

# Annual Report 2004



## LETTER TO THE MINISTER

The Honourable Carl Scully, MP  
Minister for Roads  
Level 36  
Governor Macquarie Tower  
1 Farrer Place  
Sydney NSW 2000

Dear Minister,

I have pleasure in submitting the Annual Report and Financial Statements of the Roads and Traffic Authority for presentation to the Parliament of New South Wales for the financial year ended 30 June 2004. It has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983*.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Paul Forward', with a stylized, cursive script.

Paul Forward  
Chief Executive

**RTA Annual Report 2004**

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**Cover photograph**

An image from the RTA's innovative 'Brain' advertising campaign.

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This annual report is structured according to the objectives outlined in the RTA corporate plan, *The Journey Ahead*. The format is similar to the past two years, so that readers can easily compare the authority's performance over time. The structure has changed slightly, in line with changes to *The Journey Ahead*, which was updated in 2003-04. For those wishing to compare this report with the previous two:

- Information contained in the previous chapter **Road use regulation** can be found, in the main, in the **Improving road safety** chapter.
- Information contained in the previous chapter **Developing the road network** is now contained in the chapter titled **Moving people and goods efficiently**.

The RTA incorporated sustainability reporting for the first time in its 2001-02 annual report and continued this approach in 2002-03. This means that the documents reported on the social and environmental sustainability of the RTA's performance, alongside the usual financial reporting. This report has a complete chapter on sustainability, in line with the new key outcome in the updated corporate plan – developing sustainable land use and transport solutions.

The other chapters in the main body of the report also follow the community and business outcomes identified in the corporate plan. The RTA's performance in each of these areas is summarised at the beginning of each chapter.

The RTA publishes its annual reports online at its website: [www.rta.nsw.gov.au](http://www.rta.nsw.gov.au)

The annual report is also available on CD-ROM. The number of hard copies is limited to save costs and the environment.

## STATUTORY FRAMEWORK

The Roads and Traffic Authority (RTA) is a NSW statutory authority established under the *Transport Administration Act 1988*. It administers the *Transport Administration Act 1988*, *Roads Act 1993*, *Road Transport (General) Act 1999*, *Road Transport (Safety and Traffic Management) Act 1999*, *Motor Vehicles Taxation Act 1988*, *Road Transport (Heavy Vehicles Registration) Act 1995*, *Road Transport (Driver Licensing) Act 1998*, *Road Transport (Vehicle Registration) Act 1997* and *Driving Instructors Act 1992*.

## RESPONSIBILITIES

The RTA is the NSW State Government agency responsible for:

- Improving road safety.
- Testing and licensing drivers and registering and inspecting vehicles.
- Managing the road network to achieve consistent travel times.
- Providing road capacity and maintenance solutions.

The RTA manages 17,623km of State Roads, including 3105km of National Highways. This includes facilities such as traffic lights, roundabouts, signs and line marking. It also manages nearly 3000km of Regional Roads and Local Roads in the unincorporated area of NSW where there are no local councils. It provides financial assistance to local councils to manage 18,497km of Regional Roads and, to a lesser extent, Local Roads, through funding and other support.

Other areas of RTA interest include 4787 bridges, including major culverts and tunnels, and nine vehicular ferries.

## HISTORY

The RTA was established on 16 January 1989 under the *Transport Administration Act 1988* through an amalgamation of the former Department of Main Roads, Department of Motor Transport and the Traffic Authority.

## ASSETS

The written down value of the road, bridge and traffic infrastructure the RTA manages is more than \$65 billion, including the value of land under roads. Property, plant, equipment, private sector provided infrastructure and other non-current assets are valued at \$4.3 billion.

## FUNDING

Annual funding for the Roads Program is about \$2.8 billion, including State and Commonwealth contributions and road user charges.

## OUR PEOPLE

The RTA has approximately 6900 full time equivalent (FTE) staff across more than 180 offices throughout NSW, including 129 motor registries. (For details on calculation of FTE staff see appendix 10).

## CUSTOMERS

The RTA has a vast range of customers, including individuals, private organisations, community and road transport groups, local councils and State and Federal government agencies. The RTA completes about 24 million registration and licensing transactions every year for the 4.3 million drivers and owners of 4.8 million registered vehicles in NSW.

## 04 VISION, MISSION AND PRIORITIES

### OUR VISION

A sustainable, safe and efficient road transport system.

### OUR MISSION

Delivery of the best road transport outcomes balancing the needs of public transport passengers, cyclists, pedestrians, motorists and commercial operators.

### OUR VALUES

**The RTA is guided by shared values:**

- We are open, honest and fair in all our dealings.
- We are committed to a healthy and safe work environment.
- We are proud of our work and the benefits it brings to the community.
- We value our customers, our staff and the people with whom we work.
- We consult with the community to achieve the best possible outcomes.
- Our achievements result from working together and striving for improvements.

### STATE GOVERNMENT PRIORITIES

The Premier of NSW has introduced reforms in Government agencies to better prioritise and deliver services focusing on customer and community needs while meeting budget constraints.

The Premier has emphasised the need for agencies to work together and the RTA is working closely with other agencies towards a whole-of-Government approach that includes integrated transport and land-use planning.

The RTA contributes substantially to the achievements of the Government's strategic objectives – managing and developing the State Road network in a way that balances the needs of public transport passengers, cyclists, pedestrians, motorists and commercial operators.

## RTA CORPORATE PLAN

The RTA's corporate plan, *The Journey Ahead*, was updated in 2003. The new plan maps the key outcomes the RTA will deliver to the community over the five years from 2003 to 2008. The business outcomes guide the RTA in its planning and work to be more efficient and productive.

The plan outlines the RTA's priorities to address a challenging transport environment. The outcomes in the plan cater for all road transport users and are aligned with the wider objectives of the NSW Government.

This annual report includes information on the RTA's performance and achievements in relation to *The Journey Ahead's* outcomes.

The RTA has implemented corporate governance structures and practices to ensure high standards of business ethics and accountability throughout the organisation and to ensure it delivers cost-effective products and services to the community. During the year the RTA introduced a number of initiatives to strengthen corporate governance including the development of an Executive Charter and a review of its Executive Committee structure.

