

CREATING BETTER CONNECTIONS

FOR QUEENSLANDERS

A draft
10-year plan
for Queensland
passenger transport



Minister's Foreword

Passenger transport plays a key role in making Queensland communities great places to live, work, and play.

Whether it's our trains, buses, trams, and ferries helping manage congestion on our roads, our regional bus services, school transport services, long-distance aviation, coach, and train services connecting Queensland communities, or taxis and rideshare, they all play their part in connecting Queenslanders to what matters most.

The COVID-19 pandemic is reshaping where, when, and how we travel. Against this backdrop of changing travel patterns, passenger transport remains vital to connecting Queenslanders to jobs, education, health and other essential services, and revitalising tourism opportunities across the state.

As our state continues to grow rapidly from interstate migration and we prepare for the once in a lifetime opportunity of hosting the 2032 Olympic and Paralympic Games, planning a reliable, safe, and accessible Queensland passenger transport system right across the State is more important than ever.

We are investing record levels of funding in improving passenger transport and with all levels of government working together, the 2032 Olympic and Paralympic Games presents an opportunity for continued investment that will provide a legacy for Queensland's passenger transport system for decades to come.

Cross River Rail, new trains, the Sunshine Coast Line duplication and Gold Coast Light Rail Stage 3 are just some of the significant projects currently underway to create better connections for Queenslanders.

Our investment in Smart Ticketing means that for the first time, every Queensland commuter will have access to the same system and a choice of multiple options on how they pay to travel, whether you live in Cairns or Coolangatta. We also want to provide customers right across the state with more timely information on the full range of travel options available to them.

The next decade will also see a major shift towards public transport being powered by zero-emissions vehicles and cleaner technology. By 2030 every new urban bus that we add to the fleet across Queensland will be zero-emissions – and we want them to be built here.

Queensland is well on its way to reach our 50 per cent renewable target by 2030, and our investment in hydrogen production as a fuel gives us potential to create jobs, reduce transport emissions and export energy to the world.

We also want to position Queensland to take advantage of emerging technologies and mobility options like on demand public transport, mobility as a service, e-bikes, and e-scooters.

We welcome your feedback on this draft plan and its key priorities and initiatives to help shape Queensland's passenger transport system over the coming decade.



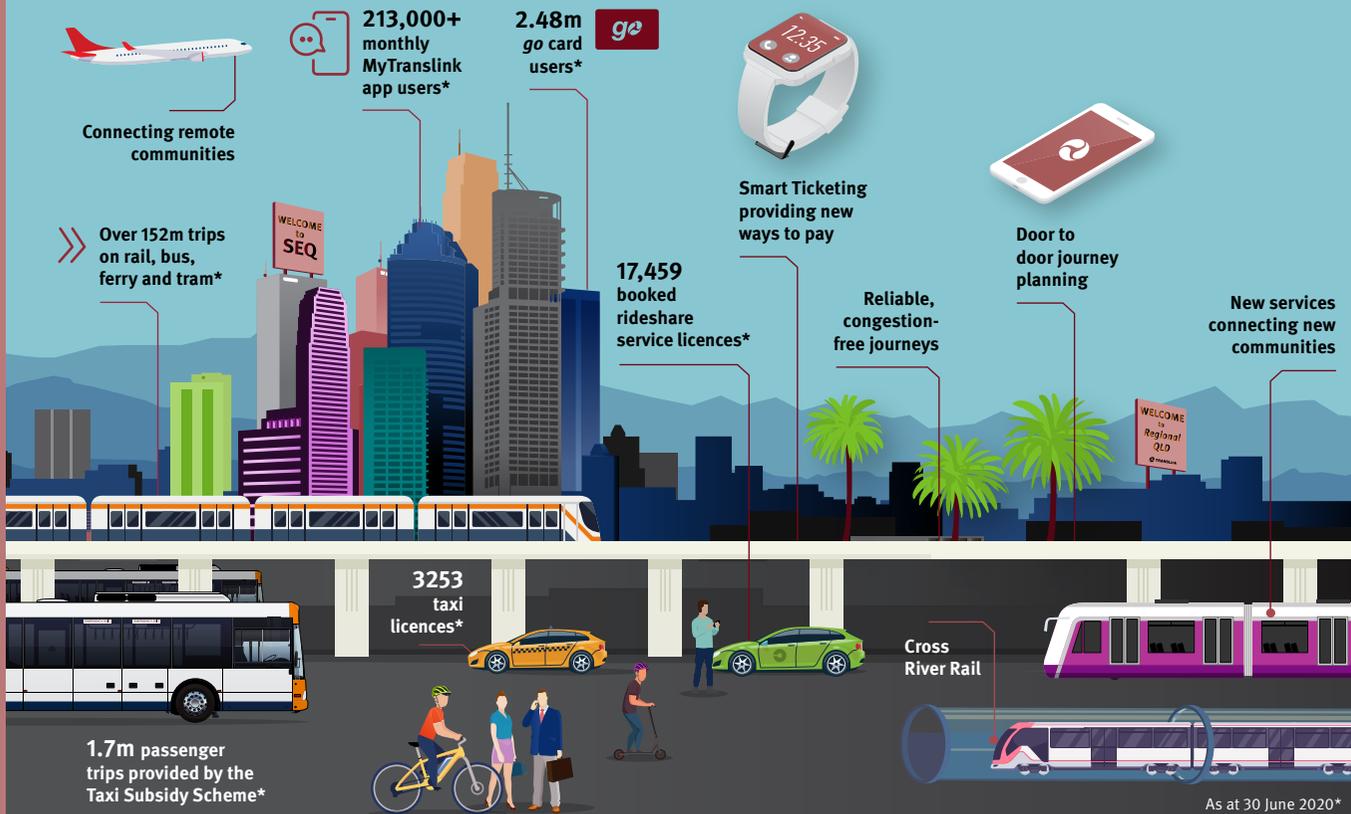
Mark Bailey MP

Minister for Transport and Main Roads

Executive summary

2020 → 2030

Our evolving passenger transport system



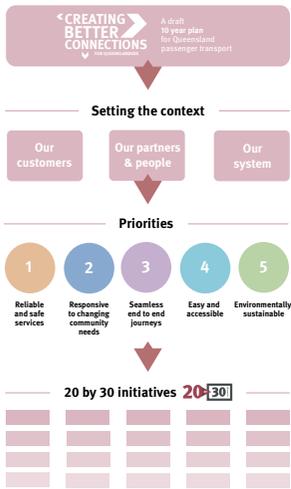
Creating Better Connections for Queenslanders is a draft 10-year plan setting out the priorities and key initiatives for passenger transport in Queensland.

The decade ahead is an exciting time for passenger transport with big infrastructure investments transforming our cities, preparations underway for the 2032 Olympic and Paralympic Games, our new Smart Ticketing system and emerging technologies modernising transport services, and new service providers reshaping travel options for customers. *Creating Better Connections for Queenslanders* seeks to harness these opportunities, ensure that as many Queenslanders as possible can benefit from having access to reliable and contemporary passenger transport, and that our passenger transport system is Olympic-ready.

It will contribute to realising the Department of Transport and Main Roads' (TMR) purpose of creating a single, integrated transport system accessible to everyone and the 30-year vision for transport set by the Queensland Transport Strategy. *Creating Better Connections for Queenslanders* is our plan for providing reliable and frequent services to move large numbers of people quickly and easily on the busiest corridors in our towns and cities. At the same time, we are expanding our use of on-demand public transport, rideshare, taxi, feeder buses, and active travel to conveniently connect people from their door to these high-frequency services.

We will achieve better outcomes by working together, aligning plans for the future, partnering, testing new approaches, and sharing learnings to benefit our collective customers. We welcome contributions in helping us refine our plan to deliver the outcomes that are important to our customers and the community.

We invite your feedback on the draft plan. Email us at CBCEngagement@tmr.qld.gov.au for more information on how to make a submission via the TMR Your Say portal.



Our priorities

Over the next 10 years, we will continue to focus on our core passenger transport offering to customers: integrating services, customer information, and ticketing solutions. However, the way that we deliver this will evolve to meet changing customer expectations and reflect our changing system.

We have identified five key priorities which:

- › focus on those things that matter most to our customers
- › will ensure our passenger transport system remains contemporary, and
- › continue to deliver the outcomes our community needs.

Creating Better Connections for Queenslanders:

- › showcases what we are currently delivering for customers with our delivery partners
- › proposes future directions to guide our work and
- ›  outlines 20 signature initiatives that we intend to implement by 2030 – our ‘20 by 30’ initiatives – to deliver our plan.

Collectively these priorities and initiatives are intended to *create better connections for Queenslanders*.



Reliable and safe services

The **reliable and safe services** priority will deliver services our customers can depend on to get them where they need to go, when they need to be there. The system needs to be resilient to incidents, able to recover quickly when incidents occur and give customers faster and better information about their options during a disruption. This priority also describes our commitment to safety first.



By 2030, our customers will have:

- › More reliable rail
- › A network of bus priority corridors to support high frequency routes across our cities

- › Real-time travel information for regional Queensland
- › Real-time passenger transport coordination to increase our ability to respond swiftly to incidents
- › Personalised alternative travel plans for customers in the event of disruptions



Responsive to changing community needs

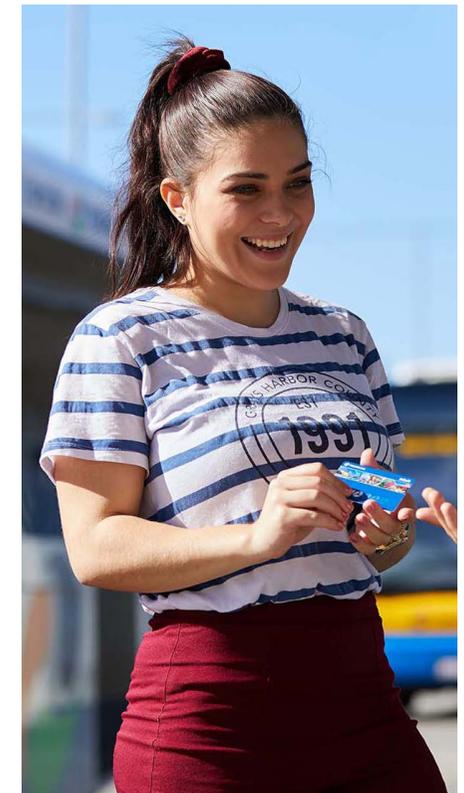
The **responsive to changing community needs** priority will ensure we are investing in the right services, at the right time and in the right location, to increase access to health, jobs and education. Our population is growing beyond the current passenger transport footprint and investing early can help avoid traffic congestion. The plan acknowledges that passenger transport services need to be tailored to the needs of local communities - what works in Brisbane may not be relevant in regional Queensland and what works today may not meet the community’s needs in 10 years’ time.



By 2030, our customers will have:

- › New services
- › Local planning of local services

- › Real time capacity information to let customers know how much space there is on board a bus, train, tram or ferry





Seamless end to end journeys

The **seamless end to end journeys** priority will deliver better integration between travel options to get from door to door. It is important that customers can get to the stop or station easily and be able to get home again. It will make active travel choices easier and give customers confidence to make connections between services.



By 2030, our customers will have:

- › New on demand public transport services
- › More investment in parking for cars and bikes
- › More options to get to and from a stop or station - investing in and promoting a wider range of options for the first and last mile
- › Digital futures - expanding use of digital platforms to create seamless journeys



Easy and accessible

The **easy and accessible** priority will improve access for everyone and ensure that barriers to using passenger transport are removed. Accessibility is more than just physical though. The plan outlines how we are making it easier to pay for passenger transport, and improve value for money for different customer groups. We also want to make the system easy for customers to use and understand – we want them to give it a go.



By 2030, our customers will have:

- › More accessible passenger transport
- › Harnessed technology to improve accessibility
- › Smart Ticketing introducing new ways to plan and pay for journeys
- › Simplified regional fares and zones
- › School transport ticketing
- › A simpler, more legible network, signage, and branding



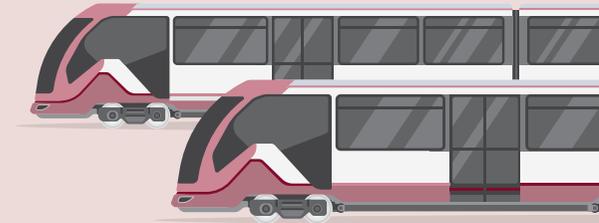
Environmentally sustainable

The **environmentally sustainable** priority will deliver more sustainable operations. Passenger transport users have a lower level of carbon emissions per person compared to drivers of private vehicles. Passenger transport could be a greener choice still as we adopt new, lower emission vehicle technologies.



By 2030, our customers will have:

- › A greener fleet - reducing emissions of buses, taxis, rideshare etc
- › A rolling program of travel behaviour change activity helping customers to change their travel patterns - for example personalised journey planning and information



Investment highlights:

- \$5.4B** for Cross River Rail
- \$371M** for statewide Smart Ticketing
- \$600M** for new trains made in Queensland
- \$750M** for the M1 upgrade including extending the South East Busway from Eight Mile Plains to Springwood
- \$1.044B*** for Gold Coast Light Rail Stage 3
- \$160M** in park 'n' ride upgrades in SEQ
- \$360.9M** Kuraby to Beenleigh rail capacity planning and pre-construction activities
- \$550.8M** Beerburrum to Nambour Rail Upgrade Stage 1

*Project costs subject to the finalisation of contract negotiations.

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What is *Creating Better Connections for Queenslanders*?

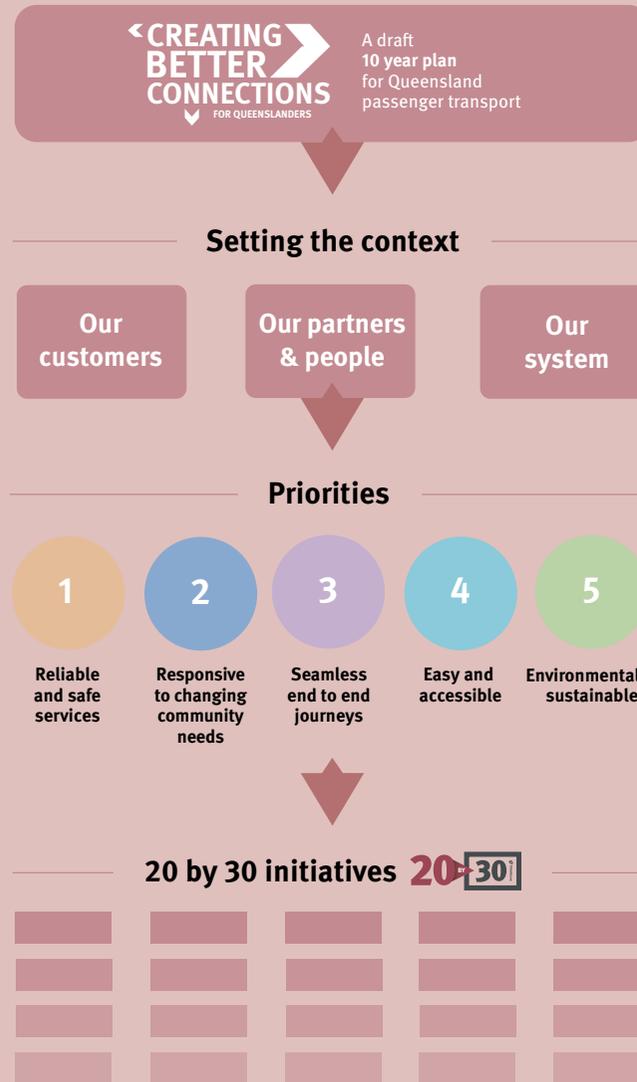
Creating Better Connections for Queenslanders is a draft 10-year plan setting out the priorities and key initiatives for passenger transport in Queensland. It will contribute to realising TMR's purpose of creating a single, integrated transport system accessible to all and the 30-year vision for transport set by the [Queensland Transport Strategy](#). *Creating Better Connections for Queenslanders* is our plan for providing reliable and frequent services to move large numbers of people quickly and easily on the busiest corridors in our towns and cities. At the same time, we are expanding our use of on demand public transport, rideshare, taxi, feeder buses, and active travel to conveniently connect people from their door to these high-frequency services.

The decade ahead is an exciting time for passenger transport with:

- › big infrastructure investments transforming our cities
- › preparations underway for the 2032 Olympic and Paralympic Games
- › our new [Smart Ticketing](#) system and emerging technologies modernising transport services
- › new service providers transforming travel options for customers.

Creating Better Connections for Queenslanders seeks to harness these opportunities and ensure that as many Queenslanders as possible can benefit from having access to reliable and contemporary passenger transport. It sets five key priorities for the passenger transport sector, identifies relevant activities already in progress, and the 20 signature initiatives that will be delivered over the next 10 years to create better connections for customers.

Achieving these outcomes will require a collaborative effort with others in the passenger transport sector. We welcome their contributions in helping us refine our plan and to identify partnership opportunities that will deliver the outcomes that are important to our customers and the community.



Recovery from the COVID-19 pandemic

The Queensland Government has invested significant additional resources to keep vital public transport services running during the COVID-19 pandemic, including support totalling more than \$75 million for regional air, bus and ferry services, and for the taxi, limousine and rideshare industry. As more people return to daily travel, the Queensland Government is encouraging people to Reboot their Commute by thinking about alternatives to jumping in the car.

Moving forward, *Creating Better Connections for Queenslanders* outlines key investments in passenger transport which will provide valuable jobs and a pipeline of opportunities for local businesses. The initiatives contained in this plan include services, infrastructure and technology improvements spreading investment across multiple sectors of the local economy.

Where can I find more information on delivery of the plan?

The plan sets out the priorities and signature initiatives that will be delivered over the next 10 years to create better connections for Queenslanders. Where delivery dates and locations have already been programmed, these have been included in the plan. For others, we will work with stakeholders and local communities to refine plans for when and where initiatives will be delivered. Preparations for the 2032 Olympic and Paralympic Games will also influence the timing and delivery of initiatives to ensure that our transport system is ready for this significant event. Further information on initiatives, and opportunities for customers and stakeholders to get involved, will be communicated via TransLink's website and social media channels as the plan is implemented.



What is passenger transport and what role does TMR play in delivery?

Passenger transport is more than just public transport services (scheduled urban bus, rail, light rail, and ferry services). It also includes community and courtesy transport, long-distance services providing connections between communities, school transport services, taxi, rideshare, and on demand public transport. As the transport landscape changes and the lines between public and passenger transport blur, it is important that we take a system-wide view in our planning.

In Queensland, TMR has statewide responsibility for managing the passenger transport system to contribute to its vision of a single, integrated transport network accessible to everyone. TMR shapes the system by regulating who can provide passenger transport services, where those services are provided, and ensuring that they are safe, fair and accessible for customers and the community.

In addition to these regulatory functions, TMR works with delivery partners to plan, operate and manage services under the customer-facing TransLink and *qconnect* brands. TransLink currently provides integrated public transport services, information, and ticketing solutions to customers primarily in South East Queensland (SEQ) whereas the *qconnect* brand currently exists in regional Queensland. As we head towards 2030, more Queenslanders will benefit from the integrated TransLink service offering that currently exists in SEQ, and its evolution to take advantage of new and emerging technologies and services in the passenger transport sector.

