



TransLink Transit Authority
ANNUAL REPORT

2008–09

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28 August 2009

The Honourable Rachel Nolan MP
Minister for Transport
85 George Street
Brisbane Qld 4000

Dear Minister Nolan,

TransLink Transit Authority Annual Report 2008–09—Letter of compliance

I am pleased to present the *TransLink Transit Authority Annual Report 2008–09* for the TransLink Transit Authority and the TransLink Transit Authority Employing Office.

I certify this annual report complies with:

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

A checklist outlining TransLink's annual reporting requirements can be accessed at www.translink.com.au

I commend this report to you.

Yours sincerely

A handwritten signature in black ink, appearing to be 'P. Strachan', with a long horizontal line extending from the bottom of the signature.

Peter Strachan
Chief Executive Officer
TransLink Transit Authority

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Message from the Chair



As the Chair of the TransLink Transit Authority Board, I am delighted to present the *TransLink Transit Authority Annual Report 2008–09*.

The TransLink Transit Authority was established under its own Act of Parliament on 1 July 2008. TransLink is responsible for planning and delivering public transport services in South East Queensland. At over 10 000 square kilometres, our public transport network is one of the largest in the world. We work together with our delivery partners to cater for more than half a million passengers each day, equating to over 180 million passenger trips per year.

To ensure the continued delivery of an integrated and seamless public transport system, the TransLink board has highlighted the importance of maintaining and strengthening our relationship with our delivery partners.

The TransLink board also recognises the enormous investment by the Queensland Government in public transport. This investment has provided TransLink with a head start in developing the best public transport system in Australia and one that would merit international recognition.

This investment has seen TransLink deliver:

- integrated ticketing, allowing customers to interchange seamlessly between participating bus, train and ferry services
- the extremely successful *go* card, which provides a quick and convenient ticketing option
- the management of Brisbane's busway network, which carries on average over 165 000 passengers each weekday, greatly improving travel times and reducing congestion on our roads.

The TransLink board was fortunate to secure the appointment of Peter Strachan as Translink's CEO. With more than 30 years' experience in the bus and heavy and light rail sectors in Australia and the United Kingdom, Peter brings great depth of knowledge to TransLink.

Over the past 12 months, the board has reviewed compliance and risk management within TransLink to ensure effective governance. We have established a set of strategic objectives aimed at improving the public transport experience. These outcomes have resulted in improved customer service, with cutting-edge technology, more frequent and reliable services and the provision of a one-stop-shop for all public transport information.

We are also finalising the draft Translink Network Plan to ensure public transport demand is met in the future. We are also developing a Fare Strategy which will set the direction for ticketing products and fares over the next five years.

In the year ahead, the board will focus on the financial efficiency of our own internal operations, and will continue to work with our delivery partners to deliver the best public transport service at the lowest cost.

I would like to take this opportunity to thank my board members, who possess a broad range of skills and experience, for their continued commitment and their excellent service and contribution to public transport services in South East Queensland.

Together with the TransLink team, we will continue to refine our business to deliver the best possible public transport service for the South East Queensland community.

Geoff Harley
Chair

Chief Executive Officer's report



The 2008–09 year will be remembered as a period of unprecedented change for public transport in South East Queensland.

For the first time, South East Queenslanders have a single point of contact for all their public transport needs.

On 1 July 2009, the TransLink Transit Authority marked its first year as a state government statutory authority. It was created by the Queensland Government to improve and expand public transport services across South East Queensland.

Our role is to:

- provide a single point of contact for customer information and feedback—available 24 hours a day, seven days a week
- coordinate, integrate and increase public transport services delivered by our different bus, train and ferry operators
- present ticketing options including *go* card and fare recommendations
- deliver and manage infrastructure such as station upgrades and park 'n' rides.

At any time of the day or night, customers are able to access comprehensive, up-to-date transport information through the TransLink website, call centre and information kiosks. By providing plenty of accessible information, TransLink helps customers make the right transport choice for their needs.

In the past year, TransLink has been busy reaching many milestones. These include:

- adding 28 new trains to the urban rail network since May 2007 to boost train services—a delivery rate of about one new three-car train each month
- managing a further 7.4 per cent jump in patronage across all modes, bringing the total number of annual trips taken across the network to a record 181.9 million
- introducing prepaid bus services, delivering faster trips
- introducing a 20 per cent *go* card discount
- fully implementing the *go* card integrated smart ticketing system, with more than 370 000 cards now issued for use on the TransLink network
- funding an extra 151 buses
- upgrades to train station park 'n' rides.

TransLink's challenges

As TransLink's services advance and subsequently attract more and more customers, we must cater not only to soaring demand but also people's increasingly varied travel patterns.

Last year over 180 million passenger trips were taken on the TransLink network, resulting in an average of 7.4 per cent patronage growth across all services.

In the past five years, patronage on all modes has increased by almost 50 per cent. The growth of numerous regional areas within TransLink's service area during the past year has also resulted in significant patronage increases.

Since TransLink was introduced, the bus fleet across South East Queensland has increased from 1496 buses to 2177 buses in response to growth in demand.

As regional populations expand, TransLink will work with local authorities to plan and roll out new public transport services and routes with additional buses, trains and ferries.

Public transport plays a crucial role in moving people around South East Queensland. During 2008–09 TransLink continued to strive to deliver a safer and more reliable network to more passengers than ever before.

Passenger demand will continue to grow at a rapid pace, with trips expected to more than double across the network in the next 10 years.

We recognise the challenges ahead and are planning for the future to ensure we continue to deliver an integrated, seamless public transport system.



Meeting the challenges

TransLink has recently undergone an internal restructure to meet these challenges and bolster our ability to respond to our customers' demands now and into the future. We are also working on two key plans—a draft TransLink Network Plan and the Fare Strategy.

The draft TransLink Network Plan is a 10-year blueprint to guide the development of public transport services and infrastructure in South East Queensland. The Fare Strategy will set our long-term direction for fares and ticketing.

During the last 12 months, we have rolled out more than \$11.5 million in bus and train service improvements, increasing frequency and capacity on some of our busiest routes.

This included a \$6.8 million program of bus service improvements that came into effect on 23 February 2009, adding capacity for 64 000 extra passengers on Brisbane buses each week due to the introduction of 26 new buses. This package marks TransLink's single biggest investment in bus services to date. It coincided with the launch of new train services catering for 15 000 extra customers weekly on the Ipswich and Caboolture lines.

We have been working hard to improve infrastructure to make public transport easier to use.

The spectacular \$32.1 million Fortitude Valley train station upgrade was completed in October 2008, vastly improving the safety, accessibility and visual appeal of this gateway to the music and cultural precinct.

Indooroopilly train station became South East Queensland's first "green" station after undergoing a \$26.5 million redevelopment. The revamp included solar panels, a rainwater tank and a redesign which has improved the station's accessibility and safety. Upgrades at other train stations, including Mitchelton and Ipswich, have also been finished.

To make public transport more convenient, TransLink has also provided more park 'n' ride spaces at key locations including Caboolture and Mitchelton train stations.

We have also greatly improved Gold Coast bus stops, spending \$9.6 million on upgrades from Broadbeach to Miami.

The \$5.5 million University of the Sunshine Coast Bus Station and Green Link opened on 24 June 2009, providing much-needed and eco-friendly public transport infrastructure to the Sunshine Coast.

The end goal

The end goal is clear—TransLink will work to provide the best public transport system in Australia. By partnering with operators and local agencies, we will create an innovative, efficient and value-for-money system that people want to use.

Since I have been at the helm of TransLink, I have been amazed by how innovative and dynamic the organisation and its people are, and how much promise the organisation holds for South East Queensland and its future.

With our people, our values and our respect for the community and environment in which we work, we aim to meet the challenges that come with an unprecedented growth in demand.

I look forward to working with you to deliver on TransLink's vision of overseeing the nation's best public transport system.

Peter Strachan
Chief Executive Officer

At a glance

Our 2008–09 highlights

9 237 090 visits

- to TransLink's website www.translink.com.au

150 000 calls

- on average each month to TransLink's call centre—a 24/7 point of contact for customers

18 primary delivery partners

- TransLink works with bus, train and ferry operators to deliver services

181.9 million passenger journeys

- a 7.4 per cent increase in patronage on the previous year

15 000 extra customer capacity

- carried weekly on the Ipswich and Caboolture rail lines

10 000 square kilometres

- transport network stretching across 23 zones, more than six times the size of London's public transport network

\$11.5 million

- in new upgraded infrastructure and passenger facilities to improve access and capacity at key public transport stations

64 000 extra customer capacity

- on Brisbane buses each week due to the introduction of 26 new buses

297 448 go cards

- issued in 2008–09 for use on the TransLink network, bringing the total number of go cards to more than 370 000. Twenty-one per cent of total trips taken across the network used go card

\$65.3 million

- on improving the safety, amenity, capacity and accessibility of train stations.

About TransLink

Our responsibilities are:

TransLink Transit Authority

Provide a single point of contact for **customer information** that is easy to access and understand.

Coordinate and integrate **public transport services**, working with our 18 primary delivery partners.

Provide and develop integrated **ticketing options** including *go* card, and fare recommendations.

Deliver and manage **public transport infrastructure** such as train station upgrades, park 'n' ride facilities, bus stations and busways.

Our responsibilities

The TransLink Transit Authority is responsible for delivering a truly integrated public transport system that is easy to use, despite being delivered by many different operators. TransLink touches every aspect of your journey from decision to destination.

We have been charged with securing South East Queensland's public transport future through a period of unprecedented growth.

We recognise our significant role to play in sustaining South East Queensland's unique lifestyle, while planning for a better future for our community.

Putting people at the centre of public transport

Public transport is about moving people. TransLink's primary focus is to determine people's needs and identify ways to meet them. We will work to retain existing customers and attract new ones, providing a quality, safe and simple public transport network that is reliable and a strong alternative to a private vehicle.

Services across the network

TransLink manages services provided by 18 different bus, train and ferry delivery partners across South East Queensland.

The public transport network stretches across 23 zones and covers more than 10 000 square kilometres—more than six times the size of London's public transport network.

'One ticket, one system'

TransLink has delivered on its core principle of 'one ticket, one system'—allowing customers to seamlessly travel across connected bus, train and ferry services without needing to buy tickets from different operators at varying prices. We believe a single, seamless entity is easy to use and understand, despite the presence of many operators. More and more customers are turning to *go* card—the paperless ticketing system.

World-class infrastructure

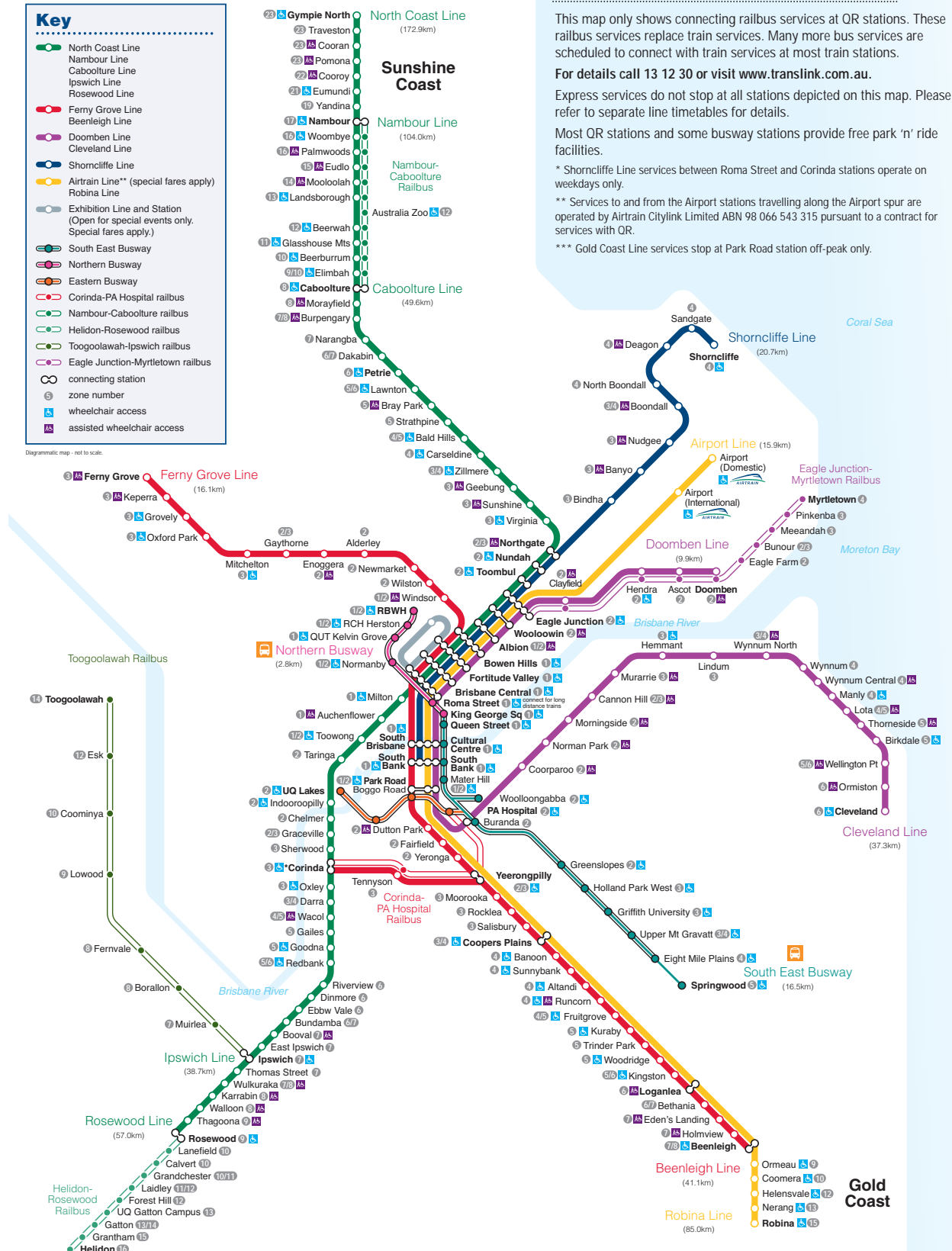
TransLink continues to plan and deliver a range of public transport infrastructure, including bus stops, bus and train stations and park 'n' ride facilities. We partner with the Department of Transport and Main Roads to plan bus priority measures, and busway and rail infrastructure, and manage South East Queensland's busway network.

Our network

Key

- North Coast Line
- Nambour Line
- Caboolture Line
- Ipswich Line
- Rosewood Line
- Ferny Grove Line
- Beenleigh Line
- Doomben Line
- Cleveland Line
- Shorncliffe Line
- Airport Line** (special fares apply)
- Robina Line
- Exhibition Line and Station (Open for special events only. Special fares apply.)
- South East Busway
- Northern Busway
- Eastern Busway
- Corinda-PA Hospital railbus
- Nambour-Caboolture railbus
- Helidon-Rosewood railbus
- Toogoolawah-Ipswich railbus
- Eagle Junction-Myrtletown railbus
- connecting station
- zone number
- wheelchair access
- assisted wheelchair access

Diagrammatic map - not to scale.





TransLink Strategic Plan 2008–2012

Our vision is to be by 2012:

- The best public transport system in Australia. By working with our delivery partners and local agencies, we will create an innovative, efficient and attractive system that people want to use.
- An operationally excellent organisation—we will build professional and effective processes and continually learn from our own and others' experiences.
- A trusted organisation—we will be responsive and responsible, and, in doing so, secure the confidence of the community and its government representatives.
- A place people want to be—we will continue to be a dynamic organisation and empower our people to live our values.

The objectives

What we deliver to the community

TransLink is helping connect the people of South East Queensland by providing safe, reliable and frequent public transport services that help link them to jobs, housing, education, health services and recreation. By providing the community with a viable alternative to private vehicles, TransLink is working towards reducing over-reliance on private vehicles and the consumption of non-renewable resources.

At TransLink we continue to work with our delivery partners to ensure our new and replacement buses meet improved emission standards.

The planned Fare Strategy will ensure we continue to investigate ways to make public transport affordable.

Find out more about what TransLink delivers to the community in the 'Our community' section, on page 39.



What we will deliver for our customers—the customer perspective

TransLink is committed to providing quality passenger information to allow customers to plan their journeys using the TransLink website or the around-the-clock call centre, which is operated by knowledgeable and helpful staff.

A key component of the customer perspective is to ensure we provide quality infrastructure and facilities to support connections between different public transport modes and services. The upgraded Fortitude Valley train station, and the new University of the Sunshine Coast bus station and Green Link, are examples of how we are providing improved and new facilities to ensure a good customer experience.

The draft TransLink Network Plan will ensure TransLink continues to deliver frequent, fast and reliable services around the network, increasing flexibility and connectivity to key destinations across South East Queensland.

You can read more about what we deliver for our customers on page 32.



How we will deliver it—the internal perspective

TransLink is focussed on its core business of planning the public transport system for South East Queensland and overseeing the implementation of these plans. The draft TransLink Network Plan will include a four-year program of service and infrastructure improvements, as well as a 10-year blueprint to guide the development of the TransLink network.

TransLink is equally focused on becoming an operationally excellent organisation and has embraced the Business Excellence Framework as a benchmarking and measurement tool—you can read more about the Business Excellence Framework in the 'Our people' section on page 51.

How we need to be in order to deliver —the learning and growth perspective

This involves focusing on developing our people to ensure TransLink is resourced and has the right people, at the right time and in the right place, to deliver our core business. You can read more about our capability development in the 'Our people' section on page 44.

In line with developing our staff's skills to deliver good outcomes for our customers, we are also working towards being a place that people want to be—being able to attract and retain talented people to continue to build on TransLink's success.

Our delivery partners

Our delivery partners—services

TransLink works with 18 primary public transport operators to provide a single, truly integrated public transport network, extending from Gympie North/Noosa south to Coolangatta and west to Helidon.

We work together to review performance and identify opportunities to improve services. Our working partnerships allow us to meet customers' needs, and to plan and deliver services and infrastructure to meet rising demand stemming from South East Queensland's anticipated population growth.

A key component of the contract management framework is relationship management. Effective working relationships with our delivery partners enable TransLink to manage the public transport network, now and into the future.

The contracts or agreements are managed by TransLink using performance-based measures to ensure good performance and financial outcomes for the Queensland Government and our customers.

Bus operator	Area serviced	Estimated annual contract for 2008–09
Brisbane Transport Mt Gravatt Bus Service Brisbane Bus Lines	Greater Brisbane	\$175.67 million
Bribie Island Coaches Hornibrook Bus Lines Kangaroo Bus Lines Thompson Bus Service Caboolture Bus Lines	Northern Brisbane and Moreton Bay	\$30.42 million
Veolia Transport Brisbane	Eastern Brisbane and Redlands	\$21.30 million
Westside Bus Company	Ipswich	\$13.59 million
Sunbus Buslink	Sunshine Coast	\$35.09 million
Clarks Logan City Bus Service Park Ridge Transit	Logan and surrounds	\$31.23 million
Surfside Buslines	Gold Coast	\$59.20 million

The performance-based contracts have a series of checks and balances to ensure compliance, most notably the performance measurement process, which penalises operators for missed trips and offers incentives to ensure good performance.

Fifteen bus operators are contracted to provide urban and school services across the TransLink network. The total cost of public transport bus services contracts was approximately \$366.5 million for the 2008–09 financial year.

Our delivery partners



- 12 **Bribie Island Coaches** operates five TransLink services, seven days a week, with a fleet of 23 buses within an area extending from Bribie Island to Caboolture, including Sandstone Point. Family-owned and operated, Bribie Island Coaches was established in 2009 and employs 43 staff, including 32 drivers.



Brisbane Bus Lines operates services for TransLink. Established in the 1940s and with 100 employees, Brisbane Bus Lines services Samford to Ferny Grove seven days a week.



Brisbane City Council operates ferry and CityCat services. The 13 CityCats run seven days a week from 5.50am until 11.30pm between the University Of Queensland at St Lucia and Apollo Road, Bulimba. Ferries are predominantly used to cover cross-river services.



Brisbane Transport, a business unit of Brisbane City Council, runs urban and school services in the Greater Brisbane region. Its fleet, consisting of 1030 Compressed Natural Gas and diesel buses, services 226 urban routes seven days a week. In 2008–09, the Queensland Government provided \$17.4 million for new services, including the purchase of 90 new buses for Brisbane Transport. Brisbane Transport operates 10 high-frequency bus services and provides the majority of the NightLink services, designed to help customers get home safely after a night out.



Buslink Queensland Pty Ltd is based on the Sunshine Coast and provides school services from Noosa to Caloundra and west to Woombye. A privately-owned company employing 134 people, BusLink Queensland has depots in Kunda Park, Noosa, Coolum and Caloundra. Its 120 buses service 109 school routes.



Caboolture Bus Lines operates from Upper Caboolture to Eimbah, including Bellmere and Beachmere. It services six urban routes daily with its fleet of 35 buses. The family-run business has been providing bus services in the area since 1988, and has grown to meet the ever-changing transport needs of the community. It employs 65 staff and also provides school services and charters.



Clarks Logan City services 27 urban routes seven days a week from Windaroo to Eight Mile Plains, east to Eagleby and west to Marsden. Additional NightLink services from Loganholme bus station to Brisbane City, servicing Springwood, Eight Mile Plains, Garden City and Griffith University, are provided on weekends. The Clarks' fleet consists of 123 buses for urban and school services.



Hornibrook Bus Lines operates from Redcliffe to Petrie, including Kallangur. It services nine urban routes seven days a week, with additional NightLink services from Fortitude Valley to Sandgate, servicing Clayfield and Toombul, on weekends. Hornibrook's fleet consists of 52 buses.



14 **Kangaroo Bus Lines** is a family-owned and run business that has operated in the Caboolture, Morayfield, Burpengary, Narangba, Deception Bay and Redcliffe areas since 1978. It employs 120 staff and has a fleet of 71 buses. Kangaroo Bus Lines services six urban routes seven days a week.



