December 2017.

During the 15 year operations period, at an implicit rate of 9.23%, GoldLinQ is paid monthly performance based payments for operations, maintenance and repayment of the debt finance used to construct the light rail system. The state receives fare-box and advertising revenue generated by the light rail system.

In March 2022 the department entered into a contractual arrangement with GoldLinQ for Stage 3 of the Gold Coast Light Rail system. Early works have been completed and construction on Stage 3 of the system has commenced. Stage 3 will extend the light rail from Broadbeach to Burleigh Heads. The 6.7km extension south of the existing tram network will link Helensvale to Burleigh Heads and provide eight additional stations and five new light rail vehicles.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

16   PUBLIC PRIVATE PARTNERSHIPS (continued)

SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)

Gold Coast Light Rail – G:link (continued)

Planning has begun for the Gold Coast Light Rail Stage 4, a 13km extension south of the light rail Stage 3, linking Burleigh Heads to Coolangatta via the Gold Coast Airport.

At the expiry of the concession period the department will retain ownership of the light rail system.

	Note	2024 $'000	2023 $'000
The estimated future cash flows excluding GST are detailed below:			
Estimated cash flows			
Inflows:			
Not later than one year *		14,069	23,207
Later than one year but not later than five years		101,656	99,254
Later than five years but not later than ten years		-	26,271
Outflows:			
Not later than one year		(119,530)	(122,573)
Later than one year but not later than five years		(905,557)	(880,957)
Later than five years but not later than ten years		(621)	(141,135)
Estimated net cash flow		**(909,983)**	**(995,933)**

* The reduction is due to the planned implementation of the Queensland Government's Cost of Living Action package to reduce public transport fares to 50 cents for six months from 5 August 2024.

	Note	2024 $'000	2023 $'000
Operating statement impact			
Revenue			
Advertising		492	515
Fare revenue	3	22,213	20,513
Expenses			
Depreciation	10	25,151	24,373
Interest	9	20,963	25,457
Service expenses		67,918	62,640
Net impact on operating result		**(91,327)**	**(91,442)**

Toowoomba Bypass

In August 2015 the department entered into a contractual arrangement with Nexus Infrastructure Consortium to finance, design, build, operate and maintain a range crossing connecting the Warrego Highway at Helidon Spa in the east with the Gore Highway at Athol in the west, via Charlton. The bypass opened to traffic in September 2019 and toll collection commenced in December 2019, with Transurban Queensland contracted to provide the tolling collection service on behalf of the department.

The department will make ongoing quarterly service payments over the 25 year operation and maintenance period at an implicit interest rate of 5.32%, which includes repayment of the debt finance used to construct the bypass. Maintenance payments are expensed during the relevant year.

At the expiry of the concession period the department will retain ownership of the road infrastructure.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

	Note	2024 $'000	2023 $'000

16   PUBLIC PRIVATE PARTNERSHIPS (continued)

SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)

Toowoomba Bypass (continued)

The estimated future cash flows excluding GST are detailed below:

	Note	2024 $'000	2023 $'000
Estimated cash flows			
Inflows:			
Not later than one year		23,694	19,853
Later than one year but not later than five years		108,754	88,536
Later than five years but not later than ten years		176,125	137,305
Later than ten years		501,763	414,826
Outflows:			
Not later than one year		(51,275)	(49,221)
Later than one year but not later than five years		(214,131)	(206,447)
Later than five years but not later than ten years		(297,667)	(299,612)
Later than ten years		(636,155)	(692,275)
Estimated net cash flow		**(388,892)**	**(587,035)**
Operating statement impact			
Revenue			
Interest rate adjustment		-	2,690
Toll revenue	3	22,998	19,958
Expenses			
Depreciation	10	22,027	20,683
Interest	9	20,589	21,147
Service expenses		24,168	18,127
Tolling operations		1,904	1,771
Net impact on operating result		**(45,690)**	**(39,080)**

Airportlink M7

In 2008 the state entered into a 45 year service concession arrangement with BrisConnections to design, construct and maintain Airportlink, a 6.7km toll road, connecting the Clem 7 Tunnel, Inner City Bypass and local road network at Bowen Hills, to the northern arterials of Gympie Road and Stafford Road at Kedron, Sandgate Road and the East West Arterial leading to the airport. Airport link commenced operations on 24 July 2012. In April 2016 Transurban Queensland assumed responsibility for Airportlink and now operates Airportlink under a service concession arrangement.

In return for collecting the tolls, Transurban Queensland must maintain, operate and manage the toll road for the concession period and also assume the demand and patronage risk.

At the expiry of the concession period, the department will retain ownership of the toll road assets.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

	Note	2024 $'000	2023 $'000
16 PUBLIC PRIVATE PARTNERSHIPS (continued)			
SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)			
Airportlink M7 (continued)			
Operating statement impact			
Revenue			
Amortisation of unearned revenue *		117,181	117,181
Expenses			
Depreciation	10	100,283	93,743
Net impact on operating result		**16,898**	**23,438**

* Revenue relating to service concession arrangements represents the progressive unwinding of unearned revenue which is amortised over the 45 year concession period with 33 years remaining at 30 June 2024.

Gateway and Logan Motorways

A Road Franchise Agreement (RFA) was established between the state and Queensland Motorways Limited (QML) in 2011 to operate, maintain and manage the Gateway and Logan motorways including the Gateway Extension for a period of 40 years. In 2014, Transurban Queensland acquired QML and now operates the Gateway Motorway and Logan Motorway toll roads under the RFA with the state.

In return for collecting the tolls, Transurban Queensland must maintain, operate and manage the toll roads for the period of the franchise and also assume the demand and patronage risk for the franchise period.

At the expiry of the concession period, the department will retain ownership of the toll road assets.

	Note	2024 $'000	2023 $'000
Operating statement impact			
Revenue			
Amortisation of unearned revenue *		105,365	105,365
Expenses			
Depreciation	10	50,076	42,482
Net impact on operating result		**55,289**	**62,883**

* Revenue relating to service concession arrangements represents the progressive unwinding of unearned revenue which is amortised over the 40 year concession period with 27 years remaining at 30 June 2024.

Port Drive

A Road Franchise Agreement (RFA) was established between the state and Port of Brisbane Pty Ltd in November 2000 to maintain and manage the Port Drive motorway. In 2010, APH Consortium signed a 99 year lease over the port, which included an agreement to fund a major upgrade to the motorway.

The Port Drive motorway is a franchised road, but is not a toll road. The operator obtains indirect benefits of ongoing maintenance of the road infrastructure through increased capacity and access to the port precinct.

At the expiry of the concession period the department will retain ownership of the motorway assets.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

	Note	2024 $'000	2023 $'000
16 PUBLIC PRIVATE PARTNERSHIPS (continued)			
SERVICE CONCESSION ARRANGEMENTS UNDER AASB 1059 (continued)			
Port Drive (continued)			
Operating statement impact			
Revenue			
Amortisation of unearned revenue *		474	474
Expenses			
Depreciation	10	628	523
Net impact on operating result		**(154)**	**(49)**

* Revenue relating to service concession arrangements represents the progressive unwinding of unearned revenue which is amortised over the 99 year concession period with 85 years remaining at 30 June 2024.

Brisbane Airport Rail Link (Airtrain)

In 1998, the state entered into a 35 year concession arrangement with Airtrain Citylink Limited to design, construct, maintain and operate the Brisbane Airport Rail Link (BARL), a public passenger rail system connecting the Queensland Rail City network to the Brisbane Domestic and International Airports. The BARL is currently in the maintain and operate phase of the agreement after the commencement of operations on 7 May 2001.

In return for collecting passenger fares, Airtrain Citylink Limited must maintain, operate and manage the rail link for the period of the concession and also assume the demand and patronage risk for the concession period.

At the expiry of the concession period, the BARL assets revert to the state at no cost.

	Note	2024 $'000	2023 $'000
Operating statement impact			
Revenue			
Amortisation of unearned revenue *		9,160	9,160
Expenses			
Depreciation	10	6,863	6,229
Net impact on operating result		**2,297**	**2,931**

 * Revenue relating to service concession arrangements represents the progressive unwinding of unearned revenue which is amortised over the 35 year concession period with 12 years remaining at 30 June 2024.

PUBLIC PRIVATE PARTNERSHIPS OUTSIDE OF THE SCOPE OF AASB 1059

New Generation Rollingstock (NGR)

In January 2014 the department entered into a contractual arrangement with NGR Project Company Pty Ltd (Bombardier NGR Consortium) for the design, construction and maintenance of 75 new six-car train sets for south-east Queensland and a new purpose-built maintenance centre at Wulkuraka in Ipswich, over 32 years at an implicit rate of 12.32%. The arrangement involves the department paying the consortium a series of availability payments over the concession period. The project was refinanced from July 2021 to a floating interest rate. The interest rates for 2023–24 ranged from 9.87% to 10.59%. Alstom acquired Bombardier Transportation in January 2021.

In June 2016 the maintenance centre was accepted by the department and a lease asset and lease liability was recognised. All 75 train sets were accepted and recognised by December 2019.

Upon the application of AASB 1059 *Service Concession Arrangements: Grantors*, the NGR public private partnership was assessed and determined to be out of scope of the accounting standard, as the provider of the assets does not operate or manage the passenger train services provided by the train sets. Accordingly, the department accounts for the arrangement as an outsourced service contract with the payment stream representing availability payments and borrowing repayments.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

16   PUBLIC PRIVATE PARTNERSHIPS (continued)

PUBLIC PRIVATE PARTNERSHIPS OUTSIDE OF THE SCOPE OF AASB 1059 (continued)

New Generation Rollingstock (NGR) (continued)

The train sets are recognised as major plant and equipment assets, while the maintenance centre, associated rail infrastructure and technical equipment are classified as buildings, infrastructure, plant and equipment and work in progress respectively in Note 15.

	Note	2024 $'000	2023 $'000
Assets			
Buildings		199,550	190,625
Plant and equipment		7,613	9,573
Major plant and equipment		1,327,870	1,260,168
Infrastructure		39,970	41,341
Work in progress		38,427	36,651
Closing balance		**1,613,430**	**1,538,358**
Liabilities			
Financial liabilities	19	547,692	551,381
Total		**547,692**	**551,381**

In March 2019, an amendment deed was signed by NGR Project Company Pty Ltd to rectify the trains in accordance with the *Disability Standards for Accessible Public Transport 2002 (Cth)*. Rectification of the trains is expected to be completed during the second half of 2024. Rectification works have been completed for 27 trains in 2023–24, with a total of 71 units upgraded to date under this agreement. Refer to Note 20.

An amendment to the deed for the development and fitment of the European Train Control System (ETCS) was executed in December 2021. An amendment to the deed for the development and fitment of Automatic Train Operation (ATO) and Platform Screen Door (PSD) systems was executed in March 2023. These upgrades will be delivered on the 75 NGR trains to meet timetabled services on the Cross River Rail infrastructure.

Ownership of the train sets and maintenance centre resides with the department during the period of the arrangement.

The estimated future cash flows excluding GST are detailed below:

	Note	2024 $'000	2023 $'000
Estimated cash flows			
Inflows:			
Not later than one year		-	-
Later than one year but not later than five years		-	-
Later than five years but not later than ten years		-	-
Later than ten years		-	-
Outflows:			
Not later than one year		(111,235)	(74,426)
Later than one year but not later than five years		(618,187)	(519,774)
Later than five years but not later than ten years		(811,612)	(794,029)
Later than ten years		(2,293,911)	(2,367,894)
Estimated net cash flow		**(3,834,945)**	**(3,756,123)**
Operating statement impact			
Expenses			
Depreciation	10	61,259	54,660
Interest	9	57,790	50,297
Service expenses		45,906	48,947
Net impact on operating result		**(164,955)**	**(153,904)**

Department of Transport and Main Roads

Notes to the financial statements 2023–24 (continued)

17   LEASES

LEASES AS LESSEE

Right-of-use assets	Note	Buildings	Plant and equipment	Total
		2024 $'000	2024 $'000	2024 $'000
Opening balance		4,124	94,747	98,871
Additions		161	9,278	9,439
Other adjustments		-	614	614
Depreciation	10	(4,138)	(21,445)	(25,583)
Closing balance		**147**	**83,194**	**83,341**

	Note	2023 $'000	2023 $'000	2023 $'000
Opening balance		2	-	2
Assets received due to machinery-of-government change		4,713	95,958	100,671
Additions		-	502	502
Depreciation	10	(591)	(1,713)	(2,304)
Closing balance		4,124	94,747	98,871

Lease liabilities	2024 $'000	2023 $'000
Current		
Lease liabilities	21,954	24,962
Non-current		
Lease liabilities	73,557	85,780
Carrying amount at 30 June	**95,511**	110,742

Accounting policy

Right-of-use assets

Right-of-use assets are initially recognised at cost comprising the following:
• the amount of the initial measurement of the lease liability
• lease payments made at or before the commencement date, less any lease incentives received
• initial direct costs incurred, and
• the initial estimate of restoration costs.

Right-of-use assets are subsequently depreciated over the lease term and subject to impairment testing on an annual basis.

The carrying amount of right-of-use assets are adjusted for any remeasurement of the lease liability in the financial year following a change in discount rate, a reduction in lease payments payable, changes in variable lease payments that depend upon variable indexes/rates or a change in lease term.

In accordance with Queensland Treasury policy, the department does not recognise right-of-use assets and lease liabilities from short-term leases and leases of low value assets. Short term leases are for periods less than 12 months and low value assets are those that cost less than $10,000 when new. Payments for these leases are expensed on a straight-line basis over the lease term.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

17 LEASES (continued)

LEASES AS LESSEE (continued)

Accounting policy (continued)

Lease liabilities
Lease liabilities are initially recognised at the present value of lease payments over the lease term that are not yet paid. The lease term includes any extension or renewal options that the department is reasonably certain to exercise. The future lease payments included in the calculation of the lease liability comprise the following:
• fixed payments (including in-substance fixed payments), less any lease incentives receivable
• variable lease payments that depend on an index or rate, initially measured using the index or rate as at the commencement date
• amounts expected to be payable by the department under residual value guarantees
• the exercise price of a purchase option that the department is reasonably certain to exercise
• payments for termination penalties, if the lease term reflects the early termination.

When measuring the lease liability, the department uses its incremental borrowing rate as the discount rate where the interest rate implicit in the lease cannot be readily determined, which is the case for all of the department's leases under AASB 16 *Leases*. To determine the incremental borrowing rate, the department uses loan rates provided by Queensland Treasury Corporation that correspond to the commencement date and term of the lease.

Details of leasing arrangements as lessee

Buildings	The department enters into residential property leases to accommodate its employees when government employee housing facilities are not readily available. The majority of staff accommodation is in regional Queensland. The lease terms range from 12 months to two years. The department has also entered into a commercial lease of a data centre for the housing of information, communication and technology equipment.
Plant and equipment	Following the 18 May 2023 machinery-of-government change the department's leasing activities include the Government Wireless Network, a digital radio network provisioned, operated and maintained by a telecommunication service provider under a service agreement created in September 2013. The lease is a means of funding the acquisition and replacement of information and communication equipment.
	The department also enters into various other plant and equipment lease agreements with external parties to fulfil its operational requirements. The lease terms range from 12 months to five years.

Office accommodation, employee housing and motor vehicles

The Department of Housing, Local Government, Planning and Public Works provides the department with access to office accommodation and employee housing whilst the Department of Energy and Climate provides access to motor vehicles, all under government-wide frameworks. These arrangements are categorised as procurement of services rather than as leases because these departments have substantive substitution rights over the assets. Refer to Note 7.