### CODE OF CONDUCT AND ETHICS

The Code of Conduct and Ethics was revised and re-issued in a more concise format. The code sets out the ethical principles and professional standards that RTA staff are expected to adopt. The complete code can be found at appendix 9 of this report.

### THE EXECUTIVE

The Chief Executive manages and controls the affairs of the RTA and is accountable to the Minister for Roads and Parliament for the RTA's overall performance and for ensuring that the RTA performs in a manner consistent with legislative compliance and best practice.

The RTA Executive is responsible for supporting the Chief Executive in ensuring the effective governance of the authority. The RTA Executive has collective responsibilities for key functions related to organisational leadership and strategic direction, allocating resources, managing risks, ensuring organisational policies are in place, reviewing organisational performance, and ensuring effective operational coordination and stakeholder relations.

Membership of the RTA Executive is determined by the Chief Executive to ensure that it has the balance of skills and experience necessary to properly fulfil its responsibilities. The RTA Executive currently comprises the Chief Executive, Directors, Corporate Counsel, General Manager Environment and the General Manager Corporate Development who also provides secretariat support. [For details of the executive members and their areas of responsibility see the corporate structure on pages 8 and 9. The General Manager, Corporate Development, is Mr Stephen McIntyre.]

The RTA Executive fulfils its collective responsibilities through formal monthly policy and strategy meetings as well as weekly operational meetings and various committees established by the Executive for specific purposes. The committees are:

- Audit and Risk.
- Finance Strategy.
- Workforce Capability.
- Occupational Health and Safety.
- Technology and Innovation.
- Business Improvement.
- Operations Review.
- Business Services.
- Road Safety.
- Major Projects Review.

Each committee has terms of reference that are agreed by the Executive and approved by the Chief Executive. The terms of reference, membership and ongoing need for each committee will be reviewed annually.

### AUDIT AND RISK COMMITTEE

During the year the terms of reference of the Audit Committee were broadened to formally include the oversighting of the RTA's risk management strategies and programs.

The committee is chaired by the Chief Executive and comprises senior executives, a non-public sector representative from the audit profession and an observer from the Audit Office of NSW. The committee meets every three months to consider progress against the audit program, generally oversee the direction of the audit function and consider the adequacy of the organisation's risk/control environment. It also reviews the RTA's year-end financial statements.

### STRATEGIC AND BUSINESS PLANNING

Corporate objectives and strategies are set by the Chief Executive and the Executive to meet the Government's priorities and the community's road-based transport needs. The RTA's corporate plan, *The Journey Ahead*, sets out the organisation's vision, mission and key priorities. The plan emphasises the need to work closely with other Government agencies to achieve a whole-of-Government approach that includes integrated transport and land-use planning. The plan is supported by a suite of internal strategic plans and business plans that are regularly updated.

The latest version of the corporate plan, *The Journey Ahead 2003-2008*, was launched in September 2003. In the months following the launch the Chief Executive, accompanied by senior managers, undertook a round of visits to RTA regional and metropolitan sites promoting the revised plan and communicating key challenges for the RTA in the next few years. The purpose of these visits was to discuss the priorities, challenges and achievements of the RTA with staff and to gather feedback on how well the RTA was achieving the required Government and community outcomes.

### CORPORATE CARD AND PURCHASING CARD

The use of corporate credit and purchasing cards throughout the RTA has been in accordance with the Premier's memorandum and Treasurer's directions.

### EXECUTIVE APPOINTMENTS AND REMUNERATION

The Minister for Roads is responsible for approving the Chief Executive's appointment and contract. The Chief Executive is responsible for approving senior executives' appointments and contracts. These contracts may have a duration of up to five years and include annual performance agreements.

The Chief Executive's remuneration is determined by the Minister for Roads and the Chief Executive determines the remuneration of senior executives in accordance with determinations issued by the Statutory and Other Offices Remuneration Tribunal on 1 October of each year.