Laidley Bus Company operates between Rosewood train station and Helidon. It connects bus and train services, boosting public transport for local residents and students. The services stop in close proximity to train stations and a number of intermediate stopping locations in Grandchester, Laidley and Gatton, including the University of Queensland Gatton Campus.



Mt Gravatt Bus Service provides daily urban and school services for Rochedale, Burbank and Mackenzie with its fleet of 31 buses. Established in 1915, the company was bought by the Cole family in 1973, and it has grown from one vehicle to a fleet of 31, with a dedicated team of more than 40 employees.



Park Ridge Transit provides urban and school services on seven routes seven days a week. Its 77 buses operate from Veresdale to Calamvale, including Browns Plains, Boronia Heights and Jimboomba.



QR Passenger (Pty Ltd) provides passenger train services, station services, services supporting train operations, revenue protection, and safety and security on the TransLink network, from Gympie to Robina and west to Ipswich and Rosewood. The urban rail network features approximately 390 kilometres of track, 143 stations and 533 train carriages. QR Passenger manages safety and security activities through TransLink Transit Officers.



Sunbus operates on the Sunshine Coast from Pelican Waters to Cooroy, including Noosa, Nambour, Mooloolaba and Caloundra. Sunbus services 26 urban routes seven days a week with its fleet of 97 buses. Additional late-night and early-morning services are provided on Fridays and Saturdays.



Surfside Buslines provides urban and school services on the Gold Coast. It operates 51 urban routes seven days a week within an area from the New South Wales border to Ormeau and west to Nerang/Clagiraba/Guanaba. Additional late-night and early-morning services are provided on Fridays and Saturdays. The Surfside fleet consists of 374 buses.



Thompson Bus Service operates six urban routes seven days a week with 39 buses, in an area from Eatons Hill to Joyner, including Strathpine, Murrumba Downs and Warner in Pine Rivers.



Veolia Transport Brisbane provides urban and school services from Thorneside to Carbrook, including Victoria Point, Capalaba and Cleveland. Veolia operates 32 urban routes seven days a week with a fleet of 123 buses. Additional NightLink services from Fortitude Valley to Cleveland via Victoria Point and Capalaba are provided on weekends.



Westside Bus Company services 22 urban routes seven days a week with a fleet of 83 buses, covering Ipswich, Goodna, Camira and Springfield. It also provides Monday to Saturday bus services between Ipswich train station and Toogoolawah, servicing Pine Mountain, Fernvale, Lowood, Patrick Estate, Coominya and Esk.



School bus services only

The following operator delivers school-only services for TransLink.

Southern Cross Transit subcontracts to Westside Bus Company to provide school services in the northern Ipswich area. Southern Cross Transit is owned by the G. Oliveria Family Trust. The business was established in 1954 and employs 87 staff, including 62 drivers.



TransLink CEO Peter Strachan (left) presents Daryl Webster, from Kangaroo Bus Lines, with the QBIC Outstanding Contribution Award 2009.

The Queensland Bus Industry Council (QBIC) is the peak industry body representing the interests of bus and coach operators throughout the state. It has input into a range of strategic Queensland Government taskforces and committees. TransLink liaises with QBIC through the Translink Operators Forum, discussing issues including timetables, routes, ticketing and fares to help deliver a high-quality integrated public transport system in South East Queensland. QBIC also represents members' interests on the Queensland Transport Strategic Policy Committee and the Ministerial Transport Planning Advisory Group, among others.



Our delivery partners—customer information

TransLink provides a one-stop-shop for customers to make enquiries and provide feedback about public transport in South East Queensland. TransLink partners with Serco to provide an around-the-clock call centre that handles more than two million calls a year.

Customers can call 13 12 30 to obtain journey planner information about the 18 primary delivery partners operating in the TransLink bus, train and ferry network. Customers can find out about timetables, travelling, and times to and from locations, services to special events, as well as fare and ticketing details. The call centre also records lost and found property, and takes feedback from customers about their experiences with TransLink and the public transport system.

Serco has been managing the call centre (formerly called TransInfo) since 1995, providing journey planner information to the travelling public. The functions of the call centre have expanded in recent years to keep pace with the developments across the network, most notably the *go card* ticketing system.

Our delivery partners – ticketing and *go card*

In July 2003, TransLink signed a contract with Cubic Transportation Systems (jointly Cubic Transportation Systems Inc and CTS (Australia) Pty Limited) to design, supply and install an end-to-end Automated Fare Collection System; and operate that system on behalf of TransLink for 10 years, with an option (at TransLink's discretion) to extend for an additional five years.

Under the contract, Cubic partners with TransLink to provide a range of operational services to manage the Automated Fare Collection System on behalf of TransLink, including:

- operational maintenance of all equipment and communication networks
- database management and reporting
- the establishment and management of the *go card* Third Party Distribution network (sales of new cards and value adds).

This system is widely known by customers as the *go card* electronic ticketing system, explained in detail on page 26.

CTS is an international company specialising in intermodal and regional electronic fare systems and services, and operates in more than 40 major markets.

Our performance



19

TransLink aims to be the best public transport system in Australia. By providing a quality journey from decision to destination, we want to be the first choice for travel.

As part of our strategic objectives, we strive to ensure that our customers have access to timely and accurate information that is easy to use and understand. We want to be the first choice for everyday travel, as well as to major events, by providing customers with access to innovative services that connect and are fast, frequent, reliable and safe.

TransLink is constantly looking at ways to improve ticketing, and by 2012, we expect the *go card* to be an integral part of all our customers' travel movements. Creating high-quality infrastructure with a consistent look and feel will add to the ease and comfort in which our customers will travel around South East Queensland.

To achieve these goals, we need to continually measure and assess our performance. We are committed to further developing our performance capabilities so we can reach the highest standards of service delivery.



The customer information options include:

- TransLink Call Centre (13 12 30)
- TransLink's website www.translink.com.au
- SMS phone updates
- Twitter updates
- Information booths
- Transport Information Centre at King George Square
- Information bus—for special events
- Helping Hands—staff volunteer to attend events and be present at key locations to answer questions and provide information to customers.

Our customer information performance indicators

Customer information

TransLink is the single point of contact for public transport information across South East Queensland.

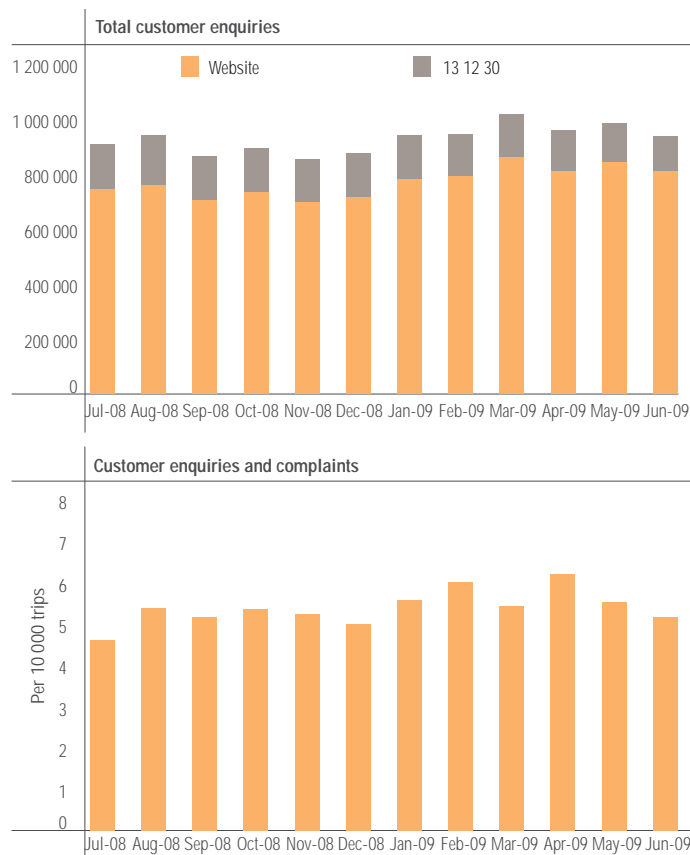
On 1 July 2008 the TransLink Call Centre (13 12 30) increased its operating hours to 24 hours a day, seven days a week, to enable customers to speak to a customer service officer at any time about their public transport needs.

More than 9 237 000 visits to www.translink.com.au were recorded in 2008–09. This is an increase of 2 154 268 on the previous year.

In 2008–09, 69.2 per cent of website visits and call centre calls were for journey-planning purposes.

TransLink's call centre and website are also the points of contact for customers wanting to provide feedback or make a complaint. In 2008–09, 5.4 complaints were received by TransLink for every 10 000 trips made on the network.

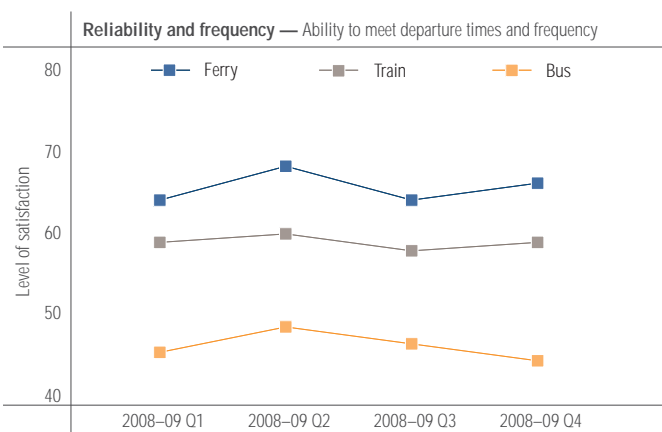
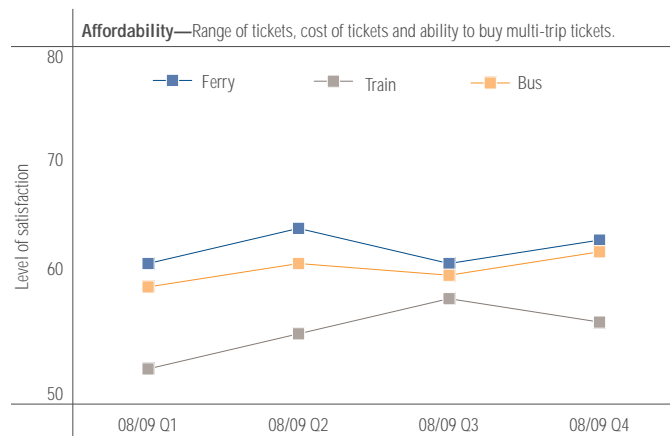
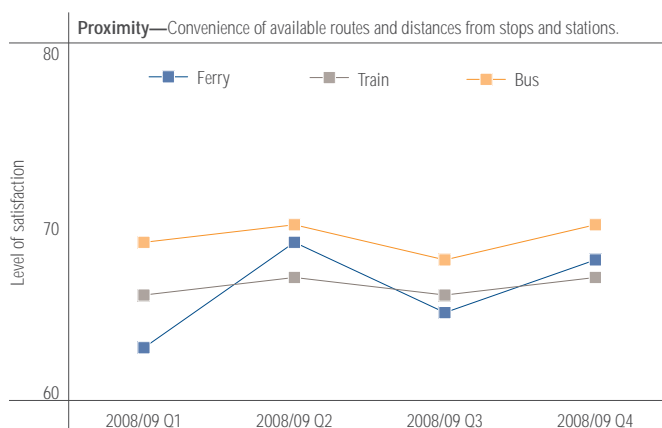
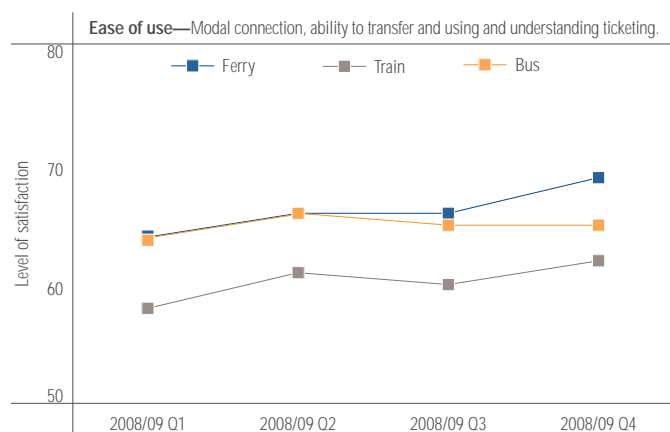
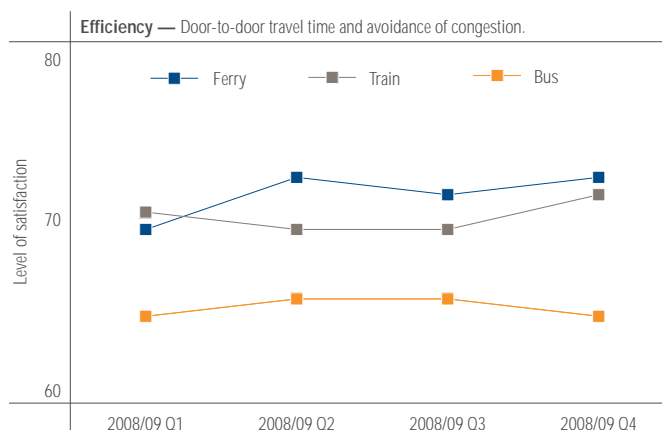
While the TransLink website has gained momentum over the past 12 months, the drop-off in calls, represented in the graph below, to the TransLink Call Centre over the last quarter (March–June 2009) may also be attributed to a greater public awareness and understanding of how the *go* card works, plus an increase in popularity of mobile devices (Blackberries, iPhones and internet-enabled mobile devices).



Customer satisfaction

Customer satisfaction surveys draw on the opinions of public transport users across South East Queensland. They provide valuable customer feedback that allows TransLink to understand, measure and monitor customer satisfaction with services and operators.

The four quarterly customer satisfaction reports prepared in 2008–09 showed that the five key priorities for TransLink customers were efficiency and reliability of services, ease of use, proximity and affordability. A level of 50 is classed as somewhat satisfied, while levels of 75 and above are classed as very satisfied.





Our service performance indicators

Patronage

Patronage measures the number of trips taken across the TransLink network. Patronage over the past five years has outstripped population growth by four to one. Since 2004, public transport patronage has increased by almost 50 per cent.

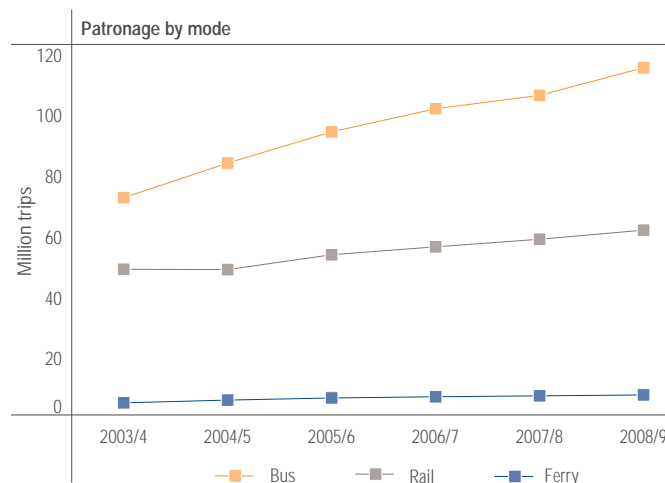
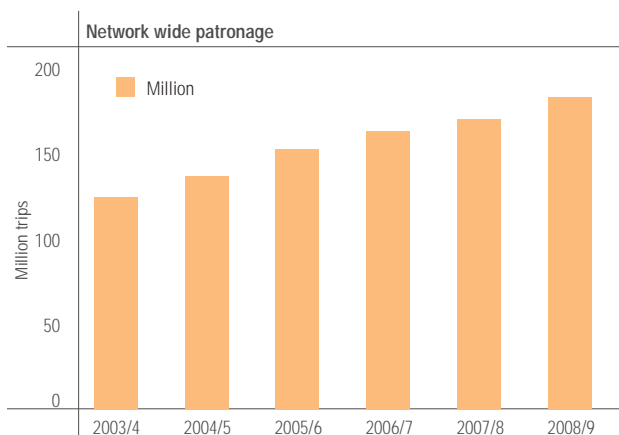
The total patronage on TransLink services in 2008–09 was 181.9 million passenger trips, an increase of 7.4 per cent on the previous year.

Patronage on each mode—bus, train and ferry—continued to grow over the year, when compared to the previous year—8.6 per cent for bus, 5.4 per cent for train and 5.3 per cent for ferry.

Capacity

To address capacity issues, TransLink provided funding for an additional 135 buses in South East Queensland. Orders for 64 new three-car trains were placed, of which 29 have already been delivered. The balance of 35 three-car trains will be delivered progressively by late 2011.

These fleet additions, in partnership with service improvements, will boost capacity on the growing TransLink network. Already the increased capacity has enabled TransLink to carry an additional 14 million passengers across South East Queensland.





Our new services

TransLink introduced new services following the delivery of new trains and buses in 2008–09, significantly improving timetables. These timetable changes and extra services support the state government's priority of *Embracing Growth in Cities and Regions*, and help to manage growth and limit congestion on our roads.

Our new services include:

- In 2008–09 we added almost 1200 additional services to our network, including 1117 new Brisbane Transport services.
- The majority of service improvements in 2008–09 were rolled out in two programs—in October 2008 and February 2009.
- In October 2008, TransLink delivered an additional 199 services, including 128 Brisbane Transport services and 71 Veolia services, to increase network capacity.
- In February 2009, TransLink's \$6.8 million bus service improvement package—our biggest ever single improvement—saw 26 new buses providing an additional 989 services.
- Four additional QR services were added to the Ipswich and Caboolture lines in February, resulting in an extra 15 000 seats.
- New and additional services are provided as a result of customer feedback and patronage data which helps to identify where improvements can be made across the TransLink network.



Network performance

On-time performance on the TransLink network is a key indicator of reliability.

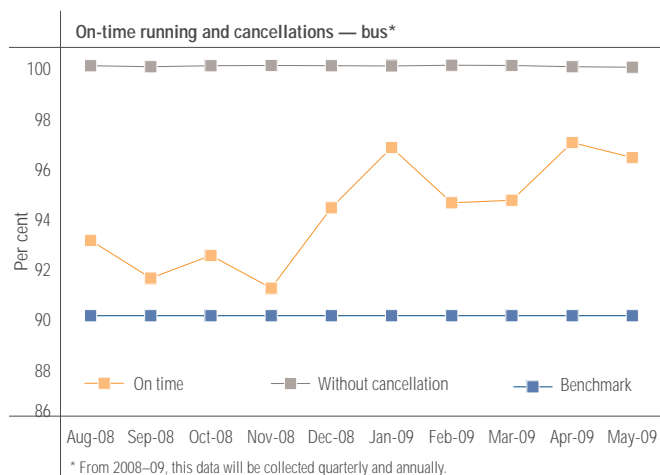
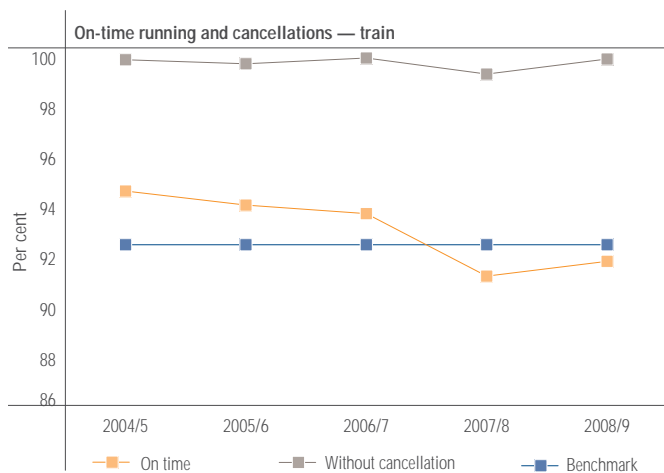
On-time running comprises three key components—late arrivals, missed connections and early departures.

In 2008–09, 91.74 per cent of QR passenger services ran on time during peak period, with services without cancellation representing 99.8 per cent of all services. Bus operators' on-time running performance up to and including May 2009 was 93.72 per cent.

Under the existing performance framework, train and bus operators are contracted to meet benchmarks for on-time running and cancelled services. On-time running benchmarks for train services were 92.4 to 95.4 per cent, and 99.5 to 99.7 per cent for services without cancellation. On-time running benchmarks for bus operators were 90 per cent, and 99 per cent for services without cancellation.

On-time performance measurement for bus services is when the service arrives six minutes late or departs two minutes early, with train services considered on time if the service arrives within the buffer of four minutes early or departs four minutes late.

While overall performance of bus services remained above the benchmarks set by TransLink, the performance of train services remained at a similar level to the previous year, and was below the TransLink benchmark.





Passenger load

QR conducted Passenger Load surveys on behalf of TransLink to provide a snapshot of peak-period passenger levels on trains across the TransLink network.

According to the survey conducted in March 2009, the overall number of peak-period train services that exceeded the comfort measure of one person standing more than 20 minutes was reduced from 43 per cent in 2007–08 to 33 per cent in 2008–09. This was despite an increase in the number of train passengers during this period.

The number of morning peak-period trains which exceeded this benchmark fell from 48 of 111 trains to 40 of 123 trains. The number of peak-period trains in the afternoon that exceeded this benchmark rose from 17 of 106 trains to 23 of 109 trains.