	Note	2024 $'000	2023 $'000
Operating statement impact			
Revenue			
Income from sublease of right-of-use assets		204	193
Expenses			
Depreciation of right-of-use assets	10	25,583	2,304
Interest on lease liabilities	9	3,283	376
Short-term and low value leases	7	1,084	1,001
Net impact on operating result		**(29,746)**	**(3,488)**
Amounts recognised in Statement of cash flows			
Total cash outflow for leases		25,625	2,710

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

17   LEASES (continued)

LEASES AS LESSOR

Details of leasing arrangements as lessor

State-owned boat harbours	The department owns and maintains public boating infrastructure in Queensland such as boat ramps, floating walkways, pontoons, jetties and breakwaters. The department is also responsible for maintaining the entrance and internal public navigation channels to those facilities. These facilities are leased to commercial operators and boat clubs to promote boating activities along the Queensland coast. Lease income from state-owned boat harbours is reported as Property rental in Note 3.
Rockhampton railyards	The Queensland Government purchased the Rockhampton railyards from Aurizon in 2022. Detailed planning and remediation works are underway to transform the old railyards into a commercial hub with community and recreational spaces.
	The railyards will have both a heritage precinct and an industrial precinct. New tenants are being introduced to the site through a staged approach.
	Lease income from the railyards is reported as property rental in Note 3.
Sublease of land	The department's lease with Brisbane Airport Corporation Limited is subleased to Airtrain Citylink Limited (Airtrain) for the design, construction, operation and maintenance of the Brisbane Airport Rail Link. Refer to Note 12.

Maturity analysis

The following table sets out a maturity analysis of future undiscounted lease payments receivable by the department from state-owned boat harbours, Rockhampton railyards and Airtrain.

	2024 $'000	2023 $'000
Maturity analysis		
Less than one year	6,125	4,431
One to two years	5,351	3,859
Two to three years	4,968	3,722
Three to four years	4,902	3,344
Four to five years	4,902	3,277
More than five years	43,042	30,141
Total	**69,290**	**48,774**

Accounting policy

The department recognises lease payments from operating leases as income on a straight-line basis over the lease term.

18   PAYABLES

Current		
Deferred appropriation payable to Consolidated Fund	59,439	1,720
Equity adjustment payable	-	6,523
Grants and subsidies payable	57,832	87,793
Trade creditors	760,032	814,986
Other	21,874	31,252
Total	**899,177**	**942,274**

Accounting policy

The department's standard payment terms are 28 days from vendor invoice date where the business is not a registered small business. Where the vendor is registered as a small business, the *Queensland Government On-Time Payment Policy* applies, and the standard terms offered will be 20 days from vendor invoice date. Standard terms may be varied where there is a benefit to the department, or where there is a legislative or contractual requirement.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

	2024 $'000	2023 $'000
19 BORROWINGS		
Current		
Financial liabilities – service concession arrangements	44,250	40,472
New Generation Rollingstock arrangement	4,298	3,732
Total	**48,548**	**44,204**
Non-current		
Financial liabilities – service concession arrangements	539,495	589,594
New Generation Rollingstock arrangement	543,394	547,649
Total	**1,082,889**	**1,137,243**

Refer to Note 16 for information on Public Private Partnerships.

	2024 $'000	2023 $'000
20 PROVISIONS		
Current		
Print and Imaging as a Service contract	-	964
Property resumptions	234,337	264,877
New Generation Rollingstock rectification works	7,442	52,096
Total	**241,779**	**317,937**
Non-current		
Property resumptions	202,654	190,548
New Generation Rollingstock rectification works	-	5,582
Total	**202,654**	**196,130**

Provision for Print and Imaging as a Service contract

Print and Imaging as a Service (PIAAS) provision represents a provision of a $0.964m estimated balloon payment related to the PIAAS contract.

Movements in provision for Print and Imaging as a Service contract

	2024 $'000	2023 $'000
Current		
Opening balance	964	-
Reduction in provision as a result of payments	(964)	-
Transfers from machinery-of-government change	-	964
Closing balance	-	964

Provision for property resumptions

The department acquires property through compulsory acquisition in accordance with the *Acquisition of Land Act 1967*, the *Transport Infrastructure Act 1994* and the *Transport Planning and Coordination Act 1994*. The department recognises a provision to account for compensation it expects to pay for all property resumptions, with the exception of hardship resumptions which are recognised immediately as a payable. The department's advisors determine a value for the acquisition amount which, with timing of the settlement, is dependent on the outcome of negotiation between both parties.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

	2024 $'000	2023 $'000

20   PROVISIONS (continued)

Movements in provision for property resumptions

Current

Opening balance	264,877	182,203
Restatement of provision	10,512	31,116
Additional provision recognised	28,582	136,814
Reduction in provision as a result of payments	(55,391)	(49,430)
Reclassification to non-current provision	(14,243)	(35,826)
Closing balance	234,337	264,877

Non-current

Opening balance	190,548	122,271
Restatement of provision	(5,551)	(308)
Additional provision recognised	15,718	39,189
Reduction in provision as a result of payments	(12,304)	(6,430)
Reclassification from current provision	14,243	35,826
Closing balance	202,654	190,548

Provision for New Generation Rollingstock rectification works

The department undertook a review of the New Generation Rollingstock (NGR) train sets' compliance with the disability legislation and functional requirements in June 2017 and it was identified that the train sets required rectification works to be undertaken to ensure compliance with the *Disability Standards for Accessible Public Transport 2002 (Cth)*. In 2018 the Minister for Transport and Main Roads committed to working with the disability sector to modify the trains. Rectification works are scheduled to be completed during the second half of 2024. This gives rise to a constructive obligation as there is an expectation that the department will honour this commitment. The department recognises a provision to account for the remainder of the rectification works it expects to pay for NGR train sets based on the variation deed entered into with the vendor.

Current

Opening balance	52,096	46,515
Reduction in provision as a result of payments	(50,236)	(48,376)
Reclassification from non-current provision	5,582	53,957
Closing balance	7,442	52,096

Non-current

Opening balance	5,582	59,539
Reclassification to current provision	(5,582)	(53,957)
Closing balance	-	5,582

Accounting policy

Provisions are recorded when the department has a present obligation, either legal or constructive as a result of a past event. They are recognised at the amount expected at reporting date for which the obligation will be settled in a future period. Provisions are reviewed at each reporting date to ensure the amounts accurately reflect the best estimate available.

21   ACCRUED EMPLOYEE BENEFITS

Current

Annual leave levy payable	26,911	25,103
Long service leave levy payable	7,442	6,324
Salaries and wages outstanding	10,748	6,487
Other	3,014	2,531
Total	**48,115**	**40,445**

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

21   ACCRUED EMPLOYEE BENEFITS (continued)

Accounting policy

Annual leave and long service leave

Under the Queensland Government's Annual Leave Central Scheme and Long Service Leave Central Scheme, a levy is made on the department to cover the cost of employees' annual leave and long service leave entitlements. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed from the schemes quarterly in arrears.

No provision for annual leave or long service leave is recognised in these financial statements. The liabilities are held on a whole-of-government basis and are reported by Queensland Treasury.

Sick leave

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Superannuation

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's QSuper defined benefit plan as determined by the employee's conditions of employment. The former QSuper defined benefit categories are now administered by the Government Division of the Australian Retirement Trust.

Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant enterprise bargaining agreement or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

	2024 $'000	2023 $'000
22 OTHER LIABILITIES		
Current		
Advance payments from Queensland Reconstruction Authority *	89,727	27,884
Advance payments from Australian Rail Track Corporation **	91,093	105,479
go card deposits held	48,259	46,499
go card stored value – unearned revenue ***	56,445	54,190
Other	12,911	7,547
Total	**298,435**	**241,599**
Non-current		
Other	620	108
Total	**620**	**108**

* Advance payments received from the Queensland Reconstruction Authority for projects relating to natural disasters.

** Land acquisition payments received from the Australian Rail Track Corporation for the Inland Rail project.

*** Represents unused *go* card balances which are recognised as revenue as patrons undertake travel.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

	2024 $'000	2023 $'000
23 INCOME TAX EQUIVALENTS		
Income tax equivalent expense		
Current tax equivalents	7,546	7,252
Deferred tax equivalent expense relating to temporary differences	(768)	290
Under provision in previous years	19	160
Income tax equivalent expense attributable to profit from ordinary activities	**6,797**	**7,702**
Numerical reconciliation of income tax equivalent expense to prima facie tax payable		
Accounting profit before tax	30,300	29,893
Prima facie tax at applicable rate of 30%	9,090	8,968
Adjustments for non-temporary differences and excluded temporary differences:		
Deductible temporary differences not recognised	262	249
Effect of tax losses recognised	(2,574)	(1,675)
Under provision in previous years	19	160
Income tax equivalent expense attributable to profit from ordinary activities	**6,797**	**7,702**
Deferred tax equivalent expense/(income) included in income tax equivalent expense comprises:		
Deferred tax assets opening balance	3,001	3,296
Transfer in due to machinery-of-government change	-	(4)
Increase/(decrease) in deferred tax assets	768	(291)
Deferred tax assets at 30 June	**3,769**	**3,001**
Proof of deferred tax assets		
Deferred tax assets:		
Property, plant and equipment	3,192	3,070
Other items	577	(69)
Net deferred tax assets at 30 June	**3,769**	**3,001**
Reconciliation of current tax (receivable)/payable		
Opening balance	(2,827)	(1,301)
Net movements	2,868	(1,526)
Current tax (receivable)/payable at 30 June	**41**	**(2,827)**

Accounting policy

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is generally exempt from Australian Government taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

The RoadTek and CITEC business units are subject to the requirements of the National Tax Equivalents Regime (NTER). The liability for income tax equivalents under NTER is calculated substantially on the same basis as a corporate tax payer. The department remits its tax equivalents to Queensland Treasury in accordance with NTER arrangements.

The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities compared to their respective tax bases, in the ordinary course of business.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the tax asset can be used. Deferred tax assets and liabilities are set off on the basis that they relate to income taxes levied by the same taxation authority and the department has a legally enforceable right to set off current tax assets against current tax liabilities.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

	2024 $'000	2023 $'000
24 COMMITMENTS FOR EXPENDITURE		

Commitments inclusive of non-recoverable GST input tax credits are payable as follows:

Refer to Note 16 for commitments related to service concession arrangements.

Property, plant and equipment		
Not later than one year	1,000,003	1,080,840
Later than one year and not later than five years	2,742,499	4,874,364
Later than five years *	3,164,485	889,171
Total	**6,906,987**	**6,844,375**
Grants and subsidies		
Not later than one year	610,830	522,318
Later than one year and not later than five years	1,369,821	1,513,871
Later than five years	-	-
Total	**1,980,651**	**2,036,189**
Other commitments		
Not later than one year	3,465,642	1,393,501
Later than one year and not later than five years	5,801,398	10,668,229
Later than five years	929,810	3,252,981
Total	**10,196,850**	**15,314,711**

* Increase relates mainly to the Queensland Train Manufacturing Program.

25   CONTINGENCIES

Contingent assets

The department holds securities amounting to $852m (2023: $770m) provided by contractors in the event of non-performance with the agreed contract terms. These securities are not recognised as assets in the Statement of financial position due to the probability of realisation being remote.

Contingent liabilities

At balance date the department has been named as defendant in three cases and 115 other claims not yet subject to court action. The department's legal advisers and management believe it would be misleading to estimate the final amounts payable for litigation filed in the courts.

The Queensland Government Insurance Fund limits the department's liability in a majority of these cases to $10,000.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

26 INVESTMENT IN SUBSIDIARY

Transmax Pty Ltd

Transmax Pty Ltd (Transmax) was established to enhance and market the STREAMS traffic management system. STREAMS is a multifunctional intelligent transport system that provides freeway, traffic signal and incident management as well as driver and passenger information capabilities.

The department exercises control over Transmax through 100 percent ownership of all its issued shares. This investment is recognised at cost and is valued at $34.027m (2023: $15.601m). The department made an equity injection of $18.426m in 2024 for Transmax's STREAMS Next Generation Mobility Platform.

The amount of the investment and transactions relating to Transmax are not material to these financial statements, and the department has elected not to prepare consolidated financial statements in accordance with AASB 127 *Separate Financial Statements* and AASB 10 *Consolidated Financial Statements*.

The department engaged Transmax for the provision of software licencing, technical support and related professional services to the value of $40.646m (2023: $33.210m) GST inclusive during the financial year.

Transmax prepares separate financial statements which are audited by the Queensland Audit Office and are tabled in parliament in accordance with government policy.

	Note	2024 $'000	2023 $'000

27 FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised in the Statement of financial position when the department becomes party to the contractual provisions of the financial instrument.

CATEGORISATION OF FINANCIAL INSTRUMENTS

The department has the following categories of financial assets and financial liabilities:

	Note	2024 $'000	2023 $'000
Financial assets			
Cash		382,058	670,102
Financial assets at amortised cost:			
Receivables	12	508,219	248,485
Total		**890,277**	**918,587**
Financial liabilities			
Financial liabilities measured at amortised cost:			
Payables	18	899,177	942,274
Lease liabilities	17	95,511	110,742
Borrowings – Service concession arrangements	19	583,745	630,066
Borrowings – New Generation Rollingstock arrangement	19	547,692	551,381
Total		**2,126,125**	**2,234,463**

FINANCIAL RISK MANAGEMENT

The department's activities have the potential to expose it to a variety of financial risks such as interest rate risk, credit risk, liquidity risk and market risk. Financial risk management is implemented pursuant to government and departmental policy and seeks to minimise possible adverse effects on the financial performance of the department.

All financial risk is managed by each division under policy established by the Finance and Procurement Branch.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

27 FINANCIAL INSTRUMENTS (continued)

CREDIT RISK EXPOSURE

Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provision for impairment less any collateral held as security, such as deposits.

The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring the department invests in secure assets and monitors all funds owed. Exposure to credit risk is monitored on an ongoing basis. Refer to Note 12 for receivables credit risk ageing analysis.

LIQUIDITY RISK

The department manages liquidity risk through regular fortnightly appropriation payments from the Consolidated Fund. This strategy reduces the exposure to liquidity risk by ensuring the department has sufficient funds available to meet its obligations when they fall due.

The following maturity analysis measures the liquidity risk of financial liabilities held by the department:

Financial liabilities	Note	Payable in			
		‹1 year $'000	1-5 years $'000	›5 years $'000	Total $'000
2024					
Payables	18	899,177	-	-	**899,177**
Lease liabilities		22,225	71,123	3,714	**97,062**
Service concession arrangements		80,921	324,484	460,225	**865,630**
New Generation Rollingstock arrangement		70,170	289,496	1,210,754	**1,570,420**
Total		**1,072,493**	**685,103**	**1,674,693**	**3,432,289**
2023					
Payables	18	942,274	-	-	942,274
Lease liabilities		28,030	83,974	8,748	120,752
Service concession arrangements		86,371	326,938	538,691	952,000
New Generation Rollingstock arrangement		69,888	285,319	1,277,892	1,633,099
Total		**1,126,563**	**696,231**	**1,825,331**	**3,648,125**

MARKET RISK
The department does not trade in foreign currency and is not materially exposed to commodity price changes.

INTEREST RATE SENSITIVITY ANALYSIS

The department is exposed to interest rate risk through floating interest rate components for the Toowoomba Bypass and New Generation Rollingstock public private partnerships.