### CHANGES SINCE 2002-03

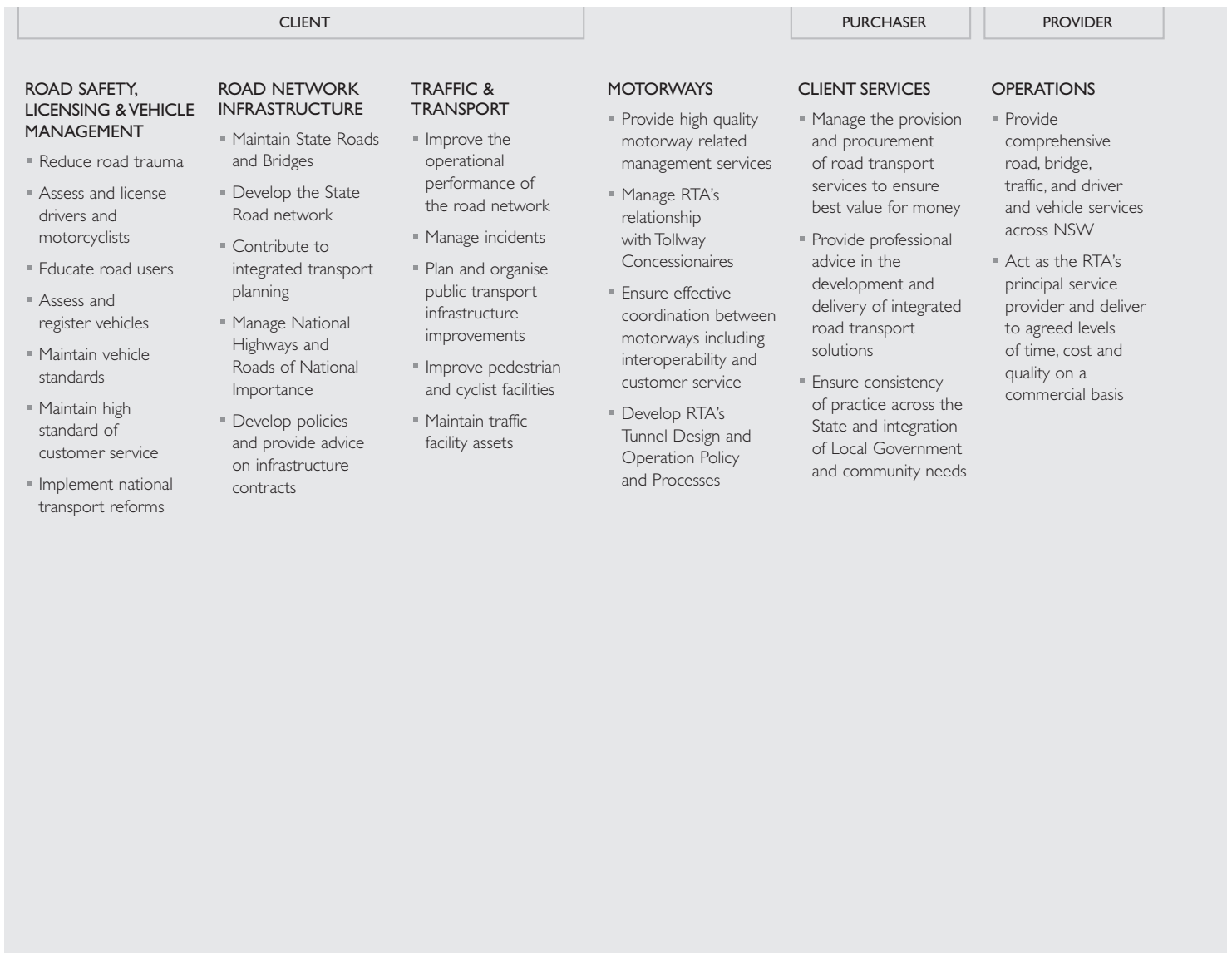
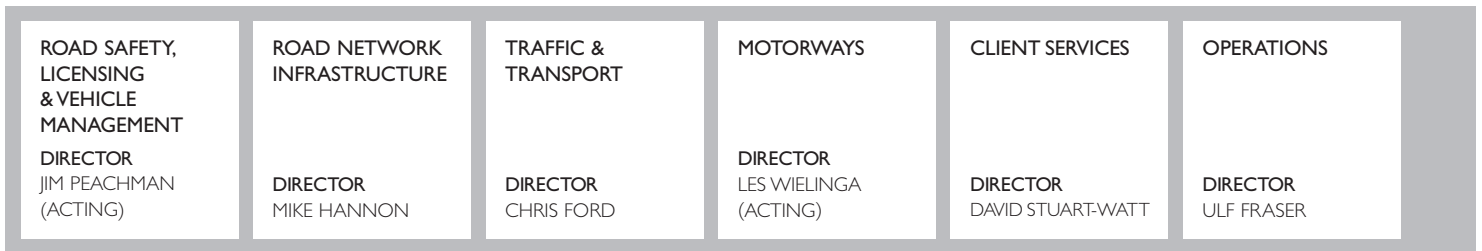
There have been several changes to the RTA's corporate structure this year.

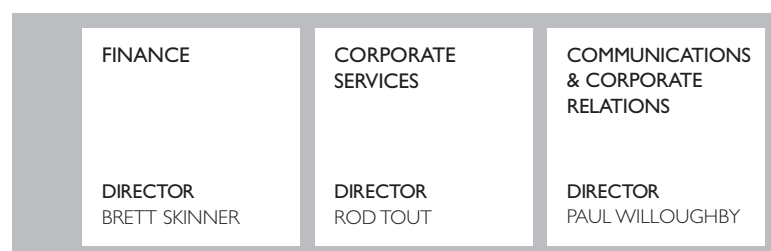
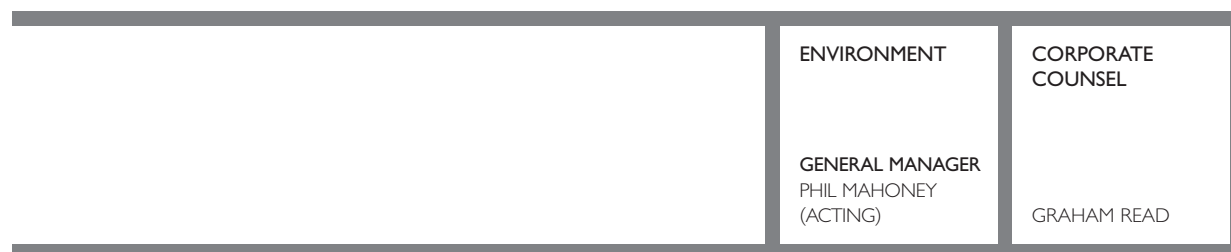
A new directorate, Motorways, has been created to reflect the importance of the motorways network in NSW. Its areas of responsibility include major Sydney motorways and the Pacific Highway.

The Road Safety, Licensing and Vehicle Management Directorate was created in December 2003 as a result of the restructure of the former Road Safety and Road User Management Directorate. The restructure was undertaken to further integrate the road safety perspective across all aspects of the directorate's business and thereby deliver improved road safety outcomes. The restructure also increased the directorate's business, technological and policy capacity to respond to changing economic and regulatory pressures.

CHIEF EXECUTIVE

PAUL FORWARD





**CORPORATE SUPPORT**

**FINANCE**

- Maintain contemporary financial and commercial management framework and manage the RTA's finance functions
- Monitor, evaluate and report on the financial performance of the RTA in all key areas
- Develop robust proposals to ensure adequate funding for the RTA
- Ensure adequate management of the RTA's risk exposures
- Ensure effective management of RTA assets and financial resources
- Lead improvements in budgeting and resource management decision making

**CORPORATE SERVICES**

- Develop and implement strategic human resource plans and policies including Occupational Health and Safety
- Plan and manage the deployment of information technology resources across the RTA
- Provide legal services for the RTA
- Lead corporate planning and performance monitoring and evaluation
- Provide centralised management of resources for delivery of business services in a consistent and cost efficient manner

**COMMUNICATIONS & CORPORATE RELATIONS**

- Manage internal and external communications in support of the RTA
- Manage the corporate identity of the RTA
- Assist in the management of special events and publication of key internal and external RTA documents
- Provide communications advice and strategies for the RTA