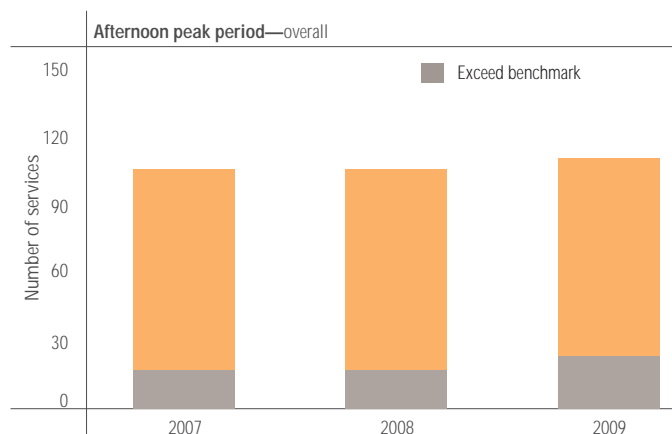
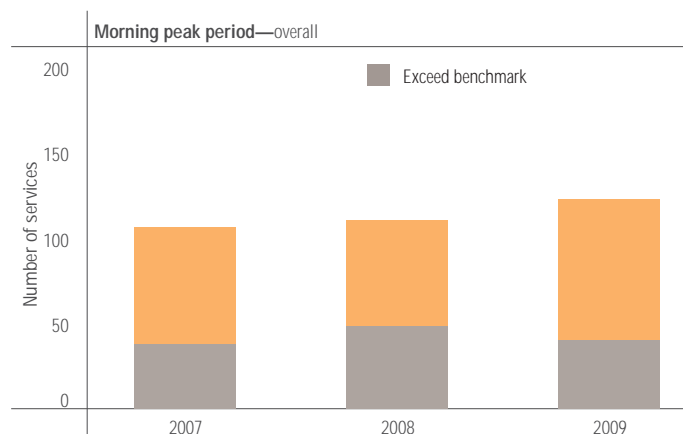
Major event services

The introduction of integrated travel/entry tickets for events at Suncorp Stadium, the Gabba, Skilled Park at Robina, the Tennyson Tennis Centre, the Queensland Sports and Athletic Centre, and Gold Coast motor events, was a success. These tickets allowed attendees to travel for free and gain entry to events using a single ticket.

The following percentages of attendees used public transport to get to major events in South East Queensland:

- Skilled Park—86 per cent
- Suncorp Stadium—84 per cent
- Tennyson Tennis Centre—80 per cent
- the Gabba—42 per cent
- 2008 Lexmark Indy 300—35 per cent
- Supercross at Queensland Sports and Athletic Centre—20 per cent.

More than 2.2 million passengers used integrated travel and entry tickets to major events in South East Queensland over the past 12 months.





Our ticketing and *go* card performance indicators

go card performance

TransLink's *go* card is an integrated, electronic ticket that lets customers travel seamlessly on all TransLink bus, train and ferry services. Passengers do not need to queue for a ticket or look for loose change and it allows faster and easier access for customers right across the network.

To make the system even easier to use, TransLink will develop more innovative ticketing products.

From 1 July 2008 to 30 June 2009:

- the number of *go* cards issued was 297 448, which exceeded targets
- the number of visits to the *go* card section of the TransLink website was 788 350
- a total of 39 509 587 trips utilised *go* card, or 21 per cent of total trips taken across the network used *go* card.



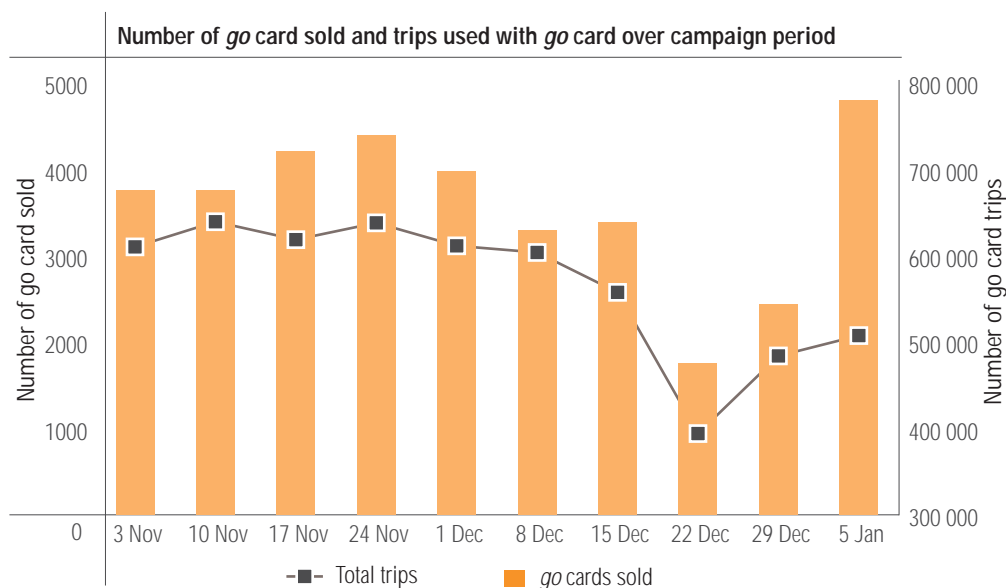
go card easy come, easy go education campaign

The aim of the TransLink *go card* **easy come, easy go** education campaign was to:

- increase consumer confidence in *go card*
- educate customers on its use
- support sales targets by highlighting the system's benefits, specifically ease of use.

The campaign ran from mid-November 2008 until the end of February 2009 across television, radio, press, print, outdoor, onboard and online media. During the campaign, *go card* sales increased by 44.68 per cent.

According to research, community awareness of *go card* reached an all-time high of 90 per cent.





Our infrastructure performance indicators

Infrastructure

TransLink's goal is to provide customers with high-quality infrastructure that has a consistent look and feel, and makes public transport easier to catch. Our public transport infrastructure needs to be accessible, and provide customers with an efficient, safe and comfortable way to travel.

Through multi-million dollar projects involving new infrastructure as well as upgrading existing facilities, TransLink provides high-quality public transport facilities such as bus and train stations and park 'n' rides.

TransLink is also involved in the planning of the world-class busway network, with Boggo Road Busway and the first stages of the Eastern and Northern Busways to be completed within the coming year. TransLink is responsible for the day-to-day operation of the busways, providing a safe and secure network through the provision of proactive monitoring and incident management services.

Busway operations are run through the Brisbane Metropolitan Transport Management Centre, which is a joint operation of Brisbane City Council, the Department of Transport and Main Roads, and TransLink.

TransLink has already invested more than \$250 million in new and upgraded bus and train stations and park 'n' ride facilities, and is forecast to spend an additional \$175 million on upgrades over the next five years.

TransLink infrastructure enhancements are delivered through two key programs of work—the TransLink Station Upgrade Program and the Citytrain Station Upgrade Program.



Citytrain Station Upgrade Program

In 2008–09, \$65.3 million was invested as part of the Citytrain Station Upgrade Program to improve the safety, amenity, capacity and accessibility of train stations.

Infrastructure enhancements completed in 2008–09 included:

- Ipswich train station refurbishment, completed August 2008
 - foyer refurbishment, new ticket windows, heritage display, new signage and a lighting upgrade
 - cost: \$1.5 million
- Mitchelton bus/train station, completed September 2008
 - installation of new bus interchange, new on-street set-down / pick-up kiss 'n' ride, upgraded taxi zone and a 70 bay car park 'n' ride
 - cost: \$3.25 million
- Caboolture train station park 'n' ride, completed October 2008
 - upgrade of 195 bay car park 'n' ride off Hayes Street, including new lighting, fencing and CCTV security cameras
 - cost: \$500 000
- Fortitude Valley (Brunswick Street) train station upgrade, completed October 2008
 - safety and emergency egress updated, new lifts, stairs and escalators to all platforms, new ceilings throughout the platform areas, upgraded lighting, new toilets, additional CCTV coverage, improved signage and information, and community art works
 - cost: \$32.1 million
- Indooroopilly train station upgrade, completed November 2008
 - safety and emergency egress upgrades, new concourse and station office, new full-length station shelters, upgraded lighting, additional CCTV, new seating, new ticket windows, improved information and signage, and a new kiss 'n' ride area
 - cost: \$26.5 million
- Central train station facilities enhancements, completed January 2009
 - station control room upgrade to allow train announcements for Roma Street, Central and Brunswick Street to be made from Central station
 - upgrade of ventilation system
 - cost: \$1.1 million.



TransLink Station Upgrade Program

In 2008–09, \$11.5 million was allocated to the program, with a further \$33 million allocated in 2009–10. Projects completed in 2008–09 included:

- Fruitgrove bus stop upgrade, completed February 2009
 - upgrade to rail/bus interchange
 - cost: \$270 000
- University of the Sunshine Coast bus station and Green Link, completed June 2009
 - construction of a new nine-bay bus station at the University of the Sunshine Coast at Sippy Downs
 - construction of a pedestrian, cycle and bus-only road link to the local road network
 - cost: \$5.4 million
- Klumpp Road bus lane, Mt Gravatt, completed June 2009
 - construction of new inbound bus lane to provide bus priority connection to the South East Busway
 - cost: \$1.6 million.

Ongoing projects include new signage and information at 14 busway stations and 10 train stations; and the on-going upgrade of bus stops throughout South East Queensland to provide passengers with waiting shelter, improved lighting and information.



TransLink's busway network

TransLink's Busways and Facilities team is responsible for the daily management and operation of the busway network, comprising 15 busway stations, as well as seven interchanges, five park 'n' ride facilities and bus stops.

The management of all of these facilities comprises the following:

- active monitoring via patrols and CCTV
- contractor supply and management, including cleaning, gardening and maintenance
- defect rectification
- finance and administration
- data and reporting
- policy and security
- operations
- Intelligent Transport Systems
- bus stops—responsible for 6016 across the network.

Approximately 33 million passenger interactions (either boarding or alighting services at busway stations) were recorded during the reporting period.

The busiest busway station for total passenger movements (boarding and alighting) was the Cultural Centre, with 4 016 122.

Over the past year the Bus Stops team installed 561 new stops, relocated 145 stops, removed 148 stops and completed 1620 maintenance jobs across the region.

All stations are fitted with Emergency Help phones and these are monitored by the Busway Operations Centre (BOC).

Our customers



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TransLink aims to provide customers with the confidence to travel wherever they need using public transport.

Our objective is to make the public transport system as easy as possible for our customers to understand and use, from decision to destination.

Customer information

TransLink offers customers a variety of options for accessing centralised information including SMS phone updates, TransLink's website, Twitter updates, information booths, Transport Information Centre at King George Square busway station, and the TransLink information bus for special events.

Of course, our delivery partners' frontline staff also play an essential role in assisting our customers to travel the network and learn about our products and services.

On 1 July 2008 the TransLink Call Centre (13 12 30) increased its operating hours to 24 hours a day, seven days a week, to enable customers to speak to a customer service officer at any time about their public transport needs.



Helping Hands

TransLink delivered a Helping Hands program to provide customers with face-to-face information at key locations. In 2008–09, Helping Hands promoted the roll-out of the *go* card; appeared at special events including Brisbane's annual Ekka; and helped customers after service disruptions stemming from extreme weather conditions, including fierce storms in November 2008. On average, the Helping Hands program was mobilised every four weeks.

Helping Hands events 2008–09

go card roll-out

Roma Street station gate changes

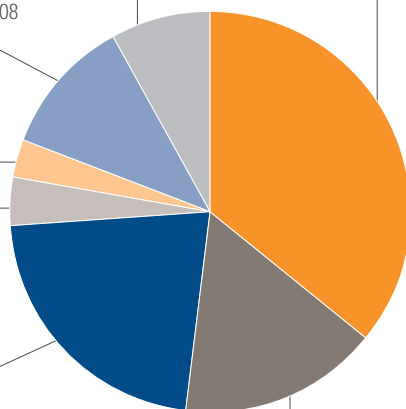
Central station gate changes—November 08

Introduction of TransLink Transit Authority

Storm disruptions

Central Station gate changes
—April–May 09

Removal of Ten Trip Saver





Real-time information

As part of our customer service focus, we want to provide up-to-date information about our services for our customers' convenience. TransLink is researching the benefits of a real-time information system, which would track the precise location of public transport vehicles and relay this information in real time to customers.

Ticketing

TransLink is always looking for ways to make travelling easier for customers. Consequently, we offer a range of ticketing options to cater for our customers' individual travel patterns. These include:

- *go* card
- paper tickets (single, daily, off-peak daily, weekly and monthly)
- pre-paid services.

TransLink's *go* card team monitors the *go* card system daily. As issues arise, they are dealt with quickly in partnership with Cubic Transportation Systems. Our *go* card team meets regularly with our delivery partners to identify and address any operational issues.

TransLink's *go* card sales have consistently exceeded projections. Since its introduction in January 2008, more than 370 000 *go* cards have been issued.



A safe way to travel

Passenger safety is TransLink's highest priority.

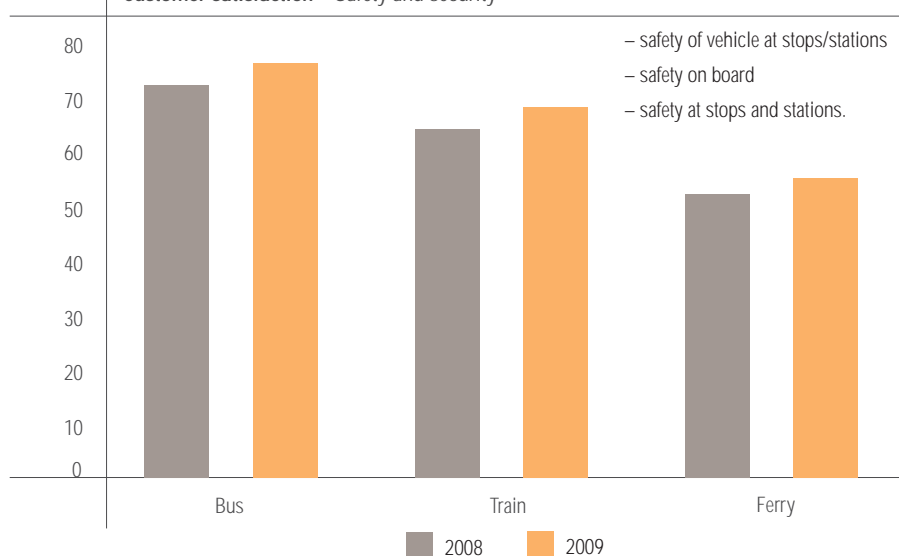
In 2008–09 TransLink allocated \$9.5 million to the Safety and Security at Stations program for facility upgrades to create and maintain station environments that help minimise security threats to people and assets.

Customer satisfaction with safety and security on the TransLink network increased in 2008–09 by up to six per cent.

TransLink provides a range of safety and security initiatives to give passengers peace of mind while travelling on public transport:

- TransLink Busway Safety Officers patrol the busways and busway stations 24 hours a day, seven days a week.
- TransLink Transit Officers patrol bus, train and ferry services throughout the day and night.
- Closed Circuit Television (CCTV) coverage at train stations and on carriages, as well as other measures including improved lighting and fencing at stations.
- The South East Busway and Inner Northern Busway feature security cameras monitored 24 hours a day, seven days a week, by the Busway Operations Centre.

Customer satisfaction—Safety and security





Keeping customers safe

Train

- 110 TransLink Transit Officer positions
- 54 Queensland Police Service Railway Squad officers
- Emergency phones on platforms and help buttons in each carriage
- More than 6000 CCTV cameras across the train network.

Bus

- Around 300 CCTV cameras across the busway network
- CCTV cameras on new bus fleet
- Two-way radios on buses—some buses have duress alarms for driver activation
- Security staff on all NightLink bus services and at the bus stops in the Valley and the CBD.

Ferry

- All CityCats are equipped with CCTV and have a monitored duress alarm function for the Master or crew to activate.



Customer satisfaction

We take customer satisfaction very seriously. Since 2007 we've conducted customer surveys to examine the satisfaction levels of users and non-users of the TransLink public transport network.

The extensive surveys provide vital information for assessing, benchmarking and reporting on performance.

The five priorities for TransLink's customers are included in 'Our performance' on page 19.

The survey measures 10 key performance Indicators (KPIs) against customer satisfaction.

These KPIs are:

- safety and security
- reliability and frequency
- comfort of ride
- ease of use
- proximity
- efficiency
- information
- accessibility
- staff
- affordability.

Customer survey results over the 2008–09 financial year demonstrate that overall customer satisfaction with TransLink services increased from 2007–08 to 2008–09 from 64 to 65. This indicates that satisfaction with TransLink services among public transport users has remained stable over the last two years.

The 65 eQ score* indicates that TransLink customers are satisfied and their fundamental needs are met.

*What is an 'eQ score'?

Nielsen, who conduct customer satisfaction surveys on behalf of TransLink, go through a complex process to establish the Nielsen Customer Satisfaction eQ™ score. This involves customers' responses to a multitude of factors that make up the customer experience. Analysis is undertaken to determine how the many aspects of the customer experience impact on overall customer satisfaction, i.e. how important the individual attributes are to customers, how strongly they drive satisfaction or dissatisfaction, etc. This information is then grouped into TransLink's customer satisfaction KPIs and expressed as 'eQ score'. An eQ score provides a better informed picture than simply asking what customers think of public transport. It also enables TransLink to prioritise areas for improvement. Scores are expressed as an index out of 100. 'Somewhat satisfied' starts at 50, and levels of 75 and above are classed as 'very satisfied'.



Our customer achievements in 2008–09

- TransLink Call Centre staffed around the clock.
- Introduced a KPI to provide customer complaints resolution.
—90 per cent of calls to be resolved first time to the customers' satisfaction.
- More than 1.8 million calls received by the TransLink Call Centre.
- On average, the Helping Hands program is mobilised every four weeks.
- \$9.5 million allocated to the Safety and Security at Stations program.

Our community



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Public transport plays a critical social, environmental and economic role in the life of South East Queenslanders. As the public transport authority, we recognise the importance of providing effective services for the community. At TransLink, we strive to be a responsible and responsive organisation and, in doing so, secure the trust and confidence of the community.

Giving back to the community

In 2008–09 TransLink sponsored a range of community initiatives including:

- Queensland Roars Against Racism (including the TransLink Cup)
- Brisbane International Film Festival
- Valley Fiesta
- Brisbane City Romp
- World Youth Day
- Queensland Week—RACQ Big BBQ
- Juvenile Diabetes Research Foundation Walk
- Queensland Cricket Volunteers Cricket Day
- HTM Brisbane to Gold Coast 100km cycle.



Community and stakeholder engagement

TransLink believes that actively engaging with the community and other stakeholders will ultimately lead to a better public transport system.

We believe effective community engagement can produce significant benefits including:

- public transport services that meet community needs
- projects in line with community expectations that increase patronage
- informed project decisions stemming from the views of different groups and individuals

- identification and correction of issues, saving significant time and money
- prioritisation of community needs
- increased community understanding of TransLink and its operations
- reinforcement of TransLink's accountability to the public.

TransLink staff provided local community information forums for service improvements at:

- key locations on the Sunshine Coast
- key locations around Bribie Island and Caboolture.

In addition, TransLink's staff participated in QR Community Reference Groups, to encourage people to provide feedback about train services, as part of our broader aim to improve public transport services.

Corporate Social Responsibility

TransLink recognises the need to take responsibility for the impact of our activities on our employees, customers, the wider community and the environment.

By embracing Corporate Social Responsibility (CSR), we can increase our competitive advantage, as the community places more value on good and ethical conduct.

We know that CSR is essential for an organisation like ours looking beyond the short term.

In line with state government requirements, TransLink is currently developing a CSR framework.



Clean and green

As an environmentally responsible organisation, TransLink strives to provide the community with a viable alternative to using cars. We play a pivotal role in the Queensland Government's plan *Toward Q2: Tomorrow's Queensland* by tackling congestion and reducing South East Queensland's carbon footprint while sustaining our quality lifestyle. For every full bus, there are 40 fewer cars on the road.

As South East Queensland's public transport authority, TransLink is ideally placed to promote more eco-friendly travel options.

TransLink undertook strategy development and planning to progress a whole-of-TransLink approach to our corporate environmental responsibilities and community leadership in environmental practices. For example, the Transport Information Centre in King George Square Busway Station offers advice on walking and cycling options.

TransLink has already shown initiative in the areas of water use and sustainability by:

- retrofitting water tanks for use in cleaning and on gardens at busway stations
- using sustainable materials and management practices in new infrastructure
- upgrading Indooroopilly train station, South East Queensland's first green station due to its sustainable design principles including solar panels, a rainwater tank and a re-design focussed on increasing ventilation and using natural light to minimise energy consumption
- attaining a Green Star rating for TransLink's T-central building.

We continually review our work practices to ensure we are using our natural resources responsibly, including use of paper, water and electricity. All staff are expected to recycle where practical, and kitchen waste is recycled. At present, we do not have the capability to measure our carbon emissions. However, this will be a priority for TransLink in 2009–10.



Supporting the *positive pARTnerships* program

TransLink funds QR's *positive pARTnerships* program, which involves local schools, community groups and organisations pooling their creative resources to improve the appearance of South East Queensland train stations and their surrounds.

Many stations, subways, car parks and bike lockers throughout the South East Queensland network are now adorned with art, improving not only the visual appeal, but also creating greater community pride and safety, and reducing the incidence of graffiti.

From renowned artists to school students to young hospital patients, the creators of the murals are making our rail network brighter, safer and more user-friendly. By bringing together creative minds and artistic ability of varying levels, the *positive pARTnerships* program validates TransLink's and QR's commitment to the safety and wellbeing of customers while enhancing community pride.



Our community achievements in 2008–09

- Supporting the community by providing free transport to major events including Roar Against Racism, the Valley Fiesta and the Brisbane International Film Festival.
- In January 2009, Shaw Enterprise Group published a report stating 22 052 less tonnes of carbon dioxide were emitted into the atmosphere due to the South East Busway.
- Stakeholder analysis—strategy and plan developed.
- The majority of the TransLink bus fleet meets the lower pollutant emissions Euro 4 and 5 standards. The number of buses introduced in 2008–09 which meet or exceed Euro 4 standard is 303.
- For every full bus, there are 40 fewer cars on the road.
- South East Queensland's first green station unveiled with the completion of the \$26.5 million Indooroopilly train station upgrade.

Fact:

The South East Busway carries 17 500 passengers an hour during the peak period in one direction as compared to 1400 people on a general traffic lane.

If all passengers travelling into Brisbane City on buses via the South East Busway were to travel by car, seven additional in-bound lanes would be needed on the Captain Cook Bridge.