The following interest rate sensitivity analysis depicts the outcome on net income if the interest rates would change by +/-1 percent from the year-end rates applicable to the department's financial liabilities. The department would have a surplus and equity increase/(decrease) of $9.316m.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

27   FINANCIAL INSTRUMENTS (continued)

INTEREST RATE SENSITIVITY ANALYSIS (continued)

		Interest rate risk			
		-1%		**1%**	
Financial liabilities	**Carrying amount**	**Profit $'000**	**Equity $'000**	**Profit $'000**	**Equity $'000**
2024					
Toowoomba Bypass	383,909	(3,839)	(3,839)	3,839	3,839
New Generation Rollingstock arrangement	547,692	(5,477)	(5,477)	5,477	5,477
Potential impact		**(9,316)**	**(9,316)**	**9,316**	**9,316**
2023					
Toowoomba Bypass	394,693	(3,947)	(3,947)	3,947	3,947
New Generation Rollingstock arrangement	551,381	(5,514)	(5,514)	5,514	5,514
Potential impact		**(9,461)**	**(9,461)**	**9,461**	**9,461**

FAIR VALUE

The department does not recognise any financial assets or financial liabilities at fair value. The fair value of trade receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment.

	2024 $'000	2023 $'000

28   SCHEDULE OF ADMINISTERED ITEMS

The department administers, but does not control, certain resources on behalf of the government. In doing so, it has responsibility and is accountable for administering related transactions and balances but does not have the discretion to deploy these resources for the achievement of the department's objectives.

The department also performs the following certain agency transactions which are not recognised in the department's financial statements:

Agency	2024 $'000	2023 $'000
Compulsory Third Party (CTP) insurers – premiums	1,158,333	1,119,979
Motor Accident Insurance Commission – levy	101,063	94,802
National Injury Insurance Agency Queensland – levy	608,411	565,943
Queensland Revenue Office – stamp duty, fines and penalties	894,883	793,082
National Heavy Vehicle Regulator – registration fee	49,112	48,074
Collections by Smart Service Queensland *	500,864	-
Total	**3,312,666**	**2,621,880**

* Smart Service Queensland acts as an agent for collection and payment processing services, and undertakes various transactions on behalf of Queensland Government agencies and its clients.

Administered revenue is recognised upon receipt.

The following balances are administered by the department on behalf of the state and mainly relate to the Transport Safety and Regulation departmental service area.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

	2024 $'000	2023 $'000
28 SCHEDULE OF ADMINISTERED ITEMS (continued)		
Administered income		
Appropriation revenue	130,948	81,170
Grants and other contributions	249	381
User charges, fees and fines *	3,116,352	2,989,422
Other	10,950	10,410
Total income	**3,258,499**	**3,081,383**
Administered expenses		
Supplies and services	14,849	95
Grants and subsidies	116,354	81,615
Impairment losses on trade receivables	17	8
Transfers of administered revenue to government	3,127,269	2,999,791
Other	17	466
Total expenses	**3,258,506**	**3,081,975**
OPERATING RESULT FOR THE YEAR	**(7)**	**(592)**
Administered assets		
Current		
Cash	35,386	18,402
Receivables	29,212	29,706
Total current assets	**64,598**	**48,108**
Non-current		
Land	145,276	134,327
Receivables **	282,261	197,033
Total non-current assets	**427,537**	**331,360**
Total assets	**492,135**	**379,468**
Administered liabilities		
Current		
Payables	58,179	38,383
Unearned revenue	5,840	5,789
Total current liabilities	**64,019**	**44,172**
Non-current		
Payables **	282,261	197,033
Total non-current liabilities	**282,261**	**197,033**
Total liabilities	**346,280**	**241,205**
NET ADMINISTERED ASSETS	**145,855**	**138,263**
Administered equity		
Contributed equity	(1,002)	3,648
Accumulated deficit	(76,466)	(76,460)
Asset revaluation surplus	223,323	211,075
TOTAL ADMINISTERED EQUITY	**145,855**	**138,263**

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

	2024 $'000	2023 $'000

28 SCHEDULE OF ADMINISTERED ITEMS (continued)

* User charges, fees and fines includes:

	2024 $'000	2023 $'000
Fines and forfeiture ***	-	32,171
Motor vehicle registration	2,375,297	2,230,061
Transport and traffic fees	564,032	553,512
Other registration	93,332	91,270
Other regulatory fees	82,535	81,318
Other	1,156	1,090
Total	3,116,352	2,989,422

** Represents $282.261m of payables in 2024 (2023: $197.033m) relating to grant funding for the Cross River Rail Delivery Authority.

*** Fines and forfeiture functions were transferred to the Queensland Revenue Office within Queensland Treasury effective 1 December 2022.

29 ADMINISTERED APPROPRIATIONS

Reconciliation of payments from Consolidated Fund to administered income

	2024 $'000	2023 $'000
Budgeted administered appropriation revenue	107,397	111,437
Unforeseen expenditure *	(62,725)	-
Transfers to other headings	-	(99,844)
Total administered revenue	44,672	11,593
Less: Opening balance of administered revenue receivable	(196,678)	(127,101)
Plus: Closing balance of administered revenue receivable	282,954	196,678
Administered income recognised in Note 28	**130,948**	**81,170**

Reconciliation of payments from Consolidated Fund to administered equity adjustment

	2024 $'000	2023 $'000
Budgeted administered equity adjustment appropriation	630,999	1,116,746
Transfers to other headings	-	(246,000)
Unforeseen expenditure *	151,291	-
Total administered equity adjustment receipts	782,290	870,746
Less: Opening balance of administered equity adjustment receivable	-	-
Plus: Closing balance of administered equity adjustment receivable	82	-
Administered equity adjustment recognised in contributed equity	**782,372**	**870,746**

* Relates to additional funding for the Port of Gladstone Northern Land Expansion Project of $100m and the Cairns Marine Precinct Common User Facility of $10m, partly offset by timing adjustments for various programs including the Mount Isa to Townsville Rail Line ($33.5m).

30 BUDGETARY REPORTING

STATEMENT OF COMPREHENSIVE INCOME	Original budget 2024 $'000	Actual result 2024 $'000	Variance 2024 $'000
Income			
Appropriation revenue	6,943,193	6,957,051	13,858
User charges and fees	1,086,925	1,104,337	17,412
Grants and other contributions	325,334	597,013	271,679
Service concession arrangements revenue	232,180	232,180	-
Other revenue	36,676	61,931	25,255
Total revenue	**8,624,308**	**8,952,512**	**328,204**
Gains on disposal of assets	4,227	2,419	(1,808)
Total income	**8,628,535**	**8,954,931**	**326,396**

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

30   BUDGETARY REPORTING (continued)

STATEMENT OF COMPREHENSIVE INCOME (continued)	Original budget 2024 $'000	Actual result 2024 $'000	Variance 2024 $'000
Expenses			
Employee expenses	981,726	1,083,824	102,098
Supplies and services	4,901,116	4,977,004	75,888
Grants and subsidies	858,972	790,233	(68,739)
Finance and borrowing costs	99,572	102,645	3,073
Depreciation and amortisation	1,549,663	1,646,691	97,028
Impairment losses	1,620	1,824	204
Other expenses	24,050	23,303	(747)
Total expenses	**8,416,719**	**8,625,524**	**208,805**
Operating result before income tax equivalent expense	**211,816**	**329,407**	**117,591**
Income tax equivalent expense	8,921	6,797	(2,124)
OPERATING RESULT FOR THE YEAR	**202,895**	**322,610**	**119,715**
Items not reclassified to operating result			
Increase in asset revaluation surplus	-	2,650,364	2,650,364
Total other comprehensive income	**-**	**2,650,364**	**2,650,364**
TOTAL COMPREHENSIVE INCOME	**202,895**	**2,972,974**	**2,770,079**

Explanation of major variances

Grants and other contributions

Variance of $271.679m mainly reflects:
- $226.772m higher than anticipated reimbursements from the Queensland Reconstruction Authority. This is a timing issue only.
- $26.587m recognition of the Boyne Burnett Inland Rail Trail (BBIRT) assets progressively transferred from Queensland Rail.
- $11.075m for recognition of the Sunwater in kind works at Foleyvale Crossing.

Other revenue

Variance of $25.255m mainly reflects:
- $15.530m cost recovery funding received as a result of a settlement agreement.
- $4.127m for recognition of interest gain from the Construction Proceeds Account due to pre-completion payments made for the Gold Coast Light Rail Stage 3 project.

Employee expenses

Variance of $ 102.098m mainly reflects:
- $31.159m for the four percent pay rise under TMR Enterprise Bargaining Agreements for 2022–23 with backpay paid in 2023–24.
- $28.035m for the three percent Cost of Living Adjustment (COLA) payment and associated oncosts paid to eligible employees of the department covered by certified agreements.
- $21.908m reflects:
  - additional superannuation contributions due to the four percent pay rise under TMR Enterprise Bargaining Agreements
  - the 2023 Core Agreement with backpay paid in 2023–24
  - Queensland Government Customer and Digital Group employees excluding CITEC, moving from the Core to TMR Award
  - the CITEC Certified Agreement 2023 and associated costs following the machinery-of-government change on 18 May 2023.
- $5.767m due to a shift in the mix of time charged to operating versus capital projects resulting in a realignment of employee expenses and capitalised employee expenses.
- $5.631m reflects voluntary redundancy payments which were not budgeted for due to the unavailability of reliable estimates.

Increase in asset revaluation surplus

Variance of $2,650m mainly consists of a revaluation increment in infrastructure assets as a result of the annual revaluation for 2023–24. A budget was not allocated due to the unavailability of reliable measures for future movement in replacement costs of existing and new infrastructure assets.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

30   BUDGETARY REPORTING (continued)

STATEMENT OF FINANCIAL POSITION	Original budget 2024 $'000	Actual result 2024 $'000	Variance 2024 $'000
Assets			
Current assets			
Cash	212,328	382,058	169,730
Receivables	276,604	504,767	228,163
Inventories	3,986	20,128	16,142
Prepayments	53,343	75,576	22,233
Non-current assets classified as held for sale	2,824	-	(2,824)
Total current assets	**549,085**	**982,529**	**433,444**
Non-current assets			
Receivables	3,273	3,452	179
Prepayments	65,076	75,086	10,010
Intangible assets	124,154	57,901	(66,253)
Property, plant and equipment	93,451,327	109,819,852	16,368,525
Service concession assets	12,639,555	15,077,913	2,438,358
Deferred tax assets	2,525	3,769	1,244
Right-of-use assets	78,208	83,341	5,133
Investment in subsidiary	5,601	34,027	28,426
Total non-current assets	**106,369,719**	**125,155,341**	**18,785,622**
Total assets	**106,918,804**	**126,137,870**	**19,219,066**
Liabilities			
Current liabilities			
Payables	735,586	899,177	163,591
Borrowings	60,228	48,548	(11,680)
Provisions	189,644	241,779	52,135
Accrued employee benefits	37,546	48,115	10,569
Current tax liabilities	-	41	41
Unearned revenue – service concession arrangements	232,180	232,180	-
Lease liabilities	19,119	21,954	2,835
Other	239,326	298,435	59,109
Total current liabilities	**1,513,629**	**1,790,229**	**276,600**
Non-current liabilities			
Borrowings	1,122,371	1,082,889	(39,482)
Provisions	123,236	202,654	79,418
Unearned revenue – service concession arrangements	6,690,954	6,690,955	1
Lease liabilities	69,968	73,557	3,589
Other	203	620	417
Total non-current liabilities	**8,006,732**	**8,050,675**	**43,943**
Total liabilities	**9,520,361**	**9,840,904**	**320,543**
NET ASSETS	**97,398,443**	**116,296,966**	**18,898,523**
TOTAL EQUITY	**97,398,443**	**116,296,966**	**18,898,523**

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

30 BUDGETARY REPORTING (continued)

STATEMENT OF FINANCIAL POSITION (continued)

Explanation of major variances

Cash

Variance of $169.730m reflects a higher than anticipated opening balance of $358.882 due to the timing of future planned transport operations and maintenance expenditure. This is offset by a decrease in cash of ($189.443m) as illustrated in the Statement of cash flows largely due to the acceleration of equity funding to align with capital program delivery and timing of planned expenditure.

Receivables – current

Variance of $228.163m reflects a higher than anticipated trade debtors balance including GST receivable/payable and the accrual of grant revenue from Queensland Reconstruction Authority relating to the natural disaster events.

Prepayments – current

Variance of $22.233m reflects a higher than anticipated insurance premium payment made due to increased capital program delivery and increased payments made for software and data agreements.

Intangible assets

The variance of ($66.253m) primarily reflects $39.436m of projects written off in 2023 and lower than anticipated software purchases due to projects expensed as a result of a review of software as a service arrangement following a change in Australian Accounting Standards.

Property, plant and equipment

The variance of $16,369m is mainly due to the timing differences to obtain reliable measures for road infrastructure valuations to enable budget allocations. Actual asset revaluation increments were not able to be determined at the time of budget development.

Service concession assets

The variance of $2,438m is mainly due to the timing differences to obtain reliable measures for service concession asset valuations to enable budget allocations. Actual asset revaluation increments were not able to be determined at the time of budget development.

Investment in subsidiary

The variance of $28.426m reflects the department's equity injection of $10m in 2023 and $18.426m in 2024 for Transmax's STREAMS Next Generation Mobility Platform.

Payables

Variance of $163.591m is primarily due to higher than anticipated capital program delivery.

Provisions – current

Variance of $52.135m reflects an increase in provision re-measurement of the value of land resumptions after the budget had been published. Actual re-measurement of the value of land resumptions were not budgeted for due to the unavailability of reliable estimates.

Other Liabilities – current

Variance of $59.109m mainly comprises higher than anticipated advance payments from the Queensland Reconstruction Authority for expenditure incurred on works related to natural disaster events.

Provisions – non-current

Variance of $79.418m reflects an increase in provision re-measurement of the value of land resumptions after the budget had been published. Actual re-measurement of the value of land resumptions were not budgeted for due to the unavailability of reliable estimates.

Total equity

The variance of $18,899m is mainly due to the timing differences to obtain reliable measures for asset valuations to enable budget allocations. $17,753m in asset revaluation increments were not able to be determined at the time of budget development.

Department of Transport and Main Roads

Notes to the financial statements 2023–24 (continued)

30 BUDGETARY REPORTING (continued)

STATEMENT OF CASH FLOWS	Original budget 2024 $'000	Actual result 2024 $'000	Variance 2024 $'000
Cash flows from operating activities			
Inflows:			
Service appropriation receipts	6,943,193	7,022,253	79,060
User charges and fees	1,067,842	963,850	(103,992)
Grants and other contributions	323,714	555,035	231,321
GST input tax credits from ATO	846,163	1,039,416	193,253
GST collected from customers	118,144	137,618	19,474
Other	36,676	36,481	(195)
Outflows:			
Employee expenses	(981,577)	(1,046,838)	(65,261)
Supplies and services	(4,892,893)	(4,972,938)	(80,045)
Grants and subsidies	(834,161)	(781,195)	52,966
Finance and borrowing costs	(95,542)	(101,018)	(5,476)
GST paid to suppliers	(847,228)	(1,054,762)	(207,534)
GST remitted to ATO	(94,045)	(130,997)	(36,952)
Income tax equivalent paid	(9,263)	(4,697)	4,566
Other	(19,724)	(21,935)	(2,211)
Net cash provided by operating activities	**1,561,299**	**1,640,273**	**78,974**
Cash flows from investing activities			
Inflows:			
Sales of property, plant and equipment	27,577	28,093	516
Outflows:			
Payments for property, plant and equipment	(3,875,852)	(5,315,626)	(1,439,774)
Payments for intangibles	(29,233)	(3,347)	25,886
Payments for investment in subsidiary	-	(18,426)	(18,426)
Net cash used in investing activities	**(3,877,508)**	**(5,309,306)**	**(1,431,798)**
Cash flows from financing activities			
Inflows:			
Equity injections	3,792,942	5,063,171	1,270,229
Outflows:			
Equity withdrawals	(1,320,706)	(1,432,614)	(111,908)
Borrowing redemptions	(228,573)	(224,233)	4,340
Lease payments	(26,345)	(25,625)	720
Net cash provided by financing activities	**2,217,318**	**3,380,699**	**1,163,381**
Net increase/(decrease) in cash	(98,891)	(288,334)	(189,443)
Increase in cash due to machinery-of-government change	-	290	290
Cash – opening balance	311,219	670,102	358,883
CASH – CLOSING BALANCE	**212,328**	**382,058**	**169,730**

Explanation of major variances

Grants and other contributions

Variance of $231.321m reflects higher than anticipated reimbursements from the Queensland Reconstruction Authority. This is a timing issue only.