**ENVIRONMENT**

- Lead the development and implementation of the RTA Environmental Management System
- Monitor and coordinate reporting on the RTA's environmental performance including the RTA Annual Environment Report
- Ensure effective alliances with other government agencies and external bodies, with respect to environmental issues
- Develop and lead the implementation of environmental planning and management policy, guidelines, strategies and procedures

**CORPORATE COUNSEL**

- Determine legal strategy and policy for the RTA
- Provide legal advice and support for key RTA policy initiatives and projects
- Manage and provide legal representation of the RTA

## RTA CHIEF EXECUTIVE PAUL FORWARD

**THE RTA ANNUAL REPORT**

This annual report is delivered in a new way, signalling a move towards electronic reporting. A very limited number of inexpensive, black and white reports have been produced for tabling in Parliament and for placement in key libraries. The major delivery mechanism for this report is electronic. Most people will be reading this on the RTA website or on a CD-ROM. This allows us to meet our statutory obligations and our responsibilities to communicate clearly with the community and our stakeholders, while reducing costs and saving paper.

The report is structured in line with the outcomes detailed in the RTA's corporate plan, *The Journey Ahead*. We report in detail (and in summary for those who need the information quickly) on our performance in achieving outcomes for the community – safer roads, efficient movement of people and freight on the roads, well-maintained roads, excellent customer service and sustainable solutions now and in the future. We also report on the business outcomes we seek: these are all about being an efficient, accountable and well-managed organisation.

**OUR PERFORMANCE IN 2003-04****Safer roads**

Road safety is the RTA's prime responsibility and it is a key aim in all of our programs – from more vigorous licensing requirements for young drivers to improving the quality of roads.

This year's road toll was the fourth lowest financial year road toll since 1947-48 (see figure 01). Analysis shows that speed and alcohol continue to be the two most significant contributing factors in fatal crashes. The RTA is using all of the tools at its disposal to combat these dangerous behaviours. For example, measures to reduce drink driving this year included tighter laws (zero blood alcohol for novice drivers) innovative technology (the alcohol interlock program) and powerful public education (the 'Brain' advertising campaign). In an important trial aimed at reducing speeding near schools, speed cameras were installed in school zones and an additional 30 flashing light school zones were installed. The RTA-sponsored

SpeedBlitz Blues cricket team travelled around the State to educate high school students about the dangers of speeding in an interactive and unique roadshow.

We also invested in future road safety, with the introduction on 1 July 2003 of the Driver Qualification Test, the final step in the new Graduated Licensing Scheme to produce better, safer drivers.

The number of fatalities in country areas remains a major concern. This year the RTA convened the Country Road Safety Summit which produced a comprehensive list of recommendations for the Government to consider:

**AN EFFICIENT ROAD SYSTEM**

As well as safer roads, the RTA is charged with shaping and maintaining a road system that works well – for private motorists, communities, businesses and the industries which rely on road freight.

One of the key indicators for how we are performing is the consistency of peak travel times on the State Road network in Sydney. Despite traffic volume growth on seven major routes of around 43 per cent during the past 12 years, average peak hour speeds have remained consistent (see figure 06 on page 30). The RTA's strategies to achieve this include actively managing traffic, encouraging public transport and other alternatives to cars, using electronic-tolling to keep traffic moving at key times of the day and other measures. We successfully managed the traffic arrangements for the Rugby World Cup in Sydney in 2003.

We are also continuing to improve the road system, particularly strategic routes in Sydney and the crucial major highways in regional NSW. The major upgrades of the Pacific Highway and the Great Western Highway achieved key milestones in the past year. Construction began on the Cross City Tunnel and the Westlink M7 and financial arrangements were finalised for the Lane Cove Tunnel. The M7 and Lane Cove Tunnel will complete the Sydney Orbital Motorway Network. We also developed a comprehensive and attractive solution to the long-term problems of Lawrence Hargrave Drive. Maintaining roads remains a key challenge, and ride quality was rated 'good or better' for 89.5 per cent of State Roads (see figure 02).

**SERVING OUR CUSTOMERS**

We expanded the range and quality of services available to the people of NSW. For example, the new myrta.com website has significantly increased the number of customers taking advantage of RTA online services (online transactions increased by 71 per cent compared to last year). The RTA continued to work closely with other Government agencies to develop services that can utilise our technology and be offered through motor registries to customers in regional and rural areas.

**SUSTAINABILITY**

We are working on a list of priority initiatives in the area of sustainability, all of which aim to balance social, environment and economic considerations, both now and into the future. Our achievements include progress on the development of the rapid, bus-only Transitways system in Western Sydney, delivering an average of 200km of cycleways every year; our contribution to the Government's Review of Bus Services and our national leadership in pushing for tighter vehicle and fuel emission standards.

**COLLABORATION**

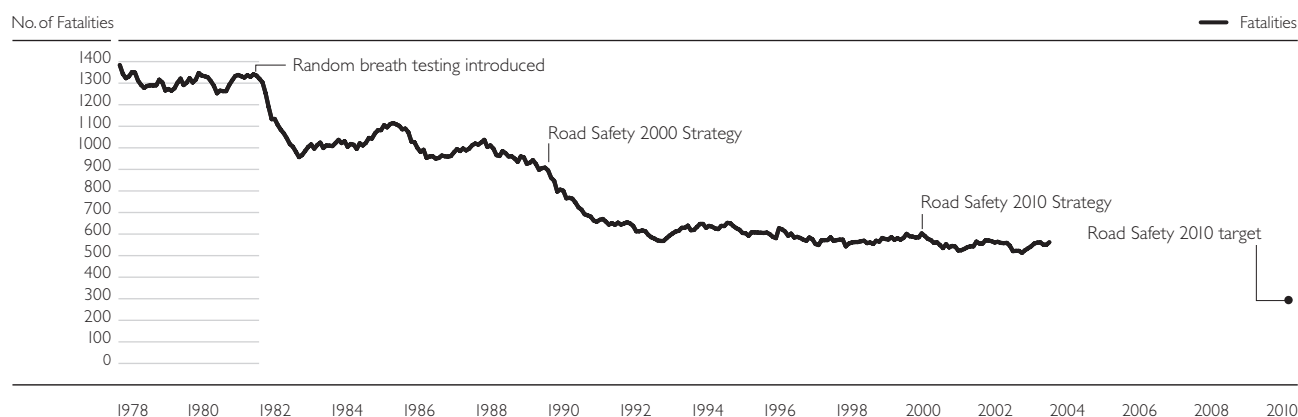
The RTA's achievements are always the result of collaboration – with other Government agencies, the private sector and the community. The RTA is working harder to consult with the community, particularly those communities affected by major projects. The community continues to play an important part in the development of projects. I thank all members of the public and the many public and private sector organisations that have worked with us this year.