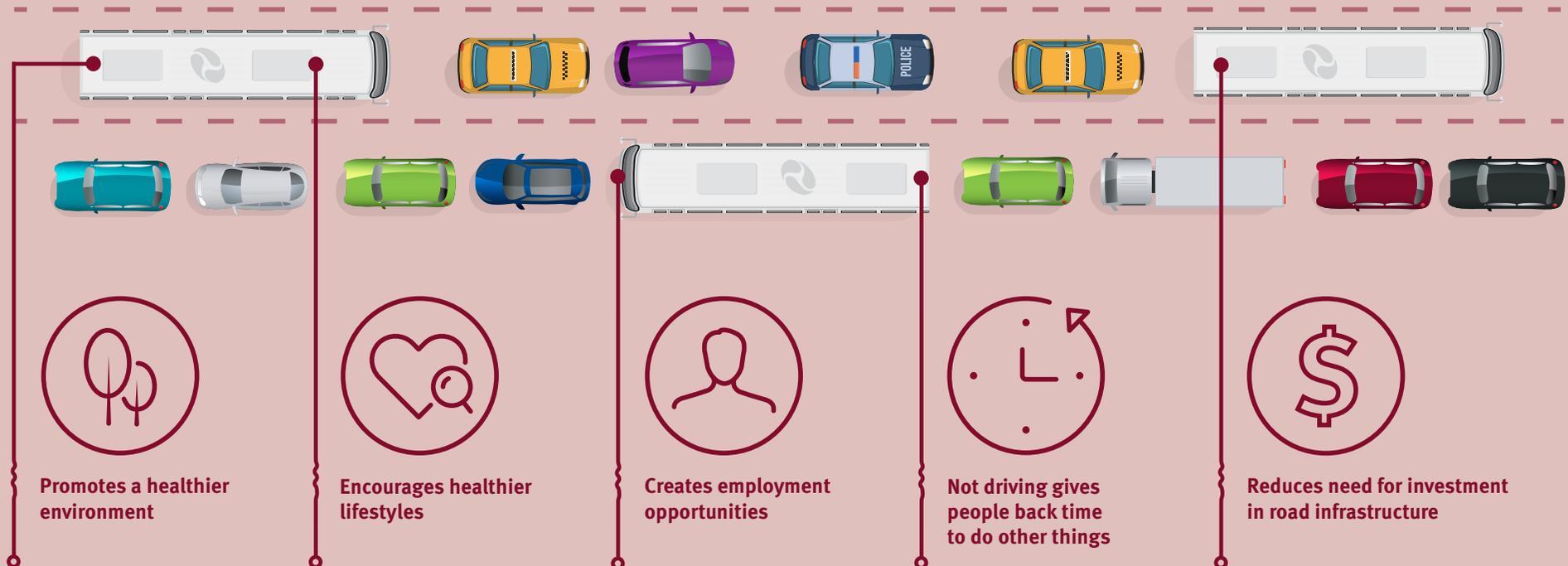
Why passenger transport is important

- › Passenger transport connects people to jobs, education, health, essential services, and to each other. It can reduce social isolation and ensure that people can access services and opportunities regardless of whether they own a vehicle or can drive a car. It's an affordable and inclusive way to get around, providing equitable access for our communities.
- › Passenger transport enables large numbers of people to move efficiently to key centres and employment hubs, meaning less cars in our city centres and freeing up road space for the

movement of freight, commerce, trade workers and emergency vehicles.

- › Passenger transport connects communities and ensures that Queenslanders, even those who live in remote areas of the state, can access essential services.
- › Increased passenger transport use can delay or avoid the need for government to invest in more expensive road and highway infrastructure by ensuring that we make the best use of existing infrastructure.

Passenger transport delivers social, economic and environmental benefits to our state. The more people that use passenger transport, the greater the benefits to our Queensland community.



To ensure delivery of customer and community benefits, TMR plans both short and long-term transport outcomes at a system-wide level, for each mode within the transport system, and for specific geographic locations within the transport system. Our planning activities are all focused on creating a single, integrated transport network accessible to everyone.

Why we need to plan for the next 10 years

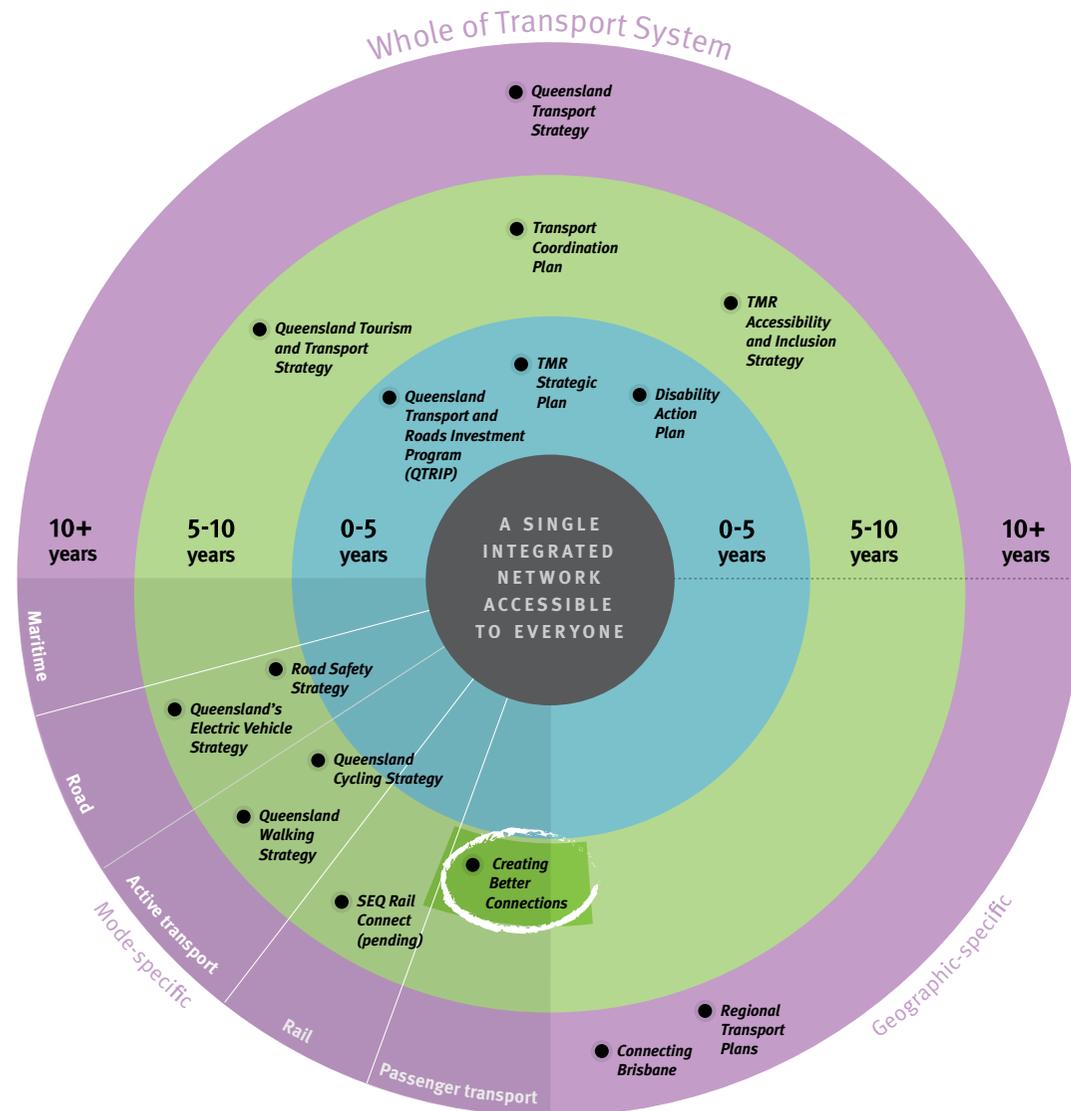
Our passenger transport system will look very different in 2030 to how it does today. Major investments will ensure that quality, high-frequency bus, train, ferry and tram services are at the core of an efficient and reliable transport system.

[Cross River Rail](#), [Brisbane Metro](#), [Gold Coast Light Rail Stage 3](#), [Smart Ticketing](#), and [park 'n' ride upgrades](#) will all fundamentally change the way our passenger transport network operates. And preparations for the 2032 Olympic and Paralympic Games will be well-advanced. This investment is already committed and will help stimulate the local economy by attracting businesses to Queensland and through job creation.

These major projects are being delivered against a backdrop of significant social, demographic and technological change that will shape who uses passenger transport, how and when.

To complement these significant investments, we want to integrate new, flexible transport options for our customers, which will significantly improve the attractiveness and efficiency of the passenger transport system as a whole. We will leverage new technologies to improve our operations and the speed and accuracy of the information available to our customers.

Our customers' experience of passenger transport in 2030 will look quite different to today. By working together to deliver a shared plan, with clear priorities and initiatives, we can provide a customer journey in 2030 that creates better connections for Queenslanders.



Let's work together!

Creating Better Connections for Queenslanders is our draft plan for evolving passenger transport over the next decade. It is built on what our customers tell us are their priorities. However, we cannot deliver our priorities for the passenger transport system alone. We will achieve better outcomes by working together, aligning plans for the future, partnering, testing new approaches, and sharing learnings to benefit our collective customers.

Have your say

We want to hear your feedback on the draft plan. Email us at CBCEngagement@tmr.qld.gov.au for more information on how to make a submission via the TMR Your Say portal. Questions you may wish to consider in providing feedback include:

- › Are the draft priorities reflective of your priorities for passenger transport?
- › Does the draft plan adequately prepare us for the opportunities and challenges foreseeable in the next 10 years in the passenger transport sector?
- › How could we partner together over the next decade to deliver the outcomes in this plan?
- › Do you have any further information you would like to share with us regarding the future of Queensland passenger transport?



Setting the context: Our customers

We plan and deliver a passenger transport system so that it meets our customers' needs. We ask our customers what is important to them and use this feedback to design improvements that keep our passenger transport services contemporary and relevant.

Our customers are people who use, or could use, Queensland's passenger transport system



41% of South East Queensland residents use passenger transport each month



16% of residents of regional Queensland use passenger transport each month

28 million visitors to Queensland each year rely on passenger transport

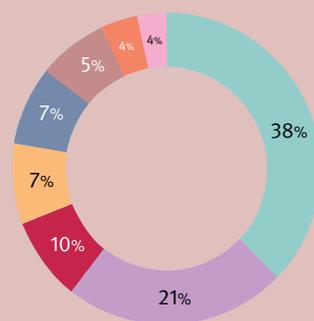
1/3 of customers will use two or more types of passenger transport each month

People who use passenger transport are **more likely to get their recommended daily dose of physical activity** walking to or from stops/stations

As at June 2019

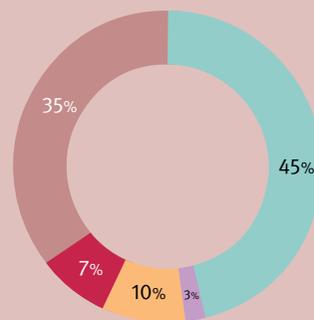
Customers use passenger transport for many reasons

Reasons for using public transport



- Cheaper than driving and parking / to save money
- Easy, simple and convenient
- To try it out
- Relaxing / enjoy the journey
- Avoid traffic / stress of driving
- Environmentally friendly
- Safe / secure
- Reliable

Proportion of trips by purpose



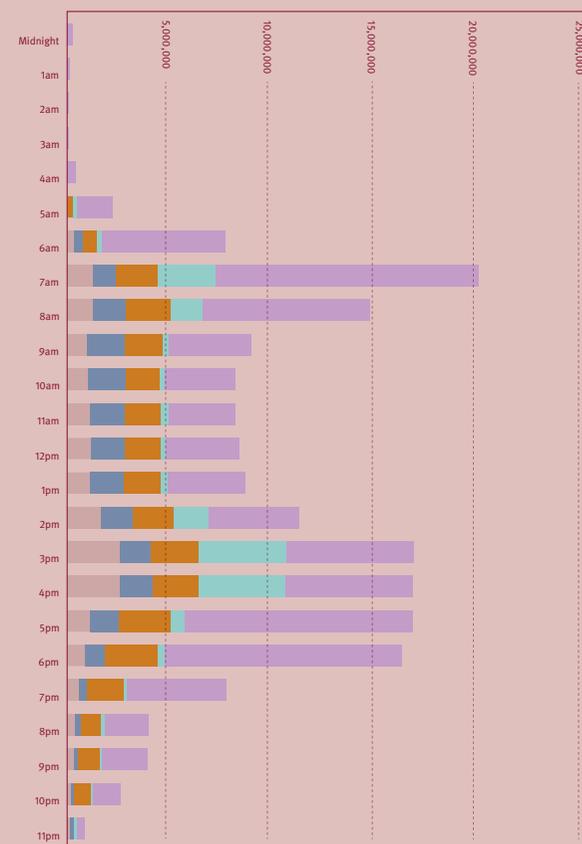
- Work
- Pickup / dropoff / delivery
- Shopping / personal
- Social / recreation
- Education

Source: Queensland Household Travel Survey (2018)

And at all times of the day

Time of day of travel by passenger type

- Adult
- Child/youth
- Tertiary students
- Seniors/pensioners
- Other concession



Passenger transport use was growing up to March 2020



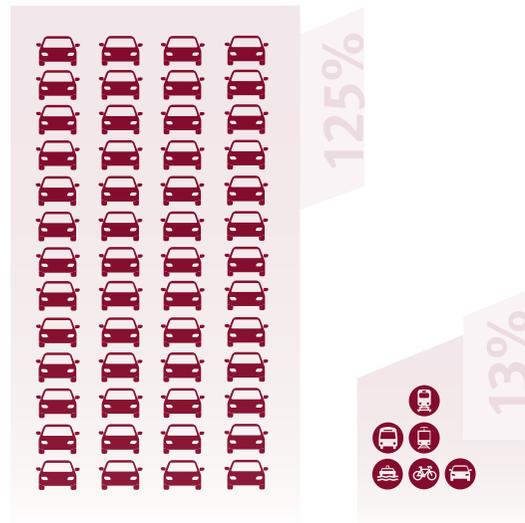
8% increase in SEQ public transport trips in the 6 years to March 2020



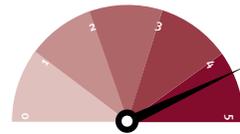
Regional urban bus and long-distance bus, rail and aviation trips relatively stable



125% increase in taxi and rideshare trips compared to **13% increase** in total transport trips between 2011 and 2018

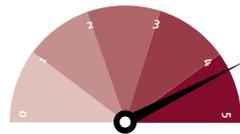


Satisfaction levels are high: 2019/20



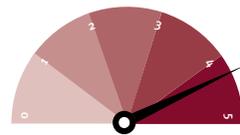
4.20/5

Overall customer satisfaction with services in SEQ



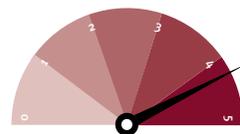
4.27/5

Customers tell us that one of the best things about services in SEQ is how easy they are to use



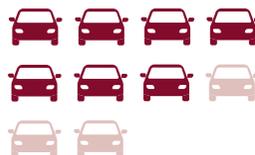
4.31/5

Satisfaction with friendliness or helpfulness of the driver in SEQ



4.23/5

Satisfaction with regional urban bus services



Across Queensland, satisfaction with rideshare and taxi services averages more than 7 out of 10 (2018-19)

COVID-19 and its social and economic impacts may lead to shifts in passenger transport demand



More than 460,000 trips taken in a day on buses, trains, trams and ferries in SEQ (February 2021)

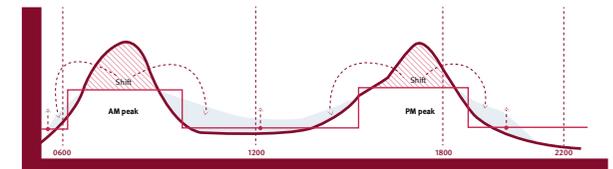


45% increase in bike riding on some parts of the Brisbane cycle network in April 2020



Proportion of the workforce regularly working from home is expected to **double** post-pandemic

Flattening the passenger transport curve: flexible start and finish times means demand during peak periods may spread throughout the day



Our customers

Our partners & people

Our system



Our customers have told us that the most important things to them when using passenger transport are:



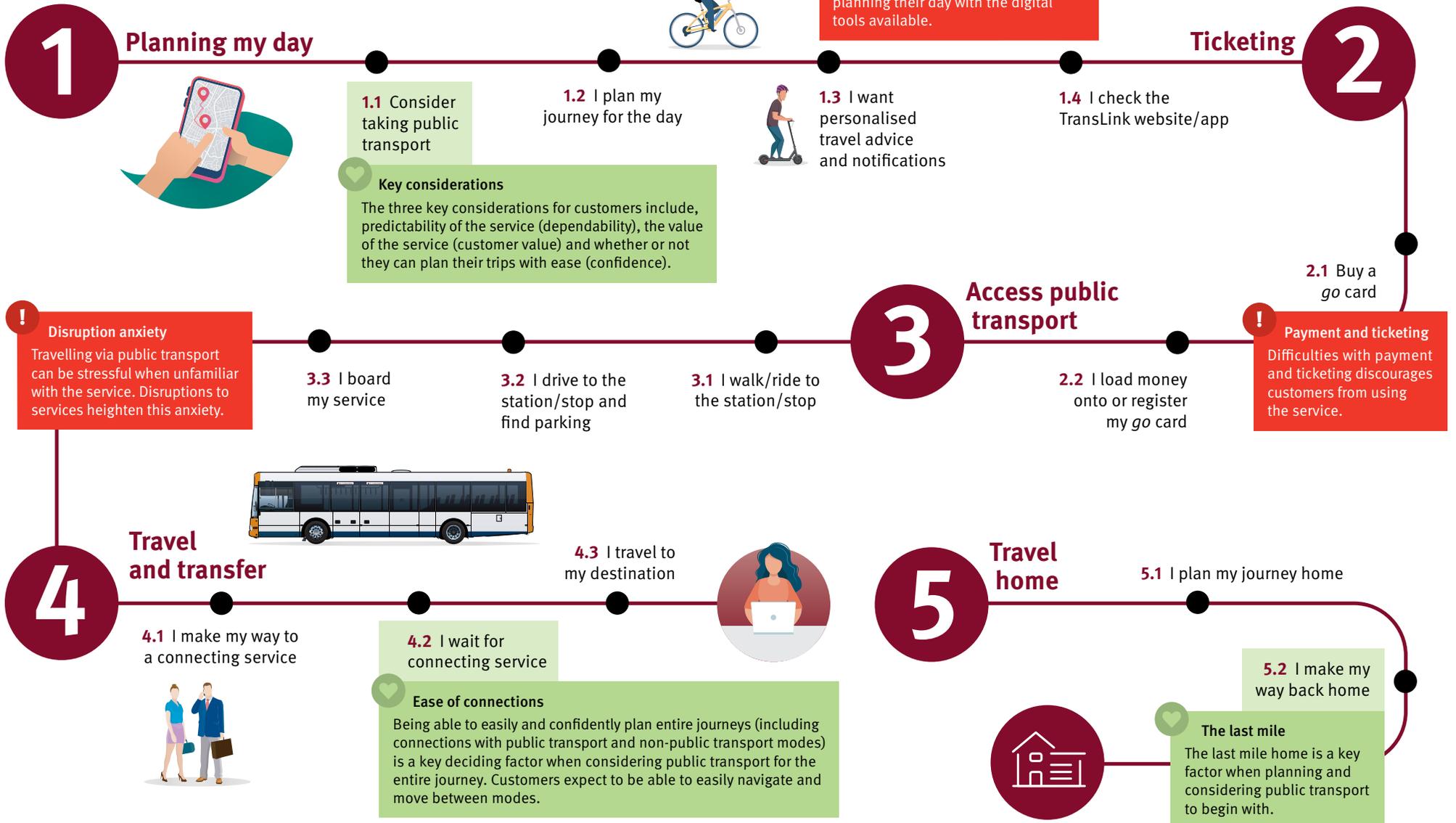
Our customers Our partners & people Our system

Customer journey: Today

With the assistance of our customers, we have mapped their journey through the passenger transport system. The priorities and initiatives in *Creating Better Connections* are focused on improving those things that matter most to Queenslanders when using passenger transport.

Key:

- Moments That Matter
- Pain Points



Our customers

Our partners & people

Our system

Setting the context:

Our partners and people

Staff are our greatest asset

Our customers tell us that interactions with staff working in the passenger transport system are one of the most positive parts of the journey for them. We celebrate those staff who go above and beyond for our customers and we will continue to foster these positive interactions with passenger transport staff.