Our people



TransLink Transit Authority Board

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Geoff Harley | Chair

Geoff Harley is the Chair of the Board. He has practised law for over 35 years, most recently as Partner-in-Charge of Clayton Utz. Geoff has previously served as the Chair of CS Energy, and has held various other Director and Chair roles, providing him with a valuable understanding of management and board perspectives on workplace issues. He is also a member of both TransLink's Remuneration and Succession and Audit and Risk Management Committees.

Dave Stewart | Board Member

Dave Stewart is the Director-General of the Department of Transport and Main Roads. He is a Chartered Civil Engineer, holds Masters Degrees in Business and Engineering Science, and has completed an executive program at Harvard University looking at private sector involvement in the delivery of infrastructure.

Jude Munro | Board Member

Jude Munro has been CEO for the Brisbane City Council since 2000. She holds post-graduate business administration and public policy qualifications from the University of Melbourne and the Swinburne University. Jude is also a member of both the Remuneration and Succession and Audit and Risk Management Committees.

Richard Mathews | Board Member

Richard Mathews has an extensive background in improving organisations. Most recently, he served as CEO of Mincom Limited (Australia's largest and oldest enterprise software company). Prior to leading Mincom, Richard spent several years engaged in senior positions with JD Edwards. Richard is also the Chair of the Remuneration and Succession Sub-Committee.

Chris Freeman | Board Member

Chris Freeman's career spans 25 years in senior roles in the property and finance sectors. For the past two years Chris has been Chair-Development Queensland, United Kingdom and the United Arab Emirates for the Mirvac Group. Chris holds a Bachelor of Commerce from the University of Queensland (where he has now been appointed as an Adjunct Professor) and has completed advanced management development programs.

Helen Gluer | Board Member

Helen Gluer has 25 years' experience in the banking, finance and infrastructure sectors. She is currently the CEO of the Tarong Energy Corporation and holds a Bachelor of Commerce and an MBA. Helen serves as a Council Member for the Queensland University of Technology, is a director of the Queensland Resources Council and a director of the National Generators Forum. She is also the Chair of the Audit and Risk Management Committee.

Brett Godfrey | Board Member

Brett Godfrey has held the position of Virgin Blue CEO since early 2000. He previously worked in various positions at Virgin, including Chief Financial Officer, and holds a Bachelor of Business from Victoria University in Melbourne. A Chartered Accountant, he has won a number of awards including the Centenary Medal 2003 for services to the Queensland Tourism industry and CEO of the Year 2004.

Left to right:

Dave Stewart
Jude Munro
Geoff Harley
Helen Gluer
Richard Mathews
Brett Godfrey
Chris Freeman.

Board sub-committees

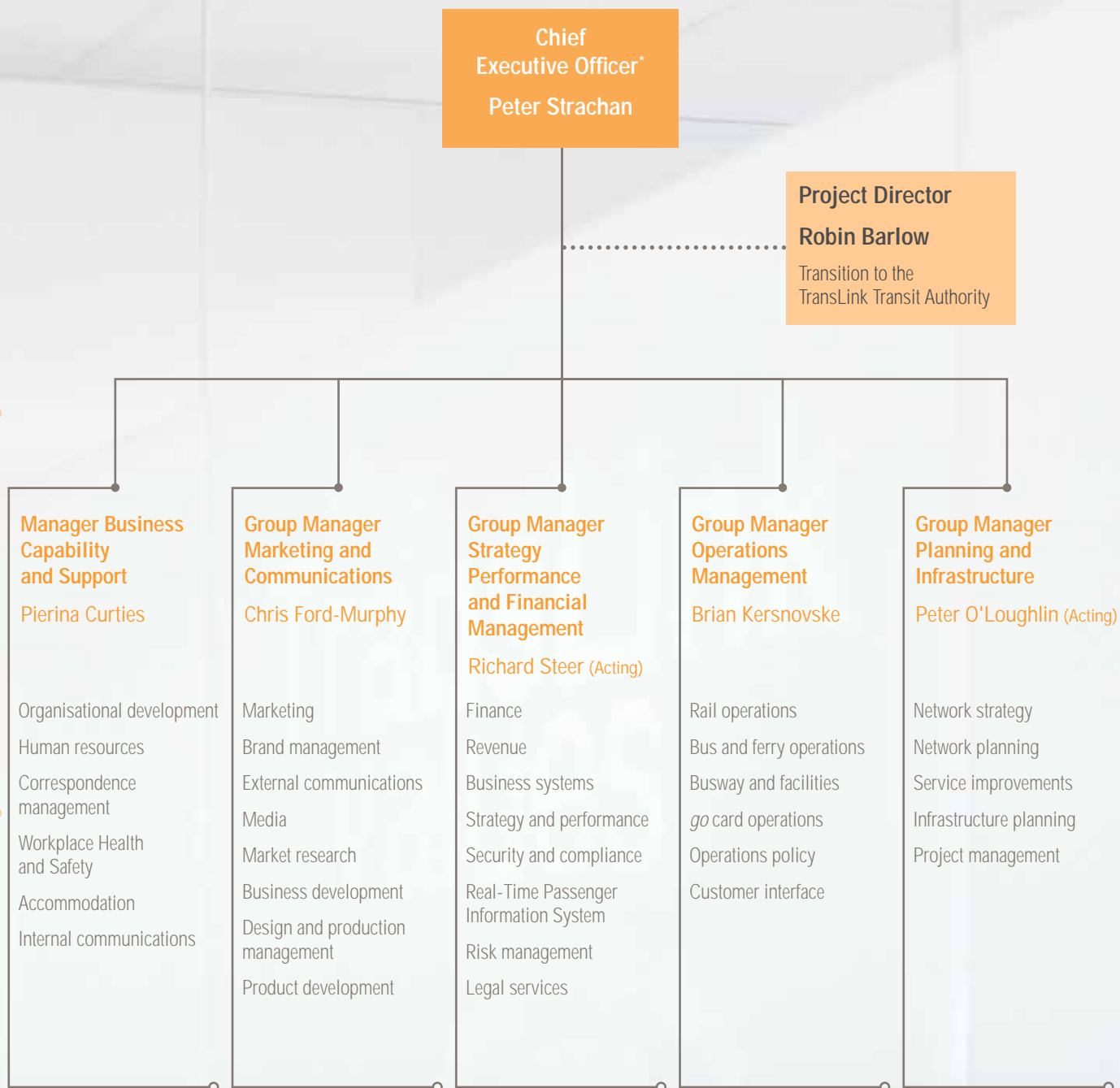
The board is supported by two sub-committees:

- Audit and Risk Management
- Remuneration and Succession.

The sub-committees were established on 1 July 2008.

Committee and responsibility	Committee membership	Meeting frequency
Audit and Risk Management Committee		
<ul style="list-style-type: none">• Monitor the integrity of financial reporting• Monitor safety performance• Oversee the work of the internal auditor• Review risk management and compliance frameworks.	Helen Gluer—Chair Jude Munro Geoff Harley Chief Executive Officer Group Manager Strategy Performance and Financial Management Designated representative from internal audit Designated representative from Queensland Audit Office	Quarterly
Remuneration and Succession Committee		
<ul style="list-style-type: none">• Review the performance of the CEO and key executives of TransLink who are not employed by the TransLink Transit Authority Employing Office• Review and advise the board in relation to the CEO's employment contract• Provide recommendations to the board regarding the remuneration package of the CEO and key executives• Review remuneration policies and packages which are subject to board approval.	Richard Mathews—Chair Jude Munro Geoff Harley	Quarterly

2008–09 Organisational structure



* Acting CEO Mick McShea (July–September 2008)
Acting CEO Robin Barlow (September 2008–March 2009)

Leadership Team sub-committees

During the 2008–09 year the Leadership Team consisted of the CEO and senior managers and was supported by a range of sub-committees, project boards and management committees. These groups provided support and expert advice to the organisation.

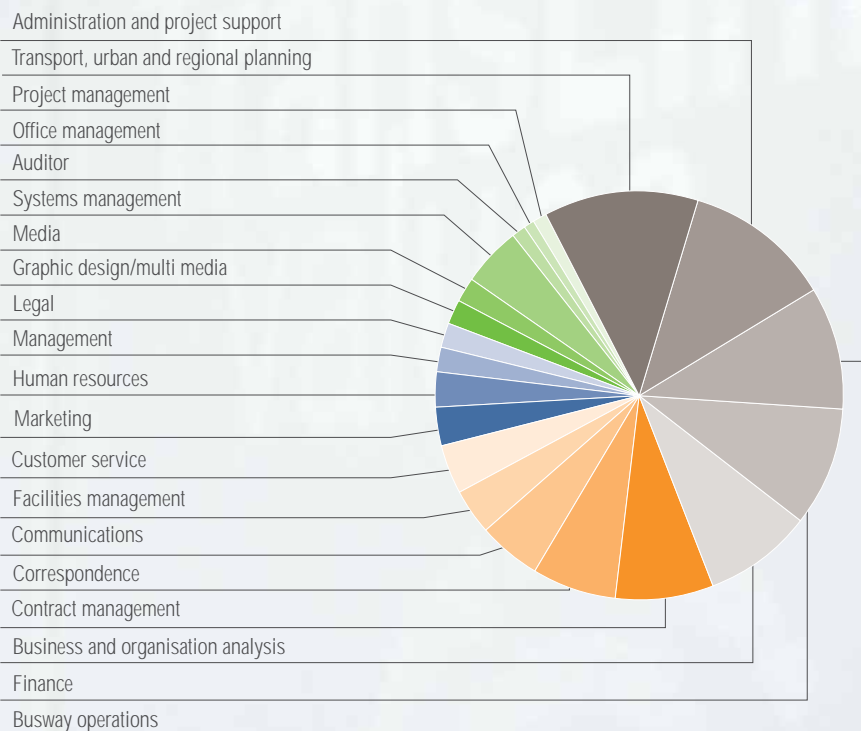
The Leadership Team was governed by a charter that outlines responsibilities, expectations, behaviours and a framework of the supporting sub-committees, management committees and project boards.

Committee name	Responsibility of the group	Leadership Team members	Frequency of meeting
Financial Review Committee* (sub-committee)	<ul style="list-style-type: none"> Making key strategic decisions about financial health Responsible for resource allocation in TransLink Identifying appropriate channels for securing resources. 	Chief Executive Officer Group Manager, Strategy Performance and Financial Management Group Manager, Operations Management	Monthly
Workforce Review Committee** (sub-committee)	<ul style="list-style-type: none"> Approval of changes to the workforce (new or temporary positions) Approval of changes to/additional functions or work streams Delegations review. 	Chief Executive Officer Manager, Business Capability and Support Group Manager, Strategy Performance and Financial Management	Monthly
Values Committee (sub-committee)	<ul style="list-style-type: none"> Ensure that the values are alive and vibrant Champion the values within the organisation Act as a conduit between staff and the committee. 	Chief Executive Officer Manager, Business Capability and Support Group Manager, Strategy Performance and Financial Management	Monthly
Network Review Group (management committee)	<ul style="list-style-type: none"> Review and internal endorsement of TransLink Network Plans Review of special events program Review of forward program implementation for service changes. 	Chief Executive Officer Group Manager, Planning and Infrastructure	Monthly

*The Financial Review committee was replaced by the TransLink Investment Panel in April 2009. The panel has an increased strategic approach to how we invest public money in new projects and initiatives.

**The Organisational Change Panel replaced the Workforce Review Committee and has an expanded scope to include the procurement of any contractors.

TransLink staffing 2008–2009



TransLink Transit Authority Employing Office

The TransLink Transit Authority Employing Office is a public service office under section 21 of the *Public Service Act 1996*. It was established on 1 July 2008 to employ staff on behalf of the TransLink Transit Authority.

Staff who are employed by the Employing Office are considered public servants under the *Public Service Act 2008*.

Staffing

At 26 June 2009, the TransLink Transit Authority Employing Office employed 269 full-time equivalents.

Ninety per cent were office-based staff, working from our primary place of business at 420 George Street, Brisbane, planning and delivering better public transport and customer service.

Ten per cent of employees worked within the Brisbane Metropolitan Traffic Management Centre.

Our permanent retention rate was 82.1 per cent and the permanent separation rate was 15.9 per cent.

Voluntary early retirements and deployments

There were no voluntary early retirements or deployments during the 2008–09 financial year. There was one medical retirement with zero financial impact.



Industrial relations

The TransLink Transit Authority Employing Office operated under the *State Government Departments Certified Agreement 2006*. Under this agreement, in place until 31 July 2009, TransLink staff were entitled to:

- flexible 36.25-hour working week
- generous superannuation (12.75 per cent employer contribution based on a five per cent employee contribution)
- leave loading on 20 days annual leave per year
- 10 days sick leave per year
- corporate private health cover discount through MBF
- salary sacrificing.

TransLink's Consultative Committee consists of members of the Leadership Team, the Queensland Public Sector Union and staff union representatives. The role of the Consultative Committee is to facilitate consultation between TransLink and relevant unions about industrial issues that either impacted on or had the ability to impact on its workforce. It meets monthly.

Workforce planning for results

Workforce planning is integral to TransLink continuing to be a place people want to be. It is also the key to ensuring TransLink can continue to operate as an efficient and effective organisation.

Our workforce planning process is undertaken in conjunction with business planning to ensure we have the right people with the right skills at the right time.

Retaining and developing our employees is a key priority. TransLink is rolling out a series of learning and development opportunities for staff to ensure retention rates remain high.

Learning and development

A strategic and planned approach to learning and development ensures we have the right people with the right skills to deliver on our business objectives now and into the future.

Learning activities to support our staff include:

- on-the-job training
- special projects
- conference attendance
- job shadowing
- secondments
- mentoring
- forming knowledge networks
- formal classroom training
- coaching.

Achievement plans

An achievement plan is a written agreement between an employee and his or her manager outlining the key tasks and projects the employee is responsible for each year. Achievement plans are reviewed annually and encourage staff to meet targets and take responsibility for their actions.

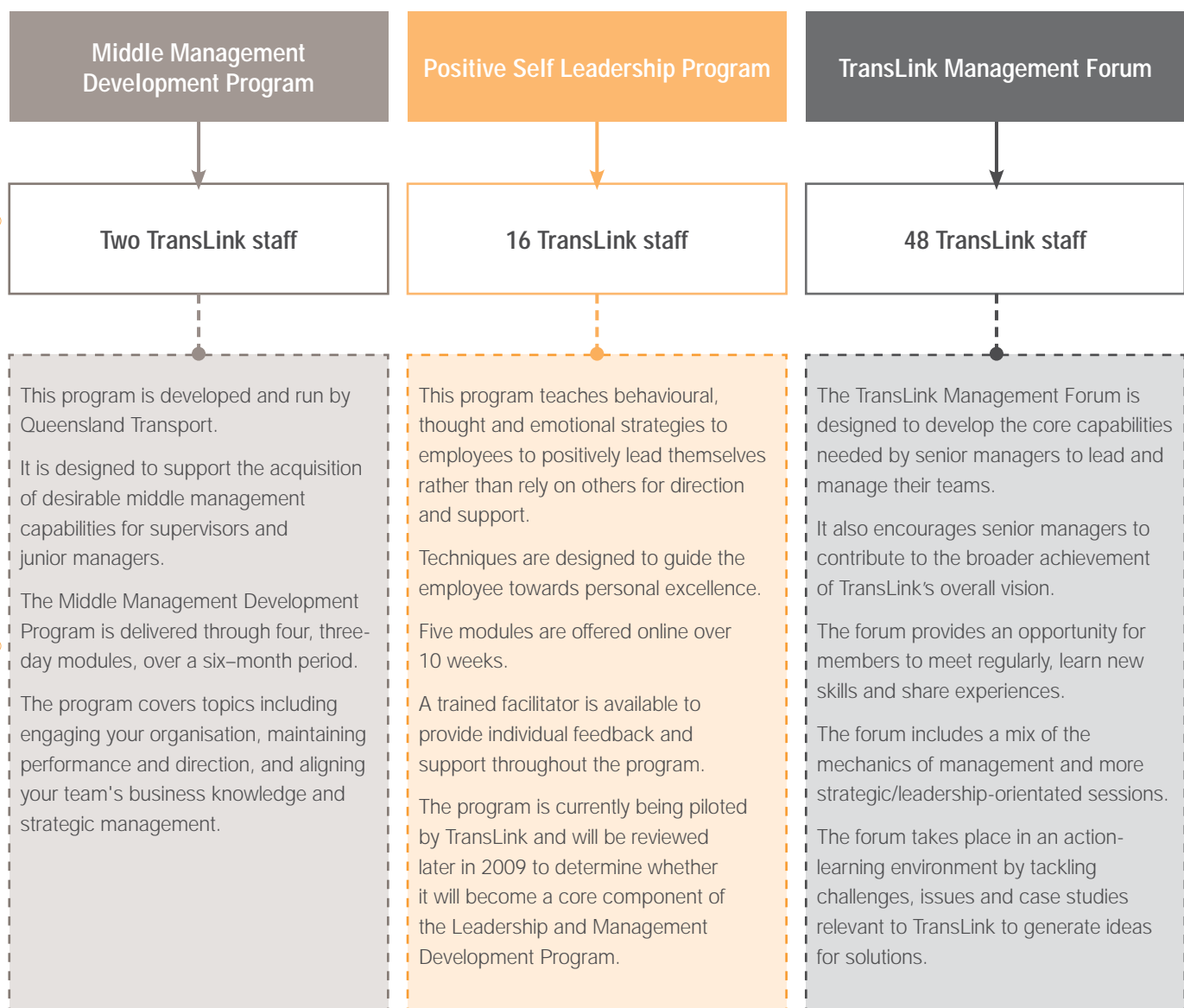
Boosting management and leadership capability

Management and leadership capability is a major focus for TransLink.

We are committed to identifying and mentoring our leaders. We have developed a number of strategies to support and guide our current and future leaders.

Over the past 12 months, TransLink encouraged and supported 66 participants in three development programs.

Our development programs:





Building our skills

Business Excellence Framework (BEF)

TransLink has adopted the BEF to guide its program of continuous improvement. An Organisational Self Assessment (OSA) was conducted recently for the second time to collect valuable information about how our stakeholders perceive the organisation's performance.

The benefits of the BEF include:

- an ability to benchmark our activities against other organisations
- further developing an environment for ongoing improvement
- identifying and focusing on priority areas for improvement
- organisational learning through self-conducted assessments (against BEF).

Organisational Self Assessment

As part of the BEF, Organisational Self Assessments (OSA) are conducted, allowing TransLink to assess itself against categories of the BEF framework and its criteria.

TransLink completed its second OSA in April 2009 in conjunction with SAI Global Consultants. A number of strengths, opportunities and challenges were identified and will be addressed on a prioritised basis.

This means our organisation is able to holistically embrace the elements in which we perform well and improve on those in need of development.

TransLink believes that by assessing the organisation as a whole and taking into account all of its major relationships, long-term sustainability and improvement will be achieved.

The data from the April OSA is being used to support the implementation of TransLink's strategic direction through the TransLink 12 projects. For example, revision of the TransLink People Strategy will build upon strengths identified in terms of providing a great place for our employees to work. To find out more about the TransLink 12, turn to page 59.

The OSA also highlighted the significance of consistent project and program management across the organisation. This is being addressed through the Investment and Project Control initiative.



Supporting our staff

Culture and morale

At TransLink, we believe the values that our employees bring to work every day play an integral role in achieving a positive, supportive and productive environment.

That is why we developed the TransLink Values Framework in conjunction with our staff to shape the culture of our organisation. These values drive our decision-making processes and define how we deal with each other and with our stakeholders.

The values apply to every aspect of our organisation from recruitment and performance management to reward and recognition. Measured annually via a staff survey, TransLink's alignment with the values helps shape strategic HR initiatives.

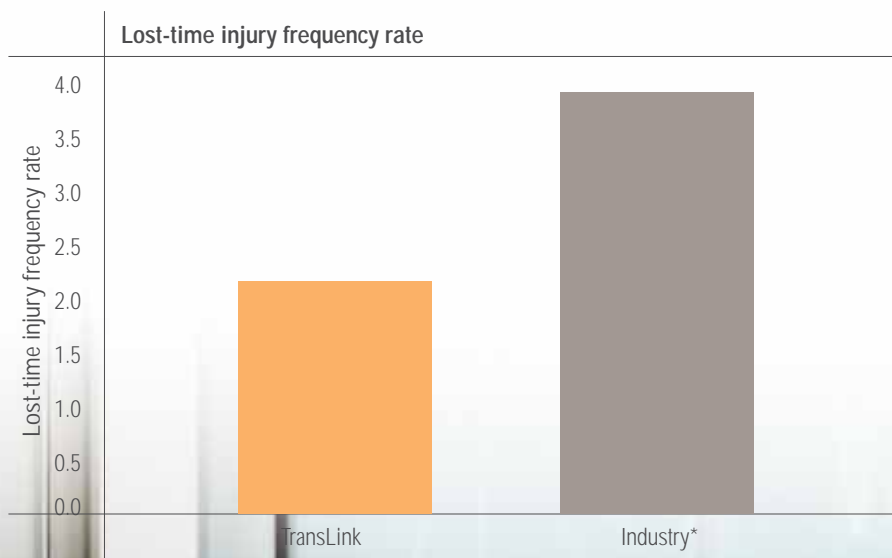
There are seven values which shape the culture of TransLink:

- collaboration
- committed to making a difference
- getting things done
- respect for others and self
- professionalism
- customer focus
- enjoy your work.

TransLink has a Values Committee, featuring employees from throughout the organisation who meet regularly to keep the TransLink values at the top of fellow employees' minds and to discuss how these values are perceived in the workplace.

Employee assistance service

TransLink Transit Authority Employing Office has an established Employee Assistance Service to provide guidance, support and advice to staff. The Employee Assistance Service, a free 24-hour confidential helpline, can be accessed by TransLink employees and their immediate family members.