My thanks also go to the staff of the RTA, who continue to be hard-working, responsive and innovative in their efforts to deliver services to the people of NSW.

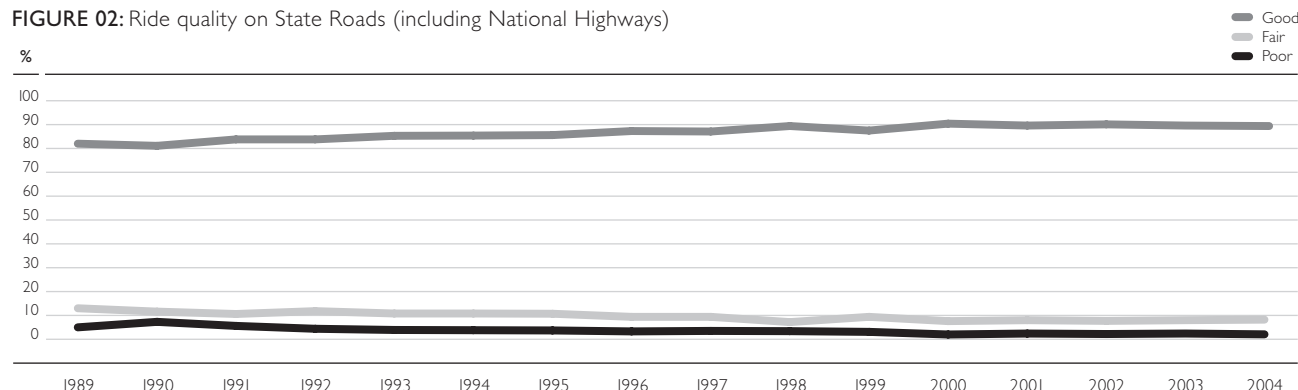


Paul Forward  
Chief Executive

**FIGURE 01:** Trends for Fatalities Since 1978



**FIGURE 02:** Ride quality on State Roads (including National Highways)



STRATEGIC OUTCOME // A ROBUST AND SUSTAINABLE FINANCIAL MANAGEMENT FRAMEWORK.

### INTRODUCTION

The RTA must have a robust and sustainable Financial Management Framework in order to maximise the benefits to the community from the funds provided by the State and Federal governments. The RTA continued to strengthen its financial management capabilities at all levels and refine its corporate governance to support strategic business decisions which are sustainable.

Robust and sustainable financial management practices will enable the RTA to develop and provide an optimal State Road network, innovative road safety and traffic management solutions and value for money services to customers who span the NSW community and the wider Australian public.

## OBJECTIVES

Managing the finances by focusing on:

- Developing robust proposals to ensure adequate funding for RTA programs.
- Implementing a strategic framework for financial and commercial management.
- Planning and monitoring performance to ensure best use of assets and financial resources.
- Providing the tools and resources for effective budgeting and resource management decision-making.
- Re-engineering the procurement and contract management processes.
- Proactively managing risk exposures.
- Ensuring provision of high-level financial and commercial advice to support strategic business decision-making.
- Managing the property portfolio to meet business needs and maximise revenue.

## ACHIEVEMENTS

- Sound financial management of the \$2.8 billion funding and expenditure program.
- As part of the Financial Management Framework, Financial Controllers were recruited and a Finance Strategy Committee established as an Executive sub-committee.
- Identification of major organisational strategic risks and commenced implementation of the Strategic Risk Management Framework.
- Generated gross revenue of \$41.8 million from sale of surplus property and leasing of residue property.
- Administered \$72.5 million and processed 433,000 claims from more than 145,000 registered customers of the M4/M5 Cashback Scheme.
- Met targets for debt reduction (by repaying \$82 million) and unfunded superannuation liabilities (by contributing \$32 million) during the year.
- Further refined evaluation and benefit realisation monitoring processes of business investment and other commercial proposals.
- Evaluated private sector infrastructure projects and provided advice on business proposals for financial and economic viability.
- Reviewed land holdings categorisation to develop two year forward sales program.
- Managed property information relating to \$3.2 billion of property assets.

## FINANCIAL MANAGEMENT

The emphasis remained on further enhancing business efficiency and risk management across all RTA operations. Key focuses were on enhancing resource allocation, budgetary control and management reporting processes. This was strongly supported with the recruitment of Financial Controllers for all directorates to improve financial analysis and advice. A Finance Strategy Committee was also established. This is an Executive sub-committee responsible for determining funding resource allocation across the RTA.

Evaluation and financial advice was provided on private sector infrastructure proposals, including a number of refinancing proposals. Advice was also provided on a number of business proposals including Crashlab, special number plates and SCATS.

## E-BUSINESS

Enhancements to the RTA's web-based Online Property Inquiry System (OPIS) were completed in September 2003. Property information brokers can now download batch files of property enquiries from their clients to OPIS and upload the RTA's responses to these enquiries.

The project supports the State Government's 'connect.nsw' strategy, which provides a framework to support the interactions between Government, business and the community.

## INTEGRATED MANAGEMENT SYSTEM

The RTA continued to build on its investment in implementing the Integrated Management System.

A further two major initiatives were successfully completed. These included:

### Corporate Directory

A Corporate Directory was established, providing a central authoritative source of information about RTA employees and skill hires. The Corporate Directory synchronises data between the RTA's SAP Human Resources application, the mail systems and telephony systems. As part of this project, a new phone directory 'white pages' was deployed across the RTA.

### Imaging/Intelligent Character Recognition

An Imaging/Intelligent Character Recognition system was implemented to process vendor invoices and staff timesheets. The system scans and performs intelligent character recognition of documents and then interfaces with the SAP system. The system has significantly increased productivity in relation to processing of vendor invoices and staff timesheets.