GST input tax credits from ATO

Variance $193.253m is due to variability of the timing, value and payment of invoices received from external parties.

Department of Transport and Main Roads

Notes to the financial statements 2023–24 (continued)

30 BUDGETARY REPORTING (continued)

STATEMENT OF CASH FLOWS (continued)

Explanation of major variances (continued)

Other inflows
Variance of $29.544m mainly reflects:
• $15.530m cost recovery funding received as a result of a settlement agreement.
• $4.127m for recognition of interest gain from the Construction Proceeds Account due to pre-completion payments made for the Gold Coast Light Rail Stage 3 project.

GST paid to suppliers
Variance of ($207.534m) is due to variability of the timing, value and payment of invoices received from external parties.

GST remitted to ATO
Variance of ($36.952m) is due to variability of the timing, value and payment of invoices issued to external parties.

Payments for property, plant and equipment
Variance of ($1,504m) mainly reflects increased capital program delivery.

Payments for intangibles
Variance of $25.886m reflects lower than anticipated software purchases due to projects expensed as a result of a review of software as a service arrangement following a change in Australian Accounting Standards.

Equity injections
Variance of $1,270m relates to Queensland and Australian Government funding brought forward from within the forward estimates to fund increased capital program delivery and a cash injection to supplement working capital due to COVID-19 impacts.

SCHEDULE OF ADMINISTERED ITEMS	Original budget 2024 $'000	Actual result 2024 $'000	Variance 2024 $'000
Administered income			
Appropriation revenue	184,924	130,948	(53,976)
Grants and other contributions	-	249	249
User charges, fees and fines	3,040,519	3,116,352	75,833
Other	10,451	10,950	499
Total income	**3,235,894**	**3,258,499**	**22,605**
Administered expenses			
Supplies and services	7,553	14,849	7,296
Grants and subsidies	177,371	116,354	(61,017)
Impairment losses on trade receivables	-	17	17
Transfers of administered revenue to government	3,050,970	3,127,269	76,299
Other	-	17	17
Total expenses	**3,235,894**	**3,258,506**	**22,612**
OPERATING RESULT FOR THE YEAR	**-**	**(7)**	**(7)**
Administered assets			
Current			
Cash	20,032	35,386	15,354
Receivables	22,663	29,212	6,549
Total current assets	**42,695**	**64,598**	**21,903**
Non-current			
Land	123,279	145,276	21,997
Receivables	275,633	282,261	6,628
Total non-current assets	**398,912**	**427,537**	**28,625**
Total assets	**441,607**	**492,135**	**50,528**

Department of Transport and Main Roads

Notes to the financial statements 2023–24 (continued)

30   BUDGETARY REPORTING (continued)

SCHEDULE OF ADMINISTERED ITEMS (continued)	Original budget 2024 $'000	Actual result 2024 $'000	Variance 2024 $'000
Administered liabilities			
Current			
Payables	36,214	58,179	21,965
Unearned revenue	6,247	5,840	(407)
Total current liabilities	**42,461**	**64,019**	**21,558**
Non-current			
Payables	275,633	282,261	6,628
Total non-current liabilities	**275,633**	**282,261**	**6,628**
Total liabilities	**318,094**	**346,280**	**28,186**
NET ADMINISTERED ASSETS	**123,513**	**145,855**	**22,342**
TOTAL ADMINISTERED EQUITY	**123,513**	**145,855**	**22,342**

Explanation of major variances

Supplies and services
Variance of $7.296m mainly reflects the application of COLA, backpay and the new TMR Award and CITEC Certified Agreement 2023 from 18 May 2023 to 30 June 2024 for Queensland Shared Services, CITEC and Corporate Administration Agency employees.

Grants and subsidies
Variance of ($61.017m) mainly reflects the deferral of funding to 2024–25 for the Queensland Rail Mount Isa to Townsville Rail Line ($33.500m) and the Cross River Rail Delivery Authority returned works ($28.222m).

Cash
Variance of $15.354m mainly reflects the increase in payables of $21.965m partly offset by the increase in receivables of $6.549m.

Receivables – current
Variance of $6.549m reflects an increase in vehicle registration revenue owed from dealers and agencies of $5.979m.

Land
Variance of $21.997m mainly reflects land revaluation increments of $21.632m in 2022–23 and $12.248m in 2023–24, ($9.993m) in land under roads transferred in 2022–23 and ($1.299m) of land transferred to the Department of Resources in 2023–24.

Payables – current
Variance of $21.965m mainly reflects revenue transferred to government payable of $18.644m due to a credit adjustment of ($9.530m) related to the Queensland Revenue Office machinery-of-government change for fines and penalties debt administration stage two of 1 December 2022, which is not applicable in 2023–24.

Equity
Variance of $22.342m is mainly due to timing differences to obtain reliable measures for asset revaluation increments which were not able to be determined at the time of budget development.

Department of Transport and Main Roads
Notes to the financial statements 2023–24 (continued)

31 EVENTS AFTER THE BALANCE DATE

Queensland Police Service – Road Safety Camera Office machinery-of-government change

As a result of the Public Service Departmental Arrangements Notice (No.1) 2024, the Queensland Police Service functions within the Road Safety Camera operations were transferred to the Department of Transport and Main Roads, effective from 15 July 2024. There were 65 employees transferred as part of the arrangement.

Reduced 50 cent fares on public transport services

In May 2024 the Premier announced a 50 cent fare will apply to all Translink public transport services in Queensland from 5 August 2024. This initiative will significantly reduce the cost of public transport and will encourage more people to leave the car at home and ease congestion. This will result in reduced fare revenue being reported in Note 3 User charges and fees in 2024–25.

New Generation Rollingstock (NGR) train sets' rectification works

In July 2024 the New Generation Rollingstock train accessibility update program was completed. Following a variation deed entered into with the vendor this program was undertaken to ensure compliance with *Disability Standards for Accessible Public Transport 2002 (Cth)*. All of the 75 upgraded train sets' are now in service across the South East Queensland train network.

Refer to Note 16 and 20 of the financial statements.

Queensland Police Service – Public Safety Network Management Centre machinery-of-government change

As a result of the Public Service Departmental Arrangements Notice (No.6) 2024, the Queensland Police Service functions associated with the Public Safety Network Management Centre (PSNMC) were transferred to the CITEC business unit of the Department of Transport and Main Roads, effective from 19 August 2024. The PSNMC is a shared network service provider to a range of Queensland Government agencies across the state.

Department of Transport and Main Roads
Management certificate for the year ended 30 June 2024

MANAGEMENT CERTIFICATE OF THE DEPARTMENT OF TRANSPORT AND MAIN ROADS

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

a)   the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and

b)   the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Transport and Main Roads for the financial year ended 30 June 2024 and of the financial position of the department at the end of that year.

The Director-General, as the Accountable Officer of the Department, acknowledges responsibility under sections 7 and 11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.

Nick Shaw FCPA
Chief Finance Officer

23 August 2024

Sally Stannard BE/BA Hons, Dip Eng Prac
Director-General

23 August 2024

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Transport and Main Roads

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Department of Transport and Main Roads.

In my opinion, the financial report:

a)   gives a true and fair view of the department's financial position as at 30 June 2024, and its financial performance and cash flows for the year then ended

b)   complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

The financial report comprises the statement of financial position and statement of assets and liabilities by major departmental services as at 30 June 2024, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental services for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report for the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Queensland
Audit Office
Better public services

Valuation of infrastructure assets ($91.437 billion) and estimating depreciation expense ($1.222 billion)

Refer to note 15 in the financial report

Key audit matter	How my audit addressed the key audit matter
The fair value measurement of infrastructure assets is based on current replacement cost (cost approach). The valuations are dependent on certain key assumptions that require significant management judgement including for the following: • Componentising the assets into the significant parts that have different useful lives. • Classifying assets into categories that have similar replacement costs. • Estimating the gross replacement cost for each combination of asset component and category to develop unit rates for the modern equivalent asset. • Estimating the remaining useful life of each asset.	My procedures included, but were not limited to: • assessing the reasonableness of the methods and accounting principles used in the cost approach and depreciation expense estimates • evaluating the qualifications, competence, capability, and objectivity of the internal subject matter experts involved in developing and approving internally generated unit rates • examining a sample of the input data used in the unit pricing model for relevance, completeness, and accuracy • examining a sample of unit rates and evaluating the reasonableness of key assumptions and relevance, completeness, and accuracy of supporting documentation • examining a sample of asset valuation movements since the last revaluation date and corroborating the changes with other available information • examining the reasonableness of the funding available used as input for the remaining useful lives and relevance of supporting documentation for the estimates • testing the mathematical accuracy of the infrastructure valuation and depreciation models.

![Queensland Audit Office — Better public services]

Recognition and measurement of service concession assets ($15.077 billion), borrowings – financial liabilities on service concession arrangements ($583.745 million) and other liabilities on service concession arrangement ($6.923 billion)

Refer to note 16 and note 19 in the financial report

Key audit matter	How my audit addressed the key audit matter

AASB 1059 *Service Concession Arrangements: Grantors* involves a high degree of complexity and certain key assumptions that require significant management judgement including the following:
 	
• Estimating the recognition and measurement of the service concession asset at current replacement cost in accordance with the cost approach described in AASB 13 *Fair Value Measurement*:
 	
  - Componentising the assets into the significant parts that have different useful lives.
 	
  - Classifying assets into categories that have similar replacement costs.
 	
  - Estimating the gross replacement cost for each combination of component and asset category to develop unit rates for the modern equivalent asset.
 	
  - Estimating the remaining useful life of each asset.
 	
• Classifying and measuring the service concession liabilities as a financial liability or unearned revenue depending on how the operator is compensated.
	My procedures included, but were not limited to:
	
	• assessing the appropriateness of the recognition and accounting measurement principles used to determine the value and classification of service concession assets, unearned revenue and financial liabilities on service concession arrangements
	
	• evaluating the qualifications, competence, capability and objectivity of the internal and external subject matter experts involved in developing the current replacement cost valuations for service concession assets
	
	• examining the measurement estimates of service concession assets, unearned revenue and financial liabilities on service concession arrangements and evaluating a sample of supporting documentation for reasonableness, relevance, completeness and accuracy
	
	• testing the mathematical accuracy of the models used to calculate the service concession assets, unearned revenue estimates and financial liabilities including depreciation, interest and service payments.

Other information

Those charged with governance are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2024, but does not include the financial report and our auditor's report thereon. My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

**Queensland
Audit Office**
Better public services

Responsibilities of the department for the financial report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Accountable Officer is also responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

Auditor's responsibilites for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:
https://www.auasb.gov.au/auditors_responsibilities/ar6.pdf
This description forms part of my auditor's report.

Report on other legal and regulatory requirements

Statement

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2024:
a)   I received all the information and explanations I required.

b)   I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the department's transactions and account balances to enable the preparation of a true and fair financial report.

28 August 2024

Vaughan Stemmett
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

Appendices

Appendix 1: Legislation administered by the department

The Department of Transport and Main Roads administers a range of Acts for transport-related purposes listed below:

Minister for Transport and Main Roads

- *Air Navigation Act 1937*
- *Century Zinc Project Act 1997* (sections 5(2) to (7), 11, 12 and 13)
- *Civil Aviation (Carriers' Liability) Act 1964*
- *Cross River Rail Delivery Authority Act 2016*
- *Gold Coast Waterways Authority Act 2012*
- *Heavy Vehicle National Law Act 2012*
- *Maritime Safety Queensland Act 2002*
- *Photo Identification Card Act 2008*
- *Queensland Rail Transit Authority Act 2013*
- *Rail Safety National Law (Queensland) Act 2017*
- *State Transport Act 1938*
- *State Transport (People Movers) Act 1989*
- *Sustainable Ports Development Act 2015*
- *Thiess Peabody Mitsui Coal Pty. Ltd. Agreements Act 1965**
- *Tow Truck Act 1973*
- *Tow Truck Act 2023*
- *Transport Infrastructure Act 1994*
- *Transport Operations (Marine Pollution) Act 1995*
- *Transport Operations (Marine Safety) Act 1994*
- *Transport Operations (Marine Safety–Domestic Commercial Vessel National Law Application) Act 2016*
- *Transport Operations (Passenger Transport) Act 1994*
- *Transport Operations (Road Use Management) Act 1995*
- *Transport Planning and Coordination Act 1994*
- *Transport (South Bank Corporation Area Land) Act 1999*
- *Transport Security (Counter-Terrorism) Act 2008*

*Except to the extent administered by the Deputy Premier, Treasurer and Minister for Trade and Investment and the Minister for Resources and Critical Minerals.

Appendix 2: Associated authorities

TMR works collaboratively with three statutory authorities, four government-owned corporations (GOC), and one publicly owned private (Pty Ltd) company. TMR also provides strategic advice to the Minister regarding the Ports and Gold Coast Waterways Authority.

Statutory authorities

- Gold Coast Waterways Authority
- Queensland Rail
- Cross River Rail Delivery Authority

Government-owned corporations

- Far North Queensland Ports Corporation Limited (Ports North)*
- Gladstone Ports Corporation Limited*
- North Queensland Bulk Ports Corporation Limited*
- Port of Townsville Limited*

Government-owned corporation with shareholding Ministerial obligations.

Publicly-owned private company

- Transmax Pty Ltd**

**Director-General of TMR is the company's sole shareholder.*

Gold Coast Waterways Authority

The Gold Coast Waterways Authority was established to strategically plan for, facilitate, and manage the development and use of the Gold Coast waterways. The authority manages the waterways south of the Logan River to the New South Wales border. The Gold Coast Waterways Authority operates in accordance with the *Gold Coast Waterways Authority Act 2012*.

> 🖥 **For more information**
> https://gcwa.qld.gov.au/our-publications/#annual-reports

Queensland Rail

Queensland Rail is a statutory authority and operates in accordance with the *Queensland Rail Transit Authority Act 2013*. It is responsible for the operation of passenger rail services and ensuring that supporting rail infrastructure remains safe, reliable, and at a fit-for-purpose standard.

The Rail Transport Service Contract between TMR and Queensland Rail governs the funding arrangements for new rail infrastructure, maintenance of the existing rail network, and the provision of both South East Queensland and regional long-distance passenger rail services.

> 🖥 **For more information**
> https://www.queenslandrail.com.au/aboutus/governance/reports-and-publications

Cross River Rail Delivery Authority

The Cross River Rail Delivery Authority was created to plan, carry out, promote, and coordinate activities to facilitate economic development, and development for community purposes in a cross river rail priority development area, and to facilitate the efficient delivery of the cross river rail project and transport-related projects. The *Cross River Rail Delivery Authority Act 2016* has been administered by TMR's Director-General since 12 November 2020. The Director-General is also Chairperson of the Cross River Rail Delivery Board.