Occupational health and safety

The TransLink Transit Authority Employing Office is committed to providing a safe environment for employees.

Our Occupational Health and Safety Policy aims to prevent workplace incidents by identifying—and eliminating where possible—workplace hazards. The policy is supported by the Chief Executive Officer and helps ensure a safe and healthy workplace for employees.

The Employing Office provides technical workplace health and safety expertise and support to TransLink, ensuring compliance with the *Workplace Health and Safety Act 1995* and relevant Regulations.

Education and training to target and reduce the incidence of injury will be the focus of our efforts during the year ahead.

Workers compensation and injury management—staff incidents

For the reporting period—from 1 July 2008 to 30 June 2009—there were 16 reported incidents:

- nine incidents related to journeys to or from work
- two incidents involved busway operations
- five incidents related to office staff at the corporate office.

WorkCover claims

- seven claims for compensation were accepted by WorkCover
- four claims were for medical expenses only
- three claims were for time off work and medical expenses.

Lost-time injuries—days lost

- Busway Operations lost 20 days
- journey claims (staff travelling to or from work) lost 10 days.

Lost-time injury frequency rate

TransLink's record speaks for itself. *Our lost-time injury frequency rate is almost half that of a similar industry (Government, Administration and Defence).



A healthy workforce —a safe workplace

At TransLink, we know the value of a healthy workforce. Over the past 12 months, TransLink offered various health and wellness programs to staff.

These included:

- influenza vaccinations
- health checks
- workplace assessments by occupational therapists.

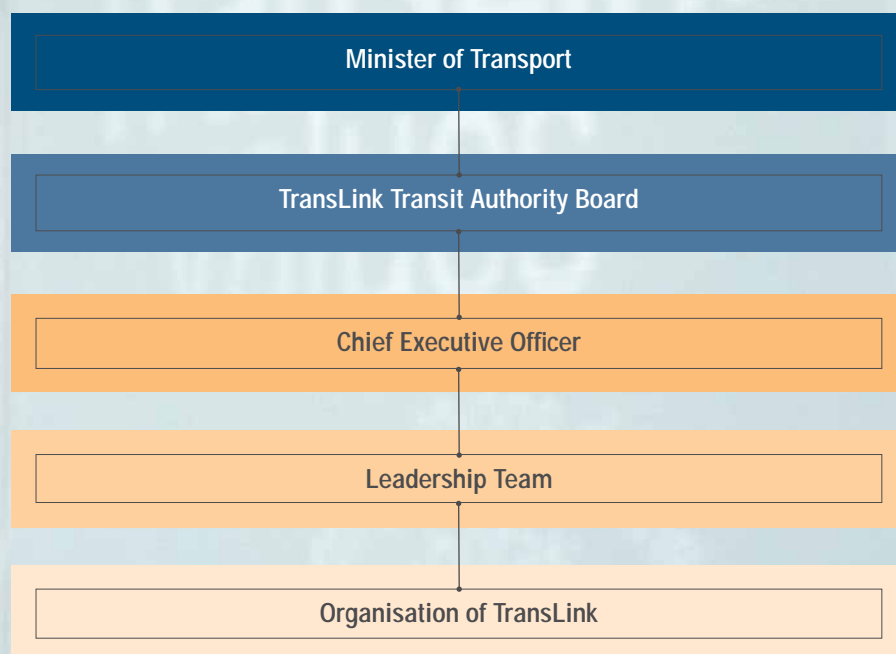
We also encouraged our employees to embrace a healthy and active lifestyle.

Our people achievements in 2008–09

- A quarter of staff took part in leadership and management development programs.
- Lost-time injury frequency rate almost half that of a similar industry (Government, Administration and Defence).
- There were no days lost to industrial action.
- The permanent retention rate was 82.1 per cent.
- A 24-hour confidential helpline to provide guidance, support and advice to staff.
- Achievement plans developed to assist career development.

Our systems and processes

Our corporate governance framework:



Corporate governance

Good corporate governance requires a clear understanding of internal and external roles, responsibilities and accountabilities to identify clearly who does what.

With TransLink's change from a division of Queensland Transport to a statutory authority, TransLink developed a corporate governance framework to support the increased independence that comes with being a statutory authority.

TransLink's corporate governance framework is being refined as we continue to embrace the Business Excellence Framework and build a culture of continuous improvement. A review of our corporate governance will be completed in early 2009–10. The outcome of this review will form part of TransLink's Annual Report in 2009–10.

Ethics and integrity

The five principles of ethics outlined in the *Public Sector Ethics Act 1994* are fundamental to open and transparent public administration and form the basis of the *TransLink Code of Conduct*.

The *TransLink Code of Conduct* was prepared in consultation with our Leadership Team and approved by our Chief Executive Officer Peter Strachan.

It is built around five key principles:

- respect for the law and the system of government
- respect for person
- integrity
- diligence
- economy and efficiency.

We pride ourselves on being an organisation with outstanding ethics and integrity, and believe this is evident through

the alignment of our five code of conduct principles and TransLink's own values.

The *TransLink Code of Conduct* is applicable to all employees of TransLink and the Employing Office. It forms part of the standard terms and conditions of contracts, also ensuring our consultants and contractual employees are obliged to abide by our code.

The *TransLink Code of Conduct* has been in place since 1 July 2008 and is reinforced through a face-to-face education program for employees. Attendance is mandatory.

The training program aims to educate staff on the *Public Sector Ethics Act 1994*, how to apply the code of conduct while working at TransLink, employee rights and obligations, and how to raise concerns or breaches of the code of conduct.

Over 290 employees have undergone a formal education program on our code of conduct through more than 40 face-to-face sessions.



The *TransLink Code of Conduct* is available for our employees to access through the intranet and a printed copy is available upon request from our People Management Team.

The Chief Executive Officer oversees the application of the *TransLink Code of Conduct*. He monitors the creation and regular review of delegations, the appropriate use of delegations and the continued support for the code of conduct education program.

Risk management

TransLink has a Risk Management Framework developed in line with the requirements of the Australian/New Zealand Standard on Risk Management (*AS/NZS 4360:2004*).

Our Risk Management Framework ensures the management of risk is embedded in our culture and work practices. The framework aims to reduce our vulnerability to internal and external incidents that can limit TransLink's objectives. It also seeks to create an environment where staff members are actively involved in identifying and managing risk.

The adoption of a risk management approach ensures we fulfil our legislative obligations under the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997*.

The Audit and Risk Management Committee

The Audit and Risk Management Committee assists the board in fulfilling its responsibilities by overseeing the financial and non-financial risk management of the organisation.



Streamlining our information process

In late 2008, TransLink completed the final step of its transition from being a division within Queensland Transport to a statutory authority. A requirement of this was to establish our own information and communication technology enterprise architecture.

To fulfil this requirement, TransLink implemented a new document and record-keeping management system, TRIM.

TRIM has:

- increased record-keeping awareness and compliance within TransLink
- provided an electronic document and records management solution that is integrated with TransLink's software application suite
- improved information security through greater control over access to corporate information
- reduced duplication and the risk of losing records
- created a single repository for documents and records, ensuring data remains accurate and consistent.

TransLink is developing a robust document and record management framework that includes guidelines, standards and procedures.

A range of employee education programs is a key element in this framework, designed to ensure compliance of Queensland Government information standards 31, 40 and 41 under the *Public Records Act 2002*.

Through these employee education programs, we will continue to alert our staff to their record-keeping roles and responsibilities and encourage a cultural shift in the organisation.



Internal audit

An internal audit function is provided by an independent consultancy, KPMG, and reviews are commissioned on a periodic basis.

The TransLink Transit Authority internal audit function assists TransLink's board and committees in providing independent analysis, advice and recommendations about the operations and processes of the business.

Internal audit develops a flexible *Annual Internal Audit Plan* using an appropriate risk-based methodology, including internal audit coverage over the key strategic risks identified by TransLink (where relevant to the internal audit discipline) and other risks or control concerns identified by TransLink management or the Audit and Risk Management Committee (ARMC).

Internal audit has successfully completed the internal audit program for the 2008–09 financial year in accordance with the approved *2009 Annual Internal Audit Plan*. In addition, internal audit has also performed a number of additional assignments at the request of management and the ARMC.

Internal audit has had due regard to the Queensland Treasury's Audit Committee Guidelines in performing their internal audit activities.



External scrutiny

The Queensland Audit Office (QAO) is the external auditor of TransLink under the *Financial Administration and Audit Act 1977* (replaced by the *Auditor-General Act 2009* from 1 July 2009).

The QAO performs the financial and compliance audits for TransLink and provides the audit certification as part of TransLink's Financial Statements. In addition, it conducts periodic performance audits.

Representatives from the Queensland Audit Office and KPMG attend all Audit and Risk Management Committee meetings, working together to coordinate activities, share information and provide guidance on the information needs of the committee, where appropriate.

As part of the financial and compliance audit for 2008–09, the Auditor-General tabled an audit report in Parliament. This was a follow-up report relating to the previous financial year's audit report on project management in relation to the *go* card project.

The findings were tabled in Parliament on 30 June 2009 in the Auditor-General's report No. 4 for 2009. In turn, the Real-Time Passenger Information Systems Project was reviewed to see if key audit issues previously identified in relation to project management had been addressed.

Since this audit was undertaken, Peter Strachan was appointed Chief Executive Officer and has acted swiftly to ensure TransLink's business processes are world class. The TransLink Investment Panel was formed to review and approve all capital projects undertaken by TransLink. The panel also sets budgets and benefit expectations for all projects, as well as governance and project expectations.

TransLink has also commenced the development of a Project Management Strategy and has revised the structure of the Real-Time Passenger Information Systems Project Board.



Protecting whistleblowers

In 2008–09 TransLink did not receive any public interest disclosures containing allegations of official misconduct, maladministration or waste of public funds, as outlined in the *Whistleblowers Protection Act 1994*.

Overseas travel

No overseas travel occurred within the reporting period.

Expenditure on consultancies

Queensland Purchasing categorises a service provider as a consultant for the purpose of Queensland Government reporting if all of the following elements are present:

- provides expert knowledge to analyse information, draw conclusions and make recommendations in the form of a written report or an intellectual product for future action which the agency must then decide upon or take a certain course of action
- the nature of the output is not necessarily predictable, but tends to be open-ended and is more complex—for example, a range of recommendations which the agency must consider
- develops a new concept or process, and where the agency requires critical judgment to consider the recommended course of action
- is engaged for a fixed period of time at an agreed rate of payment
- work which is not directly supervised by the agency.

Consultancy category	Expenditure
Human resources	\$45 290
Business management	\$18 800
Total expenditure	\$64 090



Freedom of Information (FOI)

Up until 30 June 2009, TransLink was required under Section 18 of the *Freedom of Information Act 1992* to provide a statement of affairs of the agency.

As of 1 July 2009, the *Freedom of Information Act 1992* was replaced with the *Right to Information Act 2009*.

Accessing our documents

While TransLink supplied a wide variety of information to the community about its activities, the *Freedom of Information Act* provided the public with a formal means of accessing our documents, subject to specific exemptions.

If access was required to certain documents and the public was unable to obtain them through normal dealings with TransLink, access may have been available through the *Freedom of Information Act*.

Types of documents held

TransLink corporate documents are held in files, either paper or electronic. These files are created for specific subjects or projects based on our functions and activities. TransLink creates or receives the following documents and record types:

- briefing notes, memoranda, internal and external organisational correspondence
- correspondence to and from TransLink or the Minister for Transport
- tenders, agreements and contract documents
- plans and drawings
- reports, submissions and discussion papers
- project documentation
- policy and strategy documents
- agendas and minutes of committees
- file notes, diaries and notebooks
- audio and visual records
- email, mail and facsimiles.

Freedom of Information statistics

In the 2008–09 financial year, TransLink received nine FOI applications.

Right to Information

The Right to Information is the Queensland Government's approach to giving the community greater access to information and was introduced on 1 July 2009.

Right to Information Act 2009 and the *Information Privacy Act 2009* have replaced the *Freedom of Information Act 1992*.

TransLink developed new privacy and right to information statements to ensure compliance with new legislation from 1 July 2009. In line with the new legislation, a publication scheme and privacy policy was published and is available on our website.

Making an application under the act

Up until 30 June 2009 a formal application requesting access to documents under the *FOI Act* was made using an FOI form or simply by letter.

From 1 July 2009, a formal application requesting access to documents under the *Right to Information Act* may be made via:

- an e-RTI online form and the TransLink RTI Application form available from our website
- the Right to Information and Privacy Unit on 07 3167 4000, or email rti@translink.com.au

Applicants are requested to provide proof of identity when making an application for documents concerning their personal affairs.



Applying for access to documents

All applications to access documents not concerning an applicant's personal affairs are subject to a \$38 application fee. Processing and photocopying charges may also apply. There is no charge for processing applications relating to an applicant's personal affairs.

For more information about fees please contact the Right to Information and Privacy Unit on 07 3167 4000 or by email: rti@translink.com.au

All applications should be forwarded to:

Right to Information and Privacy Unit
TransLink Transit Authority
GPO Box 50
Brisbane Qld 4001

Our system and process achievements in 2008–09

- Implemented a new document and record-keeping management system, TRIM.
- Developed new privacy and right to information statements.
- Over 290 employees underwent a formal education program on our code of conduct through more than 40 face-to-face sessions.

Planning for the future



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It is crucial we expertly plan and deliver public transport services to continue moving people around our region. With the population set to exceed 3.1 million people within TransLink's coverage area by 2018, we must continue to work with local and state government, and our delivery partners, to cater for future demand.

Patronage on TransLink's public transport network will continue to expand at a rapid pace. Passenger journeys are expected to more than double in the next 10 years.

To help meet these challenges, TransLink has developed the TransLink 12 priorities to align with our strategic plan and to steer the organisation in the right direction.

TransLink 12

In the 2008–09 financial year, TransLink developed 12 key priorities that set our strategic direction for the next three to five years. The 12 priorities will be implemented as a change program, constructed on a project-by-project basis.

The objective of the 12 priorities is to transform the business to become self-sustaining, further boosting our staff's skills while reducing our reliance on contractors.

The need for the TransLink 12 comes from identified external and internal factors including:

- our emergence as a statutory authority
- clear identification of our own priorities
- the need to provide our entire organisation with a clear strategic direction.

The TransLink 12 priorities are:

1. Organisational structure
2. Customer service strategy
3. Delivery partnerships: rail
4. Delivery partnerships: bus/ferry
5. Planning the network
6. Growing farebox revenue
7. Commercial opportunities
8. External relations
9. Gold Coast Rapid Transit
10. People strategy
11. Investment and project control
12. Financial control and KPI reporting.

Our new team

TransLink underwent a major organisational restructure in June 2009 as the first phase of delivering TransLink's new set of priorities.



**Peter Strachan,
Chief Executive Officer**

Peter joined TransLink from Network Rail in the UK in March 2009. Peter leads the development and implementation of the TransLink network and uses his extensive transport experience to provide strategic direction. He is responsible for managing the performance of TransLink, and reports directly to the TransLink Transit Authority Board.



**Chris Ford-Murphy,
Director, Customer Service
and Marketing**

Chris commenced with TransLink in November 2007. In May 2009 he was appointed as Director, Customer Service and Marketing from his previous position of Group Manager, Marketing and Communications. Chris is responsible for customer service and the call centre, marketing and communications, community engagement, *go* card, retailing, product development and graphic design and production.



**Mark Hope,
Chief Financial Officer**

Mark, who started with TransLink in June 2009, is responsible for management and financial accounting, financial and business planning, reporting, business systems and procurement functions in TransLink.



**Matthew Longland,
Director, Infrastructure
and Investment**

Matt joined TransLink in June 2006. He is responsible for planning and delivering key infrastructure projects such as park 'n' rides, bus interchanges and bus stops. He is also responsible for overseeing TransLink's investments in key initiatives.

Director, External Affairs

The Director, External Affairs will be responsible for managing stakeholder relationships and all aspects of media.



**Michael McGee,
Director, Bus and Ferry**

Michael, who started with TransLink in July 2008, is responsible for the contract management of our bus and ferry delivery partners, ensuring our customers receive the best possible levels of service. He is also responsible for the management of the busway network.



**Peter O'Loughlin,
Director, Gold Coast**

Peter is responsible for Gold Coast public transport enhancements and planning advice. He provides guidance and leadership to the Gold Coast Rapid Transit Project, including options evaluation for key areas such as customer interface, commercial opportunities and operations management. He began with TransLink in January 2004.



**Pierina Curties,
Director, People
and Capability**

Pierina has been with TransLink since 2005. In May 2009, she was appointed as the Director, People and Capability. She is responsible for people management, capability development, internal communication, board support, risk management, compliance, legal services and correspondence management to the business.



**Robin Barlow,
Director Strategy
and Planning**

Robin started his TransLink career in 2003. In May 2009, Robin was appointed Director, Strategy and Planning, and is responsible for strategic and network planning and business development. He oversees the development and implementation of all new and additional services, as well as the development of key documents such as the draft *TransLink Network Plan 2008–2012*.

Steve Banaghan, Director, Rail

When Steve joins TransLink in September 2009, he will be responsible for managing the contract between QR and TransLink, monitoring performance and special events. Steve brings extensive rail management skills and will be joining TransLink from the UK.



What lies ahead in 2009–10:

- More than \$42.3 million has been budgeted for capital projects.
- TransLink will cover more than 93 million kilometres in bus contract services.
- The Boggo Road Busway and the first section of the Northern Busway will open.
- The Gold Coast rail line extension from Robina to Varsity Lakes will be completed.
- Patronage to exceed 190 million.
- New rail station park 'n' ride facilities will be completed at Bald Hills, Dinmore and Ormiston.
- New bus station park 'n' ride facilities will be completed at Enoggera Reservoir, Bribie Island, Park Ridge, Klumpp Road, Mt Gravatt, Moggill, Greenbank and Dinmore.
- A new bus station will be completed at Noosa Coastal Transit Centre and an upgrade at University of Queensland Lakes.

TransLink financial statement overview

TransLink Transit Authority financial statement overview

The TransLink Transit Authority (TransLink) is a statutory body established under the *Transport Operations (TransLink Transit Authority) Act 2008*. TransLink was established as a statutory body from 1 July 2008 and this is its first year reporting as a separate entity. TransLink previously reported as a business unit of the Department of Transport.

Trading Performance

For the 2008–09 financial year, TransLink's deficit was \$3.0 million resulting from an increased depreciation expense on completed capital works projects.

Income Statement

Total revenue for the year was \$1.1 billion and is primarily represented by fare revenue of \$272.7 million generated from 181.9 million customer trips and Queensland State Government funding of \$789.2 million. Over the past financial year the continued roll out of the *go* card has been a great success with in excess of 297 000 *go* cards issued and around 21 per cent of all fares being paid via *go* card.

Total expenses for the year was \$1.1 billion and is mainly represented by contract payments to the rail operator of

\$630.9 million and contract payments to bus, railbus and ferry operators of \$382.9 million. The balance relates to expenses associated with the operations of TransLink including network planning, integrated ticketing, *go* card operations, operator contract management, infrastructure planning and investment and busway operations.

All employee salary and wages, except the CEO, are paid by the TransLink Transit Authority Employing Office and this cost is recovered by way of a service fee charged to TransLink. The CEO is employed directly by the TransLink.

Balance Sheet and Statement of Changes in Equity

During 2008–09 TransLink's net asset base increased by \$191.6 million mainly due to:

- the Machinery-of-Government transfer effective 1 July 2008 from Department of Transport totalling \$170.6 million at cost, including property, plant and equipment of \$170.6 million, \$85.6 million of which relate to ticketing systems and capital works in progress of \$62.3 million

- \$24.3 million cash holding at the end of the year relating primarily to liabilities awaiting settlement.
- equity injections of \$23.8 million for purchases of property, plant and equipment.

Statement of Cashflows

The Cashflow Statement completes TransLink's major financial statements and provides details on the sources and uses of funds over the reporting period. It highlights balances held and movements in cash resources.

During 2008–09 TransLink trading activities were cash positive, with net cash received from operating activities of \$21.4 million.

Throughout the period in review, TransLink also invested in assets (\$25.1 million) with most of that investment being spent on further enhancements in ticketing equipment and public transport network infrastructure.

TransLink Transit Authority Employing Office financial statement overview

The TransLink Transit Authority Employing Office (the employing office) was established on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008*. The employing office is declared to be a Queensland public service office under the *Public Service Act 2008*.

The employing office met its contractual obligations in providing commercial labour-related services to the TransLink Transit Authority (TransLink) to enable TransLink to achieve its objectives.

Income statement

For the 2008–09 financial year the employing office has been able to achieve a balanced financial result after recovering total expenditure incurred in providing services of \$23.6 million, from its client TransLink.

Balance sheet

The employing office achieved a balanced net equity position whereby all liabilities to be paid were recoverable through receipts to be collected primarily from TransLink.

Statement of Cashflows

The Statement of Cashflows is the last of the employing office's major financial statements and highlights the sources and uses of funds over the reporting period. This statement highlights the existence of satisfactory cash balances for operational business purposes.

TransLink Transit Authority Financial Statements

for the year ended 30 June 2009

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General information

These financial statements report on the TransLink Transit Authority (TransLink) and its controlled entities.

The TransLink Transit Authority is a statutory body established under the *Transport Operations (TransLink Transit Authority) Act 2008*.

TransLink is controlled by the State of Queensland which is the ultimate parent.

The head office and principal place of business of TransLink is:
420 George Street
Brisbane Qld 4000

A description of the nature of TransLink's operations and its principal activities is included in the notes to the financial statements.

For information in relation to TransLink's financial statements please call (07) 3167 4071 or visit TransLink's website www.translink.com.au.

Income Statement

for the year ended 30 June 2009

	Notes	Consolidated 2009 \$'000
Income		
Revenue		
User charges	3	283,149
Grants and other contributions	4	823,802
Interest revenue	5	5,291
Other revenue	6	73
Gains		
Gain on foreign currency exchange		1,385
Total income		1,113,700
Expenses		
Employee expenses	7	22,687
Supplies and services	8	535,966
Grants and subsidies	9	537,523
Depreciation and amortisation	10	16,701
Other expenses	11	3,820
Total expenses		1,116,697
Net operating result		(2,997)

The accompanying notes form part of these statements.