## PERFORMANCE IN DETAIL

In addition, work began on Phase 2 implementation of the Project Management 21st Century System (PM21s). The project aims to extend the functionality delivered in Phase 1, as well as extend the usage of PM21s to other areas of the RTA. PM21s is currently in use by Client Services Directorate and Road Network Infrastructure Directorate for management of network development projects.

## TOTAL ROADS PROGRAM

The expenditure for the year was \$2836 million (\$2718 million in 2002–03). In achieving this result, the RTA met Government commitments to specific initiatives including *Action for Transport 2010*, the Pacific Highway Upgrade, Western & South Western Sydney Roads and Rebuilding of Country Roads programs.

## FUNDING SOURCES

Of the total funds applied to the Roads Program in 2003–04, State sources provided \$2333 million or 84 per cent (\$2474 million in 2002–03). The Federal Government contributed \$460 million or 16 per cent (\$388 million in 2002–03) towards National Highways, Roads of National Importance, Centenary of Federation Fund Bridges, the Australian Transport Safety Bureau – Blackspot Program and the Interstate Vehicle Registration Scheme.

A summary of the RTA's financial performance in 2003–04, as compared to previous years, is shown in the table at the bottom of the page.

## RISK MANAGEMENT

During the year the RTA demonstrated its commitment to identifying and managing risk by further developing its organisational strategic risk-reporting framework and continuing the formal implementation of business risk management processes within selected aspects of its operations. Both of these initiatives reinforce the Chief Executive's requirement for senior managers to take responsibility for managing risks within the operations for which they are responsible.

Other initiatives implemented to identify and manage risks included:

- Risk assessments before the start of specific projects, depending on the level and type of risk involved.
- Requiring all construction projects valued at more than \$5 million to be the subject of a risk review before commencement.
- Transfer of risks to contractors and service providers to ensure appropriate accountability.
- Use of risk-based funding priorities to support the Road Infrastructure Maintenance Program.
- The use of a formal risk model as an integral part of the RTA's internal audit process.

## RISK INSURANCE

The RTA has a Principal Arranged Insurance program (for works and third party liability) for all construction and maintenance related contracts, covering the RTA, its contractors and their sub-contractors.

Purchase of this cover was extended during the year to provide low cost insurance for the RTA's construction projects and Road Infrastructure Maintenance Program. This locked in favourable rates at a time when insurance has been difficult to purchase and premiums are escalating.

During the year a Principal Arranged Insurance program was also put in place to cover vehicular ferries.

## COMMERCIAL RISK

Contemporary financial and economic evaluation techniques were applied by staff and independent consultants to assess infrastructure and business asset investment proposals, to ensure that projects were subject to appropriate criteria including predetermined rates of return.

The pre-qualification process applied to potential suppliers and contractors also provided assurance on the financial capacity of service providers to fulfill their obligations.

TABLE 01: THE RTA'S FINANCIAL PERFORMANCE IN 2003–04, COMPARED TO PREVIOUS YEARS

	Notes	Result 01-02	Result 02-03	Target 03-04	Result 03-04	Target 04-05
<b>Financial performance indicators</b>						
Debt servicing cost as % of Roads Program.		3.5	6.5	5.6	5.4	5.3
Asset Sales (\$M)	1	35.9	45.0	45.0	26.8	55
Interest earned						
– Hourglass facility	2	5.3	4.7	4.7	5.2	5.3
– Other institutions		5.0	5.0	4.7	5.2	5.3

## General Notes

The RTA is a budget dependent agency funded by the State and Federal governments. Many standard financial ratios are therefore not applicable.

1. Sale of surplus real properties including those acquired for road works, and which are no longer required.

All dollar amounts reported in nominal terms. 03-04 target wound back in light of increased revenue requirements for 04-05.

2. Target represents benchmark rate as advised by Treasury Corporation.



FIGURE 03: Source of Funds 2003-04 \$2836M

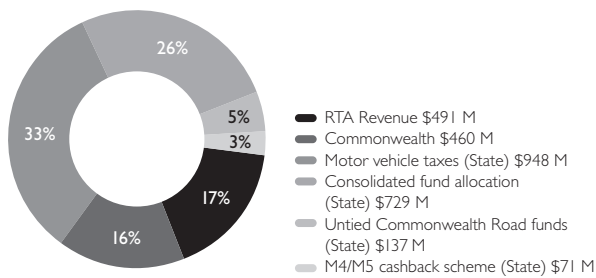
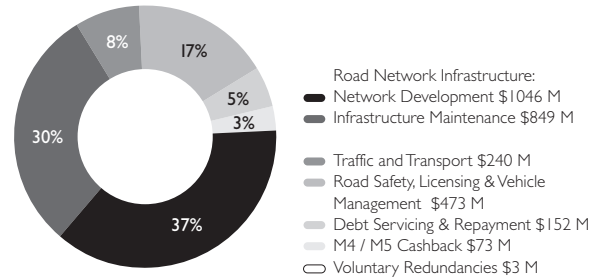


FIGURE 04: Expenditure 2003-04 \$2836M



### INTEREST RATE RISK

Interest rates on the RTA's debt are a mix of fixed and floating rates. The NSW Treasury advises on, and manages, the RTA debt portfolio.

For more information see **appendix 8: Risk Management – Insurable Risks**.

### OFFICE ACCOMMODATION

The RTA submits an annual Office Accommodation Strategy, covering 21 major offices, to the NSW Government Asset Management Committee. The current average space density ratio of office space for these sites is approximately 14.8m<sup>2</sup> per person, which complies with the NSW Government accommodation guidelines.

### PROPERTY MANAGEMENT

The RTA's property portfolio is reviewed regularly. Property not required for current and future road construction and related purposes was either disposed of or leased in accordance with Government policy. A significant focus continued on identifying, implementing and protecting the RTA's commercial opportunities with key initiatives including a review of the advertising strategy for pedestrian bridges and development of Highway Service Centres.

During the year the revenue generated from the leasing or sale of property was on target (gross revenue was \$41.8 million).