The commitment of passenger transport workers has kept our communities connected to essential services during the COVID-19 pandemic and ensured that essential workers can get conveniently to and from work. We have also put in place additional measures so that the safety of passenger transport workers is not compromised during this time, for example reducing the use of cash and front door boarding on buses where possible. The health and safety of our customers and staff is our priority. We monitor developments and are guided by expert health advice every step of the way to recovery.



Our delivery partners

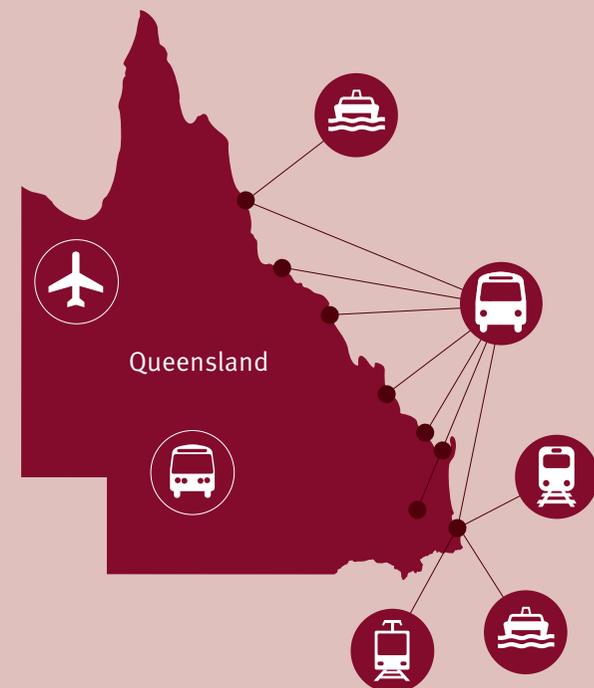
Delivery of Queensland's passenger transport system is only possible through the commitment and passion of the people and delivery partners who work within the system. Often that face to face or phone contact is through one of our delivery partners, who share our commitment to our customers. Our current partners work with us to deliver:

- › **Bus** services in South East Queensland (SEQ), Cairns, Townsville, Toowoomba, Mackay, Rockhampton, Airlie Beach and Proserpine, Bowen, Innisfail, Bundaberg, Gympie, Maryborough and Hervey Bay, Kilcoy to Caboolture, Gladstone, and Warwick
- › **Train** services across SEQ and on long distance routes
- › **Tram** services on the Gold Coast
- › **Ferry** services in SEQ and Magnetic Island
- › **On demand public transport** services in Logan, Ipswich, Toowoomba, and Hervey Bay
- › Subsidised **long distance** train, coaches, and regional air services
- › School transport services
- › 24/7 **customer** information via a contact centre, website, app, and social media
- › **Integrated ticketing and fares.**

The wider passenger transport sector comprises:

- › personalised transport operators such as taxis, limousines and rideshare
- › community and courtesy transport providers, and
- › micro mobility companies.

Local governments also play a key role by helping to build and maintain passenger transport infrastructure and, in some cases, deliver services. We work in partnership with our delivery partners to *create better connections for Queenslanders*.



Setting the context

Our customers

Our partners & people

Our system

Our relationships extend beyond delivery

We engage with broader stakeholders through a range of consultative forums which include peak bodies and industry groups, customer advocates, disability groups, unions and other government bodies, all of whom contribute to and enhance our work. We leverage expertise from our local universities through the Transport Academic Partnership, where they are currently assisting us with:

- › evaluating our Demand Responsive Transport (DRT) trial and making recommendations for on demand public transport services
- › assessing the implications of fewer customers using cash on public transport
- › zero emission bus technology feasibility
- › evaluating the relationship between customer satisfaction and network performance
- › accessible infrastructure
- › age friendly mobility services.

Bus driver of the year

Every year our customers enthusiastically take up the opportunity to say thanks and vote for their favourite bus driver in the Queensland Bus Driver of the Year awards.

In 2019 it was no different with a record 2,500 nominations and more than 13,000 votes cast for Queensland's best bus drivers, showing just how much customers love them. Customers were asked to nominate their favourite driver who goes the extra mile, does something extraordinary, or is simply an amazing person on a daily basis.



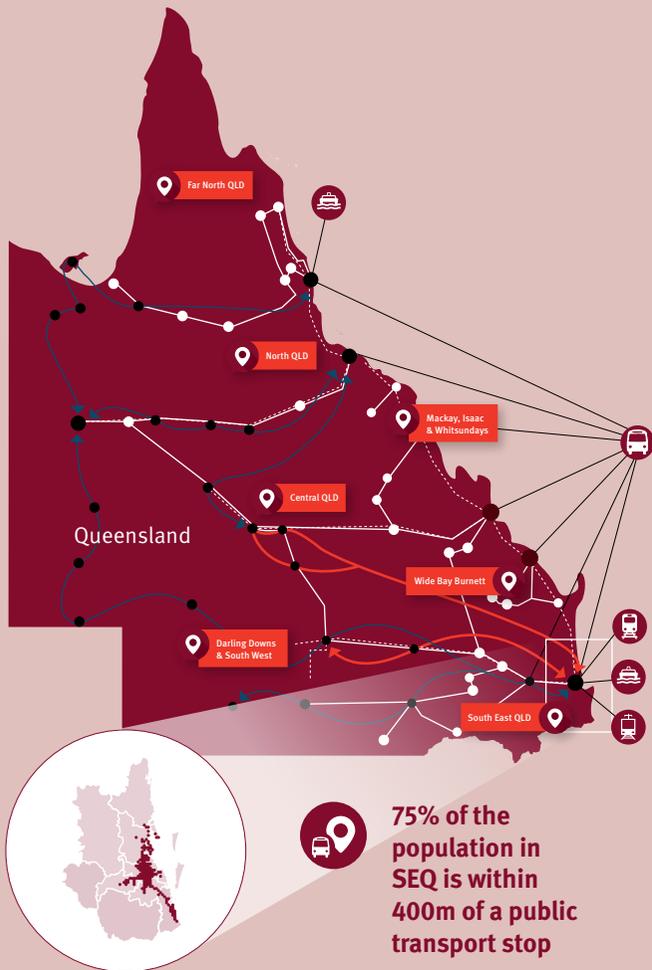
With so many nominations and votes, it was a difficult task narrowing down the nominations to 10 finalists, and then finally choosing the three winners. Renee-Jade Majid from Sunbus Rockhampton took out the Best Regional Driver Award, Betty Hipwell from Christensen's Bus and Coach won Best School Driver, and John Russ from Caboolture Buslines was awarded Best South East Queensland Driver.

And what were the winning qualities that set them apart? The consistent theme in all of their nominations was their extremely high standard of friendly customer service each and every time they got behind the wheel.

- Our customers
- Our partners & people
- Our system

Setting the context: Our system

We oversee a complex and evolving network across a large area. We monitor key trends and the performance of the system, and adapt services as required to balance meeting customer needs with management of an efficient system.



Surpassed 100 million scheduled bus kilometres in 2019, with more than 120 million kilometres across all modes



Over 5.2 million scheduled services across bus, train, and ferry delivered in 2020

How people in SEQ usually travel



9.9%
Active transport



82.7%
Private vehicle



6.8%
Public transport



0.6%
Taxi or rideshare

Average distance travelled by mode



1.3 km



11.0 km



17.0 km



9.3 km

Average travel time per trip



65 mins



60 mins



48 mins



48 mins

SEQ Travel Times and Distances - From Queensland Household Travel Survey (2018)

Population is expected to grow by nearly 20% over the next 10 years



SEQ is only 1.2% of Queensland's 1.85 million km² area, but contains more than 70% of the population. The share of population in SEQ is forecast to continue to increase

Source: Queensland Government Statistician's Office

Megatrends will impact Queensland's transport system over the next 30 years



On the move – population growth, commuter flows and new cheaper mobility options are increasing demand for travel



Digital dividends – new technology such as connected intelligent and autonomous vehicles



Virtually there – online shopping, services and telecommuting reduces need for travel



A lighter footprint – greener transport solutions

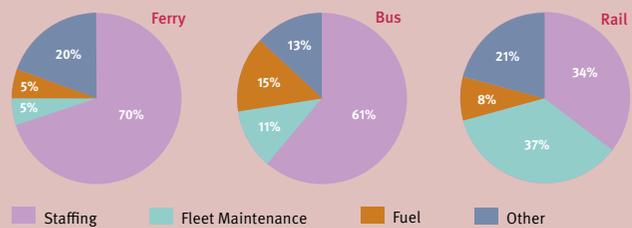


Empowered consumers – growing consumer demand for on demand, personalised, convenient and streamlined transport services

Source: Time Travel: Megatrends and scenarios for Queensland Transport out to 2048 (CSIRO)

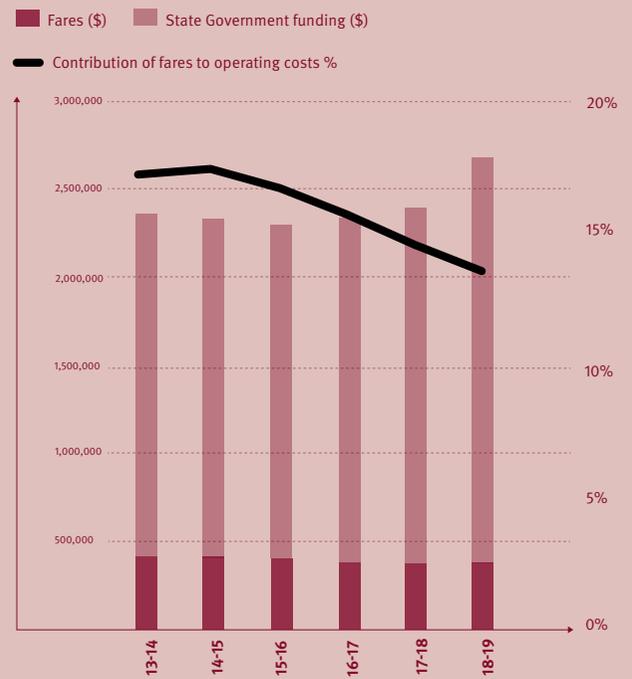
Our customers | Our partners & people | Our system

How is money spent to operate a Public Transport service?



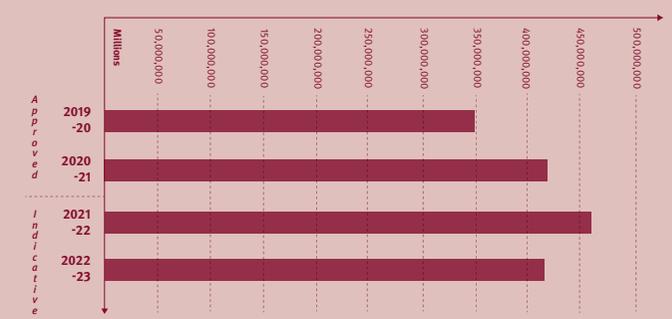
Opportunities:	Urban New infrastructure and options for a more integrated network Increasing passenger transport mode share as a proportion of total transport trips	Regional Expanding knowledge of, and access to, passenger transport services
	Challenges: Delays and disruption management during construction of major new transport infrastructure Congestion and crowding across the network	Balancing cost, distance and frequency to provide services

Percentage of public transport costs covered by passenger fares (Public Transport Operator Contracts)



Source: TMR Annual Reports

Statewide investment in passenger transport infrastructure



Note: Funding from Queensland Transport and Roads Investment Program (Passenger Transport Infrastructure Improvements and Rail Infrastructure Improvements). Note that additional funding is also provided through other programs/projects.

Passenger transport – an investment in our state

- Employs thousands of people across Queensland
- Additional investment through maintenance and upgrades to established assets
- Contributes to local economies
- Construction of new infrastructure to grow the network and support local industries

Average Cost of Fare (\$)
-0.2%
(2014-2019)

Time to earn fare at minimum wage
-1.2%
(2014-2019)

Source: NineSquared Public transport fare trends (2020)

Our customers

Our partners & people

Our system

Operating a safe system

Tracking safety incident and complaint statistics to improve customer experience

CCTV network for customer and staff safety

Bus Safety Forum brings together stakeholders

Customers consistently indicate 'feeling safe on board' with a satisfaction rating of 4.37/5

Regular cleaning and high sanitisation standards on vehicles and at stations

0.04 Bus
0.05 Train
0.02 Tram
Passenger injuries - per 10,000 trips

Working to reduce fleet emissions and come up with sustainable solutions

Targeting fare evasion hotspots and keeping the network safe

Senior Network Officers, G:link and Westside Customer Service Officers, the Queensland Police Service Rail squad, and Queensland Rail Authorised Officers

Reference: 2019-20 Q1 (July-September) - TransLink PT performance Dashboard (<https://translink.com.au/about-translink/reports-and-publications/performance>)
Australia recorded 0.6 road fatalities per 10 000 registered vehicles in 2018. Measured as traffic deaths per billion vehicle-kilometres (vkm) driven, in 2018 this metric stood at 4.3.
Reference: International Transport Forum - OECD (2019). Road Safety Annual Report 2019. Available at: (<https://www.itf-oecd.org/road-safety-annual-report-2019>)

Our priorities

Over the next 10 years, we will continue to focus on our core offering to customers: integrating passenger transport services, customer information, and ticketing solutions. However, the way that we deliver this will evolve to meet changing customer expectations and reflect our changing system.

We have identified five key priorities which:

- › focus on those things that matter most to our customers
- › will ensure our passenger transport system remains contemporary, and
- › continue to deliver the outcomes our community needs.

Creating Better Connections for Queenslanders:

- › showcases what we are currently delivering for customers with our delivery partners
- › proposes future directions to guide our work and



› outlines 20 signature initiatives that we intend to implement by 2030 – our ‘20 by 30’ initiatives – to deliver our plan.

Collectively these priorities and initiatives are intended to *create better connections for Queenslanders.*



CREATING BETTER CONNECTIONS

FOR QUEENSLANDERS

A draft
10-year plan
for Queensland
passenger transport

Reliable and safe services

Services customers can depend on
to get them where they need to go,
when they need to be there



- 1
Reliable and safe services
- 2
Responsive to changing community needs
- 3
Seamless end to end journeys
- 4
Easy and accessible
- 5
Environmentally sustainable

Reliability is important to our customers

Reliability is central to a positive passenger transport experience for customers. Customers want confidence that services will arrive and depart on time. They count on us to get them to the important things in their life such as work, school, university, or health services. When a passenger transport service arrives late, or does not arrive at all, it is not just an inconvenience. It can have significant consequences including lost pay, or missed job interviews, university exams or medical appointments.

We are committed to delivering services that run on-time and that our customers can be confident will get them where they need to be, when they need to be there. We are focusing on addressing the key causes of poor reliability to improve on-time running performance across all types of services.

Sometimes we can update the timetable to better match local conditions and in some locations we need investment so buses can avoid traffic queues or so all stops trains don't delay express services.

Real-time information in SEQ and Cairns predicts the next service to depart from a stop or station. This removes uncertainty for customers about when their service is departing, particularly where their service is delayed due to congestion or weather conditions. It means customers can make alternative travel plans, use their time waiting more productively (by spending a few more minutes at home, work, or the shops), and provide their loved ones with accurate information on their expected arrival time.

“ I want reliable transport as I hate being late. ”

Our customers want:



Reliable journey times



Avoid congestion



Feel safe



Complete their journey even if there's a disruption



Information and alternatives provided during disruptions



Our passenger transport system needs to be resilient to incidents

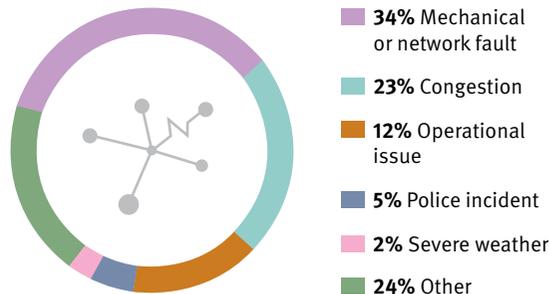
As our community grows, so does our transport network which means new infrastructure development for roads and rail. Sometimes this leads to roadworks and accidents. The resulting congestion increases the potential for disruptions to normal operations on the passenger transport system. Even a small incident on the network can have repercussions that impact many customers.

Our passenger transport system provides an essential means of quickly and safely moving large numbers of people in the event of natural disasters or security incidents. In regional communities, the continuation of school services, air or long-distance rail or bus services may be the only means of getting in or out of flood, cyclone or fire affected communities, and getting children home safely.

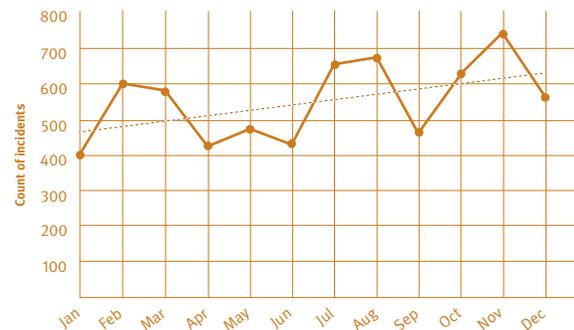
Resilience is central when we are designing and operating the passenger transport system. Together with our delivery partners, we carefully consider the location and design of key infrastructure like rail lines, busways and bus stops so that the passenger transport system can continue to operate during most adverse weather events. We conduct regular maintenance and safety inspections of infrastructure and vehicles to prevent incidents that could disrupt operations.

“Reliable should absolutely be a priority, having services you can rely on to get you from A to B when you expect them to is a key driver in determining what transport choice a person makes.”

Share of disruption events by type reported by the public through social media occurring on trains, trams, buses and ferries in SEQ in 2018



Count of disruption events reported to the public through social media occurring on trains, trams, buses, and ferries in SEQ in 2018



Source: TransLink, 2019

Safety during COVID-19

Passenger transport has played an essential role in our community throughout the COVID-19 pandemic. TransLink has worked closely with transport delivery partners and stakeholders to follow the advice of health authorities to make sure public transport services have continued to run safely. Transport services across bus, train, ferry and tram have operated as scheduled, with additional services introduced to enable customers to socially distance on board where practical.

There is daily sanitising of vehicles and increased cleaning of hard surfaces and customer touch points at stations, and measures in place to protect drivers. Taxi and rideshare have also been important services for those needing to travel, and passengers have been asked to distance as much as is practical, while drivers have adopted good hygiene measures and consistent cleaning of vehicles, with particular attention to customer touch points.



When incidents occur, we need to recover quickly

Despite careful planning and increased vehicle connectivity having a positive impact on safety, incidents will occur from time to time that cannot be predicted or a major event will temporarily impact the network. We actively monitor the passenger transport system and coordinate a response to disruptions and security incidents in real time working with our delivery partners and emergency services to get the system back to normal operations as quickly as possible.



Customers need faster and better information about their options during a disruption

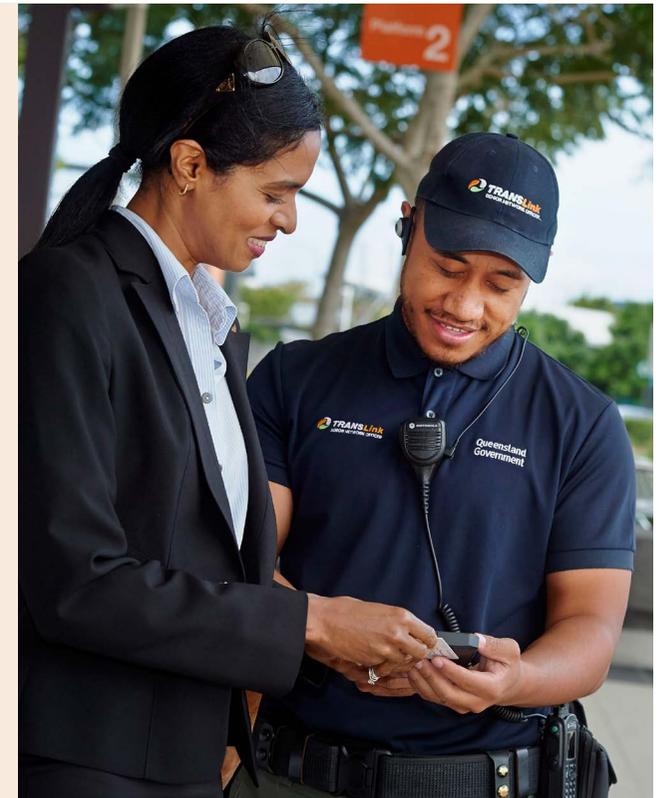
We communicate disruptions to our public transport operations in SEQ, Cairns, Mackay, Toowoomba, and Townsville via our website, social media, contact centre, MyTransLink app and proactive alerts to registered customers. In other locations, delivery partners work closely with their communities to advise of any disruptions or

planned changes which may affect services. New data sources and technology will help us keep our customers informed of disruptions, providing alternate travel options to customers, responding to disruptions and returning to normal operations as quickly as possible, and identifying and proactively managing the preventable causes of disruptions.