> 🖥 **For more information**
> https://crossriverrail.qld.gov.au/asset-library/

Shareholding Ministers

The ports as outlined above are GOCs governed under the *Government Owned Corporations Act 1993*. Each GOC must fulfil its obligations and keep the shareholding minister(s) reasonably informed of the operations, financial performance, financial position, and governance of the company and its subsidiaries. The companies must report in a timely manner on all issues likely to have a significant financial or operating impact. Each must also develop a Corporate Plan, Statement of Corporate Intent, and table an annual performance report each year which are available on their website.

Transmax

Transmax Pty Ltd is an unlisted Australian company incorporated in 2002. Transmax is wholly owned by TMR and is governed by a board of directors. Transmax provides traffic management systems and other ITS used to optimise the traffic system, reduce congestion, and supports other transport departments around Australia to achieve safer and more reliable road journeys.

> **For more information**
> https://www.transmax.com.au/who-we-are/corporate-publications/

Appendix 3: Camera Detected Offence Program

Note. Total 2023–24 expenditure on CDOP related activities can include funding from prior year and expenditure brought forward.

Revenue

Table 46: CDOP Financial overview for 2023–24

Revenue	$'000
Queensland Treasury	464,297

Administrative/operational costs

Table 47: CDOP financial overview for 2023–24—Administrative/operational costs

Expenditure	$'000
Department of Transport and Main Roads—operating	29,410
Department of Transport and Main Roads—equity	7964
Queensland Police Service—operating (including road safety enforcement initiatives)	35,689
Queensland Police Service—equity	1865
Queensland Treasury	52,359
Total administrative/operational costs	127,289

Expenditure from remaining revenue

Table 48: CDOP financial overview 2023–24—Road safety education and awareness and enabling practices

Expenditure	$'000
Department of Transport and Main Roads—operating	32,373
Department of Transport and Main Roads—equity	2714
Queensland Fire and Emergency Services	343
Queensland Reconstruction Authority	1881
Queensland Police Service—operating	1665

Table 49: CDOP financial overview for 2023–24—Road accident injury rehabilitation programs

Expenditure	$'000
Queensland Health—to support the purchase of blood products used in the treatment of victims of road trauma	4500

Table 50: CDOP financial overview for 2023–24—Improvements to the safety of state-controlled roads

Expenditure	$'000
Department of Transport and Main Roads—operating	2580
Department of Transport and Main Roads—equity	189,217

Table 51: CDOP financial overview for 2023–24—Totals

Totals	$'000	$'000
Total Revenue		464,297
Total administrative/operational costs	*127,289*	
Total Expenditure from remaining revenue	*235,272*	
Total Expenditure 2023–24		362,560
Total Revenue less Total Expenditure		101,737

Community attitudes

The following results were drawn from recent research* indicating that the community generally regards speeding to be a dangerous and unacceptable behaviour. With regards to low-level speeding, the community has paradoxical attitudes, such that they understand the risks associated with the behaviour, but many still report engaging in the behaviour themselves.

Of those motorists surveyed:

- 78 per cent agreed with the statement 'Speeding is unsafe in most circumstances'
- 40 per cent agreed with the statement 'Low-level speeding is a major contributor to crashes'
- 86 per cent agreed with the statement 'The faster you drive, the more severe the crash'
- 81 per cent agreed with the statement 'If I drive 10 km/h over the speed limit, I have a greater risk of being in a crash, than if I was driving at the speed limit'
- 32 per cent were classified as compliant with speed limits, while 50 per cent were classified as low-level speeders**.

*Each year, TMR commissions a study investigating road safety attitudes and behaviours, which is conducted by an independent market research company. The 2023 survey asked transport-related questions of a sample of 942 Queensland motorists.

**Respondents were classified as 'low-level speeders' if they reported travelling at 1–10 km/h over the posted speed limit for more than 10 per cent of the time they were driving, but never reported travelling more than 20 km/h over the limit.

Figure 5: Mobile speed cameras—Vehicles monitored per notice issued
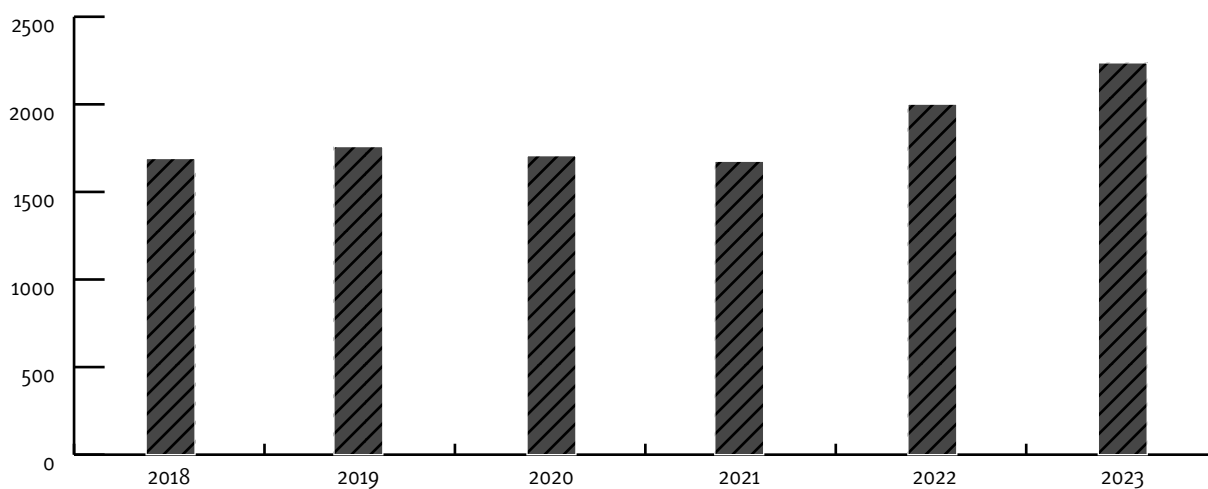
	2018	2019	2020	2021	2022	2023
Vehicles monitored per notice issued	1691	1759	1707	1675	2001	2237

Data source: Queensland Police Services.

Table 52: Number of mobile speed camera infringements per penalty bracket for 2023

Penalty bracket	< 11 km/h	11–20 km/h	21–30 km/h	31–40 km/h	> 40 km/h	Total
Number of mobile speed camera infringements	279,700	157,254	12,581	1959	991	**452,485**
Percentage	61.81%	34.75%	2.78%	0.43%	0.22%	

Data source: TMR Data Analysis Team.

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

Figure 6: Red light cameras—Vehicles monitored per notice issued
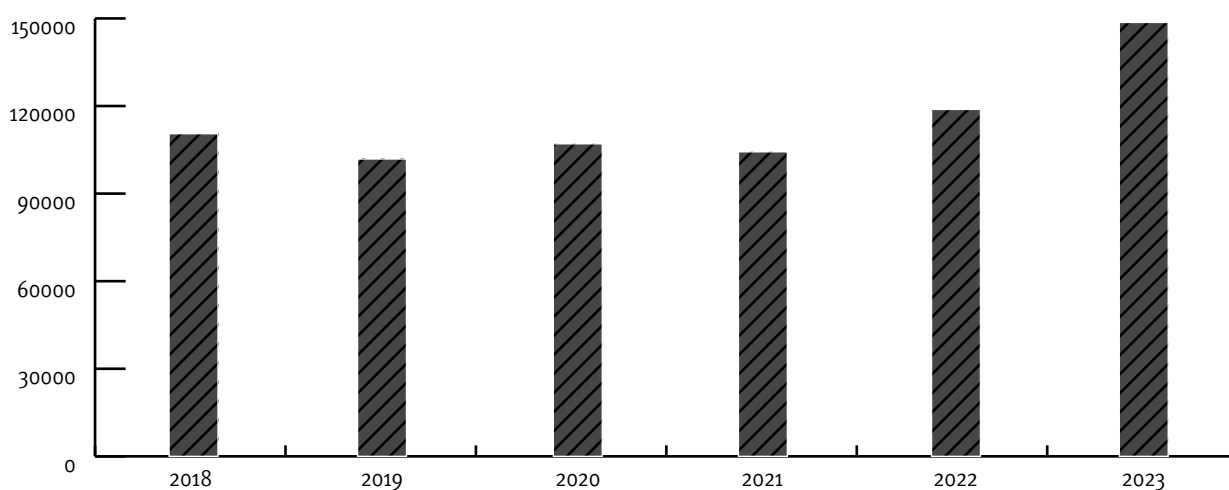
	2018	2019	2020	2021	2022	2023
Vehicles monitored per notice issued	110,514	101,852	107,054	104,310	118,833	148,623

Data source: Queensland Police Service.

Note: This graph does not include red light camera notices issued by combination red light/speed cameras. See Figure 8.

Figure 7: Fixed speed cameras—Vehicles monitored per notice issued
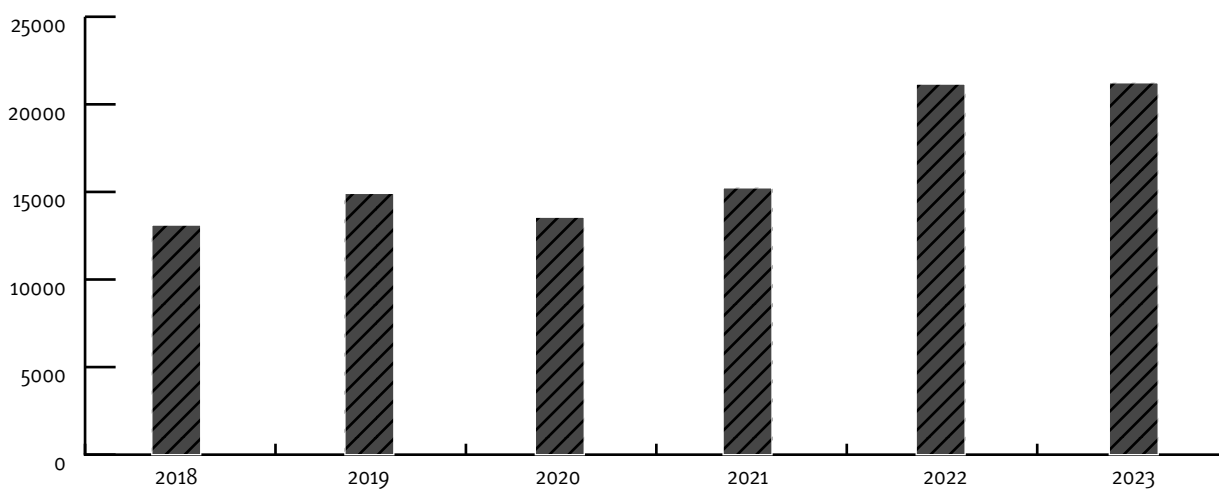
	2018	2019	2020	2022	2023	2024
Vehicles monitored per notice issued	13,107	14,918	13,556	15,234	21,156	21,231

Data source: Queensland Police Service.

Note: This graph does not include fixed speed camera notices issued by combined red light/speed cameras. See Figure 8.

Table 53: Number of fixed speed camera infringements per penalty bracket for 2023

Penalty bracket	‹ 11 km/h	11–20 km/h	21–30 km/h	31–40 km/h	› 40 km/h	Total
Number of fixed speed camera infringements	101,999	40,354	3047	670	339	**146,409**
Percentage	69.67%	27.56%	2.08%	0.46%	0.23%	

Data source: Queensland Police Service.

Notes: Penalty bracket is vehicle exceeding the speed limited by this amount. This data reflects all fixed speed camera notices including those detected by combined red light/speed cameras.

Figure 8: Combined red light/speed camera—Vehicles monitored per notice issued
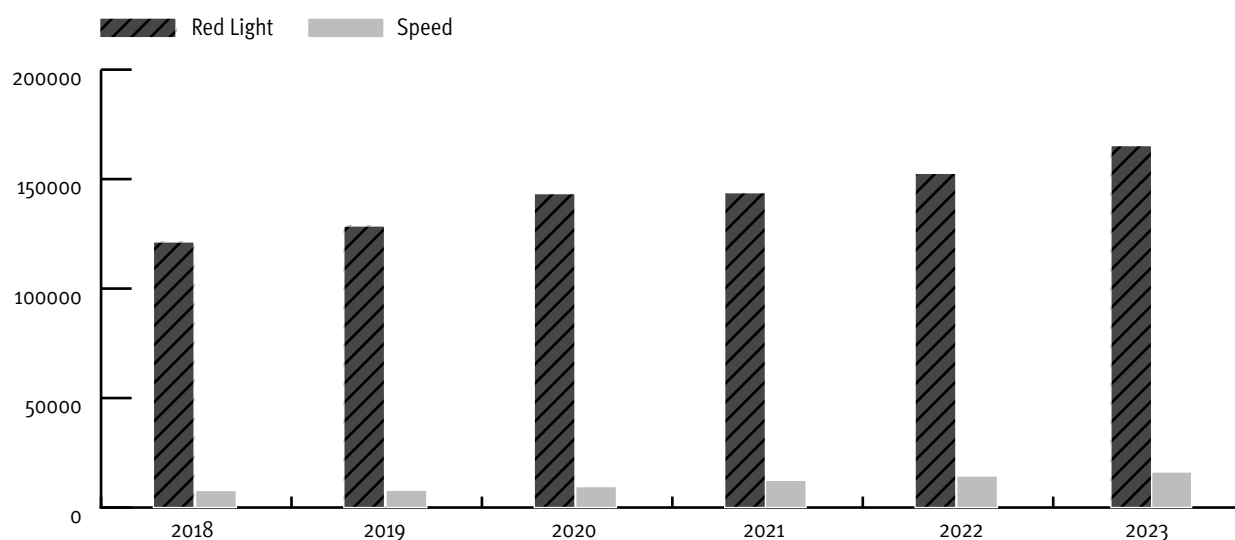
	2018	2019	2020	2021	2022	2023
Vehicles monitored per notice issued: Red Light	121,319	128,607	143,378	143,791	152,630	165,316
Vehicles monitored per notice issued: Speed	7795	7879	9570	12,443	14,411	16,255

Data source: Queensland Police Service.

Table 54: Number of point-to-point speed camera infringements per penalty bracket for 2023

Penalty bracket	‹ 11 km/h	11–20 km/h	21–30 km/h	31–40 km/h	› 40 km/h	Total
Number of point-to-point speed camera infringements	1590	7621	559	93	37	**9,900**
Percentage	16.06%	76.98%	5.65%	0.94%	0.37%	

Data source: Queensland Police Service.

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

A point-to-point (or average) speed camera system uses a number of cameras over a length of road to measure a vehicle's average speed. The system uses the time it takes for a vehicle to travel between the two points to calculate the average speed of the vehicle. Speed = Distance ÷ Time.

Appendix 4: Transport operator payments

Passenger transport operator payments: South East Queensland

Payments are for the period of 1 July 2023 to 30 June 2024 and are excluding GST.