### INTERNAL AUDIT

The quality accredited Control Management Services Branch provided a high-quality, cost-effective auditing service across the full range of the RTA's activities. The branch also provided a range of other services such as corruption prevention and investigation, focused on improving the RTA's control environment.

Further details of internal audit and other services are provided in **appendix 7: Control management services**.

### CASHBACK SCHEME

The RTA administers this scheme that allows drivers of NSW privately registered motor vehicles using the M4 and M5 motorways to be eligible for a refund of tolls paid on these roads. Refunds of claims are made quarterly and during 2003-04, 433,000 claims were received from 145,000 Cashback customers. The total cost of the scheme, including administration, was \$72.5 million. To the end of June 2004, tollway account providers had opened about 300,000 Cashback accounts. The scheme is funded from Consolidated Revenue.

### FUTURE CHALLENGES

- Develop detailed rolling programs that allow for clear strategic decision making when opportunities arise.
- Build financial flexibility to address program requirements by identifying new revenue and cost saving initiatives.

STRATEGIC OUTCOME // COLLABORATE WITH AGENCIES TO DEVELOP SOLUTIONS THAT  
ACHIEVE THE BEST COMMUNITY OUTCOMES.

### INTRODUCTION

The RTA first included sustainability reporting as an important part of the annual report in 2001-02. This meant that the RTA's annual report included clear information on the sustainability of the RTA's initiatives. For the first time, the reports detailed the RTA's efforts to develop a balance between social, environmental and economic performance in the present and to provide for the needs of future generations.

This chapter is in line with a new community outcome included in the RTA corporate plan, *The Journey Ahead*, which was revised and updated in 2003-04. The wording of this outcome reflects the fact that sustainability in government activities can only be achieved through the collaborative efforts of government agencies, the private sector and the community.

This chapter reports on the RTA's priority initiatives for sustainability, but other sustainability initiatives can be found throughout this report.

### THE BEST COMMUNITY OUTCOMES

Coordinated and integrated land use and transport planning can provide real choices and improved efficiency in travel and freight movements. A choice of transport helps the environment, provides equitable access and improves the community's quality of life. This enables the government to balance social, environmental and economic objectives and provide for future generations.

The RTA worked to develop a close partnership with the new planning and transport agencies, including the Department of Infrastructure, Planning and Natural Resources (DIPNR), the Department of Environment and Conservation (DEC) and the Ministry of Transport.

The RTA is contributing to the integration of transport modes, making public transport a more reliable and attractive alternative to the private car. The RTA also encourages cycling and walking by providing better facilities.

The RTA continued to work to reduce the impact of motor vehicles on the environment by supporting the NSW Government *Action for Air* plan and the Premier's Cleaner Vehicles program, and by promoting:

- More stringent vehicle emission standards.
- The purchase of cleaner, more fuel-efficient, new technology vehicles.
- Targeted emission reduction programs for existing vehicles.

### PRIORITY INITIATIVES FOR SUSTAINABILITY

The RTA's corporate plan, *The Journey Ahead*, includes a list of priority initiatives for achieving sustainability. Following is a summary of how the initiatives are progressing.

#### **Develop a management policy for arterial roads that balances the needs of road users and adjacent land use.**

There is a greater demand than ever for sound approaches to road network development and asset management. This demand is driven by population and demographic changes, increasing vehicle use, an ageing road network and community expectations for sustainable transport. The RTA is working closely with other government agencies, including DIPNR, DEC and the Treasury to establish new arrangements for development of the road network. These arrangements are aimed at better integrating infrastructure planning and selection of investment priorities in transport and roads.

Contributing towards this objective, the RTA focuses on a range of economic, environmental and social benefits in implementing road development and maintenance works, including:

- Improved safety.
- Reduced travel times for business and residents.
- Reduced costs of transport for producers.
- Increased accessibility to areas, thus improving prospects for business and employment.
- Reducing traffic volumes and noise on local streets.
- Reducing congestion, thus improving air quality through a reduction in vehicle emissions.

Examples of this approach include:

- Improvement to Old Windsor Road and the completion of upgrades to sections of Windsor Road that have reduced travel times between residential areas and workplaces and improved access to employment centres at Parramatta and Blacktown.
- Upgrades of the Pacific, Princes and Great Western highways to improve access to regional areas, reduce travel times for residents and support tourism and other economic activities.

Measures to protect, and where possible enhance, the environment are incorporated as essential elements of all RTA projects. The environmental impact assessment of RTA proposals is a critical element in the consideration of sustainability, as it provides a comprehensive examination of likely environmental, social and economic impacts.

Urban design has become a mainstream policy initiative of the RTA to ensure that roads fit sensitively with the landform and the built, natural and community environments through which roads pass. The RTA's Urban and Regional Design Practice Notes – known as 'Beyond the Pavement' – are being applied to all road projects in NSW. This policy was updated and published on the RTA's internet site during 2004. It is widely applied on key projects such as Lawrence Hargrave Drive, and all motorway and North Coast Pacific Highway projects. Corridor urban design strategies were also being developed for Richmond Road, Cowpasture Road and the Pacific Highway on the Central Coast. (See the case study on the Faulconbridge upgrade on the Great Western Highway on page 19.)

During 2004, the State Government announced a review of Roads Classification to ensure that State resources are targeted to the most important and up to date set of roads that best meets the social and economic needs across NSW. In 2004 the Government appointed a panel to undertake the review and the RTA and the councils are preparing submissions.

Community consultation is a priority for the RTA and comprehensive programs are undertaken for the involvement of

## PERFORMANCE IN DETAIL

the community in the development of all major projects. For example, the Pacific Highway upgrade is a significant program of works affecting communities all along the fast-developing and environmentally sensitive NSW North Coast. The RTA has continued to work closely with communities in areas along the route and their input has led to improvements in project design and the RTA's consultation processes.

For more information on these initiatives see the **Moving people and goods efficiently** chapter of this report.

### **Include appropriate road-based initiatives for public transport, cycling and walking in new and upgraded road developments.**

The RTA continued to provide facilities for public transport, cyclists and pedestrians and support initiatives to encourage alternatives to cars.