Our Senior Network Officers working to create a fair and safe network

Senior Network Officers (SNOs) are tasked with customer service and revenue protection duties, as well as providing a safety and security presence on the South East Queensland public transport network. Together with G:link and Westside Customer Service Officers, the Queensland Police Service Rail squad, and Queensland Rail Authorised Officers, TransLink SNOs work across the TransLink South East Queensland network targeting fare evasion hot spots, carrying out operations with police, and keeping our transport network safe. To further enhance the safety of customers and frontline staff on regional bus services, a trial commenced in late 2020 of eight Customer Service Officers operating in Townsville and Cairns. The trial will evaluate the suitability of a broader rollout of delivery partner-led enforcement models throughout Queensland. In 2018-2019 there were:

-  › 211 police operations
-  › 16,992 penalty infringement notices issued
-  › 55,488 warning notices issued.



Our current focus on reliable and safe services

Safety first

Safety for our customers and passenger transport workers is paramount. We encourage stakeholders to make this a priority too. Regulating and enforcing safety requirements, designing stations and stops with safety in mind, CCTV monitoring, and training passenger transport staff to prevent and respond to safety incidents all contribute to providing safe customer journeys.

> BUS235 / CAM.1

ARGUING OVER THE FARE

SEE IT FROM THEIR SIDE

IN THE DRIVER

ON THEIR SIDE

2 in 3 bus drivers have experienced abuse from a passenger.

They're people just like you – so before you act out, remember that your actions have a real impact on their lives. Bus drivers deserve respect.

Visit translink.com.au/driversafety

Triple zero (000) for emergencies
Policelink (131 444) for non-emergencies

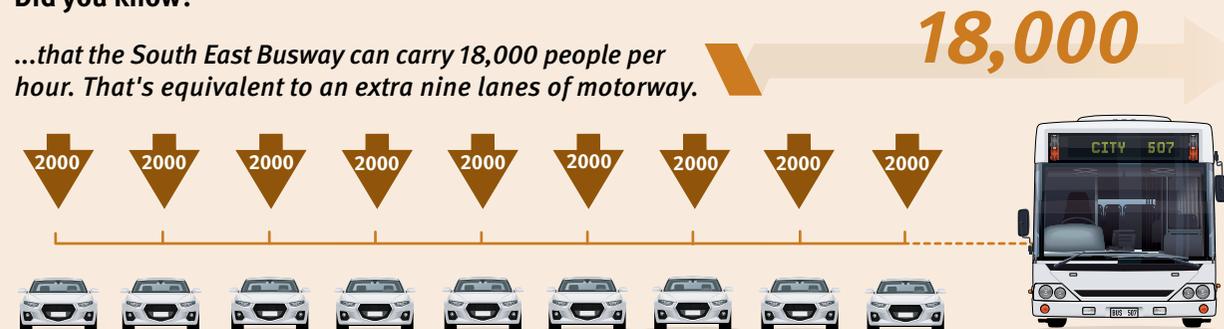
experienced
so before you act out, have a real impact on their lives. respect.

safety
emergencies non-emergencies

TRANSLink Queensland Government

Did you know?

...that the South East Busway can carry 18,000 people per hour. That's equivalent to an extra nine lanes of motorway.



Investing in Transitways to give customers a more reliable journey

We are investing \$102 million to deliver Brisbane's Northern Transitway on Gympie Road and the Eastern Transitway on Old Cleveland Road. The Northern and Eastern Transitways will provide priority connections from major activity centres – Chermside in the North, and Carindale in the East – to existing busways and through to Brisbane city. Transitways use a combination of bus lanes, improved intersection design, traffic signal prioritisation, and customer information to:

- improve journey times during peak periods
- provide more reliable and consistent journey times for customers
- give bus customers priority over those travelling in private vehicles.

Construction of the Eastern Transitway started in late 2020, and construction of the Northern Transitway commenced in June 2021.

Extending the South East Busway to bypass congestion

As part of the Australian and Queensland Government partnership to upgrade the Pacific Motorway (M1), we will extend the South East Busway from Eight Mile Plains to Springwood. The extension will include an additional 3.8 kilometres of dedicated busway to connect Eight Mile Plains and Springwood bus stations, and improved access to the busway at Rochedale through a new park 'n' ride, passenger pick up and drop off areas, and a new bus interchange to connect local services with the busway. Construction commenced in 2020 and is expected to be complete in 2024.

Extending the busway will give more Brisbane southside residents a congestion-free run on fast, frequent and reliable bus services, as well as provide improved connections to where people live, work and play. The extension will allow 1.7 million additional passengers to use the busway each year by 2026, giving more people the opportunity to bypass congested roads.

Extending Gold Coast Light Rail to give customers a congestion-free journey

The Australian and Queensland Governments and the City of Gold Coast have partnered to deliver Stage 3 of the highly successful Gold Coast Light Rail which will see trams service the Gold Coast from Helensvale through to Burleigh Heads. The tram extension will give customers the opportunity to avoid road congestion by using passenger transport to connect with business and jobs, hospitals and medical facilities, education, shopping, dining, entertainment and sporting centres. Major construction for the 6.7 kilometre Stage 3 extension between Broadbeach South and Burleigh Heads will start at the end of 2021. Construction is expected to take about three and a half years followed by a rigorous testing and commissioning process before passenger operations can commence.



European Train Control System (ETCS)

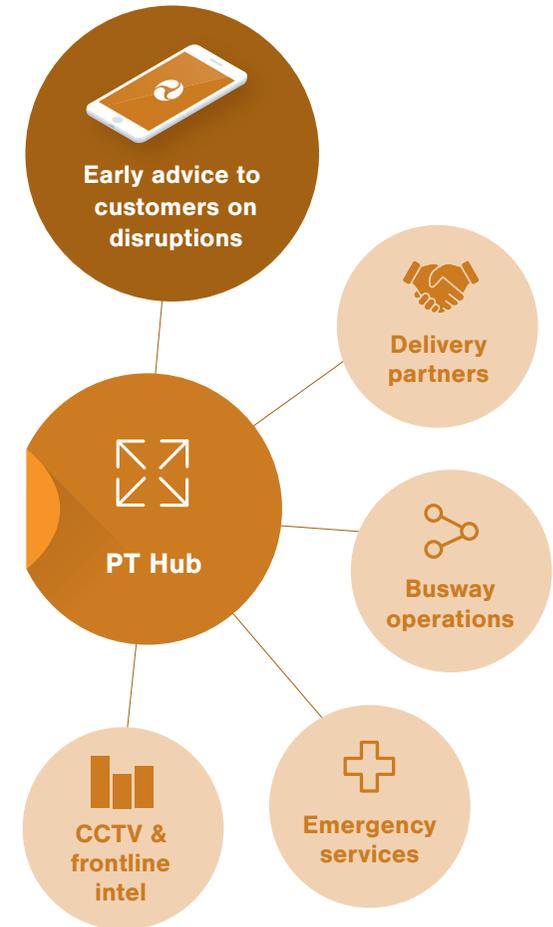
The Queensland Government is investing in ETCS, a new signalling system that will enable increased capacity on the Brisbane inner-city rail network, enhanced safety and allow the wider SEQ rail network to run more efficiently. ETCS features are important for the safe operation of trains through the Cross River Rail twin tunnels, making our rail network work smarter and helping us to run more trains more often.

Improving rail alternative bus services

To ensure the safety and resilience of the Queensland Rail network, regular inspections and maintenance are undertaken primarily late at night or on weekends when less people are travelling on the network. During these times, bus services are provided as an alternative for train customers. To improve the customer experience during these times, we have progressively published timetables, and enabled online journey planning, as well as improved signage and communications. Future enhancements will seek to improve accessibility and explore opportunities to provide real-time information updates on rail alternative bus services for customers.

Improving our operational network resilience

We currently monitor the SEQ public transport network Monday to Friday during peak periods, and during major events such as the 2018 Gold Coast Commonwealth Games or during New Year’s Eve celebrations, through TMR’s ‘Public Transport Hub’ (PT Hub). Using real-time data, systems, and on-the-ground intelligence from Customer Liaison Officers and Senior Network Officers to identify when incidents occur on the network, the PT Hub assesses the severity and likely impact of the incident and works with delivery partners to coordinate an appropriate response. PT Hub and delivery partners such as Queensland Rail or Brisbane City Council provide information that can be used to push notifications to customers of expected disruptions or delays so that customers can make informed choices about their travel options.

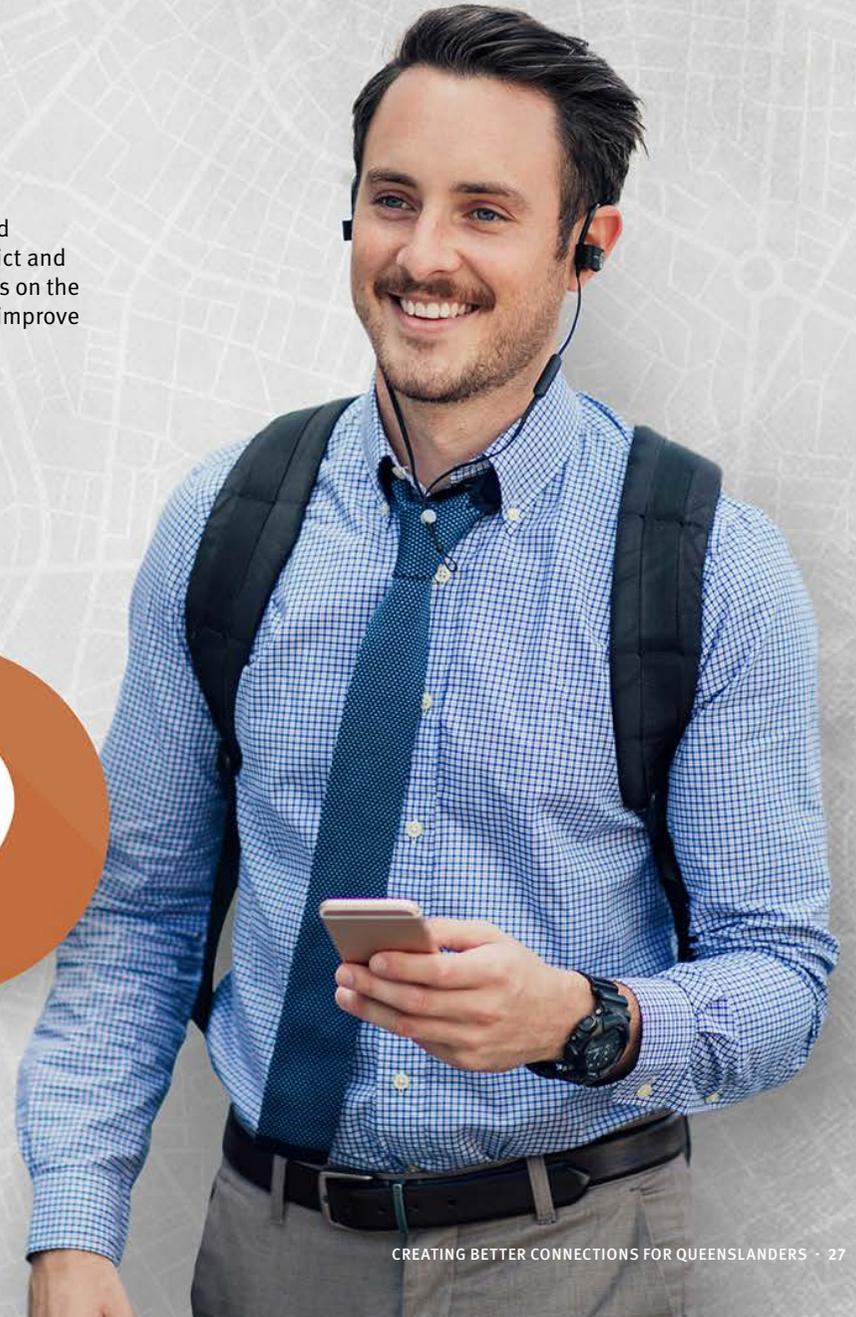


➤ Towards 2030

Over the next 10 years, we will:

-  › improve the accuracy, timeliness, and relevance of customer information about delays and disruptions
-  › invest in infrastructure that gives passenger transport and those who walk or ride priority over those travelling in private vehicles whether this be through dedicated rail, tram, busways, or bus lanes or active transport infrastructure
-  › work collaboratively with delivery partners to identify and address causes of delays and incentivise on-time running performance
-  › design a passenger transport system that is more resilient to severe weather events, security incidents, and the effects of traffic and network congestion
-  › work collaboratively with our delivery partners and emergency services to reduce the impacts of events and disruptions on the passenger transport system, including developing network contingency plans

-  › invest in diverse data sources and advanced systems to better predict and manage the impacts of disruptions on the passenger transport system and improve on-time running of services
-  › maintain a strong safety focus in passenger transport regulation.





More reliable rail and a CRR-ready network

We are investing in new trains, additional track capacity, and a world-class signaling system to deliver faster and more reliable train journeys for our customers.

We are planning for key projects including:

- › **Beerburrum to Nambour** to ensure that freight trains and passenger trains have enough space to pass each other
- › **Rollingstock Expansion** to ensure we have enough trains to operate more services when they are needed
- › **Gold Coast and Beenleigh corridor improvements**, enabling more express services between Brisbane and the Gold Coast, improved travel time reliability for Beenleigh line customers, level crossing treatments and more accessible station precincts
- › planning improvements on the **Cleveland line** to improve travel time reliability
- › Over 16 new and upgraded stations in the inner city, on the Gold Coast, and at Loganlea and ongoing accessibility upgrades as part of the Station Upgrade Program
- › identifying priority **level crossings** for upgrades to improve the performance, safety, and resilience of the transport network for all users.

We are planning for the longer-term growth of the network including:

- › working with the National Faster Rail Agency to investigate the potential for faster rail services to the Gold Coast and Sunshine Coast
- › developing a business case to investigate the potential for regular passenger rail services between **Toowoomba and Brisbane**

- › progressing planning to expand the network to Sunshine Coast in the north, Beaudesert and Gold Coast Airport in the south, and between Ipswich and Springfield in the west.

We are working to untangle the rail network, planning services to avoid delays on one line impacting the whole network. This is called rail timetable sectorisation and happens on major rail networks all over the world. We will introduce two simple, consistent service types that deliver:

- › faster, more reliable express services for customers travelling longer distances from the Gold Coast, Caboolture / Sunshine Coast and Ipswich
- › suburban ‘turn up and go’ services providing frequent and flexible connections for customers in inner areas, knowing there is a train at their local station at least every 15 minutes throughout the day.

This program will ensure the SEQ rail network is more reliable, customers right across SEQ can benefit from Cross River Rail, and we’re Olympics-ready.

Improvements to rail reliability will be made progressively over the next 10 years.

SEQ Rail Connect

The Queensland Government is developing a blueprint for transforming the SEQ rail network: *SEQ Rail Connect*. It will guide how we seamlessly integrate Cross River Rail into the broader rail system and plan for network expansion that keeps pace with population growth. *SEQ Rail Connect* will guide our delivery of a redesigned, simple two-tier rail timetable with more, and faster, express services and higher frequency suburban services, both operating through a longer peak period. This will help customers access jobs, education and recreation and ensure the SEQ transport network flows and freight access can be maintained. *SEQ Rail Connect* will be released in 2021.





A network of bus priority corridors

Customers who live near a busway, tram or rail line can expect high levels of frequency and reliability. However, for many, public transport may not provide such an attractive value proposition.

Providing high frequency, reliable bus services is challenged by increasingly congested road networks. With limited dedicated priority for buses, there are often insufficient travel time benefits to attract new customers. High frequency bus priority corridors will play an important role in helping to move more people in our cities, quicker and more efficiently, particularly during peak hours.

We will work with local governments to develop and deliver a network of corridors across SEQ and major regional centres that prioritise buses to reduce the impacts of congestion on journey times and travel time variability. We will take a toolkit approach when planning these corridors, seeking to balance needs, considering local and broader contexts and working to deliver on a clear agreed purpose and equitable outcomes.

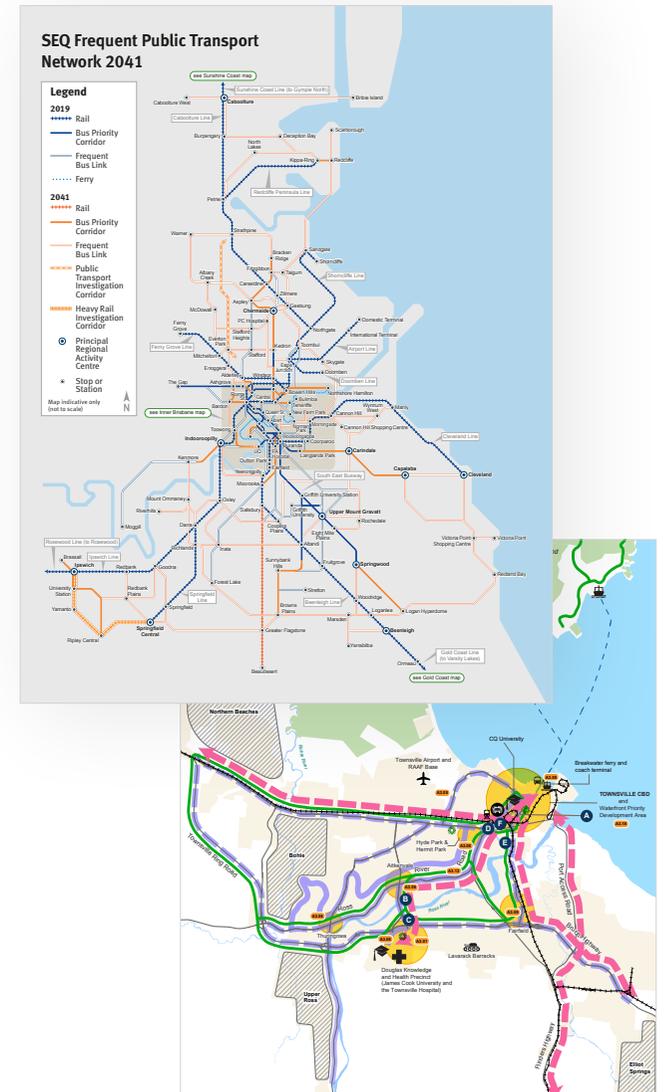
There are a range of tools within the bus priority toolkit, and we will use these to suit the specific context in which bus priority is being planned. These tools could include:

- › *busways* – dedicated corridors that separate buses from general road traffic to provide fast, frequent, and reliable transport for large numbers of customers
- › *transitways* – identified high-frequency corridors where buses share roadspace with other traffic but are prioritised through the targeted use of tools such as bus lanes, bus jumps, intersection improvements and signal priority to improve journey times and reliability
- › *bus signal prioritisation* – using our traffic signals on the network to prioritise late running buses by reallocating signal times, helping to keep buses on-time and more reliable.