Balance Sheet

as at 30 June 2009

	Notes	Consolidated 2009 \$'000
Current assets		
Cash	12	24,259
Receivables	13	23,815
Inventories	14	802
Other	15	274
Total current assets		49,150
Non-current assets		
Property, plant and equipment	16	179,775
Intangible assets	17	6,489
Total non-current assets		186,264
Total assets		235,414
Current liabilities		
Payables	18	30,158
Unearned revenue	19	7,619
Accrued employee benefits	20	3,496
Other	21	2,574
Total current liabilities		43,847
Total liabilities		43,847
Net assets		191,567
Equity		
Contributed equity		194,336
Retained surplus / (deficit)		(2,997)
Asset revaluation reserve	22	228
Total equity		191,567

The accompanying notes form part of these statements.

Statement of Changes in Equity

for the year ended 30 June 2009

Consolidated	Contributed equity	Retained surplus / (deficit)	Asset revaluation reserve (note 22)
	2009	2009	2009
	\$'000	\$'000	\$'000
Balance 1 July 2008	—	—	—
Net operating result	—	(2,997)	—
Non-owner changes in equity			
Increase (decrease) in asset revaluation reserve:			
— Land	—	—	228
Transactions with owners as owners			
— Equity injections	23,780	—	—
— Net transfer of assets to (from) other government agencies (note 2v)	170,556	—	—
Balance 30 June 2009	194,336	(2,997)	228

The accompanying notes form part of these statements.

Cash Flow Statement

for the year ended 30 June 2009

	Notes	Consolidated 2009 \$'000
Cash flows from operating activities		
Inflows:		
User charges		278,430
Grants and other contributions		826,114
GST input tax credits received from Australian Taxation Office		98,282
Interest receipts		5,291
Other		14
Outflows:		
Employee expenses		(20,118)
Supplies and services		(607,722)
Grants and subsidies		(531,250)
GST remitted to Australian Taxation Office		(26,321)
Other		(1,290)
Net cash provided by (used in) operating activities	23	21,430
Cash flows from investing activities		
Outflows:		
Payments for property, plant and equipment		(25,052)
Net cash provided by (used in) investing activities		(25,052)
Cash flows from financing activities		
Inflows:		
Equity injections		23,780
Net cash provided by (used in) financing activities		23,780
Net increase (decrease) in cash held		20,158
Foreign exchange gain		1,385
Cash transfer as a result of administrative restructure		2,716
Cash at beginning of financial year		–
Cash at end of financial year	12	24,259

The accompanying notes form part of these statements.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

Note	Note title
1	Objectives and principal activities of TransLink Transit Authority
2	Summary of significant accounting policies
3	User charges
4	Grants and other contributions
5	Interest revenue
6	Other revenue
7	Employee expenses
8	Supplies and services
9	Grants and subsidies
10	Depreciation and amortisation
11	Other expenses
12	Cash
13	Receivables
14	Inventories
15	Other assets
16	Property, plant and equipment
17	Intangible assets
18	Payables
19	Unearned revenue
20	Accrued employee benefits
21	Other liabilities
22	Asset revaluation reserve
23	Reconciliation of net operating result to net cash provided by (used in) operating activities
24	Non-cash financing and investing activities
25	Board remuneration
26	Commitments for expenditure
27	Contingent assets and liabilities
28	Controlled entities
29	Events occurring after balance date
30	Financial instruments
31	Agency transactions

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

1. Objectives and principal activities of TransLink Transit Authority

The TransLink Transit Authority was established as a statutory body under the *Transport Operations (TransLink Transit Authority) Act 2008*.

To meet the growing demand for public transport in the South East Queensland area, the State Government established the TransLink Transit Authority (TransLink). The objective of TransLink is to provide the best possible public transport services at a reasonable cost to the community and government.

To deliver on the Queensland Government's commitment, the TransLink Transit Authority coordinates, integrates and manages all public transport services in the South East Queensland region. TransLink provides:

- Services: bus, rail, and ferry services.
- Infrastructure: railway station upgrades, bus stops and bus stations upgrades and the development of park and ride facilities.
- Ticketing: integrated ticketing, *go* card, fare strategy.
- Customer information: single point of contact for customers, 24 hours a day, seven days a week.

2. Summary of significant accounting policies

a) Basis of accounting

The financial statements have been prepared in accordance with Australian Accounting Standards. In addition, the financial statements comply with the Treasurers' Minimum Reporting Requirements for the year ending 30 June 2009, and other authoritative pronouncements.

These financial statements constitute a general purpose financial report.

Except where stated, the historical cost convention is used.

b) The reporting entity

The financial statements include the value of all assets, liabilities, equity, revenues and expenses of TransLink and the entity it controls. Details of TransLink's controlled entity are disclosed in note 28.

The TransLink Transit Authority was established as a statutory body on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008*. In developing TransLink, two entities, the TransLink Transit Authority and the TransLink Transit Authority Employing Office (the employing office), were established. TransLink is responsible for managing public transport services in South East Queensland. The employing office provides work performance services to TransLink under a work performance arrangement.

The reporting entity consists of the parent entity, TransLink Transit Authority, together with the TransLink Transit Authority Employing Office as a controlled entity. The employing office has adopted the accounting policies of the parent entity. In the process of reporting on TransLink as a single economic entity, all transactions and balances internal to the reporting entity have been eliminated in full.

The employing office is also required to prepare a separate general purpose financial report, which is included with the employing office annual report.

c) Agency transactions

TransLink acts as an agent in the collection and distribution of authorised deductions from employee salaries, as well as in the collection and distribution of specific theme park ticket sales, for on-payment to third parties. Collections and distributions for the period are disclosed in note 31.

d) User charges

User charges are recognised as revenue when services are provided.

Fare revenue is revenue received through the *go* card integrated ticketing system and the ERG ticketing system.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

e) *go* card transactions

Amounts received as deposits for *go* cards issued are recognised as a liability upon receipt (refer note 21).

Amounts received to increase the stored value on the *go* cards are recognised as unearned revenue (refer note 19). Fare revenue is recognised when the patron undertakes travel on the TransLink network (refer note 3) together with the related Goods and Services Tax.

f) Grants and other contributions

Operational funding is received from Department of Transport and Main Roads (including the former Department of Transport) and is recognised as revenue when received.

Grants, contributions, donations and gifts that are non-reciprocal in nature are recognised as revenue in the year in which TransLink obtains control over them. Where grants are received that are reciprocal in nature, revenue is accrued over the term of the funding arrangements.

Contributed assets are recognised at their fair value. Contributions of services are recognised only when a fair value can be determined reliably and the services would have been purchased if they had not been donated. Where this is the case, an equal amount is recognised as revenue and expense.

g) Foreign currency transactions

TransLink has foreign currency transactions relating to the purchase of equipment, software and services from the United States of America for the *go* card integrated ticketing system which has been implemented within South East Queensland.

Items included in the financial statements are presented in Australian dollars which is the functional currency of the authority and its controlled entity. A US dollar bank account was established through the Queensland Treasury Corporation to enable payment under the contract terms. This bank account has now been closed and the value returned in Australian dollars using the prevailing exchange rate at account closure date. The related net gain on the value is recognised in the Income Statement. The individual foreign currency transactions are translated into Australian dollars using the exchange rate prevailing at the date of the transaction.

h) Cash

For the purposes of the Balance Sheet and the Cash Flow Statement, cash and cash equivalents comprise cash in hand, cash at bank and call deposits, and include all cash and cheques receipted but not banked at 30 June as well as deposits at call with financial institutions. It also includes investments with short periods to maturity that are readily convertible to cash on hand at TransLink's option.

i) Receivables

Trade debtors are recognised at the nominal amounts due at the time of sale or service delivery. Settlement on these amounts is generally required within 30 days from invoice date.

The collectability of receivables is assessed periodically with provision being made for impairment. All known bad debts were written-off as at 30 June.

j) Inventories

Inventories held for distribution are those inventories that TransLink distributes as part of the *go* card integrated ticketing system. Inventories held for distribution are recognised at cost. Cost is assigned on a weighted average basis.

k) Assets under construction

Assets under construction (work in progress) are recognised at cost. All costs relating to items of property, plant and equipment constructed in-house are recorded as work in progress until completion of the project using all direct costs and, where reliably attributable, indirect costs. Work in progress is not depreciated or amortised until it has reached service delivery capacity. Service delivery capacity relates to when the construction is complete and the asset is first put into use or is installed and prepared ready for use in accordance with its intended application. The assets are then reclassified to the relevant classes within property, plant and equipment or intangible assets.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

l) Acquisition of assets

Actual cost is used for the initial recording of all non-current physical and intangible asset acquisitions. Cost is determined as the value given as consideration plus costs incidental to the acquisition, including all directly attributable costs incurred in getting the assets ready for use.

Where assets are received free of charge from another Queensland Government entity (whether as a result of a machinery-of-Government change or other involuntary transfer), the acquisition cost is recognised as the gross carrying amount in the books of the transferor immediately prior to the transfer together with any accumulated depreciation.

Assets acquired at no cost or for nominal consideration, other than from an involuntary transfer from another Queensland Government entity, are recognised at their fair value at date of acquisition in accordance with AASB116 *Property, Plant and Equipment*.

m) Property, plant and equipment

Items of property, plant and equipment with a cost or other value equal to or in excess of the following thresholds are recognised for financial reporting purposes in the year of acquisition:

Asset Class	Threshold \$
Land	1
Infrastructure	10,000
Major plant and equipment	5,000
Plant and equipment	5,000

Items with a lesser value are expensed in the year of acquisition.

Land improvements undertaken by TransLink are included with Infrastructure.

n) Revaluations of non-current physical and intangible assets

Land, infrastructure and major plant and equipment are measured at fair value in accordance with AASB 116 *Property, Plant and Equipment* and Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*.

Plant and equipment, other than major plant and equipment, is measured at cost. The carrying amounts for plant and equipment at cost should not materially differ from their fair value.

Intangible assets are measured at cost.

Non-current physical assets measured at fair value are comprehensively revalued at least once every five years with interim valuations, using appropriate indices, being otherwise performed on an annual basis where there has been a material variation in the index.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation reserve of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation reserve relating to that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Only those assets, the total values of which are material compared to the value of the class of assets to which they belong, are comprehensively valued.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

o) Intangible assets

Intangible assets with a cost or other value greater than \$100,000 are recognised in the financial statements, items with a lesser value being expensed. Each intangible asset is amortised over its estimated useful life to TransLink, less any anticipated residual value. The residual value is zero for all of TransLink's intangible assets.

It has been determined that there is not an active market for any of TransLink's intangible assets. As such, the assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

Purchased software

The purchase cost of this software has been capitalised and is being amortised on a straight-line basis over its estimated useful life.

Intangibles – other

Expenditure on research activities relating to internally generated intangible assets is recognised as an expense in the period in which it is incurred.

Cost associated with the development of computer software and other intangibles are capitalised and amortised on a straight-line basis over the period of expected benefit to the agency.

p) Depreciation and amortisation of property, plant and equipment and intangible assets

Land is not depreciated as it has an unlimited useful life.

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less its estimated residual value, progressively over its estimated useful life.

Any expenditure that increases the originally assessed capacity of service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to TransLink.

Depreciation and amortisation rates are reviewed annually, and if necessary, adjusted so that they will reflect the most recent assessments of the useful lives of the respective non-current physical and intangible items, having regard to such factors as asset usage and the rate of technical and commercial obsolescence.

Where assets (other than major plant and equipment) have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate and are depreciated accordingly.

The major plant and equipment class of assets reflects the Automated Fare Collection (AFC) system which operates the *go* card integrated ticketing technology across South East Queensland. The AFC Network Asset is treated as a single network asset, that is, a network defined as "a chain of interconnected but dissimilar assets connected for the provision of the one simultaneous service" as per Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*. Therefore, the AFC network asset has been brought onto TransLink's fixed asset register as a single asset and depreciated as such.

For each class of depreciable asset the following depreciation and amortisation rates are used:

	Rate %
Physical asset class	
Infrastructure	1–25
Major plant and equipment	10
Plant and equipment	3–25
Intangible asset class	
Purchased software	10–50
Other	9

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

q) **Impairment of non-current assets**

All non-current physical and intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, TransLink determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

The asset's recoverable amount is determined as the higher of the asset's fair value less costs to sell and depreciated replacement cost.

An impairment loss is recognised immediately in the Income Statement, unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation reserve of the relevant class to the extent available.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income, unless the asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase (refer to note 2(n)).

r) **Leases**

A distinction is made between finance leases that effectively transfer from the lessor to the lessee substantially all risks and benefits incidental to ownership, and operating leases, under which the lessor retains substantially all risks and benefits.

Operating lease payments are representative of the pattern of benefits derived from the leased assets and are expensed in the periods in which they are incurred.

s) **Payables**

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the agreed purchase/contract price, gross of applicable trade and other discounts. Accrued payables recognise payments which TransLink is obligated to make as at reporting date but which remain unpaid. Amounts owing to creditors are unsecured and are generally settled on thirty day terms with the exception of payments to bus operators which TransLink is contractually required to pay by the fifteenth day of the month.

t) **Financial instruments**

Recognition

Financial assets and financial liabilities are recognised in the Balance Sheet when TransLink becomes party to the contractual provisions of the financial instrument.

Classification

Financial instruments are classified and measured as follows:

- Cash – held at fair value through profit and loss
- Receivables – held at amortised cost
- Payables – held at amortised cost
- Accrued employee benefits – held at amortised cost

TransLink does not enter transactions for speculative purposes, or for hedging. Apart from cash, TransLink holds no financial assets classified at fair value through profit and loss.

All other disclosures relating to the measurement basis and financial risk management of financial instruments held by TransLink are disclosed in note 30.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

u) Employee benefits

Wages, salaries, annual leave and sick leave

Wages and salaries due but unpaid at reporting date are recognised in the Balance Sheet at the nominal salary rates. Payroll tax and workers' compensation insurance are a consequence of employing employees, but are not counted in an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related expenses. Employer superannuation contributions, annual leave and long service leave levies are regarded as employee benefits.

Unpaid annual leave entitlement liabilities are recognised at their undiscounted expected payout value.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken. No liability for unused sick leave entitlements is recognised.

Long service leave

Under the Queensland Government's long service leave scheme, a levy is made on TransLink to cover this cost. Levies are expensed in the period in which they are paid or payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

No provision for long service leave is recognised in TransLink's financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AASB1049 *Whole of Government and General Government Sector Financial Reporting*.

Superannuation

Employer superannuation contributions are paid to QSuper, the superannuation plan for Queensland Government employees, at rates determined by Treasury on the advice of the State Actuary. Contributions are expensed in the period in which they are paid or payable. TransLink's obligation is limited to its contribution to QSuper.

Therefore, no liability is recognised for accruing superannuation benefits in TransLink's financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AASB1049 *Whole of Government and General Government Sector Financial Reporting*.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

u) Employee benefits – cont.

Executive remuneration

The executive remuneration disclosures in employee expenses (note 7) in the financial statements include:

- the aggregate remuneration of all senior executive officers (including the Chief Executive Officer) and employees whose remuneration for the financial year is \$100,000 or more; and
- the number of senior executives and employees whose total remuneration for the financial year falls within each successive \$20,000 band, commencing at \$100,000.

The remuneration disclosed is all remuneration paid or payable, directly or indirectly, by TransLink or any related party in connection with the management of the affairs of TransLink or any of its subsidiaries, whether an executive or otherwise. For this purpose, remuneration includes:

- salaries and wages
- accrued leave (that is, the increase/decrease in the amount of annual and long service leave owed to an executive, inclusive of any increase in the value of leave balances as a result of salary rate increases or the like)
- performance pay paid or due and payable in relation to the financial year, provided that a liability exists (namely a determination has been made prior to the financial statements being signed), that can be reliably measured even though the payment may not have been made during the financial year
- accrued superannuation (being the value of all employer superannuation contributions during the financial year, both paid and payable as at 30 June 2009)
- car parking benefits and the cost of motor vehicles, such as lease payments, fuel costs, registration, insurance, repairs, maintenance and fringe benefits tax on motor vehicles incurred by TransLink during the financial year, both paid and payable as at 30 June 2009, net of any amounts subsequently reimbursed by the executives
- relocation costs
- housing (being the market value of the rent or rental subsidy) where rent is part-paid by the executive during the financial year, both paid and payable as at 30 June 2009
- allowances (which are included in remuneration agreements of executives, such as airfares or other travel costs paid to/for executives whose homes are situated in a location other than the location they work in); and
- fringe benefits tax included in remuneration agreements.

The disclosures apply to all senior executives and employees with remuneration above \$100,000 in the financial year.

'Remuneration' means any money, consideration or benefit, but excludes amounts:

- paid by TransLink where the person worked during the financial year wholly or mainly outside Australia during the time the person was so employed; or
- in payment or reimbursement of out-of-pocket expenses incurred for the benefit of the entity or any of its subsidiaries.

In addition, separate disclosure of separation and redundancy/termination benefit payments is included.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

v) Administrative restructure

The TransLink Transit Authority was established as a statutory body on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008*.

The TransLink Transit Authority Employing Office was established on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008* and in accordance with *Public Service Departmental Arrangement Notice (No. 4) 2008*. The employing office is declared to be a Queensland public service office under the *Public Service Act 2008*.

As a result of this change, assets to the value of \$180.288 million and current liabilities to the value of \$9.732 million, were transferred to TransLink (consolidated) from the former Department of Transport. The assets and liabilities transferred are comprised of the following:

	2009 \$'000
Assets	
Cash	2,716
Receivables	5,641
Inventory	914
Other assets	461
Property, plant and equipment	165,981
Intangibles	4,575
Total assets	180,288
Liabilities	
Payables	6,447
Accrued employee benefits	476
Unearned revenue	2,809
Total liabilities	9,732
Net equity adjustment	170,556

The increase in net assets of \$170.556 million has been accounted for as an increase in contributed equity as disclosed in the Statement of Changes in Equity.

w) Insurance

TransLink's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund, premiums being paid on a risk assessment basis. In addition, the employing office pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

x) Services received free of charge or for nominal value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and as an expense.

y) Contributed equity

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities, are adjusted to 'Contributed equity' in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly Owned Public Sector Entities*.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

z) Taxation

TransLink is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). As such, GST credits receivable from, and GST payable to, the Australian Taxation Office are recognised and accrued (refer to note 13).

aa) Issuance of Financial Statements

The financial statements are authorised for issue by the Chair and the Chief Financial Officer of TransLink at the date of signing the Management Certificate.

bb) Judgements

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates and management judgements that have the potential to cause a material adjustment to the carrying amount of assets and liabilities within the next financial year. Such estimates and judgements are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

cc) Rounding and comparatives

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

As TransLink was established on 1 July 2008, no comparative data for the previous financial year exists.

dd) New and revised accounting standards

TransLink is not permitted to early adopt a new accounting standard ahead of the specified commencement date unless approval is obtained from the Treasury Department. Consequently, TransLink has not applied any Australian Accounting Standards and interpretations that have been issued but are not yet effective. TransLink will apply these standards and interpretations in accordance with their respective commencement dates.

TransLink will need to comply with the revised version of AASB 101 *Presentation of Financial Statements* as from 2009-10. This revised standard does not have measurement or recognition implications. However, in line with the new concept of 'comprehensive income' in the revised AASB 101, there will be significant changes to the presentation of TransLink's income and expenses that are currently presented in the Income Statement and the Statement of Changes in Equity. Ignoring other potential impacts on the operating result, if the revised AASB 101 was applied by TransLink for 2008-09 reporting, it would have reported comprehensive income of (\$2.769) million for the year. The increase in the asset revaluation reserve for 2008-09 (\$0.228 million) would not therefore be included in the Statement of Changes in Equity. In addition, where there have been retrospective accounting policy changes, retrospective re-statement of items in the financial statements or re-classifications of financial statement items during the current reporting period, the revised AASB 101 will require a statement of financial position to be presented as at the beginning of the earliest comparative period included in the financial statements.

All other Australian Accounting Standards and interpretations with future commencement dates are either not applicable to TransLink, or have no material impact on TransLink.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

	Consolidated 2009 \$'000
3. User charges	
Fare revenue	272,666
Service fees	10,483
Total	283,149
4. Grants and other contributions	
Grant funding from Department of Transport and Main Roads (including the former Department of Transport)	789,183
Grants from other entities	34,619
Total	823,802
5. Interest revenue	
Cash at bank investment	5,254
Other	37
Total	5,291
6. Other revenue	
Commission	14
Sundry income	59
Total	73

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

	Consolidated 2009 \$'000
7. Employee expenses	
Employee benefits	
Salaries and wages	16,677
Annual leave	2,049
Employer superannuation contributions*	2,291
Long service leave levy*	349
Other employee expense	119
Employee related expenses	
Payroll tax**	1,094
Workers' compensation**	108
Total	22,687

* Employer superannuation contributions and the long service leave levy are regarded as employee benefits.

** Costs of workers' compensation insurance and payroll tax are a consequence of employing employees, but are not counted in employees' total remuneration package. They are not employee benefits, but rather employee related expenses.

2009

The number of employees at balance date including both full-time and part-time employees measured on a full-time equivalent basis is:

Number of employees: 270

The Chief Executive Officer is the only officer employed directly by TransLink. All other employees are employed by the TransLink Transit Authority Employing Office (2008-09: 269).

Executive remuneration:

The number of senior executives and employees who received or were due to receive total remuneration of \$100,000 or above:

\$100,000 to \$119,999	9
\$120,000 to \$139,999	12
\$140,000 to \$159,999	7
\$180,000 to \$199,999	2
\$200,000 to \$219,999	1
\$220,000 to \$239,999	1
\$280,000 to \$299,999	1
Total	33

**2009
\$'000**

Total remuneration of executives and employees shown above * 4,620**

*** The amount calculated as remuneration in these financial statements includes the direct remuneration received, as well as items not directly received by senior executives, such as relocation costs, the movement in leave accruals and fringe benefits tax paid on motor vehicles. This amount will therefore differ from advertised executive remuneration packages which do not include the latter items.