Bus

Table 55: Passenger transport operator payments: South East Queensland—Bus

Operator	2023–24 $ Amount
Brisbane Bus Lines Pty Ltd ACN 009 739 593	177,732
Brisbane City Council (Transport for Brisbane) ABN 72 002 765 795	375,266,011
Bus Queensland Pty Ltd ACN 010 516 757 t/a Park Ridge Transit	18,144,789
Bus Queensland (Lockyer Valley) Pty Ltd ACN 140 535 888	1,883,966
CDC South East Queensland Pty Ltd ACN 085 000 693	16,162,375
Caboolture Bus Lines Pty Ltd ACN 010 974 599	15,276,263
Reginald Graham Clark & Yvonne Hazel Clark ABN 26 755 113 656 t/a Clarks Bus Service	37,358,605
GK & JM Thompson Pty Ltd ACN 064 465 176 t/a Thompson Bus Services	10,898,279
Hornibrook Bus Lines Pty Ltd ACN 010 013 224	20,744,263
Mt Gravatt Bus Service Pty Ltd ABN 51 880 151 325 atf The L G Cole Family Trust	5,632,353
S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines	19,792,190
Southern Cross Transit (QLD) Pty Ltd ACN 097 130 615 atf the G. Oliveri Family Trust (QLD)	188,589
Surfside Buslines Pty Ltd ACN 010 957 552	112,354,383
Transdev Queensland Pty Ltd ACN 087 046 044	32,908,855
Transit Australia Pty Limited ACN 065 794 943 t/a Sunshine Coast Sunbus	47,543,156
Westside Bus Co Pty Ltd ACN 083 497 312 atf Westside Unit Trust	28,850,237
Cavbus Pty Ltd ACN 096 924 677 t/a Logan Coaches	628,401
Total	$743,810,447

Ferry

Table 56: Passenger transport operator payments: South East Queensland—Ferry

Operator	2023–24 $ Amount
Brisbane City Council (Transport for Brisbane) ABN 72 002 765 795	24,549,873
Amity Trader Pty Ltd ABN 38 951 090 375 atf the trustee for the Scorpio Trust t/a Coochiemudlo Island Ferry Services	404,118
Kellstar Pty Ltd ACN 073 449 439 t/a Stradbroke Flyer	1,080,893
Stradbroke Ferries Pty Ltd ACN 009 725 713	1,161,252
Bits Assets Pty Ltd ABN 54 108 661 945	10,287,562
Total	$37,483,699

Citytrain

Table 57: Passenger transport operator payments: South East Queensland—Citytrain

Operator	2023–24 $ Amount
Queensland Rail Limited ACN 132 181 090	1,715,075,645

Rail replacement bus services

Table 58: Passenger transport operator payments: South East Queensland—Rail replacement bus services

Operator	2023–24 $ Amount
S & S Webster Investments Pty Ltd ACN 004 804 497 t/a Kangaroo Bus Lines	3,270,283
GK & JM Thompson Pty Ltd ACN 064 465 176 t/a Thompson Bus Services	25,581,373
Yellow Cabs Australia Pty Ltd ACN 620 658 871	17,087
Black & White Cabs Pty Ltd ACN 054 497 353	3740
Suncoast Cabs Ltd ACN 010 183 892	2022
Mt Gravatt Coach & Travel Pty Ltd ACN 052 452 025	682,775
Transdev Queensland Pty Ltd ACN 087 046 044	1,163,025
Hornibrook Bus Lines Pty Ltd ACN 010 013 224	1,513,336
Surfside Buslines Pty Ltd ACN 010 957 552	4,006,628
Brisbane City Council (Transport for Brisbane) ABN 72 002 765 795	3,358,328
NSW Trains ABN 50 325 560 455 (NSW/QLD Interstate Rail Service Between Sydney & Brisbane)	416,876
Total	$40,015,473

Light rail

Table 59: Passenger transport operator payments: South East Queensland—Light rail

Operator	2023–24 $ Amount
Goldlinq Pty Ltd ACN 147 815 441	67,520,929

On demand transport

Table 60: Passenger transport operator payments: South East Queensland—On demand transport

Operator	2023–24 $ Amount
Surfside Buslines Pty Ltd ACN 010 957 552	2,070,444
Yellow Cabs Australia Pty Ltd ACN 620 658 871	1,526,425
Total	$3,596,869

Demand Responsive Transport

Table 61: Passenger transport operator payments: South East Queensland—Demand Responsive Transport

Operator	2023–24 $ Amount
Yellow Cabs Australia Pty Ltd ACN 620 658 871	10,091
Transitcare Limited ACN 601 588 774	170,421
Cavbus Pty Ltd ABN 49 096 924 677	543,421
Total	$723,932

Total payments

Table 62: Passenger transport operator payments: South East Queensland—Total payments

Total payments	$2,608,226,994

Passenger transport operator payments: Rest of Queensland

Payments are for the period of 1 July 2023 to 30 June 2024 and are excluding GST.

Regional urban bus

Table 63: Passenger transport operator payments: Rest of Queensland—Regional urban bus

Operator	2023–24 $ Amount
Jewelboost Pty Ltd ACN 55 163 460 081 atf The Porter Family Trust t/a Chillagoe Observatory & Eco-Lodge	14,373
Bowen Transit Pty Ltd ACN 105 749 602	162,073
CDC Gladstone Pty Ltd ACN 612 803 406	2,107,422
Campsie Bus Co Pty Ltd ACN 000 953 328 t/a Whitsunday Transit	1,885,123
Cavglass Pty Ltd ACN 124 444 711 t/a Glasshouse Country Coaches	874,564
CDC South East Queensland Pty Ltd ACN 085 000 693 t/a Youngs Bus Service	3,315,954
Duffy's City Buses Pty Ltd ACN 053 761 023 atf The Duffy Trust	2,027,531
Fultonlawn Pty Ltd ACN 010 489 068 atf NH Priebbenow Family Trust t/a Wide Bay Transit	4,894,250
GJ & LE Christensen ABN 50 204 765 641 t/a Christensens Bus and Coach	756,168
CD & JM Haidley ABN 90 759 103 183 t/a Haidley's Panoramic Coaches & Motors	258,137
Hubbards Coaches Pty Ltd ACN 076 988 120 atf Hubbard Family Trust	2967
L.G. Stewart Family Co. Pty Ltd ACN 009 971 617 atf LG Stewart Family Trust	230,679
Mackay Transit Coaches Pty Ltd ACN 050 416 227	4,882,044
Polleys Coaches Pty Ltd ACN 134 694 992	816,931
Toowoomba Transit Pty Ltd ACN 135 249 062 t/a Bus Queensland Toowoomba	9,215,049
Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service	288,577
Transit Australia Pty Ltd ACN 065 794 943 t/a Marlin Coast Sunbus	20,181,193
Transit Australia Pty Ltd ACN 065 794 943 t/a Capricorn Sunbus	3,637,316
Transit Australia Pty Ltd ACN 065 794 943 t/a Townsville Sunbus	16,627,086
Bits Assets Pty Ltd ABN 54 108 661 945	2,071,463
The trustee for the Shelley Family Trust ABN 53 548 037 515 t/a Altitude Bus Service	3220
The trustee for the Kuhlewein Family Trust ABN 84 513 135 332 t/a Coast and Country Buses	8424
Total	$74,260,544

Ferry

Table 64: Passenger transport operator payments: Rest of Queensland—Ferry

Operator	2023–24 $ Amount
Sea-Cat Charters Pty Ltd ABN 73 010 551 925 t/a Peddells Thursday Island Tours	204,960
Sealink Queensland Pty Ltd ACN 148 811 170	3,235,623
Total	$3,440,583

Long distance rail

Table 65: Passenger transport operator payments: Rest of Queensland—Long distance rail

Operator	2023–24 $ Amount
NSW Trains ABN 50 325 560 455 (NSW/QLD Interstate Rail Service Between Sydney & Brisbane)	3,083,393
Cairns Kuranda Steam Train Limited Partnership ABN 49 997 390 112 (Savannahlander)	1,667,338
Queensland Rail Limited ACN 132 181 090	564,548,935
Total	$569,299,666

Regional air

Table 66: Passenger transport operator payments: Rest of Queensland—Regional air

Operator	2023–24 $ Amount
Qantas Airways Ltd ACN 009 661 901	3,862,627
Regional Express Pty Ltd ACN 101 325 642	11,912,782
Skytrans Pty Ltd ACN 100 751 139	2,489,018
Hinterland Aviation Pty Ltd ACN 010 617 893	1,040,727
Total	$19,305,154

Long distance bus

Table 67: Passenger transport operator payments: Rest of Queensland—Long distance bus

Operator	2023–24 $ Amount
Greyhound Australia Pty Ltd ACN 104 326 383	3,016,256
Mackay Transit Coaches Pty Ltd ACN 050 416 227	381,737
North Burnett Regional Council ABN 23 439 388 197	554,853
Murrays Australia Pty Limited ABN 65 008 468 666 t/a Murrays Coaches	870,110
Trans North Pty Ltd ACN 074 538 159 t/a Trans North Bus and Coach Service	651,825
Total	$5,474,781

Regional railbus

Table 68: Passenger transport operator payments: Rest of Queensland—Regional railbus

Operator	2023–24 $ Amount
TD & GR Eckel Pty Ltd ACN 074 098 114	246,895
Outback Aussie Tours Pty Ltd ACN 010 813 313	129,141
Total	$376,036

Total payments

Table 69: Passenger transport operator payments: Rest of Queensland—Total payments

Total payments	$672,156,764

Appendix 5: Queensland Government bodies

Public Transport Fares Advisory Panel

Act or instrument	Terms of Reference
Functions	The purpose of the Panel is to provide independent expert advice to the Queensland Government on changes it may propose to public transport fares, products, and ticketing in the future.
Achievements	The Panel met once during 2023–24 to consider and provide advice on fare policy proposals.
Financial reporting	Transactions for the Public Transport Fares Advisory Panel are accounted for as part of the TMR's Financial Statements process.

Remuneration

Position	Name	Meetings/session attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Paul Low	1	$390 daily	N/A	$195
Member	Matthew Burke	1	$300 daily	N/A	$0
Member	Julie Castle	1	$300 daily	N/A	$150
Member	Blaise Itabelo	1	$300 daily	N/A	$0
Member	Gail Ker	1	$300 daily	N/A	$0
Member	Adrienne Ward	0	$300 daily	N/A	$0

Remuneration totals

Type	Amount
No. scheduled meetings/sessions	1
Total TMR payments	$345

Queensland Accessible Transport Advisory Council (QATAC)

Act or instrument	Terms of Reference
Functions	The purpose of the Council is to provide independent strategic policy and accessibility advice on significant transport and infrastructure projects across the Queensland Government transport portfolio.
Achievements	The Council met three times during July–September 2023 to consider and provide advice on transport and infrastructure projects. The Council's three year term ended September 2023.
Financial reporting	Transactions for the Queensland Accessible Transport Advisory Council are accounted for as part of the TMR's Financial Statements process.

Remuneration

Position	Name	Meetings/session attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Michael Forde		$6000 pa		$6000.00
Deputy Chair	Sarah Hartley		$3500pa + superannuation		$5827.50
Member	Shannon Wandermaker		$3500pa + superannuation		$1942.50
Member	John Mayo		$3500pa + superannuation		$1942.50
Member	Kelly Bertoliaccini		$3500pa + superannuation		$1942.50
Member	Steve Tucker		$3500pa + superannuation		$3885.00
Member	Natalie Naumann		N/A – Queensland Public Servant		$0
Member	Emily Steel		N/A – Queensland Public Servant		$0

Remuneration totals

Type	Amount
No. scheduled meetings/sessions	3
Total TMR Payments	$21,540.00

Notes: TMR payments include superannuation for Council members as they are engaged as a casual board member. The Chair was engaged as a contractor therefore superannuation was not applicable.

Back payments from the 2022–23 financial year were paid to Ms. Hartley and Mr. Tucker in this financial year.

50 per cent of all TMR costs are recoverable from Queensland Rail.

Appendix 6: Glossary

Term	Definition
App / Application	An application (application software) is a set of computer programs designed to permit the user to perform a group of coordinated functions, tasks, or activities.
Black Spot Program	Black spots are locations where high-severity crashes occur. The Australian Government-funded Black Spot Program targets known crash sites through cost-effective, high-benefit engineering works to reduce accidents on Australian roads.
Busway	A dedicated roadway that separates buses from general traffic.
Camera Detected Offence Program (CDOP)	A joint partnership between TMR and Queensland Police Service, the Camera Detected Offence Program comprises revenue collected from mobile speed cameras, fixed speed cameras, red light cameras, combined red light/speed cameras and point-to-point speed camera systems, and trailer mounted speed cameras. CDOP revenue is used as a partial source of funding for the Safer Roads Sooner Program and a number of other safety-related state-funded special initiatives.
Cross River Rail Delivery Authority	Established under the *Cross River Rail Delivery Authority Act 2016*, the Cross River Rail Delivery Authority lead the development, procurement, and delivery of the Cross River Rail project.
Cycling infrastructure	Facilities such as on-road and off-road cycling networks and end-of-trip facilities to promote increased use of cycling through safe direct and connected routes and increased transport choices.
Distributed denial of service (DDOS)	A malicious attempt to disrupt the normal traffic of a targeted server, service, or network by overwhelming the target or its surrounding infrastructure with a flood of internet traffic.
Disability Discrimination Act	The federal *Disability Discrimination Act 1992* (Cth) provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.
Disaster Recovery Funding Arrangements (DRFA)	A joint Commonwealth/state government funding initiative providing financial assistance and infrastructure restoration to help communities recover from the effects of disasters. The Disaster Recovery Funding Arrangements apply to disaster events that occurred on or after 1 November 2018.
Engagement	Measures the amount of interest in a social media post. It is determined by the number of people a post reaches who then like, comment, share, or click on the post.
European Train Control System	European Train Control System is an automatic train protection system.
Flashing School Zone Signs	Consists of a standard school zone sign that incorporates a flashing red circle and twin alternate flashing yellow lights mounted above the 'school zone' plate.
Full-time equivalent	Calculated by the number of hours worked in a period divided by the full-time hours prescribed by the award or industrial instrument for the person's position.
go card	Translink's smartcard (a thin, compact card about the size of a credit card) which stores up to $250 of electronic credit.
Intelligent Transport System (ITS)	Intelligent Transport Systems describe technology applied to transport and infrastructure to transfer information between systems for improved safety, productivity, and environmental performance.
Light-emitting diode (LED)	A semiconductor device that produces light from electricity. LEDs last a long time and do not break easily compared to incandescent lightbulbs.
LinkedIn	LinkedIn is an online social networking service designed specifically for the business community and as a online platform for connecting with other professionals.
Local Government Association of Queensland	The Local Government Association of Queensland is the peak body for local government in Queensland. It is a not-for-profit association set up solely to serve the state's 77 councils and their individual needs.
Maritime Safety Queensland (MSQ)	A branch of TMR responsible for: improving maritime safety for shipping and small craft through regulation and education, minimising vessel-sourced waste and responding to marine pollution, providing essential maritime services such as aids to navigation and Vessel Traffic Services, and encouraging and supporting innovation in the Queensland maritime industry.
National Land Transport Network	The National Land Transport Network is a network of nationally important road and rail infrastructure links and their intermodal connections as identified by the Australian Government.
New Generation Rollingstock project	The NGR project involves the delivery of 75 six-car trains and the construction of a new purpose-built maintenance centre to maintain the new trains for the next 30 years.
OneTMR	A Department of Transport and Main Roads-wide culture and way of operating.