When planning bus priority, we will also use a number of other supporting technologies to ensure we are maximising efficiency and customer experience from one end of the journey to the other. Delivering the network of bus priority corridors will provide customers with less congestion impacted journeys and make passenger transport a more attractive and reliable travel choice. Bus priority will also assist spectators to quickly and easily move around Queensland during the 2032 Olympic and Paralympic Games.

The location of future bus priority corridors will be guided by [Regional Transport Plans](#) (the 2041 vision for the SEQ and Townsville high-frequency networks are pictured). Plans are also underway for bus priority corridors in other regional centres.

A network of high-frequency bus priority corridors will be implemented progressively over the next 10 years.



- 1
Reliable and safe services
- 2
Responsive to changing community needs
- 3
Seamless end to end journeys
- 4
Easy and accessible
- 5
Environmentally sustainable



Real-time travel information for regional Queensland

By 2022, all Queensland regional towns and cities with TransLink or *qconnect* urban bus services will have access to real-time public transport information. For the first time, regional customers will know what time their bus is actually departing, not just what departure time is scheduled. Access to this information in real-time will reduce wait times at stops, give regional customers confidence that their service is on its way and in the event that a service is cancelled, empower them to make alternate travel plans. Real-time information will be available via the TransLink website, app, contact centre, and via third party applications such as Google Transit.

Real time will be progressively rolled out by the end of 2022 as part of the Smart Ticketing project.

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Real-time passenger transport coordination

We will progressively evolve our existing PT Hub function for 24/7 co-location of key network response capability. Bringing together key network response capabilities in this way increases our ability to assess and respond to conditions across the network in an integrated way, rather than looking at modes in isolation.

Machine learning will also be used to analyse broad datasets including ticketing data, historical arrival/ departure service information, traffic systems, weather, and social media to better predict when and where disruptions may occur on our network and how best to respond to those events when they do happen. We will work with and encourage communication between service delivery partners to proactively manage incidents which affect the public transport system, such as traffic delays.

Proactive incident management can reduce travel times for customers and communicate timely alternatives in the event of a disruption and will be a key part of running efficient transport services when it comes to the 2032 Olympic and Paralympic Games. Reduced operational costs such as fuel, driver overtime, or reduced need to deploy replacement vehicles in the event of a disruption will improve network costs and performance. Most importantly, minimising disruptions will make it easier for customers to get where they need to go, reliably.

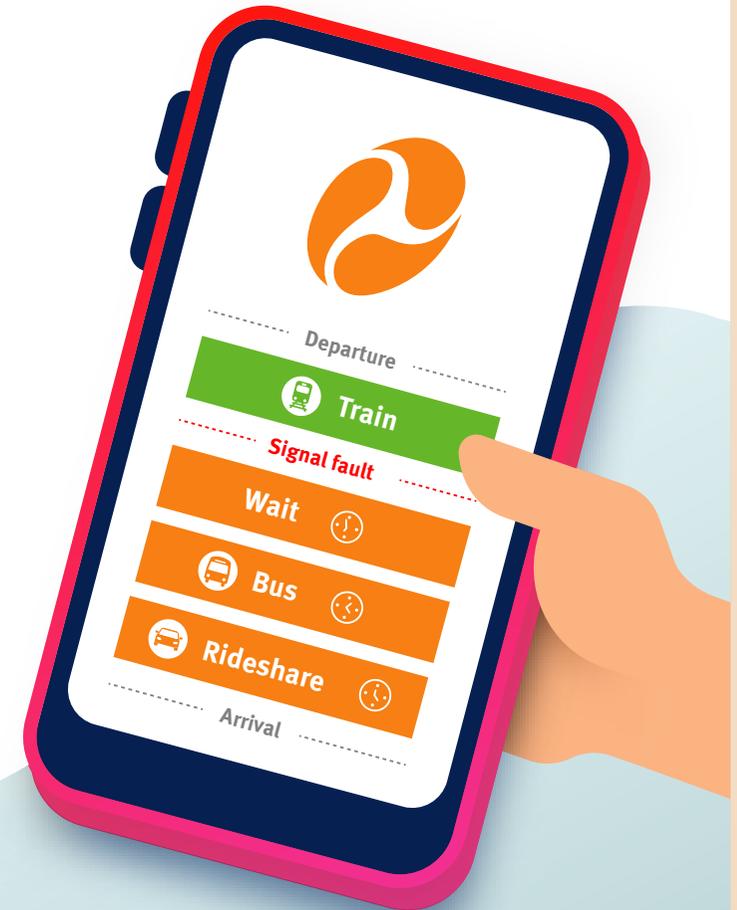
From 2021, improved passenger transport coordination will swiftly alert customers to disruptions and offer real-time alternatives to keep them safely travelling.



Personalised alternative travel plans for customers

We will build on the accuracy, timeliness and relevance of our existing disruption notifications to customers by enabling greater personalisation and functionality of the information that customers receive. Progressive system upgrades will enable customers to personalise their disruption notifications, and then suggest alternate travel options to get them quickly and safely to their destination. These enhancements will empower our customers with knowledge about where and when an incident has occurred, its cause and likely duration, so that they can make better informed choices about whether to travel, seek out alternative travel options, or to wait in a safe location for the disruption to be resolved.

Customers will be able to sign up for alternative service notifications in 2024.



CREATING BETTER CONNECTIONS

FOR QUEENSLANDERS

A draft
10-year plan
for Queensland
passenger transport

Responsive to changing community needs

Investing in the right service, at
the right time, at the right location –
connecting communities to health,
jobs, and education.

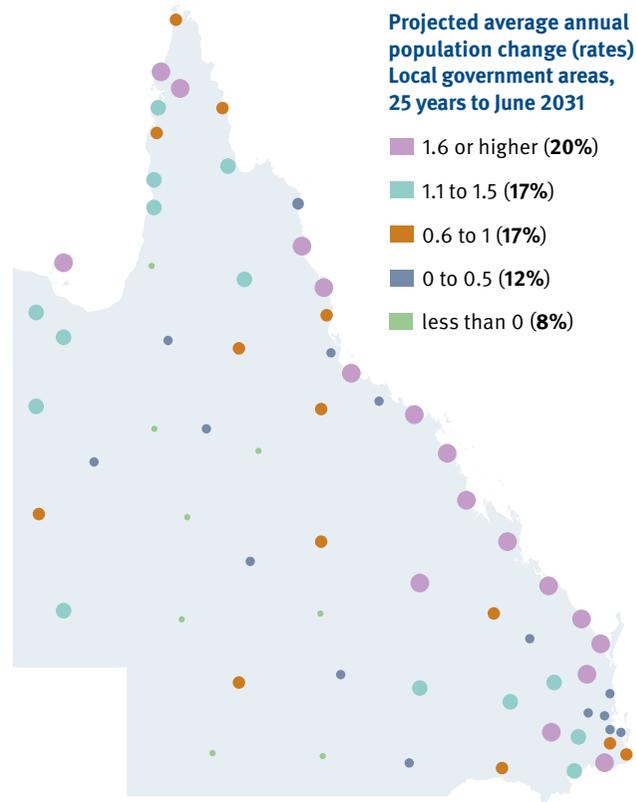


Our population is growing beyond our current passenger transport footprint

Queensland’s population is currently growing faster than the national average and is expected to reach at least 6 million people by 2032. However, it’s noted that border closures associated with the COVID-19 pandemic have increased uncertainty around population projections. The local government areas projected to experience the most significant population growth are those on the fringe of the capital city area: Ipswich, Scenic Rim, Logan, the Sunshine and Gold Coasts, and Moreton Bay. Beyond SEQ, Townsville, Cairns, the Whitsundays, Mackay and the Fraser Coast also feature in the fastest growing local government areas of the state.

This growth generates demand for housing in new areas that lie beyond the current urban footprint where passenger transport services are currently provided. In SEQ, 40 per cent of dwelling approvals between 2016 to 2019 were outside of the existing urban area.

Forecast population growth



Source: ABS 3218.0: and 2011 edition Queensland Government population projections (medium series)

New housing is growing the urban area

By 2041 nearly 800,000 new dwellings will be required to cater for projected population growth in SEQ. Total dwelling approvals 2016-2019 are on track to meet this expected growth.



Where are dwellings being approved in SEQ?

Consolidation
 60% of approvals inside the existing urban area.

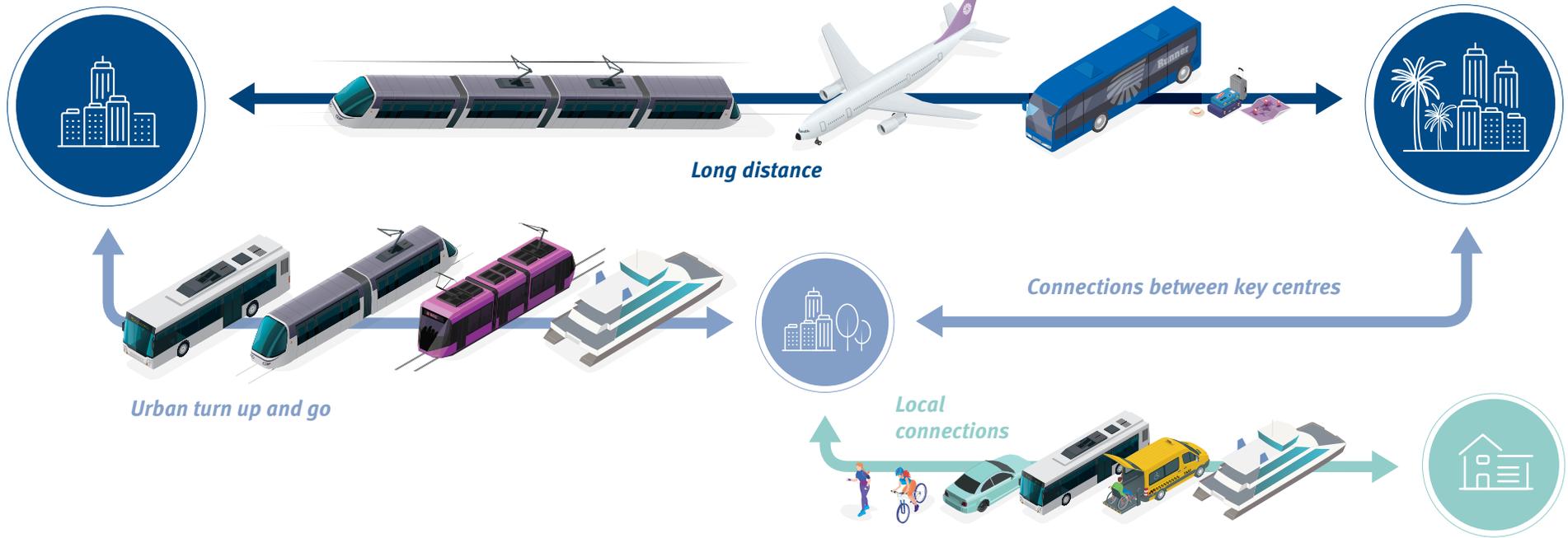


Expansion
 40% of approvals outside the existing urban area.

This is the same as the expected 60/40 share identified in *ShapingSEQ*.



Aligning investment to our connected network



TMR Investment <

Urban turn up and go

- Many customers benefit from service improvements
- Reduces road congestion/emissions
- Improves journey times for everyone

Long distance

- Connects customers to essential services
- Connects customers to high-frequency, reliable services for most of their journey

Local connections

- Gives customers flexibility, choice and access to essential services and high-frequency, reliable services for most of their journey

Increased service delivery by commercial providers, local governments, and community partnerships

- 1
Reliable and safe services
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Being responsive to changing community needs can help keep costs down for customers

Regularly reviewing services and aligning them to current community and customer needs is one way we can get better value for money from the existing system. Investing in different sized vehicles and trialling different types of

services, rather than a ‘one size fits all’ approach, can reduce the cost of operating the passenger transport system – making it more affordable for customers. We have the opportunity to take advantage of emerging technology and new mobility models to improve the efficiency of where and when services operate to better match demand.



This Hino Poncho bus works well in some residential areas

Investing in passenger transport early can help avoid traffic congestion

We recognise the benefits of providing passenger transport services to new residential communities early in their development to shape sustainable travel choices, reduce congestion and optimise the State’s investment in road infrastructure.

The Queensland Government works with developers and local governments to plan new residential developments and seek funding contributions towards infrastructure and services to enable these communities to be serviced by passenger transport.

As our urban footprint continues to grow, we are looking to new, flexible, and cost-effective ways of connecting customers on the urban fringes to high-frequency, mass transit services. Data from Neuron has shown that since its e-scooters were introduced to Brisbane, more than 60% of all rides started or finished within 100 metres of a train station or bus stop. However, their availability is currently limited to certain locations, primarily in inner Brisbane, though may spread to other urban areas and regional centres. The expansion of commercial or government-provided on demand public transport services, or personal mobility devices such as scooters and e-bikes, may bring passenger transport options to more customers.

Overcrowding is an issue on some parts of our network

Some parts of our passenger transport system experience high demand, with more customers trying to get on board than there is space available on the services or in the park 'n' ride. This is particularly relevant on some key corridors into Brisbane's Central Business District (CBD) and Brisbane universities during peak times.

TransLink is monitoring capacity as COVID restrictions ease and passengers return to the public transport network and scheduling more services in peak periods on busier routes to meet demand. Customers are encouraged to maintain social distance where practicable and to travel outside of peak hours.

Where customers have made the choice to use a passenger transport service, we want to ensure they are able to access the stop or station and to get on board. Not being able to get on board a service due to a full carpark, bus or train is not only frustrating, but can make customers late for work, university, school, or other commitments, and consequently make passenger transport a less attractive choice for future journeys.

We regularly review park 'n' ride occupancy and passenger loadings, and where these consistently exceed the capacity of services, we seek to add more services, increase the size of the passenger transport vehicle or vessel, or provide customers with information about alternative services or park 'n' rides that have space for more customers. We plan ahead to identify strategic locations on the network, close to where customers live, to [invest in new park 'n' rides](#) so the majority of a customer's journey can be via passenger transport.

2032 Olympic & Paralympic Games opportunity

On 21 July 2021, Brisbane was awarded hosting rights for the XXXV Games of the Olympiad.

Consistent with the Queensland Government's economic recovery plan, hosting the Games is about creating jobs, boosting our economy and building healthier communities over the next decade and beyond.

Games benefits will be shared right across Queensland, with events to be staged in Cairns, Townsville and the South East corner. Regional Queensland will also benefit from hosting pre-games training events and camps, the influx of national and international tourists and the more than 3 billion viewers across the world getting a taste of what Queensland has to offer.

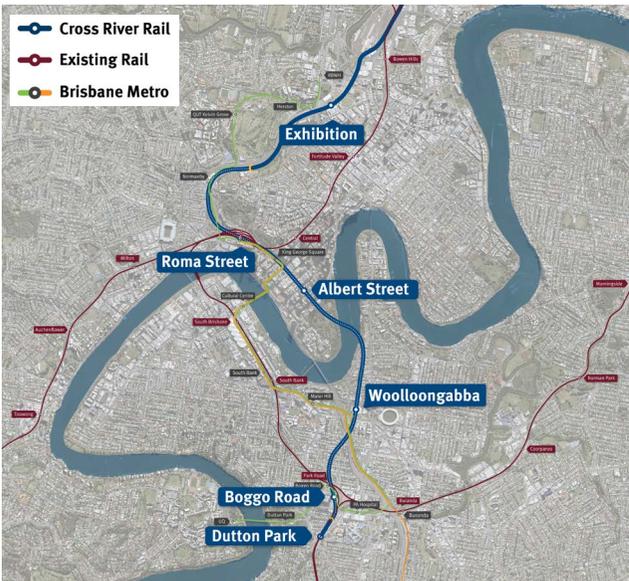
The Games provide a catalytic opportunity to deliver critical legacy infrastructure that supports Queensland's long-term growth and enables successful delivery of the Games.



Our current focus on being responsive to changing community needs

Transforming SEQ's rail network through Cross River Rail

The Queensland Government is investing \$5.4 billion in a new 10.2 kilometre rail line from Dutton Park to Bowen Hills, including four new underground rail stations at Boggo Road, Woolloongabba, Albert Street and Roma Street. By unlocking the bottleneck created by the current single river crossing, Cross River Rail will transform the way we travel across the whole of South East Queensland and will provide new capacity to support other future rail network growth projects, such as building new rail connections to the Sunshine Coast, Ripley, and Flagstone. Construction has continued despite the COVID-19 pandemic thanks to stringent safety protocols and this has enabled the project to keep a workforce of almost 2,900 people working across more than a dozen separate work sites.

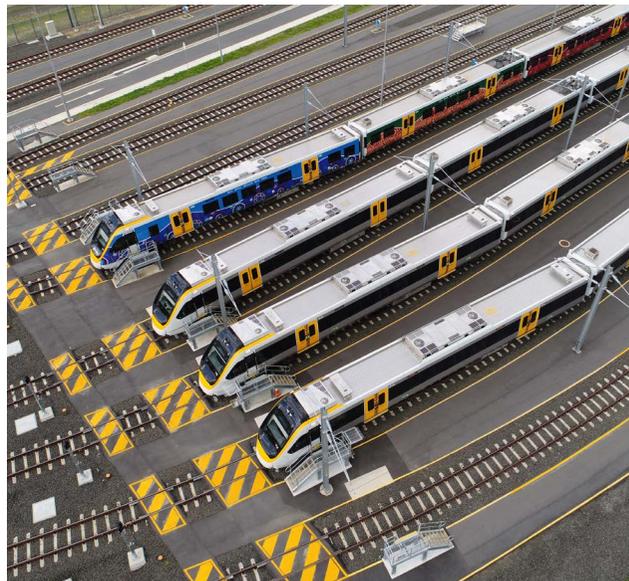


SEQ Rail Future: Cross River Rail and beyond

Rail is an essential part of public transport in South East Queensland. Patronage on passenger rail services was growing pre-pandemic, and population growth forecasts in our Regional Plan, Shaping SEQ, indicate that this long-term trajectory of travel demand will continue. Cross River Rail and new high capacity signalling will be a game changer on our journey towards a transformed SEQ rail network, unlocking the bottleneck at the heart of our network.

TMR is leading planning, with support of key delivery partners to implement a project pipeline for delivery of new train stations, additional infrastructure, new trains, more crew, stabling facilities and other key elements of an efficient network.

This work will maximise the benefits of Cross River Rail and provide future connections between SEQ's growing population centres, supporting the movement of residents and visitors throughout the region to access employment, essential services and leisure activities.



10.2 km of new rail line

5.9 km of twin tunnels

4 new underground stations

8 above ground stations being rebuilt

3 new stations on the Gold Coast

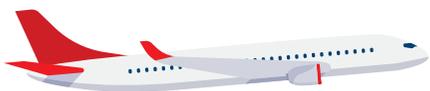
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Building on the success of Brisbane’s busway services

We are working with Brisbane City Council to introduce its Brisbane Metro project which will increase the capacity of the busways at 18 stations between Eight Mile Plains and Roma Street, and Royal Brisbane and Women’s Hospital and University of Queensland. The project plans to introduce a new fleet of 60 electric Metro vehicles with capacity for up to 170 passengers. We will work closely with Brisbane City Council to integrate Brisbane Metro services into the broader passenger transport network.

Long distance services and remote and regional communities

The liveability of regional and remote communities is dependent on access to essential health, education, employment and other services. We manage rail, long distance coach and air services through regulation, contracting and subsidising services to maintain these links. In Far North Queensland and in far western areas of the state, air services are often the only feasible option to guarantee year-round access to communities. Air services are also a critical component of providing access to the islands of the Torres Strait and in the Gulf of Carpentaria, as well as to Palm Island off the coast of Townsville. In less remote communities, other transport options become more feasible, both economically and operationally as road condition improves and distances decrease. Some towns are more remote than others, and we are working to balance community need, value and access across regional Queensland.



Partnering to deliver more services

In August 2019, we partnered with the University of Queensland (UQ) to deliver a two-year trial to address the growing passenger demand to and from UQ. The \$1 million partnership saw the introduction of additional services, a new route, expanded span of hours, and extra services on exam Saturdays for some of the most in-demand services in the TransLink network.