The total separation and redundancy/ termination benefit payments to executives and employees shown above.

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Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

Consolidated
2009
\$'000

8. Supplies and services

Contract payments to bus, railbus and ferry operators*	382,942
Contract payments to Queensland Rail Passenger**	97,494
Contractors	34,716
Other	20,814
Total	535,966

* Contract payments to bus and ferry operators are made as per the terms of agreed contractual arrangements for the provision of bus and ferry services, including both school and urban services, in the TransLink network.

9. Grants and subsidies

Community service obligation to Queensland Rail Passenger**	533,363
Other grants and subsidies	4,160
Total	537,523

** Payments made to Queensland Rail Passenger are made in line with the agreed contract in place for the provision of CityTrain services within South East Queensland.

10. Depreciation and amortisation

Incurred in respect of:

Infrastructure	4,418
Major plant and equipment	9,973
Plant and equipment	1,170
Intangible assets	1,140
Total	16,701

11. Other expenses

Audit fees – external***	350
Audit fees – internal	199
Insurance premium – Queensland Government Insurance Fund	239
Board member fees	224
Asset write off	2,490
Other	318
Total	3,820

*** Total external audit fees relating to the 2008-09 financial year are estimated to be \$0.350 million. There are no non-audit services included in this amount.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

	Consolidated 2009 \$'000
12. Cash	
Cash at bank*	24,013
Cash floats held in add value vending machines	245
Imprest accounts	1
Total	24,259
* TransLink has received the Treasurers' approval under the <i>Statutory Bodies Financial Arrangements Act 1982</i> to invest funds for the purposes of carrying out its powers and performing its functions under the <i>Transport Operations (TransLink Transit Authority) Act 2008</i> . Cash is deposited with the Commonwealth Bank of Australia, National Australia Bank and Queensland Treasury Corporation and earned interest at rates between 2.85% and 7.50% during the year.	
13. Receivables	
<i>Current</i>	
Trade debtors	15,655
GST receivable	10,654
GST payable	(2,788)
	7,866
Long service leave receivable	259
Other	35
Total	23,815
14. Inventories	
<i>Current</i>	
<i>Inventory held for distribution</i>	
go card integrated ticketing system cards	802
Total	802
15. Other assets	
<i>Current</i>	
Prepayments	274
Total	274

Notes to and forming part of the Financial Statements for the year ended 30 June 2009

	Consolidated 2009 \$'000
16. Property, plant and equipment	
Land	
At valuation	1,610
Infrastructure	
At valuation	75,302
Less: accumulated depreciation	(24,957)
	50,345
Major plant and equipment	
At management valuation	106,940
Less: accumulated depreciation	(12,154)
	94,786
Plant and equipment	
At cost	10,717
Less: accumulated depreciation	(1,877)
	8,840
Work in progress	
At cost	24,194
Total	179,775

The valuation of land is based on current market values. Independent valuation of land assets was performed as at 30 June 2009 by Australian Pacific Valuers using fair value principles.

The basis of valuation for infrastructure assets is depreciated current replacement cost.

Major plant and equipment is valued by management to reflect fair value using depreciated replacement cost.

Plant and equipment is valued at cost in accordance with Queensland Treasury's *Non-Current Asset Accounting Policies for the Queensland Public Sector*.

Notes to and forming part of the Financial Statements for the year ended 30 June 2009

16. Property, plant and equipment – cont.

Property, plant and equipment reconciliation – consolidated

	Land \$'000	Infrastructure \$'000	Major plant and equipment \$'000	Plant and equipment \$'000	Work in progress \$'000	Total \$'000
Carrying amount at 1 July						
Acquisitions through restructure (note 2v)	1,382	11,925	85,557	4,832	62,285	165,981
Acquisitions	–	–	–	126	34,545	34,671
Asset write offs	–	–	(372)	(2)	(2,116)	(2,490)
Transfers between classes	–	42,838	19,574	5,054	(67,466)	–
Transfers to intangibles	–	–	–	–	(3,054)	(3,054)
Revaluation increments	228	–	–	–	–	228
Depreciation	–	(4,418)	(9,973)	(1,170)	–	(15,561)
Carrying amount at 30 June	1,610	50,345	94,786	8,840	24,194	179,775

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

	Consolidated 2009 \$'000
17. Intangible assets	
Purchased software	
At cost	8,235
Less: accumulated amortisation	(5,112)
	<u>3,123</u>
Other intangibles	
At cost	6,171
Less: accumulated amortisation	(2,805)
	<u>3,366</u>
Total	6,489

Intangible assets reconciliation – consolidated

	Purchased software \$'000	Internally generated software \$'000	Total \$'000
Carrying amount at 1 July			
Acquisitions through restructure transfers	648	3,927	4,575
Transfers from property, plant and equipment	3,054	–	3,054
Amortisation	(579)	(561)	(1,140)
Carrying amount at 30 June	3,123	3,366	6,489

Amortisation of intangibles is included in the line item 'Depreciation and amortisation' in the Income Statement.

All intangible assets of TransLink have finite useful lives and are amortised on a straight line basis (refer to note 2(p)).

No intangible assets have been classified as held for sale or form part of a disposal group held for sale.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

		Consolidated 2009 \$'000
18. Payables		
<i>Current</i>		
Trade creditors		13,941
Capital acquisitions accrued		9,730
Grants accrued		6,110
Other creditors		377
Total		30,158
19. Unearned revenue		
<i>Current</i>		
go card stored value		5,306
Other		2,313
Total		7,619
20. Accrued employee benefits		
<i>Current</i>		
Recreation leave		1,932
Salaries and wages		1,219
Long service leave levy payable		345
Total		3,496
21. Other liabilities		
<i>Current</i>		
go card deposits held		2,545
Other		29
Total		2,574
22. Asset revaluation reserve		
	Land \$'000	Total \$'000
Carrying amount at 1 July 2008	—	—
Revaluation increase (decrease)	228	228
Carrying amount at 30 June 2009	228	228

The asset revaluation reserve represents the net effect of upward and downward revaluations of assets to fair value.

Notes to and forming part of the Financial Statements for the year ended 30 June 2009

Consolidated
2009
\$'000

23. Reconciliation of net operating result to net cash provided by (used in) operating activities

Net operating result	(2,997)
Depreciation and amortisation expense	16,701
Foreign exchange gain	(1,385)
Asset write off	2,490
Change in assets and liabilities	
(Increase)/ decrease in trade receivables	(10,051)
(Increase)/ decrease in long service leave receivable	(259)
(Increase)/ decrease in GST input tax credits receivable	(10,654)
(Increase)/ decrease in inventories	112
(Increase)/ decrease in prepayments	188
Increase/ (decrease) in trade payables	14,096
Increase/ (decrease) in long service leave levy payable	345
Increase/ (decrease) in accrued employee benefits	2,673
Increase/ (decrease) in GST payable	2,788
Increase/ (decrease) in unearned revenue	4,809
Increase/ (decrease) in other liabilities	2,574
Net cash provided by (used in) operating activities	21,430

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

24. Non-cash financing and investing activities

Assets and liabilities received or transferred by TransLink as a result of administrative restructures are set out in note (2v).

25. Board remuneration

TransLink's board members were appointed on 1 July 2008. The board members and the number of meetings attended (total meetings 2008-09: 11) were as follows:

Member	Meetings attended
Geoff Harley (Chair)	11
Chris Freeman	8
Helen Gluer	10
Brett Godfrey	3
Jude Munro	10
Richard Mathews	9
Dave Stewart	9

The number of board members of TransLink included in the financial figures are shown below in the relevant remuneration bands:

	2009
\$Nil –\$50,000	6
\$50,001–\$100,000	1
Total number of board members	7
	2009
	\$'000
Total remuneration received or due and receivable by the board members is	224

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

Consolidated
2009
\$'000

26. Commitments for expenditure

Bus and ferry operator – Brisbane Transport	53,009
Other bus operator contracts	418,642
Queensland Rail Passenger operator contract	190,438
Operational management of the <i>go</i> card integrated ticketing system	107,767
Non-cancellable operating leases	9,628
	779,484

Commitments under operating leases at reporting date are inclusive of anticipated GST and are payable as follows:

Not later than one year	473,498
Later than one year and not later than five years	274,101
Later than five years	31,885
	779,484

The bus and ferry operator commitment to Brisbane Transport commitment has been calculated with reference to the current end date of the letter of offer which has been made to 30 September 2009. The remaining bus operator contracts are in place up to the period ending 30 June 2011 and commitments have been calculated with reference to these contract end dates excluding contract extension options.

Subsequent to the balance date, a new service contract was entered into with Queensland Rail Passenger with effect from 1 July 2009 to 30 September 2009. The commitment is calculated with reference to this timeframe only.

Operational management of the *go* card integrated ticketing system represents the expected value of the service and project contracts that are in place with the product supplier for the period to 30 September 2016.

Operating leases are entered into as a means of acquiring access to office accommodation and storage facilities. Lease payments are generally fixed, but with inflation escalation clauses on which contingent rentals are determined. No renewal or purchase options exist in relation to operating leases and no operating leases contain restrictions on financing or other leasing activities.

27. Contingent assets and liabilities

Contingent liabilities – litigation in progress

At 30 June 2009, no claims were lodged against TransLink within the courts. TransLink has not received notification of any claims which are not yet subject to court action.

Contingent assets – bank guarantees

Bank guarantees are held by TransLink as guarantee for performance under specific contracts. At 30 June 2009, the total value held was \$9.806 million. This represents the maximum value TransLink is potentially entitled to if the agreed contract conditions are not fulfilled.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

28. Controlled entities

The TransLink Transit Authority Employing Office was established on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008* and in accordance with *Public Service Departmental Arrangement Notice (No. 4) 2008*. The employing office is declared to be a Queensland public service office under the *Public Service Act 2008*. The sole purpose of the employing office is to employ staff to deliver defined outcomes for TransLink under a Work Performance Agreement.

For reporting purposes, the employing office forms part of the reporting entity and as such the transactions have been included in the financial statements and notes of the consolidated entity.

The Queensland Audit Office audits the financial transactions of the employing office.

The employing office prepares separate general purpose financial statements, which are included with the employing office annual report. The extract of the Income Statement and Balance Sheet for the financial year ending 30 June 2009 of the employing office is shown below:

	2009 \$'000
Income Statement	
Income	
Work performance arrangement fee	23,600
Total income	23,600
Expenses	
Employee expenses	23,582
Other expenses	18
Total expenses	23,600
Net operating result	–
Balance Sheet	
Current assets	
Receivables	3,449
Other assets	160
Total current assets	3,609
Current liabilities	
Payables	130
Accrued employee benefits	3,479
Total current liabilities	3,609
Net assets	–

29. Events occurring after balance date

To TransLink's knowledge there have been no material events occurring after the reporting date of 30 June 2009 that would have a material effect on the reported results or the expected future financial performance of TransLink.

Notes to and forming part of the Financial Statements for the year ended 30 June 2009

30. Financial instruments

a) Categorisation of financial instruments

TransLink has the following categories of financial assets and liabilities:

Category	Note	Consolidated 2009 \$'000
Financial assets		
Cash	12	24,259
Receivables	13	23,815
		48,074
Financial liabilities		
Payables	18	30,158
Accrued employee benefits	20	3,496
		33,654

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

30. Financial instruments (continued)

b) Credit risk exposure

Credit risk exposure refers to the situation where TransLink may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment.

The following table represents TransLink's maximum exposure to credit risk based on contractual amounts net of any allowances:

Maximum exposure to credit risk

Category	Consolidated 2009 \$'000
Financial assets	
Cash	24,259
Receivables	23,815
	48,074

No collateral is held as security relating to these financial assets.

TransLink manages credit risk through the use of the credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that TransLink invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on a regular basis.

No financial assets and financial liabilities have been offset and presented net in the balance sheet.

Past due or impaired

The method for calculating any provisional impairment is based on past experience, current and expected changes in economic conditions. No impairment loss has been recognised as at 30 June 2009.

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired and are stated at the carrying amounts as indicated.

Aging of past due but not impaired financial assets are disclosed as follows:

Financial assets past due but not impaired – consolidated

	Contractual repricing / maturity date					Total overdue \$'000	Total financial assets \$'000
	Not overdue \$'000	Less than 30 days \$'000	30-60 days \$'000	61-90 days \$'000	More than 90 days \$'000		
Financial assets							
Cash	24,259	–	–	–	–	–	24,259
Receivables	23,216	106	282	–	211	599	23,815
	47,475	106	282	–	211	599	48,074

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

c) Liquidity risk

Liquidity risk refers to the situation where TransLink may encounter difficulty in meeting obligations associated with financial liabilities.

TransLink is exposed to liquidity risk through its trading in the normal course of business.

TransLink manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring TransLink has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that minimum levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities.

The following table sets out the liquidity risk of financial liabilities held by TransLink. It represents the contractual maturity of financial liabilities, calculated based on cash flows relating to the repayment of the principal amount outstanding at balance date.

	2008–09 Payable in:			Total \$'000
	<1 Year \$'000	1-5 Years \$'000	>5 Years \$'000	
Financial liabilities				
Payables	30,158	–	–	30,158
Accrued employee benefits	3,496	–	–	3,496
Total	33,654	–	–	33,654

d) Market risk

TransLink is not materially exposed to commodity price changes. TransLink does not undertake any hedging in relation to interest risk and manages its risk as per the liquidity risk management strategy.

TransLink is exposed to interest rate risk through cash deposited in interest bearing accounts. Details are included in the table below.

Interest rate sensitivity analysis

The following interest rate sensitivity analysis depicts the effect on profit and loss if interest rates would change by +/- 1% from the year end rates applicable to TransLink's financial assets and liabilities.

Financial instruments

	Carrying amount \$'000	2009 Interest rate risk			
		-1 %		+1 %	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
Cash	24,259	(240)	(240)	240	240
Overall effect on profit and equity		(240)	(240)	240	240

Fair value

The fair value of cash and non-interest bearing monetary financial assets and financial liabilities approximate their carrying amounts as reported in the Balance Sheet.

Notes to and forming part of the Financial Statements for the year ended 30 June 2009

31. Agency transactions

TransLink acts as an agent in the collection and distribution of authorised deductions from employee salaries, as well as in the collection and distribution of specific theme park ticket sales, for on-payment to third parties.

A reconciliation of the amounts collected and distributed follows:

	Consolidated 2009 \$'000
Balance 1 July	—
Collections during the reporting period	615
Distributions during the reporting period	(611)
Balance 30 June	4

Management Certificate

Certificate of the TransLink Transit Authority

These general purpose financial statements have been prepared pursuant to section 46F(1) of the *Financial Administration and Audit Act 1977* (the Act) and other prescribed requirements. In accordance with section 46F(3) of the Act we certify that in our opinion:

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the TransLink Transit Authority for the financial year ended 30 June 2009 and of the financial position at the end of that year.

This certificate is provided in accordance with a resolution of the Board.



Mark Hope (ACA, FCIS)
Chief Financial Officer
TransLink Transit Authority
17 August 2009



Geoff Harley
Chair
TransLink Transit Authority
17 August 2009

Independent Auditor's Report

INDEPENDENT AUDITOR'S REPORT

To the Board of TransLink Transit Authority

Matters Relating to the Electronic Presentation of the Audited Financial Report

The auditor's report relates to the financial report of TransLink Transit Authority for the financial year ended 30 June 2009 included on TransLink Transit Authority's website. The Board is responsible for the integrity of the TransLink Transit Authority's website. I have not been engaged to report on the integrity of the TransLink Transit Authority's website. The auditor's report refers only to the statements named below. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial report, available from TransLink Transit Authority, to confirm the information included in the audited financial report presented on this website.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.

Report on the Financial Report

I have audited the accompanying financial report of TransLink Transit Authority, which comprises the balance sheet as at 30 June 2009 and the income statement, statement of changes in equity and cash flow statement for the year ended on that date, a summary of significant accounting policies other explanatory notes and certificates given by the Chairperson and Chief Financial Officer of the consolidated entity comprising the Board and the entity it controlled at the year's end or from time to time during the financial year.

The Board's Responsibility for the Financial Report

The Board is responsible for the preparation and fair presentation of the financial report in accordance with prescribed accounting requirements identified in the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997* including compliance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations). This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility to express an opinion on the financial report based on the audit is prescribed in the *Auditor-General Act 2009*. This Act, including transitional provisions, came into operation on 1 July 2009 and replaces the previous requirements contained in the *Financial Administration and Audit Act 1977*.

The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. These auditing standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance whether the financial report is free from material misstatement.

Independent Auditor's Report

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement in the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial report and any mandatory financial reporting requirements as approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and QAO authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can only be removed by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

Auditor's Opinion

In accordance with s.40 of the *Auditor-General Act 2009* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
 - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects; and
 - (ii) the financial report has been drawn up so as to present a true and fair view, in accordance with the prescribed accounting standards of the transactions of TransLink Transit Authority and the consolidated entity for the financial year 1 July 2008 to 30 June 2009 and of the financial position as at the end of that year.



C F DOUGHERTY CPA
(as Delegate of the Auditor-General of Queensland)



Queensland Audit Office
Brisbane

TransLink Transit Authority Employing Office Financial Statements

for the year ended 30 June 2009

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General information

These financial statements report on the TransLink Transit Authority Employing Office.

The TransLink Transit Authority Employing Office (the employing office) was established on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008* and in accordance with *Public Service Departmental Arrangement Notice (No. 4) 2008*. The employing office is declared to be a Queensland public service office under the *Public Service Act 2008*.

The employing office is controlled by the TransLink Transit Authority as the parent entity.

The head office and principal place of business of the office is:
420 George Street
Brisbane Qld 4000

A description of the nature of the employing office operations and its principal activities is included in the notes to the financial statements.

For information in relation to the employing office's financial statements please call (07) 3167 4071 or visit the website www.translink.com.au.

Income Statement

for the year ended 30 June 2009

	Notes	2009 \$'000
Income		
Revenue		
Work performance arrangement fee from TransLink Transit Authority		23,600
Total income		23,600
Expenses		
Employee expenses	3	23,582
Other expenses	4	18
Total expenses		23,600
Net operating result		—

The accompanying notes form part of these statements.

Balance Sheet

as at 30 June 2009

	Notes	2009 \$'000
Current assets		
Cash		—
Receivables	5	3,449
Other assets	6	160
Total current assets		3,609
Total assets		3,609
Current liabilities		
Payables	7	130
Accrued employee benefits	8	3,479
Total current liabilities		3,609
Total liabilities		3,609
Net assets		—
Equity		
Retained surplus		—
Contributed equity		—
Total equity		—

The accompanying notes form part of these statements.

Statement of Changes in Equity

for the year ended 30 June 2009

	Contributed equity	Retained surplus
	2009 \$'000	2009 \$'000
Balance 1 July 2008	—	—
Net operating result	—	—
Transactions with owners as owners		
– Net transfer of assets to (from) other government agencies (note 2j)	—	—
Balance 30 June 2009	—	—

The accompanying notes form part of these statements

Cash Flow Statement

for the year ended 30 June 2009

	Notes	2009 \$'000
Cash flows from operating activities		
Inflows:		
Work performance arrangement fee from TransLink Transit Authority		20,425
Outflows:		
Employee expenses		(20,901)
Net cash provided by (used in) operating activities	9	(476)
Net increase (decrease) in cash held		(476)
Cash transfer as a result of administrative restructure		476
Cash at beginning of financial year		–
Cash at end of financial year		–

The accompanying notes form part of these statements

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

Note	Note title
1	Principal activities of TransLink Transit Authority Employing Office
2	Summary of significant accounting policies
3	Employee expenses
4	Other expenses
5	Receivables
6	Other assets
7	Payables
8	Accrued employee benefits
9	Reconciliation of net operating result to net cash provided by (used in) operating activities
10	Events occurring after balance date
11	Financial instruments
12	Agency transactions

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

1. Principal activities of the TransLink Transit Authority Employing Office

The TransLink Transit Authority Employing Office was established under the *Transport Operations (TransLink Transit Authority) Act 2008*. The employing office is declared to be a Queensland public service office under the *Public Service Act 2008*.

The principal activities of the employing office are:

- entering into work performance arrangements with the TransLink Transit Authority (TransLink) under which employees of the employing office perform work for TransLink
- employing staff to perform work for TransLink under a work performance arrangement.

Employees of the employing office are employed under the *Public Service Act 2008*.

2. Summary of significant accounting policies

a) Basis of accounting

The financial statements have been prepared in accordance with Australian Accounting Standards. In addition, the financial statements comply with the Treasurers' Minimum Reporting Requirements for the year ending 30 June 2009, and other authoritative pronouncements.

These financial statements constitute a general purpose financial report.

Except where stated, the historical cost convention is used.

b) The reporting entity

The financial statements include the value of all assets, liabilities, equity, revenues and expenses of the employing office.

The TransLink Transit Authority Employing Office was established on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008* and in accordance with *Public Service Departmental Arrangement Notice (No. 4) 2008*. The employing office is declared to be a Queensland public service office under the *Public Service Act 2008*.

c) Agency transactions

The employing office acts as an agent in the collection and distribution of authorised deductions from employee salaries for on-payment to third parties. Collections and distributions are disclosed in note 12.

d) Work performance arrangement fee revenue

The work performance arrangement fee revenue recognises the fees received from TransLink under the work performance arrangement. Revenue is recognised to the extent that it is probable that the inflow of future economic benefits will occur and can be measured reliably.

e) Cash

For the purposes of the Balance Sheet and the Cash Flow Statement, cash assets include all cash receipted but not banked at 30 June 2009 as well as deposits at call with financial institutions.

f) Receivables

Debtors are recognised at the nominal amounts due at the time of transaction. Settlement on these amounts is generally required within 30 days from invoice date.