Term	Definition
Park 'n' ride	A dedicated car park located at bus and train stations for customers to park their car and then catch public transport to their destination.
QLD*Traffic*	QLD*Traffic* is the official source of traffic and travel information from the Queensland Government. It includes a website, 13 19 40 phone service, social media, and the QLD*Traffic* smartphone app, enabling motorists and commuters to check traffic conditions and plan their journeys before they go.
Queensland Government Customer and Digital Group (QGCDG)	A division of TMR that delivers whole-of-government customer service and open data services, including developing and delivering innovative digitally enable and integrated government services that are simpler and faster for the community to access online or through phone and counter channels.
Queensland Government Open Data	A Queensland Government searchable portal that allows visitors to view datasets on a range of government activities and responsibilities.
Queensland Transport and Roads Investment Program	An annually published program of works TMR plans to deliver over the next four year period.
Rail infrastructure	All physical rail-related assets, including tracks, trains (often referred to as rollingstock), stations, and associated infrastructure.
Regional Roads and Transport Group (RRTG)	The primary decision-making bodies of the Roads and Transport Alliance. RRTGs regionally prioritise investments in their communities' transport infrastructure. Each RRTG comprises representatives from TMR and local governments.
Roads and Transport Alliance	A cooperative governance arrangement between TMR, the Local Government Association of Queensland, and local governments to invest in and regionally manage the Queensland transport network.
Roads Australia	A not-for-profit, non-political industry association with membership drawn from the Australian road sector.
Road corridor	The road corridor comprises the space alongside, under, and over the travelled way.
Road infrastructure	All physical road-related assets, including roads and pavements, bus and cycling facilities, tunnels, complex bridges, rest areas, signage, landscaping, animal crossings under and over roads, noise barriers, traffic signals, and lighting.
RoadTek	A commercial business within TMR, RoadTek is a major provider of transport infrastructure solutions throughout Queensland.
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).
Rollingstock	Rail locomotives and wagons.
Safer Roads Sooner	The Queensland Government's targeted program to improve the road safety performance of state-controlled and national road networks. It is funded by revenue from camera-detected offences, and delivers projects to address the road toll and reduce the number of people who sustain serious injuries in road crashes.
Service Delivery Statements (SDS)	Budgeted financial and non-financial information for the Budget year. In addition to financial statements, the SDS includes TMR's achievements, highlights for the forthcoming year, and performance statements.
SMS	Short Message Service is a type of communication that allows users to send text messages between phone users.
Social media	Forms of media that allow people to communicate and share information using the internet or mobile phones.
Stakeholder	Anyone or any group who either influences or is affected by TMR business.
State-controlled roads	Roads controlled and managed by the Queensland Government. They include the AusLink national road network, state strategic roads, regional roads, and district roads (but not local roads).
Strategic plan	A high level document used to communicate departmental vision, purpose, and objectives to provide a foundation for operational delivery.
Translink	Translink is the brand name for passenger transport services in Queensland, including Translink buses, trains, ferries, and trams.
Transport System Planning Program	Aimed at funding transport planning, modelling, and investment proposal activities for all modes of transport across all regions of Queensland. The program plans an integrated transport system that promotes the right investment at the right time and drives better transport outcomes for Queensland.
Viva Engage	A private social network used within organisations for internal communication and collaboration.
Wide centre line treatments	Painting two white lines one metre apart in the centre of the road to provide greater separation for opposing traffic.
X	X (formerly Twitter) is an online social networking service that enables users to send and read short 280-character messages.

Appendix 7: Acronyms

Term	Definition
ABS	Australian Bureau of Statistics
AI	Artificial Intelligence
AMSA	Australian Maritime Safety Authority
ANZOG	Australian and New Zealand School of Government
ARC	Audit and Risk Committee
ARMIS	A Road Management Information System
ARR	Annual reporting requirements
BIM	Building Information Modelling
BIS	Bridge Information System
CA	Chief Auditor
CAA	Corporate Administration Agency
CAVI	Cooperative and Automated Vehicle Initiative
CBD	Central business district
CCC	Crime and Corruption Commission
CCTV	Closed-circuit television
CE	Chief Engineer
CFO	Chief Finance Officer
Ch	Chief
CIO	Chief Information Officer
CISO	Chief Information Security Officer
CLO	Chief Legal Officer
COO	Chief Operations Officer
CORS	Continually Operating Reference Station
CPCO	Chief People and Culture Officer
CRR	Cross River Rail
CSC	Customer Service Centre
CSGP	Coastal Shipping Grant Program
CSU	Cyber Security Unit
Cth	Commonwealth
CYRP	Cape York Region Package
DDG	Deputy Director-General
DDOS	Distributed Denial of Service
DFV	Domestic and Family Violence
DG	Director-General
DHLGPPW	Department of Housing, Local Government, Planning and Public Works
DRFA	Disaster Recovery Funding Arrangements
E2G	Edmonton to Gordonvale
EBITDA	Earnings before interest and tax less depreciation and amortisation
ED	Executive Director

Term	Definition
EEO	Equal employment opportunities
EGM	Executive General Manager
ELT	Executive leadership team
EPD	Executive Program Director
ETCS	European Train Control System
EV	Electric Vehicle
FAA	Financial Accountability Act
FPMS	Financial and Performance Management Standard
FTE	Full-time equivalent
HALD	Hearing Augmentation Loop Devices
HR	Human Resources
LED	Light Emitting Diode
LEO	Low Earth Orbit
LFS	Local Fare Scheme
LGC	Logan and Gold Coast Faster Rail
LSR	Loganlea Station Relocation
GCLR	Gold Coast Light Rail
GIS	Geospatial information systems
GM	General Manager
GOC	Government-owned corporations
GST	Goods and services tax
IB	Information brokerage
ICSS	International Customer Service Standard 2022–2025
ICT	Information and communication technology
IM	Information Management
IP Act	Information Privacy Act
ISMS	Information Security Management System
ISO	International Organisation for Standardisation
IT	Information Technology
M1	Pacific Motorway
MaaS	Mobility as a Service
MAIC	Motor Accident Insurance Commission
MATE	Motivating Action Through Empowerment
MET	Maritime Enforcement Team
MIN	Minister
MSQ	Maritime Safety Queensland
NGR	New Generation Rollingstock
NOs	Network Officers
NSW	New South Wales
P4P	People 4 People
PD	Program Director
PDT	Practical Driving Tests

Term	Definition
PIARC	Permanent International Association of Road Congresses
PPQ	Personalised Plates Queensland
Pty Ltd	Publicly owned private
PWC	Personal watercraft
QATAC	Queensland Accessible Transport Advisory Council
QESH	Queensland Electric Super Highway
QGCCDO	Queensland Government Chief Customer and Digital Officer
QGCDG	Queensland Government Customer and Digital Group
QPS	Queensland Police Service
QRS	Queensland Road Safety
QSS	Queensland Shared Services
QTMP	Queensland Train Manufacturing Program
QTRIP	Queensland Transport and Roads Investment Program
QUT	Queensland University of Technology
REEF	Regional Economic Enabling Fund
RRTG	Regional Roads and Transport Groups
RTP	Regional Transport Plan
SEQ	South East Queensland
STAS	School Transport Assistance Scheme
STEM	Science, Technology, Engineering, and Mathematics
STIP	School Transport Infrastructure Program
TDx	Transport Data Exchange
TIDS	Transport Infrastructure Development Scheme
TMR	Transport and Main Roads
TNSR	Transport Network Security and Resilience
UQ	University of Queensland
V1	Veloway 1
VTS	Vessel Traffic Service
WHS	Workplace Health and Safety

Appendix 8: Compliance checklist

Letter of compliance

Summary of requirement	Basis for requirement	Annual Report reference
A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	003

Accessibility

Summary of requirement	Basis for requirement	Annual report reference
Table of contents	ARRs – section 9.1	004
Glossary	ARRs – section 9.1	243–244
Public availability	ARRs – section 9.2	006
Interpreter service statement	*Queensland Government Language Services Policy* ARRs – section 9.3	006
Copyright notice	*Copyright Act 1968* ARRs – section 9.4	002
Information Licensing	QGEA – Information Licensing ARRs – section 9.5	002

General information

Summary of requirement	Basis of requirement	Annual Report reference
Introductory information	ARRs – section 10	006–007, 041–044

Non-financial performance

Summary of requirement	Basis for requirements	Annual Report reference
Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	014, 016–018
Agency objectives and performance indicators	ARRs – section 11.2	015
Agency service areas and service standards	ARRs – section 11.3	015

Financial performance

Summary of requirement	Basis for requirement	Annual report reference
Summary of financial performance	ARRs – section 12.1	011–013

Governance – management and structure

Summary of requirement	Basis for requirement	Annual report reference
Organisational structure	ARRs – section 13.1	144
Executive management	ARRs – section 13.2	145–148
Government bodies (statutory bodies and other entities)	ARRs – section 13.3	230–231, 241–242
Public Sector Ethics	*Public Sector Ethics Act 1994* ARRs – section 13.4	156
Human Rights	*Human Rights Act 2019* ARRs – section 13.5	156–157
Queensland public service values	ARRs – section 13.6	140–141

Government – risk management and accountability

Summary of requirement	Basis for requirement	Annual report reference
Risk management	ARRs – section 14.1	158
Audit committee	ARRs – section 14.2	149
Internal audit	ARRs – section 14.3	154–155
External scrutiny	ARRs – section 14.4	156–158
Information systems and recordkeeping	ARRs – section 14.5	153
Information Security attestation	ARRs – section 14.6	153

Governance – human resources

Summary of requirement	Basis for requirement	Annual report reference
Strategic workforce planning and performance	ARRs – section 15.1	132
Early retirement, redundancy, and retrenchment	Direction No.04/18 *Early Retirement, Redundancy and Retrenchment* ARRs – section 15.2	133

Open Data

Summary of requirement	Basis for requirement	Annual report reference
Statement advising publication of information	ARRs – section 16	006
Consultancies	ARRs – section 31.1	https://data.qld.gov.au
Overseas travel	ARRs – section 31.2	https://data.qld.gov.au
Queensland Language Services Policy	ARRs – section 31.3	https://data.qld.gov.au

Financial statements

Summary of requirement	Basis for requirement	Annual report reference
Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	223
Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	224–227

- *FAA Financial Accountability Act 2009*
- *FPMS Financial and Performance Management Standard 2019*
- *ARRs Annual report requirements for Queensland Government agencies*

Appendix 9: Where to find us

LEGEND

▲ Customer Service Centre

● Queensland Government Agent Program (TMR Led)

△ Translink regional contact centres

⬛ Motor Vehicle Inspection Centre

○ Town

— State-controlled roads

SEQ North

SEQ South

Northern Region

Central Region

Southern Region

Tewantin
Nambour
Maroochydore
Caloundra
Landsborough
Toogoolawah
Caboolture
Redcliffe
Strathpine
Carseldine
Zillmere
Chermside
Wynnum
Toowong
Brisbane (Elizabeth St and Charlotte St)
Greenslopes
Dunwich
Sherwood
Darra
MacGregor
Cleveland
Ipswich
Bundamba
Logan
Bethania
Beenleigh
Helensvale
Beaudesert
Southport
Bundall
Burleigh Waters
Currumbin Waters

Mossman
Mareeba
Cairns (City and Bentley Park)
Atherton
Innisfail
Tully
Inghalm
Townsville (Cannon Park and Garbutt)
Ayr
Bowen
Charters Towers
Cannonvale
Proserpine
Mount Isa
Cloncurry
Julia Creek
Richmond
Mackay
Sarina
Moranbah
Winton
Clermont
Yeppoon
Longreach
Emerald
Blackwater
Rockhampton
Barcaldine
Gladstone
Springsure
Biloela
Moura
Bundaberg
Taroom
Childers
Hervey Bay
Gayndah
Maryborough
Charleville
Mitchell
Roma
Gympie
Kingaroy
Chinchilla
Nanango
Dalby
Oakey
Cunnamulla
St George
Toowoomba (City and Harristown)
Pittsworth
Goondiwindi
Inglewood
Warwick
Texas
Stanthorpe

Our principal place of business is 61 Mary Street, Brisbane, Queensland 4000.

Addresses for the department's statewide network of Customer Service Centres are listed over the following pages. For details about the services we provide, visit our website at www.tmr.qld.gov.au or telephone our call centre on 13 23 80*.

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

Customer Service Centres

Suburb/town	Address
Atherton	Shop 2, 13B Herberton Road, Atherton QLD 4883
Beenleigh	Shop 47 Beenleigh Marketplace 114–118 George Street, Beenleigh Qld 4207
Bethania	Shop 10/13–15 Glasson Dr, Bethania QLD 4205
Blackwater	8 Blain Street, Blackwater QLD 4717
Bowen	6 Herbert Street, Bowen QLD 4805
Brisbane (City)	229 Elizabeth Street, Brisbane QLD 4000
Brisbane (Charlotte Street)	Queensland Government Service Centre, 33 Charlotte Street, Brisbane QLD 4000
Bundaberg	9 Production Street, West Bundaberg QLD 4670
Bundall	30 Upton Street, Bundall QLD 4217
Bundamba	28 Brisbane Road, Bundamba, Qld, 4304
Burleigh Waters	Shop 1, Burleigh Home Space, 1 Santa Maria Court, Burleigh Waters QLD 4220
Caboolture	Cnr Aerodrome Road and Piper Street, Caboolture QLD 4510
Cairns (Bentley Park)	Shop 18, Bentley Village Shopping Centre, 96 McLaughlin Road, Bentley Park QLD 4869
Cairns (Kenny Street)	82–86 Kenny Street, Portsmith, Cairns QLD 4870
Caloundra	54 Canberra Terrace, Caloundra QLD 4551
Carseldine	532 Beams Road, Carseldine 4034
Charleville	Hood Street, Charleville QLD 4470
Charters Towers	11–15 Church Street, Charters Towers QLD 4820
Chermside	766 Gympie Road, Chermside QLD 4032
Cleveland	Ross Court Centre, Cnr Bloomfield Street and Ross Court, Cleveland QLD 4163
Cloncurry	16–22 Ramsay Street, Cloncurry QLD 4824
Currumbin Waters	Unit 3, 109 Currumbin Creek Road, Currumbin Waters QLD 4223
Dalby	20 Cunningham Street, Dalby QLD 4405
Emerald	83 Esmond Street, Emerald QLD 4720
Gladstone	2 Paterson Street, Gladstone QLD 4680
Goondiwindi	6 Brisbane Street, Goondiwindi QLD 4390
Greenslopes	Greenslopes Shopping Mall, 700 Logan Road (Cnr Plimsoll Street), Greenslopes QLD 4120
Gympie	Floor 1, 50 River Road, Gympie QLD 4570
Helensvale	Helensvale Plaza Shopping Centre, 12 Sir John Overall Drive, Helensvale QLD 4212
Hervey Bay	50–54 Main Street, Pialba QLD 4655
Innisfail	12–14 Clifford Road, Innisfail QLD 4860
Ipswich	2 Colvin Street, North Ipswich QLD 4305
Kingaroy	Artie Kerr Building, 130 Kingaroy Street, Kingaroy QLD 4610
Logan City	43–45 Jacaranda Avenue, Logan Central QLD 4114

Suburb/town	Address
Longreach	14 Wonga Street, Longreach QLD 4730
Macgregor	Kessels Court, 567 Kessels Road, Macgregor QLD 4109
Mackay	Cnr Endeavour Street and Industrial Street, Mackay QLD 4740
Mareeba	147 Walsh Street, Mareeba QLD 4880
Maroochydore	6 Kelly Court (off Kayleigh Drive), Maroochydore QLD 4558
Maryborough	Bright Street, Maryborough QLD 4650
Mount Isa	Shop 1, 29 Simpson Street, Mount Isa QLD 4825
Nambour	Cnr Stanley Street and Coronation Avenue, Nambour QLD 4560
Proserpine	17 Main Street, Proserpine, QLD 4800
Redcliffe (Kippa Ring)	Cnr Beach Street and Bingle Street, Kippa Ring QLD 4021
Rockhampton	31 Knight Street, North Rockhampton QLD 4701
Roma	56–58 Gregory Street, Roma QLD 4455
Sherwood	14 Primrose Street, Sherwood QLD 4075
Southport	265 Nerang Street, Southport QLD 4215
Strathpine	43 Bells Pocket Road, Strathpine QLD 4500
Tewantin	8 Sidoni Street, Tewantin QLD 4565
Toowong	15 Lissner Street, Toowong QLD 4066
Townsville (Cannon Park)	Shop 14, 31–57 High Range Drive, Thuringowa QLD 4817
Toowoomba (Harristown)	Cnr Yaldwyn Street and Warwick Street, Toowoomba QLD 4350
Toowoomba	367 Ruthven Street, Toowoomba Qld 4350
Townsville (Garbutt)	21–35 Leyland Street, Garbutt QLD 4814
Warwick	51 Victoria Street, Warwick QLD 4370
Wynnum	139 Tingal Road, Wynnum QLD 4178
Zillmere**	69 Pineapple Street, Zillmere QLD 4034

Notes:

*** Limited services available due to size and location of centre office.*

TMR has three mobile customer service centre units operating across Queensland to deliver services to regional and remote areas.