UQ contributed funding to trial the uptake of these additional services as part of its ongoing commitment to sustainability and to encourage more people to choose public transport to travel to and from the campus.



➤ Towards 2030



Over the next 10 years, we will:

- 
 › continue to prioritise investment in quality, high-frequency rail, bus and tram services and associated infrastructure along the key corridors identified in the [Regional Transport Plans](#) supported by efficient ‘feeder’ services as the most efficient way of moving large numbers of people
- 
 › progress planning and delivery of critical passenger transport infrastructure and services
- 
 › invest in services that connect customers to jobs, education and essential services and use customer data to prioritise and optimise this investment
- 
 › partner with developers and local governments to influence travel choices when new housing and commercial developments are in construction
- 
 › share information with customers about available capacity on services and in park ‘n’ rides so customers can make informed choices about where and when they travel
- 
 › consider deploying on demand public transport services to expand coverage in areas, or at times of day, where passenger numbers may be lower and on demand public transport services could be more cost effective than using scheduled buses.



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New services

There will be improvements to existing bus, rail, ferry, and tram services over the next ten years, with a focus on the transformative changes that Cross River Rail, Brisbane Metro, extending the South East Busway, and extending the Gold Coast Light Rail will bring to the shape and operation of the SEQ network. We will also have an eye to the services that will support travel in the lead-up to, and during, the 2032 Olympic and Paralympic Games.

We will continue to build on our existing high frequency networks to deliver more ‘turn up and go’ services across SEQ. We are getting the network ready for the opening of Cross River Rail. As we transition the network, we will deliver multiple major timetable changes to SEQ rail services and the connecting bus network. This is part of our commitment to investing in high-frequency ‘trunk’ services that move large numbers of people to key destinations quickly and efficiently.

New growth areas will see a focus on providing all-day services not just during peak commuter times. Through partnerships with Economic Development Queensland (EDQ), over \$26 million will be invested in new passenger transport services in key growth areas including Flagstone, Ripley Valley, and Caloundra South where services will be rolled out as demand grows to connect these communities to jobs, schools, shops, and the high-frequency SEQ public transport network.

New passenger transport services will roll out progressively to meet demand over the next 10 years particularly aligned with the opening of Brisbane Metro and Cross River Rail scheduled to occur from 2024 and 2025.



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Real-time capacity information – space on board

In late 2020, we launched the **Service Capacity Tracker** to provide customers in SEQ with detailed information about the space available on board their service, tailored to specific travel days and times. The service capacity tracker is a forecast of expected demand based on past travel behaviour.

We will continue to evolve the service capacity tracker and trial new options to provide customers with accurate real-time information about space availability on buses, ferries, trains, and trams across the state.

Customers will have access to real-time information about capacity on board services from 2023.



Local planning of local services

We recognise the uniqueness of our regions and that our regional delivery partners know their local communities best. We want them to lead the planning of these networks. We are building on current approaches and relationships and providing access to data and tools to make this easier. This might involve increasing the integration of local services so that capacity on regular urban services can help with the school transport task, or it might mean route or timetable changes, or using the right size of bus for the local demand. It's about building on local engagement and using local expertise to determine needs and plan customer-focused services in each location that create better connections for Queenslanders.

We will continue to work with our delivery partners across the state to deliver better local outcomes.

CREATING BETTER CONNECTIONS

FOR QUEENSLANDERS

A draft
10-year plan
for Queensland
passenger transport

Seamless end to end journeys

Passenger transport options are
personalised and better integrated



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Getting there...

Our customers arrive at their station or stop in many different ways. Some walk or ride, others drive or are driven – in some cases to dedicated park ‘n’ rides. There are an increasingly diverse set of options available to customers, and we want to help make this leg of their journey as easy as possible. In SEQ, we want connecting to high-frequency buses and trains for most of a journey to be the obvious choice, rather than driving all the way.

Travel to or from a public transport stop in SEQ (2017-18)

Mode	Share
Walking	83.87%
Bicycle	0.66%
Taxi/rideshare	0.53%
Vehicle as Driver	9.50%
Vehicle as Passenger	5.40%
Other	0.04%

...and getting home again

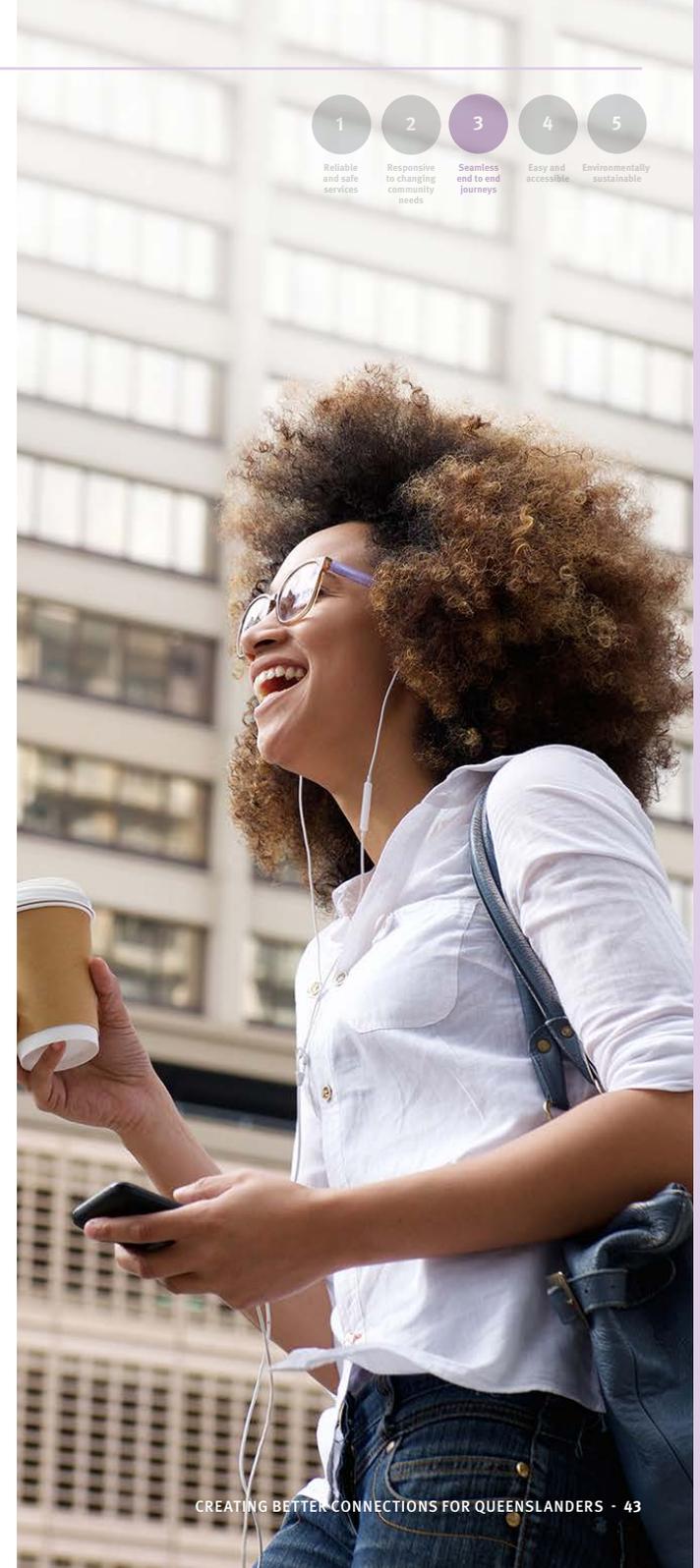
We acknowledge that the way customers access bus, rail, tram and ferry services at the start of their journey, may not be the same on their return journey. That lift from a neighbour may only be one way. The walk might be pleasant in the morning, but not after dark. Our customers tell us that if they cannot be sure of getting home easily using passenger transport, they will choose a different way to get there too.

Choosing the active option

Many customers choose to incorporate a greater amount of active transport into their daily commute, which has obvious benefits to physical and mental health, for the environment, and some cost savings too. Four out of every five trips to public transport are undertaken by walking. On average these walk trips are 600 metres. People are willing to walk slightly longer distances for access to a high frequency, direct public transport service such as a train or express bus. The average distance people ride to public transport by bike is 2km. We want to make it easier for people to build this kind of activity into their daily lives and give them choice in how they access passenger transport, but also ensure there are alternatives when the weather is not so great, or if they just want to sit back and enjoy the ride.

Reboot your commute
Get your steps in on the way to work

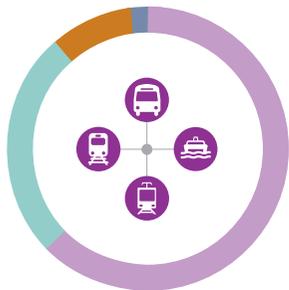
Authorised by the Queensland Government, Brisbane.



Confident connections

Our customers tell us that changing from one service to another can sometimes make them anxious. Every connection increases the risk of not making it to where they need to be on time, so it is important that we get this right. Customers need to be confident about every step of their journey: getting to the service they need, switching between services, getting home again and knowing that the information they need is at their fingertips.

Connecting services



From the public transport stop:

- **63.5%** customers travel to their destination on one mode - bus/train/ferry/tram
- **27%** customers change to another mode
- **5.2%** use three
- **0.4%** use all four

New developments – we’re only at the beginning

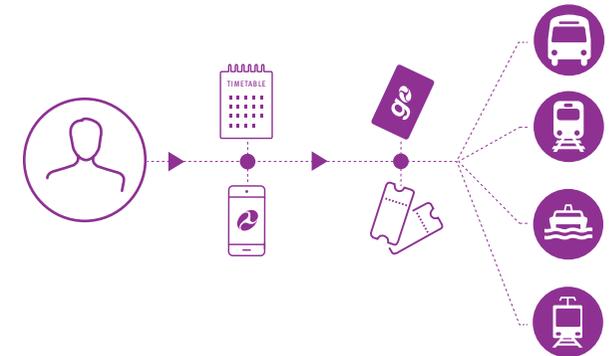
Our customers’ expectations are changing. They want door-to-door services at their fingertips. They have differing priorities: time, cost, convenience, health or environmental benefits are all considerations, and we know we need to cater to this variety of needs. While traditional public transport is great at moving lots of people quickly, cheaply and with minimal environmental impact, it lacks the kind of flexibility and personalisation our customers are increasingly seeking, particularly for the first and last mile of their journey.

More personalised options have only been available through community transport for those with impaired mobility, but new technology is making different transport solutions possible for all. New technology gives us an opportunity to harness different types of passenger transport, including community and courtesy transport, taxi, and rideshare, to be integrated with other transport options. Scooters are now providing additional first and last mile options in some parts of the state. In both cases TMR has developed new regulations to ensure customer safety. We will continue ensuring our regulatory settings promote safety and innovation as new technology and new transport models evolve.

New transport models also require new payment solutions. The new **Smart Ticketing** system will introduce an account-based system that can simplify managing travel payments, allowing customers to plan, book and pay for their transport all in one place. Personalised travel updates will help customers make informed choices on the go. The options may look different in different parts of the state, but the aim is still the same: *creating better connections for Queenslanders*.

These new approaches are intended to complement but not replace the existing mass transit system. Cities such as London have significantly reduced private car use but increasing rideshare cars and delivery drivers are making managing congestion an ongoing challenge. The train system and our bus priority corridors are central to our approach in Queensland and key to avoiding ever-increasing congestion and minimising the environmental impacts of our daily commutes.

Planning your journey today



Planning your journey in 2030



“More payment options, less effort.”



Our customers' expectations and travel behaviours are changing



Under 25s are a smaller proportion of all licensed drivers – now 13.2% compared to 14.6% 10 years ago



Ageing population will change mobility needs



Millenials own fewer cars

Mobility as a Service

The transport sector is experiencing a once-in-a-generation change. Mobility as a Service (or MaaS) is a global phenomenon, not just a Queensland 'idea'. As the 'sharing economy' matures vehicle ownership may not be essential, just pay as you go, keeping costs low. The boundaries are also blurring between public and privately-operated services, leading to new approaches to working with industry.

MaaS provides holistic, optimal and people-centred travel options to enable end-to-end journeys to be planned, booked and paid for by the user as a single charge or through a subscription model. Passenger transport is a key element of a MaaS system. We are ahead of the curve and have established a special unit to lead the transformation. Reporting to the Director-General, the team is coordinating work across the Department and engaging with industry players. As MaaS develops, the team will trial new approaches to packaged transport as part of our role as a data broker and enabler of mobility options.

Our current focus on moving towards seamless end to end journeys



Taking steps to a healthier lifestyle

TMR is making it easier to walk or ride a bike to catch public transport by delivering the [Queensland Government's cycling and walking strategies](#). Actions include working with councils and other stakeholders to plan walkable and rideable communities so that customers' pathways to public transport have shade, safe and convenient road crossings, and direct and accessible paths to the bus stops and stations from where they live and work. We are also improving access to secure bicycle parking at public transport links and funding upgrades to bus stop facilities to improve the accessibility of passenger transport services for everyone.



Bike and scooter trial on trains

From 1 July 2021, there will be a six month trial allowing bikes and electric scooters on all Queensland Rail services, including during peak times. We will trial allowing two bikes and/or scooters on the first and last carriages during peak periods, and we'll be seeking customer and stakeholder feedback throughout the trial. The trial is just another way for customers to seamlessly connect from their door to destination via passenger transport, while including more activity into their day.

Providing active links to public transport

The Redcliffe Peninsula Line cycleway provides a safe and continuous walking and bicycle path through residential areas such as North Lakes, with access to six train stations along the way. Bicycle parking with CCTV security coverage has been installed at the train stations along the link to encourage more people to ride to the stations.

The Veloway 1 (V1) (pictured left) is a dedicated bikeway adjacent to the Pacific Motorway that connects Lower River Terrace, South Brisbane to Miles Platting Road, Eight Mile Plains. The 17 kilometre bikeway provides a safe and efficient route for people riding bikes with connections to public transport along the busway.



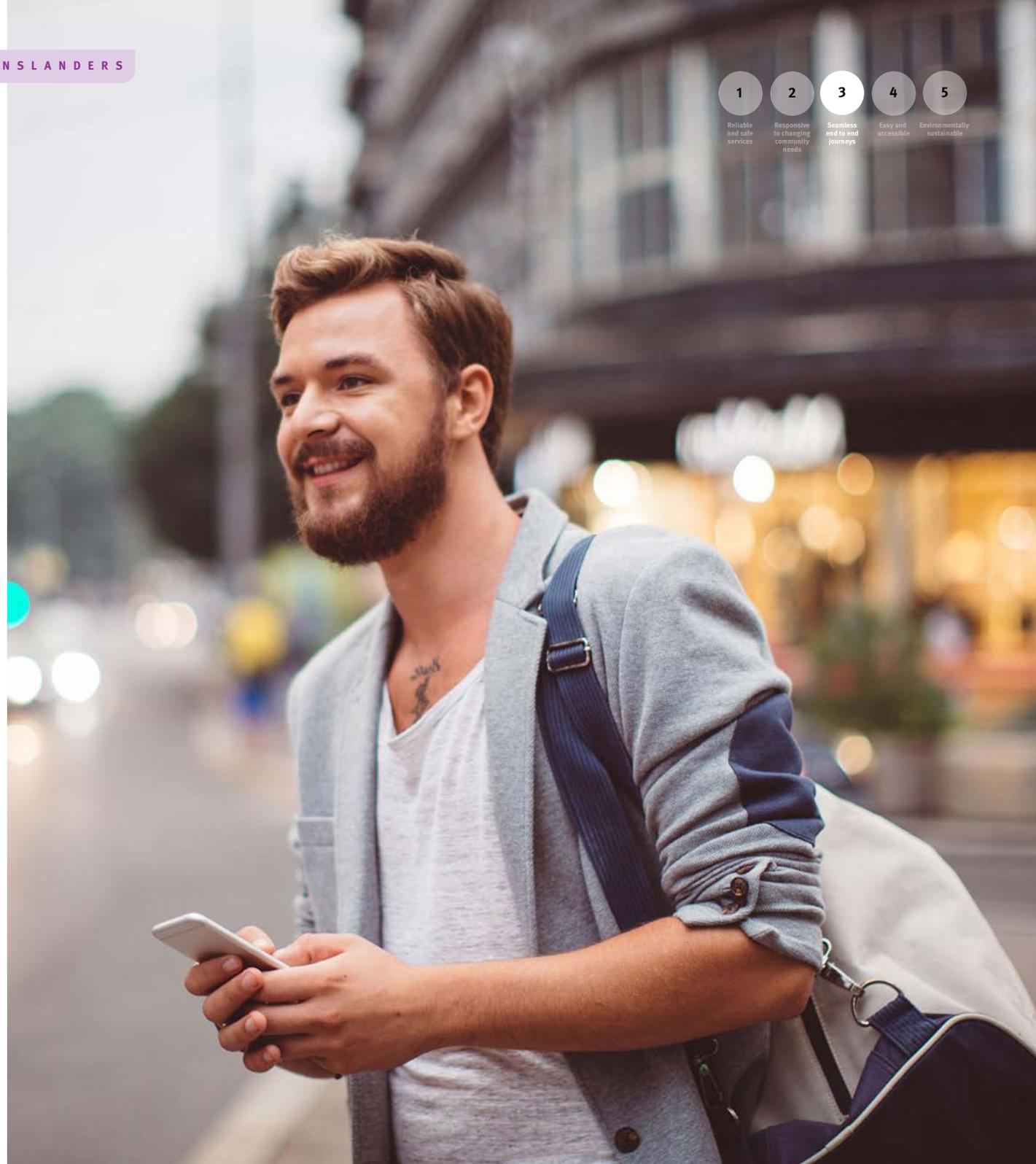
Personalised Transport Reforms

The advent of new ridesharing services led to a [reform of Queensland's legislation for personalised transport](#). The new regulatory framework strengthens safety standards for the industry, encourages innovation and greater choice and ensures accountability. There are now 400 companies and 16,000 licence holders approved to provide rideshare services across the state. Current work includes reviewing key elements of the new framework and establishing a Personalised Transport Ombudsman.

The Queensland Government COVID-19 package of support for the passenger transport industry included fee relief for the industry and extended licence terms for taxi, limousine and rideshare operators. Additional support payments were approved for taxi and limousine operators and licence holders as part of a \$23 million package.

Demand Responsive Transport or On demand public transport

Demand Responsive Transport (DRT) or on demand public transport services are flexible shared transport services that are designed to bring together people who live near one another and want to travel to key locations at the same time or at times when buses and trains aren't available. There are on demand public transport services in Queensland operating in a diverse range of locations including Toowoomba, Hervey Bay, Ipswich and Logan. Each operates slightly differently in response to local needs, using buses or maxi-taxis to transport small groups of customers from home to key locations such as stations or shopping centres.



- 1 Reliable and safe services
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- 4 Easy and accessible
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➤ Towards 2030

Over the next 10 years, we will:

- enable greater choice in how customers get to and from rail, bus and tram services
- integrate active and public transport facilities so that customers can walk or ride part of the journey if they choose
- provide better quality information about connections in real time and options to transfer to other passenger transport services
- get the regulatory settings right to allow market innovation
- trial new approaches to packaged transport as part of our role as a broker and enabler of mobility options, as Mobility as a Service develops.



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New on demand public transport services

We will complement our high-frequency bus, ferry, rail and tram services with flexible, on demand public transport solutions for customers, particularly where they need to access bus or train stations or where expanded network coverage is required. In some locations, on demand public transport services may be able to complement or replace bus services in areas or at times of the day when customer numbers are traditionally lower.

We will trial new models of on demand public transport, including on the Gold Coast, where residents of Nerang West, Highland Park, and Pacific Pines will have the option to leave their car at home and connect with major public transport stations and stops via on demand public transport. New technology to book, plan, dispatch, and pay for on demand public transport services is currently being trialled in Hervey Bay and will be rolled out to relevant services across the state to make it easy for customers to get on board and use on demand services to connect with the broader public transport network.