The collectability of receivables is assessed periodically with provision being made for impairment when required.

g) Payables

Payables are recognised when liabilities are incurred as a result of transactions completed which remain unpaid as at reporting date.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

h) Financial instruments

Recognition

Financial assets and financial liabilities are recognised in the Balance Sheet when the employing office becomes party to the contractual provisions of the financial instrument.

Classification

Financial instruments are classified and measured as follows:

- Cash – held at fair value
- Receivables – held at amortised cost
- Payables – held at amortised cost
- Accrued employee benefits – held at amortised cost

The employing office does not enter transactions for speculative purposes, nor for hedging. Apart from cash, the employing office holds no financial assets classified at fair value through profit and loss.

All other disclosures relating to the measurement basis and financial risk management of financial instruments held by the employing office are disclosed in note 11.

i) Employee benefits

Wages, salaries, annual leave and sick leave

Wages and salaries due but unpaid at reporting date are recognised in the Balance Sheet at the nominal salary rates. Payroll tax and workers' compensation insurance are a consequence of employing employees, but are not counted in an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related expenses. Employer superannuation contributions, annual leave and long service leave levies are regarded as employee benefits.

Unpaid annual leave entitlement liabilities are recognised at their undiscounted expected payout value.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken. No liability for unused sick leave entitlements is recognised.

Long service leave

Under the Queensland Government's long service leave scheme, a levy is made on the employing office to cover this cost. Levies are expensed in the period in which they are paid or payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

No provision for long service leave is recognised in the employing office's financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AASB1049 *Whole of Government and General Government Sector Financial Reporting*.

Superannuation

Employer superannuation contributions are paid to QSuper, the superannuation plan for Queensland Government employees, at rates determined by Treasury on the advice of the State Actuary. Contributions are expensed in the period in which they are paid or payable. The employing office's obligation is limited to its contribution to QSuper.

Therefore, no liability is recognised for accruing superannuation benefits in the employing office's financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AASB1049 *Whole of Government and General Government Sector Financial Reporting*.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

i) **Employee benefits continued**

Executive remuneration

The executive remuneration disclosures in employee expenses (refer note 3) in the financial statements include:

- the aggregate remuneration of all senior executive officers and employees whose remuneration for the financial year is \$100,000 or more; and
- the number of senior executives and employees whose total remuneration for the financial year falls within each successive \$20,000 band, commencing at \$100,000.

The remuneration disclosed is all remuneration paid or payable, directly or indirectly, by the employing office or any related party in connection with the management of the affairs of the employing office or any of its subsidiaries, whether an executive or otherwise. For this purpose, remuneration includes:

- salaries and wages
- accrued leave (that is, the increase/decrease in the amount of annual and long service leave owed to an executive, inclusive of any increase in the value of leave balances as a result of salary rate increases or the like)
- performance pay paid or due and payable in relation to the financial year, provided that a liability exists (namely a determination has been made prior to the financial statements being signed), that can be reliably measured even though the payment may not have been made during the financial year
- accrued superannuation (being the value of all employer superannuation contributions during the financial year, both paid and payable as at 30 June 2009)
- car parking benefits and the cost of motor vehicles, such as lease payments, fuel costs, registration, insurance, repairs, maintenance and fringe benefits tax on motor vehicles incurred by the employing office during the financial year, both paid and payable as at 30 June 2009, net of any amounts subsequently reimbursed by the executives
- housing (being the market value of the rent or rental subsidy) where rent is part-paid by the executive during the financial year, both paid and payable as at 30 June 2009
- allowances (which are included in remuneration agreements of executives, such as airfares or other travel costs paid to/for executives whose homes are situated in a location other than the location they work in); and
- fringe benefits tax included in remuneration agreements.

The disclosures apply to all senior executives and employees with remuneration above \$100,000 in the financial year.

'Remuneration' means any money, consideration or benefit, but excludes amounts:

- paid to an executive by the employing office where the person worked during the financial year wholly or mainly outside Australia during the time the person was so employed; or
- in payment or reimbursement of out-of-pocket expenses incurred for the benefit of the entity or any of its subsidiaries.

In addition, separate disclosure of separation and redundancy/termination benefit payments is included.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

j) **Administrative restructure**

TransLink Transit Authority Employing Office

The TransLink Transit Authority Employing Office was established on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008* and in accordance with *Public Service Departmental Arrangement Notice (No. 4) 2008*. The employing office is declared to be a Queensland public service office under the *Public Service Act 2008*.

As a result of this change, assets to the value of \$0.476 million and current liabilities to the value of \$0.476 million were transferred to the employing office from Queensland Transport. The assets and liabilities transferred are comprised of the following:

	2009 \$'000
Assets	
Cash	476
Total assets	476
Liabilities	
Accrued employee benefits	476
Total liabilities	476
Net equity adjustment	—

The adjustment of assets and liabilities netted off to a nil impact within contributed equity.

k) **Insurance**

The employing office pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

l) **Services received free of charge or for nominal value**

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and as an expense.

m) **Contributed equity**

Non-reciprocal transfers of assets and liabilities between wholly-owned Queensland State Public Sector entities, are adjusted to 'Contributed equity' in accordance with Interpretation 1038 *Contributions by Owners Made to Wholly Owned Public Sector Entities*.

n) **Taxation**

The employing office is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). As such, GST receivable from and GST payable to the Australian Taxation Office (ATO) are recognised and accrued.

o) **Issuance of Financial Statements**

The financial statements are authorised for issue by the Accountable Officer and the Chief Financial Officer of the employing office at the date of signing the Management Certificate.

p) **Judgements**

The employing office has made no judgements or assessments which may cause a material adjustment to the carrying amounts of assets and liabilities within the financial year.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

q) **Rounding and comparatives**

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

As the employing office was established on 1 July 2008, no comparative data for the previous financial year is disclosed.

r) **New and revised accounting standards**

The employing office is not permitted to adopt a new accounting standard ahead of the specified commencement date unless approval is obtained from the Treasury Department. Consequently, the employing office has not applied any Australian Accounting Standards and interpretations that have been issued but are not yet effective. The employing office will apply these standards and interpretations in accordance with their respective commencement dates.

At the date of authorisation of the financial statements, it is identified that the employing office will need to comply with the revised version of AASB 101 Presentation of Financial Statements as from 2009-10. This revised standard does not have measurement or recognition implications for the employing office, however, there may be changes to the presentation of the employing office's income and expenses that are currently presented in the Income Statement.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

	2009 \$'000
3. Employee expenses	
Employee benefits	
Salaries and wages	17,719
Annual leave	2,047
Employer superannuation contributions*	2,277
Long service leave levy*	343
Employee related expenses	
Payroll tax**	1,088
Workers' compensation**	108
Total	23,582

* Employer superannuation contributions and the long service leave levy are regarded as employee benefits.

** Costs of workers' compensation insurance and payroll tax are a consequence of employing employees, but are not counted in employees' total remuneration package. They are not employee benefits, but rather employee related expenses.

	2009
The number of employees at balance date including both full-time and part-time employees measured on a full-time equivalent basis is:	
Number of employees:	269
Executive remuneration:	
The number of senior executives and employees who received or were due to receive total remuneration of \$100,000 or above:	
\$100,000 to \$119,999	9
\$120,000 to \$139,999	12
\$140,000 to \$159,999	7
\$180,000 to \$199,999	2
\$200,000 to \$219,999	1
\$220,000 to \$239,999	1
Total	32

	2009 \$'000
Total remuneration of executives and employees shown above ***	4,336

*** The amount calculated as remuneration in these financial statements includes the direct remuneration received, as well as items not directly received by senior executives, such as relocation costs, the movement in leave accruals and fringe benefits tax paid on motor vehicles. This amount will therefore differ from advertised executive remuneration packages which do not include the latter items.

The total separation and redundancy/ termination benefit payments to executives and employees shown above.	—
---	----------

Notes to and forming part of the Financial Statements for the year ended 30 June 2009

	2009 \$'000
4. Other expenses	
External audit fees*	18
Total	18

* Total external audit fees relating to the 2008–09 financial year are estimated to be \$0.018 million. There are no non-audit services included in this amount.

5. Receivables	
<i>Current</i>	
Work performance arrangement fee receivable from TransLink Transit Authority	3,156
Long service leave receivable	259
Other	34
Total	3,449

6. Other assets	
<i>Current</i>	
Prepaid salaries and wages	160
Total	160

* Total external audit fees relating to the 2008–09 financial year are estimated to be \$0.018 million. There are no non-audit services included in this amount.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

2009
\$'000

7. Payables

Current

Taxes payable	110
Other	20
Total	130

8. Accrued employee benefits

Current

Recreation leave	1,922
Long service leave levy	343
Salaries and wages	1,214
Total	3,479

9. Reconciliation of net operating result to net cash provided by (used in) operating activities

Net operating result —

Change in assests and liabilities

(Increase)/ decrease in receivables	(3,190)
(Increase)/ decrease in long service leave receivable	(259)
(Increase)/ decrease in other assets	(160)
Increase/ (decrease) in payables	130
Increase/ (decrease) in long service leave payable	343
Increase/ (decrease) in accrued employee benefits	2,660

Net cash provided by (used in) operating activities (476)

10. Events occurring after balance date

To the employing office's knowledge there have been no material events occurring after the reporting date of 30 June 2009 that would have a material effect on the reported results or the expected future financial performance of the employing office.

Notes to and forming part of the Financial Statements for the year ended 30 June 2009

11. Financial instruments

a) Categorisation of financial instruments

The employing office has the following categories of financial assets and liabilities:

Category	Note	2009 \$'000
Financial assets		
Receivables	5	3,449
Total		3,449
Financial liabilities		
Payables	7	130
Accrued employee benefits	8	3,479
Total		3,609

b) Credit risk exposure

Credit risk exposure refers to the situation where the employing office may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any provisions for impairment.

The following table represents the employing office's maximum exposure to credit risk based on contractual amounts net of any allowances:

Maximum exposure to credit risk

Category	Note	2009 \$'000
Financial assets		
Receivables	5	3,449
Total		3,449

No collateral is held as security relating to these financial assets.

The employing office manages credit risk through the use of the credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that the employing office invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on a regular basis.

No financial assets and financial liabilities have been offset and presented net in the balance sheet.

Notes to and forming part of the Financial Statements

for the year ended 30 June 2009

11. Financial instruments (continued)

Past due or impaired

There are no financial assets which are past due or impaired as at 30 June 2009. No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired and are stated at the carrying amounts as indicated. There is no impairment of financial assets as at 30 June 2009.

c) Liquidity risk

The employing office is exposed to minimal liquidity risk through its trading in the normal course of business.

The employing office manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the employing office has sufficient funds available to meet employee and supplier obligations as they fall due.

The following table sets out the liquidity risk of financial liabilities held by the employing office. It represents the expected contractual maturity of financial liabilities.

	2008-09 Payable in:			Total \$'000
	<1 Year \$'000	1-5 Years \$'000	>5 Years \$'000	
Financial liabilities				
Payables	130	—	—	130
Accrued employee benefits	3,479	—	—	3,479
Total	3,609	—	—	3,609

d) Market risk

The employing office does not trade in foreign currency and is not exposed to commodity price changes.

The employing office does not undertake any hedging in relation to interest risk and manages its risk as per the liquidity risk management strategy.

Fair value

The carrying amounts of financial assets and liabilities in the Balance Sheet are representative of their fair value.

12. Agency transactions

The employing office acts as an agent in the collection and distribution of authorised deductions from employee salaries for on-payment to third parties.

A reconciliation of the amounts collected and distributed follows:

	2009 \$'000
Balance 1 July	—
Collections during the reporting period	495
Distributions during the reporting period	(495)
Balance 30 June	—

Management Certificate

Certificate of the TransLink Transit Authority Employing Office

These general purpose financial statements have been prepared pursuant to section 40(1) of the *Financial Administration and Audit Act 1977* (the Act) and other prescribed requirements. In accordance with section 40(3) of the Act we certify that in our opinion:

- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the TransLink Transit Authority Employing Office for the financial year ended 30 June 2009 and of the financial position at the end of that year.



Mark Hope (ACA, FCIS)
Chief Financial Officer
TransLink Transit Authority Employing Office
17 August 2009



Peter Strachan
Accountable Officer
TransLink Transit Authority Employing Office
17 August 2009

Independent Auditor's Report

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of TransLink Transit Authority Employing Office

Matters Relating to the Electronic Presentation of the Audited Financial Report

The auditor's report relates to the financial report of TransLink Transit Authority Employing Office or the financial year ended 30 June 2009 included on TransLink Transit Authority's website. The Accountable Officer is responsible for the integrity of the TransLink Transit Authority's website. I have not been engaged to report on the integrity of the TransLink Transit Authority's website. The auditor's report refers only to the statements named below. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial report, available from TransLink Transit Authority Employing Office, to confirm the information included in the audited financial report presented on this website.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.

Report on the Financial Report

I have audited the accompanying financial report of TransLink Transit Authority Employing Office, which comprises the balance sheet as at 30 June 2009, and the income statement, statement of changes in equity, cash flow statement for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the certificates given by the Accountable Officer and Chief Financial Officer.

The Accountable Officer's Responsibility for the Financial Report

The Accountable Officer is responsible for the preparation and fair presentation of the financial report in accordance with prescribed accounting requirements identified in the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997*, including compliance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations). This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility to express an opinion on the financial report based on the audit is prescribed in the *Auditor-General Act 2009*. This Act, including transitional provisions, came into operation on 1 July 2009 and replaces the previous requirements contained in the *Financial Administration and Audit Act 1977*.

The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. These auditing standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance whether the financial report is free from material misstatement.

Independent Auditor's Report

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement in the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies and the reasonableness of accounting estimates made by the Accountable Officer, as well as evaluating the overall presentation of the financial report and any mandatory financial reporting requirements as approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and QAO authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can only be removed by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

Auditor's Opinion

In accordance with s.40 of the *Auditor-General Act 2009* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
 - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects; and
 - (ii) the financial report has been drawn up so as to present a true and fair view, in accordance with the prescribed accounting standards of the transactions of the TransLink Transit Authority Employing Office for the financial year 1 July 2008 to 30 June 2009 and of the financial position as at the end of that year.



C F DOUGHERTY CPA
(as Delegate of the Auditor-General of Queensland)



Queensland Audit Office
Brisbane

Compliance checklist

FAA *Financial Administration and Audit Act 1977*

FMS *Financial Management Standard 1997*

ARGs *Annual Reporting Guidelines for Queensland Government Agencies*

Summary of Requirement		Basis for Requirement	Annual Report Reference
Accessibility	Table of Contents	ARGs – section 8.1	1
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	Copyright Notice	Copyright Act 1968	Back cover

Letter of Compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister(s)	ARGs – section 9	Inside front cover
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	Operating environment	FMS – section 95 (1) (f), (e), (j)	46, 47, 52, 53
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Summary of Requirement		Basis for Requirement	Annual Report Reference
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Glossary

B

Business Excellence Framework (BEF): tool to measure organisational effectiveness.

C

Carbon footprint: a measure of the amount of carbon dioxide produced by a person, organisation or state in a given time.

CCTV: Closed Circuit Television.

Corporate governance: the set of processes, customs, policies, laws, and institutions affecting the way a corporation is directed or administered.

CSR: Corporate Social Responsibility.

CSUP: *Citytrain Station Upgrade Program.*

D

Delivery partners: TransLink's bus, train and ferry operators and other contracted partners that deliver public transport services across South East Queensland.

E

Euro 4/5: exhaust gas standards.

F

Full-time equivalent (FTE): full-time equivalent is calculated by the number of hours worked in a period divided by the award full-time hours. A full-time equivalent of 0.5 signals the worker is only half-time.

G

Green Link: bus, pedestrian and bicycle access road to neighbouring suburbs.

Green Star: Green Building Council of Australia launched the Green Star environmental rating system for buildings in 2003. Green Star rating tools help the property industry to reduce the environmental impact of buildings, improve occupant health and productivity, and achieve real cost savings while showcasing sustainable building practices.

L

Lost time injuries: instances in which permanent staff suffered a physical injury as a result of a safety incident, resulting in those staff taking time off work.

Lost time injury frequency rate: calculated by multiplying the number of lost time injuries by one million, divided by the number of hours worked.

O

Organisational Self Assessment (OSA): individual organisation assessment against categories of the Business Excellence Framework and its criteria.

P

Passenger journeys: travel from origin to final destination on one or more TransLink services. A journey may include one or more trips if permitted by the transfer rules.

Passenger trips: a segment of a journey between designated stations or stops where the customer gets on and off a TransLink service.

Permanent retention rate: the percentage of permanent employees still employed after a period of time.

Permanent separation rate: is calculated by dividing the number of permanent employees who separated during a period of time by the number of permanent employees in the organisation.

R

RTI Act: *Right to Information Act 2009.*

S

Salary sacrificing: using some of your pre-tax earnings to pay for benefits such as extra super contributions, a car or laptop computer, reducing your taxable income.

Statutory authority: an Australian body which has the right to enact legislation for specific areas of the law.

T

Towards Q2: Tomorrow's Queensland: Queensland Government plan for the future framed around five key functions: the state, economy, environment and lifestyle, education and skills, health and community.

TransLink Busway Safety Officers: patrol the busways and busway stations 24 hours a day, seven days a week.

TransLink Fare Strategy: strategy to set the direction for ticketing products and fares over the next five years.

The draft TransLink Network Plan 2008–2012: a 10-year blueprint to guide the development of public transport services and infrastructure in South East Queensland.

TransLink Transit Authority Board: TransLink's management board which reports to the Minister for Transport.

TransLink Transit Authority Employing Office (TTAEO): public service office established to employ staff on behalf of TransLink.

TransLink Transit Officers: patrol bus, train and ferry services throughout the day to uphold the highest standard of safety and security expected by TransLink.

TransLink 12: twelve priorities for TransLink that set the strategic direction for the next three to five years.

TRIM: document and record keeping management system.

W

WorkCover: Queensland Government body responsible for managing the workers compensation fund and overseeing workplace occupational health and safety standards.

WorkCover claims: workers compensation provided by WorkCover Queensland.

About our report



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The TransLink Transit Authority was established on 1 July 2008 under the *Transport Operations (TransLink Transit Authority) Act 2008*, to address the growing demand for public transport in South East Queensland. To enable TransLink to deliver on its commitments, the TransLink Transit Authority Employing Office (TTAEO) was established under section 21 of the *Public Service Act 1994* to provide staff to TransLink.

The *TransLink Transit Authority Annual Report 2008–09* contains reports for the 2008–09 financial year in line with performance and achievements outlined in the *TransLink Strategic Directions 2008–2012*.

This annual report provides an overview of how well we have delivered our services and outlines how we will continue to deliver for the people of South East Queensland and play an integral role in congestion management.

TransLink and the TTAEO report to the TransLink Transit Authority Board, which reports to the Minister for Transport. At 30 June 2009, the Minister is the Honourable Rachel Nolan MP. The Minister from 1 July 2008 to 23 February 2009 was the Honourable John Mickel MP, Minister for Transport, Employment and Industrial Relations.

This publication complies with the *Queensland Government's Annual Report Guidelines for Queensland Government Agencies 2008–2009*.

Due to its commitment to reduce environmental impacts, TransLink is printing a limited number of these reports.

This publication is available on CD and on our website at www.translink.com.au. A checklist outlining our reporting requirements of the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997* is also available on our website.

To request a copy of the *TransLink Transit Authority Annual Report 2008–2009*, please contact our External Affairs team on +61 (07) 3167 4000 or via email external.affairs@translink.com.au.

We invite your comments and feedback about this annual report and ask you to consider completing our feedback form.

Alternatively you can provide feedback to our External Affairs team via email or mail.

Email external.affairs@translink.com.au

Mail TransLink Transit Authority
Reply Paid 50
Brisbane Qld 4001



Feedback form

TransLink Transit Authority Annual Report 2008–09

Thank you for taking the time to read the *TransLink Transit Authority Annual Report 2008–09*.

We want to hear your views on our *TransLink Transit Authority Annual Report 2008–09* so we can continually improve our reporting to the community and our stakeholders. Please complete the following.

My main interest in the annual report is as a/an:

- ☐ Industry professional
- ☐ Delivery partner
- ☐ Business person
- ☐ Private individual
- ☐ TransLink staff member
- ☐ Federal government employee
- ☐ Elected official
- ☐ Local government employee
- ☐ Contractor
- ☐ Supplier
- ☐ Queensland government employee
- ☐ Other (please specify)

How well do you think the annual report communicates our activities?

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Poorly
- ☐ Very poorly

Please rate the following elements of the annual report according to the rating scale below:

1 = Very poor, 2 = Poor, 3 = Average, 4 = Good, 5 = Excellent

Presentation of content: _____

Usefulness of information: _____

Readability: _____

Finding information: _____

Overall presentation of annual report document: _____

Which version of the annual report did you find most useful?

(If more than one, please indicate)

- ☐ Hard copy version
- ☐ PDF on website
- ☐ Electronic word version.

Do you have any comments you would like to make about the annual report?

In your opinion, how could we improve our next annual report?

Please return the completed form to TransLink:

- Email to external.affairs@translink.com.au
- Fax to **+61 7 3167 4001**
- Paid postage
- Online feedback form.

A summary of feedback received by TransLink will be published in the 2009-10 Annual Report.

Thank you for taking time to complete the TransLink Transit Authority feedback form. The TransLink Transit Authority collects the above information, including your personal information for the purpose of assisting us to provide a better service to our customers, both now and in the future. Only authorised Queensland Transport officers, relevant TransLink service providers and consultants may have access to this information. Your personal information will not be disclosed to any other third party without your consent unless required by law.



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TransLink is committed to providing accessible services to our stakeholders from all culturally and linguistically-diverse backgrounds. If you have difficulty in understanding this document you can contact us on 13 12 30 and we will arrange a three-way conversation with an interpreter to effectively communicate the report to you.

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