TMR's Indigenous Driver Licensing Unit (based in Cairns, Bentley Park office) also delivers a range of licensing services to remote areas.

Queensland Government Agency Program

Suburb/town	Address
Agnes Water QGAP	71 Springs Rd, Agnes Water QLD 4677
Aramac QGAP	Gordon Street, Aramac QLD 4726
Augathella QGAP	Augathella Visitors Centre, 98 Main Street, Augathella QLD 4477
Ayr QGAP (TMR led)	Ayr Magistrates Court, 163 Queen Street Ayr QLD 4807
Babinda QGAP	10 Munro Street, Babinda QLD 4861
Barcaldine QGAP (TMR led)	65 Ash Street, Barcaldine QLD (temporary)
Beaudesert Customer Centre (TMR led)	Tenancy 2, 1 Telemon Street, Beaudesert QLD 4285
Bedourie QGAP	Police Station, Merri Street, Bedourie QLD 4829
Biloela QGAP (TMR led)	Cnr Melton and Grevillea Street, Biloela QLD 4715
Birdsville QGAP	Police Station, 17 MacDonald Street, Birdsville QLD 4482

Suburb/town	Address
Blackall QGAP	139–141 Shamrock Street, Blackall QLD 4472
Blackbutt QGAP	69 Hart Street, Blackbutt QLD 4314
Boonah QGAP	70 High Street, Boonah QLD 4310
Boulia QGAP	Boulia Police Station, 39 Herbert Street, Boulia QLD 4829
Camooweal QGAP	Barkly Street, Camooweal QLD 4828
Cannonvale QGAP (TMR led)	Shops 5–7, 11 Island Drive, Cannonvale QLD 4802
Childers QGAP (TMR led)	Childers Magistrates Court, 67 Churchill Street, Childers QLD 4660
Chinchilla QGAP	Chinchilla Magistrates Court, 90 Heeney Street, Chinchilla QLD 4413
Camooweal QGAP	Barkly Street, Camooweal QLD 4828
Clermont QGAP (TMR led)	Clermont Magistrates Court, 44 Daintree Street, Clermont QLD 4721
Collinsville QGAP	64 Sonoma Street, Collinsville QLD 4804
Cooktown QGAP	172 Charlotte Street, Cooktown QLD 4895
Crow's Nest QGAP	16 Charlotte Street, Crow's Nest QLD 4355
Croydon QGAP	Samwell Street, Croydon QLD 4871
Cunnamulla QGAP (TMR led)	Cunnamulla Magistrates Court, 5 Stockyard Street, Cunnamulla QLD 4490
Dirranbandi QGAP	35–37 Railway Street, Dirranbandi QLD 4486
Eidsvold QGAP	48 Moreton St, Eidsvold QLD 4627
Gatton QGAP (TMR led)	7 William Street, Gatton, Qld, 4343
Gayndah QGAP (TMR led)	Gayndah Magistrates Court, 20 Capper Street, Gayndah QLD 4625
Georgetown QGAP	12 High Street, Georgetown QLD 4871
Goombungee QGAP	89 Mocatta Street, Goombungee QLD 4354
Herberton QGAP	56 Grace Street, Herberton QLD 4887
Hughenden QGAP	65 Brodie Street, Hughenden QLD 4821
Ingham QGAP (TMR led)	Ingham Magistrates Court, 35 Palm Terrace, Ingham QLD 4850
Inglewood QGAP (TMR led)	25 Albert Street, Inglewood QLD 4387
Injune QGAP	Hutton Street, Injune QLD 4454
Isisford QGAP	Police Station, St Mary Street, Isisford QLD 4731
Jandowae QGAP	Cnr George & High Sts, Jandowae QLD 4410
Julia Creek QGAP (TMR led)	Julia Creek Magistrates Court, 14 Burke Street, Julia Creek QLD 4823
Jundah QGAP	Police Station, Dickson Street, Jundah QLD 4736
Kilkivan QGAP	26 Bligh Street, Kilkivan QLD 4600
Laidley QGAP	9 Spicer Street, Laidley QLD 4341
Landsborough QGAP (TMR led)	Landsborough Magistrates Court, 12 Caloundra Street, Landsborough QLD 4550
Lowood QGAP	1 Michel Street, Lowood QLD 4311
Malanda QGAP	Malanda Police Station, 29 James Street, Malanda QLD 4885
Maleny QGAP	Police Station, 10–14 Macadamia Drive, Maleny QLD 4552
Mary Valley QGAP	45 Main St, Kandanga QLD 4570
Middlemount QGAP	Middlemount Shopping Centre, James Randall Court, Middlemount QLD 4746
Miles QGAP	32 Constance Street, Miles QLD 4415
Mirani QGAP	20 Victoria Street, Mirani QLD 4754
Mitchell QGAP (TMR led)	Mitchell Magistrates Court, Cnr Mary and Dublin Streets, Mitchell QLD 4465
Monto QGAP	53 Newton Street, Monto QLD 4630

Suburb/town	Address
Moranbah QGAP (TMR led)	Moranbah Magistrates Court, 21 Griffin Street, Moranbah QLD 4744
Mossman QGAP (TMR led)	Mossman Magistrates Court, 27 Front Street, Mossman QLD 4873
Mount Garnet QGAP	Police Station, Garnet Street, Mt Garnet QLD 4872
Mount Morgan QGAP	32 Hall St, Mt Morgan QLD 4714
Moura QGAP (TMR led)	Marshall and Shirley Streets, Moura QLD 4718
Mundubbera QGAP	69 Stuart-Russell Street Mundubbera, Qld, 4626
Murgon QGAP	48 Stephens Street West, Murgon QLD 4605
Nanango QGAP (TMR led)	Nanango Magistrates Court, 30 Henry Street, Nanango QLD 4615
Normanton QGAP	24 Haig Street, Normanton QLD 4890
North Stradbroke Island QGAP (TMR led)	5 Ballow Street, Dunwich QLD 4183
Oakey QGAP (TMR led)	Oakey Magistrates Court, 73 Campbell Street, Oakey QLD 4401
Pittsworth QGAP (TMR led)	Pittsworth Magistrates Court, 77 Yandilla Street, Pittsworth QLD 4356
Ravenshoe QGAP	27–29 Grigg Street, Ravenshoe QLD 4888
Richmond QGAP (TMR led)	Richmond Magistrates Court, 53 Goldring Street, Richmond QLD 4822
Sarina QGAP (TMR led)	Sarina Magistrates Court, 52–54 Broad Street, Sarina QLD 4737
Springsure QGAP (TMR led)	Springsure Magistrates Court, 45 Eclipse Street, Springsure QLD 4722
Surat QGAP	62 Burrowes Street, Surat QLD 4417
St George QGAP (TMR led)	St George Magistrates Court, 44 St George's Terrace, St George QLD 4487
Quilpie QGAP	5 Buln Buln Street, Quilpie QLD 4480
Stanthorpe QGAP (TMR led)	51 Marsh Street, Stanthorpe QLD 4380
Tara QGAP	19 Fry Street, Tara QLD 4421
Taroom QGAP (TMR led)	Taroom Magistrates Court, 33 Yaldwyn Street, Taroom QLD 4420
Texas QGAP (TMR led)	32 Cadell Street, Texas QLD 4385
Thargomindah QGAP	Police Station, Dowling Street, Thargomindah QLD 4492
Thursday Island QGAP	136 Douglas Street, Thursday Island QLD 4875
Toogoolawah QGAP (TMR led)	Toogoolawah Magistrates Court, Hopkins Place, Gardner Street North, Toogoolawah QLD 4313
Tully QGAP (TMR led)	Tully Magistrates Court, 46 Bryant Street, Tully QLD 4854
Wandoan QGAP	11 Lawton Street, Wandoan QLD 4419
Weipa QGAP	Memorial Square, Central Avenue Weipa QLD 4874
Windorah QGAP	Police Station, Victoria Street, Windorah QLD 4481
Winton QGAP (TMR led)	Winton Magistrates Court, 59 Vindex Street, Winton QLD 4735
Yarrabah QGAP	56 Sawmill Road, Yarrabah QLD 4871
Yeppoon QGAP (TMR led)	21–23 Normanby Street, Yeppoon QLD 4703

Key regional maritime offices

Suburb/town	Address
Brisbane	Floor 1, Pinkenba Marine Operations Base, MacArthur Avenue East, Pinkenba QLD 4008
Cairns	Floor 1, Portsmith Marine Operations, 100–106 Tingira Street, Portsmith QLD 4870
Gladstone	Floor 7, 21 Yarroon Street, Gladstone QLD 4680
Mackay	Floor 3, Mackay Government Office Building, 44 Nelson Street, Mackay QLD 4740
Townsville	60 Ross Street, Townsville QLD 4810

A full list of MSQ offices can be found here https://www.msq.qld.gov.au/About-us/How-to-contact-us/Regions

Translink regional contact centres

Suburb/town	Address
Cairns	Floor 4, 15 Lake Street, Cairns QLD 4870
Carseldine	Building B, Floor 3, 532 Beams Road, Carseldine QLD 4034
Ipswich	Floor 1, 28 Brisbane Road, Bundamba QLD 4304
Mackay	Floor 3, 44 Nelson Street, Mackay QLD 4740
Sunshine Coast	50 Wises Road, Buderim QLD 4556
Maryborough	Bright Street, Maryborough QLD 4650
Rockhampton	31 Knight Street, North Rockhampton QLD 4701
Roma	56 Gregory Street, Roma QLD 4455
Southport	Floor 8, 12 Marine Parade, Southport QLD 4215
Toowoomba	Level 1, 367 Ruthven Street, Toowoomba QLD 4350
Townsville	Floor 5, Townsville Government Office Building, 445 Flinders Street, Townsville, QLD 4810

Traffic management centres

Office	Contact
Brisbane Metropolitan Transport Management Centre	Phone: (07) 3292 6000 Post: GPO Box 1434, Brisbane QLD 4001
Statewide Traffic Management Centre, Nerang	Phone: (07) 5561 3800
Maroochydore Traffic Management Centre	Phone: (07) 5313 8737
Townsville Traffic Management Centre	Phone: (07) 4421 8807
Cairns Traffic Management Centre	Phone: (07) 4045 7244
Toowoomba Traffic Management Centre	Phone: (07) 4639 0700

Transport and traffic information

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

Motor Vehicle Inspection Centres

Heavy vehicle inspections are now performed by the National Heavy Vehicle Regulator. You can book a heavy vehicle inspection using TMR's online service https://www.service.transport.qld.gov.au/SBSExternal/public/WelcomeVehicleInspection.xhtml

South East Queensland South

- Darra MVIC, Argyle Parade, Darra 4077
- Ipswich MVIC, 2 Colvin Street, North Ipswich 4305
- Bundall MVIC, 30 Upton Street, Bundall 4217
- Beenleigh MVIC, 31 Logan River Road, Beenleigh 4207
- Logan MVIC, 43–45 Jacaranda Avenue, Logan Central 4114

South East Queensland North

- Maroochydore MVIC, 5 Kelly Court, Maroochydore QLD 4558
- Zillmere MVIC, 69 Pineapple Street, Zillmere QLD 4034

Southern

- Bundaberg MVIC, 14 Production Street, Bundaberg QLD 4670
- Maryborough MVIC, Bright Street, Maryborough QLD 4650
- Warwick MVIC, 1 Parker Street, Warwick QLD 4370
- Roma MVIC, 44 Tiffin Street, Roma QLD 4455
- Toowoomba (Harristown) MVIC, Cnr Yaldwyn and Warwick Streets, Toowoomba QLD 4350
- Gympie MVIC, 17 Oak Street, Gympie QLD 4570

Central

- Emerald MVIC, 20 Batts Street, Emerald QLD 4720
- Mackay MVIC, Corner Endeavour and Industrial Streets, Mackay QLD 4740
- Longreach MVIC, 14 Wonga Street, Longreach QLD 4730
- Gladstone MVIC, 2 Paterson Street, Gladstone QLD 4680
- Rockhampton MVIC, 31 Knight Street, North Rockhampton QLD 4701

Northern

- Cairns MVIC, 82–86 Kenny Street, Portsmith 4870
- Townsville MVIC, 21–35 Leyland Street, Garbutt 4814
- Mount Isa MVIC, 17 Enterprise Road, Mount Isa 4825
- Innisfail MVIC, 12–14 Clifford Road, Innisfail 4860

Queensland Government Customer and Digital Group

Further information about the services we provide is available at https://www.qld.gov.au/ or by calling 13 QGOV (13 74 68).

Brisbane CBD

Office	Address
Office of the Chief Customer and Digital Officer	111 George Street, Brisbane QLD 4000
Customer and Digital Strategy	111 George Street, Brisbane QLD 4000
Queensland Shared Services	310 Ann Street, Brisbane QLD 4000
Corporate Administration Agency	111 George Street, Brisbane QLD 4000
Smart Service Queensland (Corporate)	310 Ann Street, Brisbane QLD 4000
Smart Service Queensland (Queensland Government Service Centre)	33 Charlotte Street, Upper Plaza, Brisbane QLD 4000
Transformation and Enabling Technologies	140 Creek Street, Brisbane QLD 4000
CITEC	140 Creek Street, Brisbane QLD 4000

Smart Service Queensland Contact Centres

Suburb/town	Address
Mount Gravatt	Garden Square Block B, 643 Kessels Road, Upper Mount Gravatt, QLD 4122
Zillmere	Dandiiri Contact Centre, 79 Pineapple Street, Zillmere QLD 4034

Regional Queensland

Office	Address
Smart Service Queensland (Queensland Government Service Centre Maroochydore)	Mike Ahern Centre, 12 First Avenue, Maroochydore QLD 4558
Smart Service Queensland (Queensland Government Service Centre Cairns)	5B Sheridan Street, William McCormack Place, Cairns QLD 4870
Queensland Shared Services (Maroochydore)	Mike Ahern Centre, 12 First Avenue, Maroochydore QLD 4558
Queensland Shared Services (Cairns)	5B Sheridan Street, William McCormack Place, Cairns QLD 4870
Queensland Shared Services (Gold Coast)	Easy T Centre, 510 Christine Avenue, Robina QLD 4226
Queensland Shared Services (Gympie)	Cnr Louisa Street and Cartwright Road, Gympie QLD 4230
Queensland Shared Services (Rockhampton)	19 Bolsover Street, Rockhampton QLD 4700
Queensland Shared Services (Toowoomba)	Central Plaza, 532 Ruthven Street, Toowoomba QLD 4350
Queensland Shared Services (Townsville)	Commonwealth Centre, 187 Townsville Street, Townsville, QLD 4810

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