New on demand public transport services will roll out over the next 10 years starting with the Gold Coast trial in 2022.



Investing in parking for cars and bikes

In total, more than 3,200 new park ‘n’ ride spaces will be delivered over the next four years as part of the \$160 million park ‘n’ ride upgrade program, which includes \$53.5 million from the Australian Government. As car parks get bigger, we know that it’s further to walk to get to the bus or train. We will take this into account in our planning and design, by offering safe, direct, accessible and shaded paths, lighting and up to date and consistent signage to help walkers and bike riders find their way. There will be plenty of space for kiss ‘n’ ride and drop off areas for taxis, rideshare, on demand public transport services and local feeder buses at the station door.

In addition, we will trial ways of providing customers with real-time information on the availability of bike parking and car parking spots and prioritising spaces for those who need to park in off-peak periods, or who car share to support access to an all-day public transport network. Park ‘n’ rides will have upgraded bike facilities and bike or scooter parking accessed with your go card or token when Smart Ticketing goes live.

There is a forward program of investment in park ‘n’ rides and bike riding improvements at public transport stations that will continue throughout the decade.

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More options to get to and from a stop or station

People arrive at public transport stations or bus stops in different ways; walking, riding a bicycle or by vehicle. We will seek to expand these options so that customers have choice in how they get to the station and promote those options through localised marketing, at the station and in our journey planner. Changes might include improving active transport connections so that customers can walk or ride a bike to the station more easily or improving bus or on demand public transport services that connect to key public transport stops and stations.

We will also trial some new options, such as scooters in the suburbs or charging stations for e-bikes to increase the choice for customers getting to and from their service.

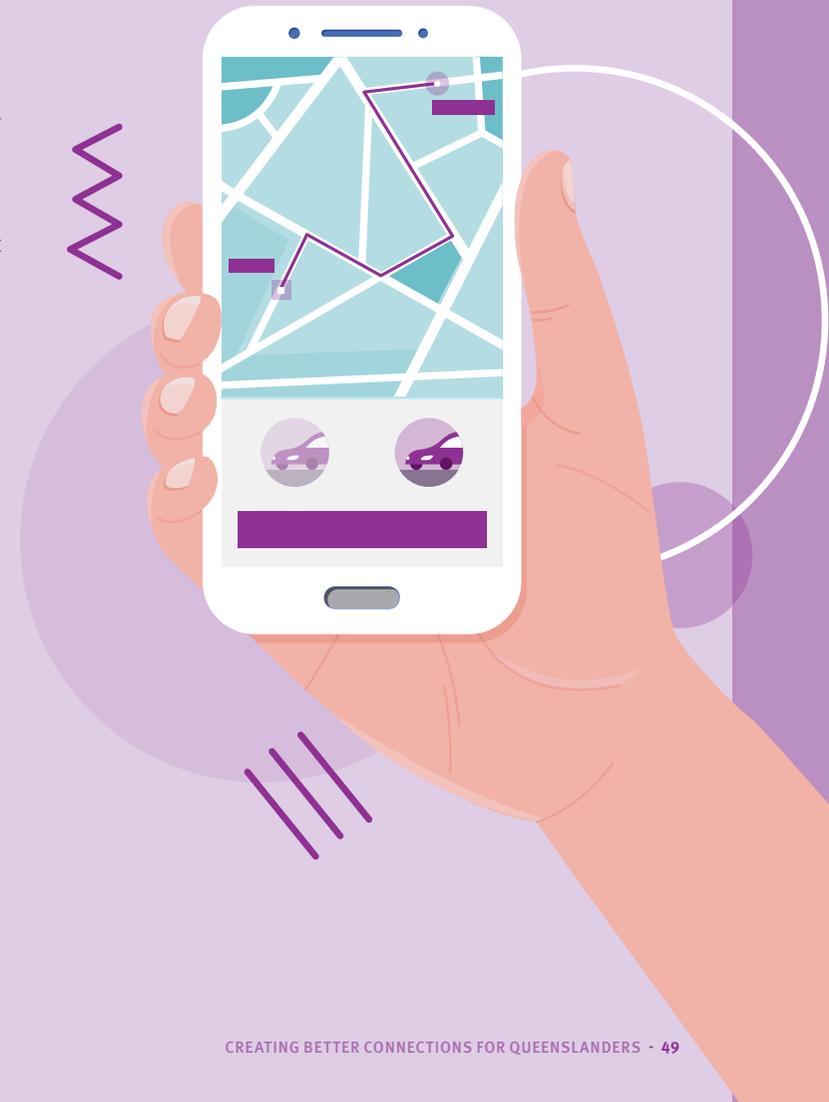
Improved first and last mile solutions will be implemented progressively over the next 10 years.

Digital futures

Customers across the state will benefit from a better website, a more intuitive app and improved real-time information. Journey planner will be expanded to include information about other passenger transport services such as rideshare and taxi options to connect at key public transport stops and stations. Real-time information will improve connections between services, equipping drivers with information about connecting services so that these work better for our customers. We will make greater use of electronic timetables at stops and stations to provide customers with the most up-to-date information about the next arriving services.

We will work collaboratively with industry to investigate, develop, test, and validate new digital opportunities to improve the customer experience and evolve the way that services are delivered.

Digital futures will be delivered progressively through to 2024 with trials already underway in select locations.



CREATING BETTER CONNECTIONS

FOR QUEENSLANDERS

A draft
10-year plan
for Queensland
passenger transport

Easy and accessible

Passenger transport is accessible
to everyone and barriers to access
are removed



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Making passenger transport easy

We want to make travelling by passenger transport as easy as driving to your destination particularly during peak hour. In planning and designing our services, customer information and ticketing solutions over the next decade, we aim to remove those barriers that prevent more journeys or more customers using passenger transport.

“ I have a disability and the staff assistance was wonderful. ”

“ Accessible for all is important. Things are getting better but there is still some greater improvement needed. ”

Accessible to all is a central part of our vision

For some people, passenger transport is their only means of independent travel. Accessibility of the end to end journey matters no matter which modes are used. This involves many phases – planning, getting to and from the service, boarding the vehicle, the return journey, and any interchanging between services.

Creating a passenger transport network for customers with accessibility needs provides benefits for all customers. Customers with a disability, older Australians, who may experience problems with mobility, as well as customers who have an injury, are pregnant, travelling with children, unable to read English, or who are in unfamiliar locations or carrying luggage, goods or equipment; all of these customers benefit when we make services easier to access. Accessible passenger transport unlocks access to health services, education, work, shopping and social activities.



1 in 5 Queenslanders have a disability



1 in 6 Queenslanders are 65+



1 in 5 Queenslanders will be 65+ by 2030



1 in 10 commuters have a hidden disability

Source: Australian Bureau of Statistics – 2018 Survey of Disability, Ageing and TransLink Customer Experience Survey



Committed to improving

Our customers report high levels of satisfaction and a low level of complaints when it comes to accessibility. However, we recognise that it can always be better. Where accessibility barriers remain, the impacts are significant. We listen carefully and take on board feedback from customers and our advisors who live with disability.

Our approach is taking us beyond compliance and is detailed in our Accessibility and Inclusion Strategy. TMR is committed to being an accessibility and inclusion leader. We are embedding universal design and constantly improving accessibility across our services, information resources, ticketing solutions, vehicles and infrastructure.



“ Universal design is the design of buildings, products or environments to make them accessible to all people, regardless of age, disability or other factors. ”

Accessible fleet and infrastructure:
In Queensland as at 2019

-  **Urban bus - 98%**
-  **Train - 47%**
 with limited access on remainder
 (accessibility upgrades on new trains raising this to 96% by 2024)
-  **Ferry - 79%**
-  **Tram - 100%**
-  **Coach - 90%**
-  **Taxis - 20%**
-  **Bus stops - 81%**
-  **Bus stations - 85%**
-  **Rail stations - 54%**
 + 30% with assisted access.
-  **Ferry terminals - 68%**

Source: TransLink, Brisbane City Council, Queensland Rail



Accessibility is more than just physical

Removing barriers to accessing passenger transport is not just about the physical environment. In SEQ, some customers tell us that public transport is too expensive. Others tell us that it is the cheaper alternative to owning a car and parking, particularly in the Brisbane CBD. Meanwhile, in regional Queensland, customers are generally satisfied with the cost of urban passenger transport but are concerned with the cost of long-distance bus, rail, and aviation services to connect with essential services and loved ones in other parts of

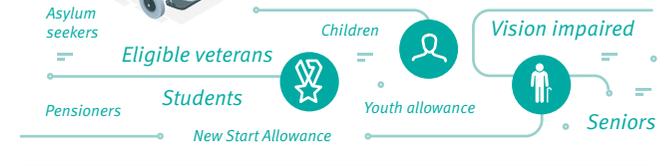
the state. We monitor affordability in relation to other forms of transport, minimum and average wage and in comparison to other cities and countries, and provide advice to government on concessions for some customer groups.

The Queensland Government has announced that public transport fares in SEQ and regional Queensland will be frozen in 2021. This will give customers certainty on transport costs for the year ahead as the state navigates its economic recovery.



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Government provides financial assistance to many passenger transport users



45% SEQ Public Transport customers travelled on an eligible concession

Seniors / people with disabilities received \$15 million in Taxi Subsidy Scheme subsidies

\$1.5 million Saved by seniors through daily travel discounts

\$17 million Saved by commuters through weekly discounts (8 journeys then 50% off further travel)

Source: TransLink Tracker (2018/19)

Compare the fare

Minutes a person would have to work at minimum and average wage rates to afford the lowest available return fare



Why can't passenger transport be free?

People often call for free public transport, and it does have a place at certain times. For example, free buses in Noosa over the holiday season or free transport to major events help reduce demand for very limited parking. A few countries have used free public transport in conjunction with measures to limit car usage in cities to achieve environmental, air quality or congestion goals.

Some argue that these benefits are for everyone – irrespective of whether or not they use services – and so taxpayers should shoulder the whole cost, but in Australia the ‘user pays’ model is prevalent across all utilities such as water, internet and other public services.

In other jurisdictions fully taxpayer subsidised public transport has meant less money for service investment and a decline in comfort, efficiency and reliability of services. Trials of free public transport for young people have had negative effects on the rest of the travelling public, with an increase in anti-social behaviour and disruption. Ultimately it all has an impact on the overall tax burden or a reduction in government funding for other essential services.

Compared to the cost of registering, insuring and maintaining a car (or a second vehicle), public transport offers a cost-effective alternative.

Making it easy to pay

Across the state, customers tell us that having the right cash on hand to buy a ticket, finding a go card retailer, or knowing which ticket to buy can make it challenging to jump on board bus, rail, tram and ferry services. The new Smart Ticketing system, which is currently in its design and piloting phase, will remove many of these barriers by expanding the ways that customers can purchase tickets. Customers in many regional areas have requested go card and will soon have access to this and other ways to pay with the new ticketing system on regional urban buses.



“Being able to easily understand how to use transport is important as it's a necessity.”



We want passenger transport to be your first choice

Our customers tell us that they need easily accessible and intuitive information available to inform their decision making, help them find their way and purchase tickets. We want customers to feel confident using passenger transport for the first time, or if they are travelling on services they may not regularly use, so that they come back time and time again.

We have promoted public transport, walking and riding a bike as alternatives to the car when major roadworks are coming to an area, or during major events such as the Commonwealth Games. We encourage customers to try something new by switching some or all of their journeys to public transport. Often these promotions are very localised around a new station or a service we know has spare seats, or a special event where people might try passenger transport for the first time.

Queensland Accessible Transport Advisory Council (QATAC)

The Queensland Government has established a Queensland Accessible Transport Advisory Council which will provide disability-sector representatives with the opportunity for early and authentic consultation on all major transport projects.

QATAC will provide advice directly to the responsible Minister, as well as the Director-General of Transport and Main Roads, and the Chief Executive Officer of Queensland Rail. The Council will be required to be formally consulted before the finalisation of plans for transport infrastructure, and will support the Queensland Government to provide accessible, inclusive outcomes that are informed by first-hand experiences.

Our current focus on making transport easy and accessible



Engaging with people with disability in our planning and delivery

We are:

- › engaging with the Accessibility Reference Group about a range of activities across TMR, including seeking advice on all aspects of our accessibility planning, and the development of our [Disability Action Plan](#)
- › ensuring all major projects have an accessibility advocate
- › providing customers with a disability a number of options in the way they are able to seek information about all aspects of passenger transport services and using their feedback to inform our planning
- › using a variety of methods such as surveys, focus groups, customer journey mapping and research to gather information about customer needs, and engaging with customers in user-testing new developments, such as the [MyTransLink app](#) updates, to ensure information is accessible

- › hosting orientation days for people with disability at selected new passenger transport facilities.

Improvements to accessible infrastructure

Over the last four years, the Queensland Government has invested significantly in upgrades to passenger transport infrastructure across the state. This includes projects to deliver bus priority on key corridors, upgrades to stations, interchanges and park 'n' ride across all modes as well as improvements to urban and long distance bus stops. Key features include accessible platforms, lifts, toilet facilities, passenger information and footpath connections.

A number of rail stations will be upgraded as part of the continuing Station Accessibility Upgrade Program. These upgrades will significantly improve access for all customers including those with a disability, the elderly, parents with prams, people with injuries, or even simply those carrying luggage. Upgrades are underway at Central, Cannon Hill, Dakabin, Auchenflower, and East Ipswich stations. Upgrade works are being planned for Albion, Buranda, Southbank, Banyo, Bundamba, Burpengary, Loganlea, Lindum, Morningside and Woolloowin stations. The Cross River Rail Delivery Authority is also delivering station upgrades at Salisbury, Rocklea, Moorooka, Yeerongpilly, Yeronga and Fairfield stations.

We are also spending \$20 million in a 50/50 partnership with local governments to ensure bus stops are upgraded to meet modern accessibility standards. To date over the life of this partnership, more than 12,000 bus stops have been upgraded to improve access for customers.

➤ Towards 2030

Over the next 10 years, we will:

-  engage a wide range of customers with diverse needs from across Queensland in co-designing our passenger transport system
-  invest in accessible infrastructure and new technology to help more people access passenger transport more easily
-  consider the accessibility of every part of our service and embed universal design principles in our physical infrastructure and our information systems
-  make it easier for customers to understand the fare they pay, manage their account, plan their travel and manage payments
-  make the network fair for everyone by ensuring customers pay their fair share
-  refine our products and incentives, promoting greater consistency and fairness across the state and making it easier for customers to get the support they are eligible for

-  make our transport system easier to understand with a simple network design, consistent signage, and travel information delivered in a way that is intuitive for customers
-  provide information about the passenger transport system in multiple languages and accessible formats.





Accessible for everyone

We are working towards delivering improved access at our stations and interchanges, as well as on all types of passenger transport across the network. We will work with local government, Queensland Rail and other stakeholders to promote design that is inclusive, convenient and welcoming, with no disabling barriers, and to co-design solutions with our customers. We will continue to work collaboratively to invest in bus stop infrastructure, working with local governments to make incremental improvements such as rolling out bus stop blade signs with braille and tactile numbers. Our aim is to enable easy, independent access to passenger transport from door-to-door.

We will work with local governments, delivery partners and customers to co-design and implement improved passenger transport, progressively through to 2030.



Harnessing technology to improve accessibility

We will invest in and enable digital solutions to improve the customer experience. We will trial a number of new emerging technologies to enhance the accessibility of services and information. Examples of trials include:

- › new ways of navigating passenger transport facilities for those with a visual or mobility impairment
- › new ways of hailing a bus for those who are physically unable to signal a driver
- › hands-free access at rail station gates

- › information to help customers plan their journey based on the pathways, slopes, surface quality and hazards approaching a stop or station which might affect those in a wheelchair or with limited mobility or vision impairment
- › real-time information on lift availability or temporary construction works impeding access to a stop or station will also be captured and made available to customers.

We will work with delivery partners and customers to co-design and implement solutions progressively, with full implementation by 2025.





Smart ticketing

The current *go* card system is approaching the end of its lifespan. Since *go* card was developed in 2003, technology has significantly advanced – smartphone, credit cards, cloud computing and wearable devices were all introduced after the *go* card. We are investing \$371 million to deliver the new statewide Smart Ticketing solution that will make choosing public transport easier. It will enable customers to pay for travel using contactless debit and credit cards, smartphones and wearable devices, as well as current payment methods such as *go* card. Smart Ticketing will also deliver new digital experiences for customers with improved access to journey planning and real-time travel information.

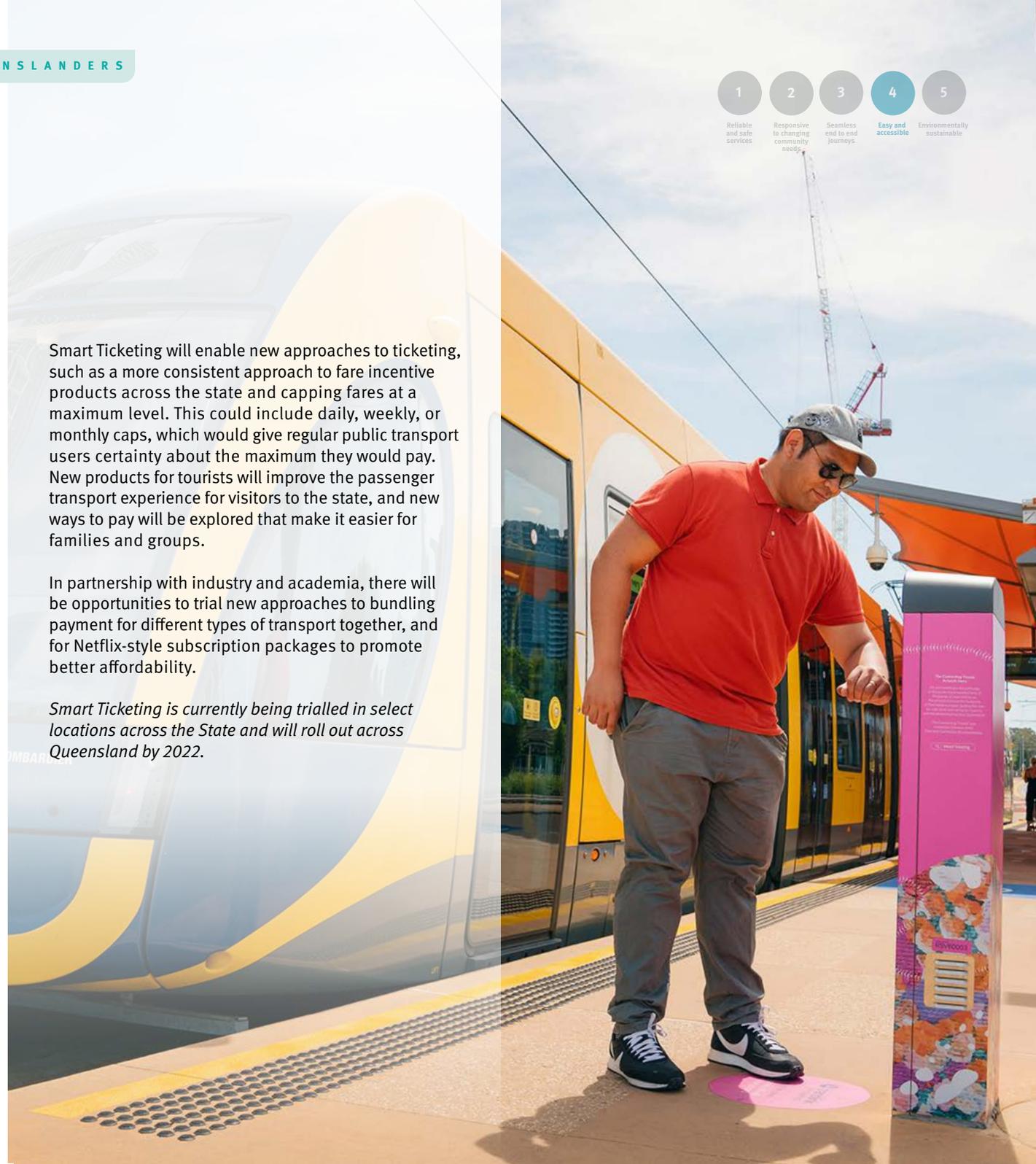


Smart Ticketing will enable new approaches to ticketing, such as a more consistent approach to fare incentive products across the state and capping fares at a maximum level. This could include daily, weekly, or monthly caps, which would give regular public transport users certainty about the maximum they would pay. New products for tourists will improve the passenger transport experience for visitors to the state, and new ways to pay will be explored that make it easier for families and groups.

In partnership with industry and academia, there will be opportunities to trial new approaches to bundling payment for different types of transport together, and for Netflix-style subscription packages to promote better affordability.

Smart Ticketing is currently being trialled in select locations across the State and will roll out across Queensland by 2022.

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School transport ticketing

New ticketing solutions will be progressively rolled out for students using SEQ, regional and remote school bus services. This will make it easier for families to pay and give parents more accurate information about the arrival and departure time of their child's school bus service.

We will progressively roll out ticketing solutions to school bus services from 2022.

School Transport at a Glance



Total schools in Queensland	Total schools serviced by School Transport Assistance Scheme routes
1,755	1,645

- 130,000** - Distance-eligible school students receiving assistance under STAS as of June 2020
- 4,800** - School students receiving student with disability transport assistance in 2020 (includes taxi)



Simplifying regional fares and zones

Each regional area in Queensland has a different public transport fare zone map, making it difficult for customers to understand their fares, and inequitable when comparing fares against each other. We will improve the consistency of fares, zones and ticketing across the state where possible so that customers can

use and understand them when visiting other parts of Queensland whether to attend university, work, medical appointments, or on holiday.

We will implement simpler regional fares and zones to support the statewide roll-out of the Smart Ticketing system.



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A simpler, more legible network, signage and branding

Our customers want a network that is easy to use. Signage, timetables, ticketing, and passenger displays should all be consistent to make it simple to navigate easily from A to B. The current mix of brands and signage can be confusing even to a regular user. We will engage with customers to understand what works, and to co-design solutions where necessary. We will work with our service delivery partners to refine and simplify signage and branding to ensure it makes it easier for customers to plan and navigate the system, no matter where they are in Queensland. This will begin with pilots to test our approaches and roll out throughout the decade as infrastructure is built or refreshed or new services are implemented.

We will ensure that network and service products are presented in a way that helps customers identify the best service for their needs. A simplified and legible network should make it easy for customers to travel on every part of the network, even if they are unfamiliar with it. Branding and signage will flow from online journey planning to what customers see on services, at stops, and at stations.

We will continue working with delivery partners to improve the legibility and the consistency of branding across the passenger transport system.



CREATING BETTER CONNECTIONS

FOR QUEENSLANDERS

A draft
10-year plan
for Queensland
passenger transport

Environmentally sustainable

More environmentally sustainable
operations to help our customers
make a difference



Go green

Passenger transport that combines the journeys of multiple customers generates fewer emissions per person per kilometre than the average Australian car journey. By using more passenger transport more often, even for part of the way, customers can help lower the number of cars on the road. One full bus can remove more than 40 cars off the road, and a full train can remove 500 cars. On this basis passenger transport is clearly a good choice for the environment and for our health as emissions are reduced.

Transport	Average emissions per kilometre (gCO ₂ /km) per person
Urban train systems	21 
Light rail	22 
Bus rapid transport systems	22 
Average car sold in 2015	184 

Source: Climate Council



Let's make it greener

The impacts of climate change are being felt across the country. Now, more than ever, is the time to move towards sustainable practices across Queensland's communities, businesses and industry. The Queensland Government is working to identify actions to protect and conserve the environment, and to support sustainable communities and industries of the future. Queensland is committed to reducing its carbon emissions by 30 per cent on 2005 levels by 2030. This will lay the foundation for our ultimate goal

of achieving net zero emissions by 2050 and help ensure the long-term viability of our economy, communities and industries in a low carbon world.

The transport sector makes a substantial contribution to Queensland's carbon emissions. Public transport journeys result in a significant 'saving' when compared to the alternative private vehicle trips – or even journeys in rideshare or taxis. But we know there is much to do in this area to address the growing concern among our community about environmental sustainability.

Queensland emissions:

153 million tonnes

 Energy generation - 48.1%

 Transport - 14.7%

 Agriculture - 12.0%

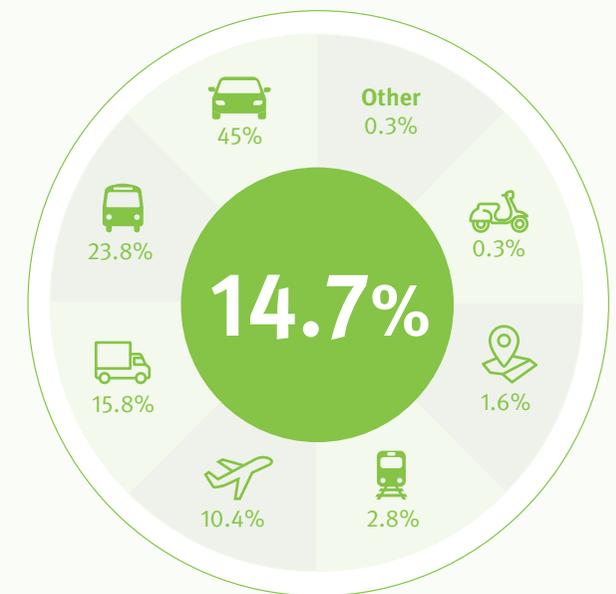
 Mining emissions - 11.4%

 Land use, change, forestry - 7.8%

 Industrial processes - 4.0%

 Waste - 2.0%

Source: Qld Government State of the Environment 2017



Queensland's transport sector emissions: **22 million tonnes**
 *Total greenhouse gas emissions in millions of tonnes carbon dioxide equivalent for 2016.

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Rapidly evolving bus technology

Our service delivery partners operate more than 4500 buses across the state. These buses are currently diesel vehicles which contribute to air and carbon pollution in Queensland. Queensland will need to adopt new technologies and fuel types that are being used elsewhere in the world if we are to achieve our targets.

New low or zero emission technologies on the market include biofuels, battery electric buses, hybrid buses and hydrogen fuel cell buses. Although hydrogen fuel cell is currently expensive, technology in this space is moving fast and we may find that different solutions work in different circumstances.

Moving to zero net emission vehicles will reduce lifecycle greenhouse gas emissions and eliminate tail-pipe emissions delivering significant environmental and health benefits for Queenslanders. In addition, instead of purchasing costly fuel from overseas they offer the potential to switch to domestically produced clean energy. This has a significant impact on the lifetime cost of a vehicle and the service it delivers. And these investments have potential to foster local industry development.

It is not just about our fleet though. We also need to improve the efficiency of our infrastructure, using renewable energy and building materials for our stations and encouraging our service delivery partners to make the change.

Investing in passenger transport vehicles that use alternative fuels or new technologies also creates new industry development and job opportunities for Queensland. Electric buses, for example, will require a newly trained workforce of mechanics and technicians, and depots will require fitting with charging infrastructure.

Future passenger transport needs

Could be met with just 10% of the current car fleet if these are shared self-driving cars complemented by high-capacity public transport



Source: Time Travel: Megatrends and scenarios for Queensland Transport out to 2048 (CSIRO)



An example of the new generation of buses: The BYD K12A, the world's longest pure electric bus is a 27-metre long bi-articulated bus which has a passenger capacity of 250 people and can reach a maximum speed of 70 km/h. It has a range of 300 kilometres miles on a single full charge.

Autonomous Vehicles in action

Autonomous Vehicles (AVs) have the potential to improve the overall environmental footprint of the transport fleet and improve safety outcomes. TMR has developed an AV trial permit and application guide to ensure that AV trials are conducted on a transparent and consistent basis, accessible to all members of the community and compliant with relevant vehicle and safety standards. The first substantial trial of an AV passenger service was the RACQ Smart Shuttle which was operated by Redlands City Council on a fixed loop route on Karragarra Island, and a further trial is underway in Raby Bay.

Our current focus on improved environmental performance

Emissions saved by our existing customers

Every customer who chooses public transport over private vehicle use contributes to reduced emissions. Expanding network coverage to growth suburbs gives more customers the opportunity to travel in a more environmentally-friendly way. Travelling off-peak reduces congestion and emissions. We have extended the off-peak period, which means reduced fares for more of the day, encouraging customers to travel on public transport throughout the day. We are continuing to improve opportunities to walk and ride a bike to and from public transport hubs to further reduce the number of cars on the road.

Planning for our future fleet

Bus purchases are costly investments in our passenger transport network and can have a life of up to 30 years. With rapidly evolving transport technologies, including autonomous vehicles, changing customer expectations and growing environmental pressures, the bus fleet will change significantly over the lifespan of a typical bus. It is important that we get this transition right and balance the environmental imperatives with the need to make good use of the public funds invested in fleet. Additional considerations such as using smaller buses on services with lower demand and using accessible low floor buses

wherever possible must also be part of the purchasing decision. Planning our fleet investment now will enable informed choices about the future.

Queensland Walking and Cycling Strategies

[Queensland Government's cycling](#) and [walking strategies](#) describe a sustainable transport hierarchy with walking being the most sustainable form of transport. But not everyone can walk all the way to their work or education or carry shopping all the way home. Combining walking or riding with public transport is a practical, sustainable choice.

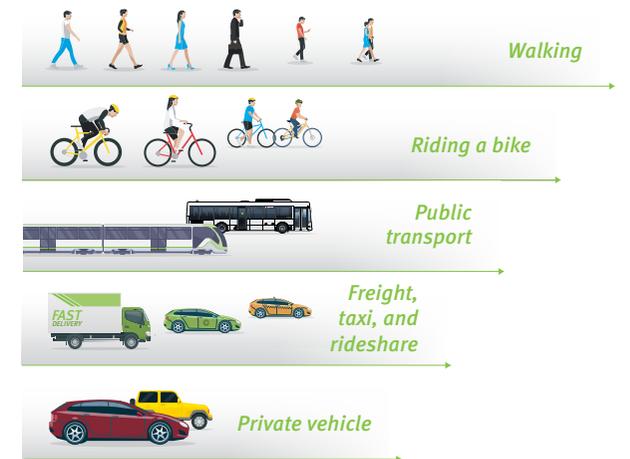
Total cost of ownership

Indicative total cost of ownership estimates for zero emission buses in Australia



BEB - Battery Electric Bus / FCB - Fuel Cell Bus
Whitehead, J. & Hickman, M., 2020. A Review of Zero Emission Bus Technologies. Transport Academic Partnership Report, The University of Queensland.

Sustainable transport hierarchy



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➤ Towards 2030

Over the next 10 years, we will:

- 👥
›
lead efforts to improve the environmental performance of the passenger transport system
- 🚐
›
match the right fleet for the task: using larger or smaller buses, on demand public transport vehicles and rideshare to match demand
- ♻️
›
accelerate the transition to zero net emissions for vehicles, infrastructure and operations
- ✍️
›
leverage procurement practices to encourage our service delivery partners and collective supply chain to support our environmental aspirations
- 🔌
›
improve the energy efficiency of our infrastructure and premises
- 📊
›
help our customers to reduce their emissions by supporting them and giving them the information to make environmentally sustainable travel choices.



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“Greening the fleet is a great step to improving the environment.”



Greening the fleet

We want the passenger transport system to be as green as possible, and we need to work with stakeholders and service delivery partners to achieve this. This means passenger transport vehicles, depots, and offices accelerating their transition to zero net emissions using fuel types and technologies proven safe and efficient. The Queensland Government has committed that by 2030, every new Translink-funded urban bus will be a zero emissions bus. To help us achieve this goal, we will trial electric buses in multiple locations across Queensland starting with Redlands, Yarrabilba, Logan, Cairns, the Gold Coast, Sunshine Coast, and on the Brisbane City and Spring Hill Loop services. We will also trial bioethanol buses in Mackay. These trials will provide valuable information to enable broader adoption of zero emission vehicle technologies.

This transition is not just about vehicles, but also charging technology, and building new industries for Queensland such as mechanics who can work on new types of vehicles. We want to work with our stakeholders and service delivery partners to share knowledge so that we can collectively achieve a zero net emissions system sooner.

We will commence our transition to zero net emissions fleet from 2021 with electric vehicle trials in Cairns, Logan, Brisbane, the Gold Coast, and Sunshine Coast, and bioethanol bus trials in Mackay.



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Rolling program of travel behaviour change activity

We will refine our approach to attracting new customers and educating customers on why and how to use passenger transport more often, including by promoting the benefits of using shared transport, walking or riding a bike, including environmental and health benefits. The COVID-19 pandemic has opened the door to more flexible work arrangements. People have made huge changes and as we recover, we need to maintain some of those benefits; a reduction in congestion and pollution, and a better work-life balance. Passenger transport can help people achieve this.

We will focus on those areas where there is capacity on services, worsening congestion and new residential or commercial development so that we get better value from our existing passenger transport investment. We will work in partnership with local councils and local service providers to find the right approach in each region. We will also trial personalised journey planning; supporting customers to plan a door-to-door journey with options for the cheapest, quickest, most environmentally-friendly, or exercise-friendly journey.

A program of travel behaviour change projects and partnerships will be delivered progressively through to 2030.

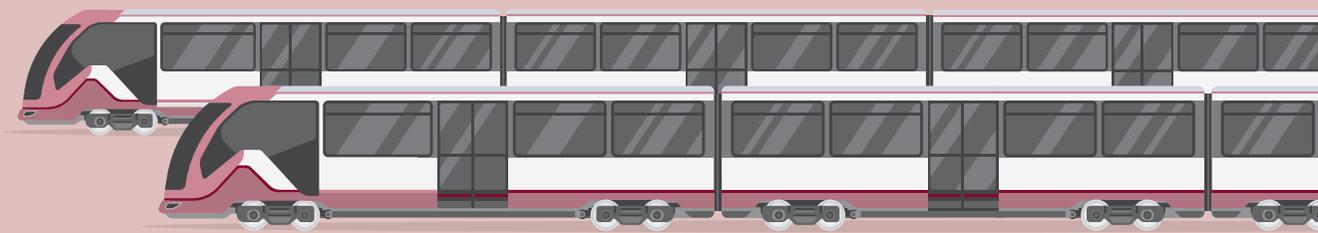


Future investment

Over the next 10 years, the Queensland Government will deliver record investment in passenger transport. The delivery of Cross River Rail, Smart Ticketing, new trains, an extension to the South East Busway, Brisbane Metro and expansion of SEQ park 'n' rides, will ensure that the core of our passenger transport system remains contemporary and meeting customers' needs, as well as providing much needed economic stimulus to the Queensland economy.

We will continue to work collaboratively with delivery partners, other tiers of government, and the private sector to identify and act on partnership opportunities where we can pool resources to deliver better outcomes for the community and customers. These funding partnerships will become increasingly important as we prepare to be in the international spotlight during the 2032 Olympic and Paralympic Games. At the same time, the passenger transport system is diversifying and commercial services like rideshare and e-scooters are becoming an essential part of the passenger transport offerings available to customers.

This combination of government investment and funding partnerships will significantly evolve the experience of customers using the system today by addressing the pain points and maintaining a strong focus on the moments that matter, during our customers' journeys.



Investment highlights:

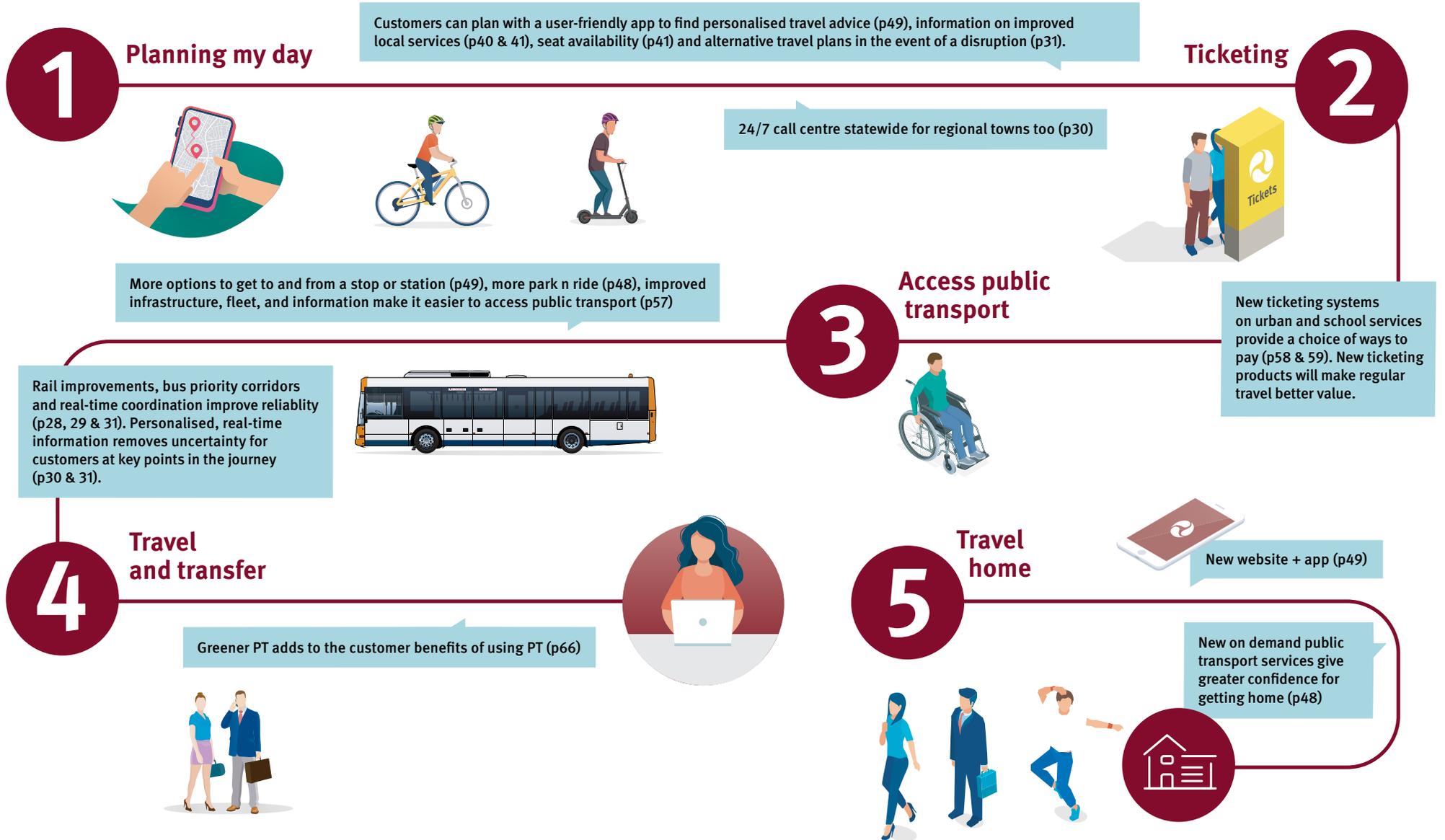
- \$5.4B** for Cross River Rail
- \$371M** for statewide Smart Ticketing
- \$600M** for new trains made in Queensland

- \$750M** for the M1 upgrade including extending the South East Busway from Eight Mile Plains to Springwood
- \$1.044B*** for Gold Coast Light Rail Stage 3
- \$160M** in park 'n' ride upgrades in SEQ
- \$360.9M** Kuraby to Beenleigh rail capacity planning and pre-construction activities
- \$550.8M** Beerburrum to Nambour Rail Upgrade Stage 1

*Project costs subject to the finalisation of contract negotiations.

Customer journey 2030

The initiatives in this plan address current pain points and transform the customer journey. Ultimately, this is all part of TMR's plan to create better connections for Queenslanders.



CREATING BETTER CONNECTIONS

FOR QUEENSLANDERS

A draft
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