The RTA has been actively involved, with other transport agencies, in the Government's Review of Bus Services. The RTA also supported bus priority measures to improve the efficiency of bus operations (these measures include bus lanes, transit lanes, priority traffic signals and bus bays). Bus priority initiatives in 2003-04 included a digital camera-based bus lane monitoring system to reduce illegal use of bus lanes and T-way lanes.

The RTA continued to provide advice and assistance to government and business on teleworking (see below for more information).

The RTA also continued to provide leadership on the production of transport access guides, which offer customised information about low-energy transport forms (such as public transport, cycling and walking).

The RTA promotes cycling through several high-profile community events. The RTA also builds cycleways and assists local councils to develop facilities for cyclists.

Strategies to improve the bike network and encourage wider use of bicycles include:

- Increasing funding for cycling facilities (\$39.6 million in 2003-04).
- Delivering an average of 200 kilometres of cycling path annually.
- Initiatives to make cycling safer, including off-road cycle tracks where practical.
- Sponsoring promotions of cycling such as the annual RTA Big Ride, RTA Cycle Sydney and Bike Week.

In 2003-04, the RTA continued to work to improve pedestrian access and safety, providing facilities such as pedestrian bridges, crossing and refuges, kerb ramps and fencing.

The RTA continued to promote walking as an alternative to private car travel for short trips

For more information on these initiatives see the **Moving people and goods efficiently** chapter of this report.

### **Contribute to inter-agency planning to achieve integration**

### **between transport modes at key interchange facilities.**

The NSW Government is committed to building a rapid bus-only Transitways network in Western Sydney by 2010 – a network which will integrate local buses, T-ways buses and rail. This system will improve air quality by reducing emissions from private car use, enhance travel choices and create employment opportunities.

The RTA is responsible for the construction and maintenance of the T-way infrastructure (including the road infrastructure, pedestrian facilities and cycleways and the construction of bus stations).

For more information about the progress of the Transitway network, see **page 33** of this report.

### **Expand the cycleway network (on and off road), as well as policies and guidelines to make it safer and easier to cycle.**

In the past five years, more than 1000km of additional cycleways have been created across NSW. In 2003-04 the RTA completed many off-road cycleways. The Western Sydney Cycleway network, for example, traverses a range of suburbs, from Guildford to Fairfield.

The RTA also worked with councils to provide better local cycle networks. The RTA provided funding support to councils, on a dollar for dollar basis, to develop and construct the local cycleway network and 94 local bicycle projects were funded in 2003-04.

For more details on the development of cycleways, see **page 37**.

### **Work with local government to develop Pedestrian Access and Mobility Plans.**

To develop integrated pedestrian networks, the RTA helped local councils prepare Pedestrian Access and Mobility Plans (PAMPs). Forty-two PAMPs have been developed across the State, including six completed during 2003-04. The RTA also continued to support councils in implementing the pedestrian facilities identified in these plans. The facilities improve safety, convenience and mobility on links between public transport and other key centres for pedestrian movements.

### **Expand teleworking and mobility management initiatives within the RTA and promote benefits to the community.**

The RTA is a leader in promoting teleworking and other initiatives to reduce vehicle kilometres travelled. In the past year, the RTA continued to provide advice and assistance to government and business on teleworking. Teleworking contributes to the RTA's commitment to reduce vehicle kilometres travelled and car dependency and improve air quality. RTA staff were supported in teleworking at home or at RTA telecentres in Gosford and Penrith. Hot desks were established at Parramatta for RTA staff to use.

The RTA also continued to assist government agencies and other organisations to produce and use their own transport access guides. Transport access guides provide customised travel information for people travelling to and from a particular site using sustainable, low energy forms of transport (such as public transport, walking and cycling). Information about transport access guides is on the RTA web site: [www.rta.nsw.gov.au/transportaccessguides](http://www.rta.nsw.gov.au/transportaccessguides).

During 2003-04, the RTA worked with Marrickville, Canterbury,

## PERFORMANCE IN DETAIL

Kogarah and Rockdale councils to produce a series of transport access guides for trip generators located near the M5 East Motorway as part of the M5 East Air Quality Management Plan, which is designed to minimise emissions. The RTA worked with the local Aboriginal Community Development Officer in Nowra to produce a guide for Aboriginal people visiting or living in the Shoalhaven area. The RTA also assisted the University of Newcastle to develop a transport access plan for the Central Coast Campus at Ourimbah.

The RTA Motor Registry at Five Dock is participating in the Canada Bay Council's trial Green Business Program. The trial includes a sustainable transport component and will identify environmental improvements in business practices that can be implemented at other motor registries across the State.

#### **Advocate tighter vehicle and fuel emission standards at the national level.**

The RTA continues to play a leadership role in advocating tighter vehicle and fuel emission standards. The RTA represented NSW on the national Land Transport Environment Committee (LTEC), which provides advice on vehicle-related environmental issues to environment and transport ministers.

The LTEC has been consulting on tougher vehicle emission and fuel standards to complement standards already in place for 2006. The LTEC is also reviewing systems to ensure the delivery of air quality gains predicted from cleaner new vehicles.

The RTA is implementing two key measures as part of the Diesel National Environment Protection Measure (NEPM). The NEPM provides a range of measures that States can implement to reduce emissions from diesel vehicles. The RTA is implementing two key measures: the voluntary diesel testing program and the audited maintenance program. The RTA is using the testing program to identify polluting vehicles and promote better maintenance of heavy diesel vehicles through a pilot of the audited maintenance program.

The RTA's voluntary diesel testing program continued with funding from the Federal Government. Since its inception, the program has tested 2118 diesel vehicles with 321 of those vehicles tested in 2003-04.

The RTA assisted the Australian Greenhouse Office and the Federal Department of Transport and Regional Services in negotiations with the Federal Chamber of Automotive Industries. The negotiations were aimed at having vehicle manufacturers provide light vehicle emissions data. This will lead to a *Green Vehicle Guide* to help new car buyers identify the cleanest and most fuel-efficient cars.

For more information on these and other initiatives to improve air quality, see **pages 63-64** of this report.

#### **Develop a 'clean fleet' program for heavy vehicle fleet operators to recognise environmentally friendly fleet management and maintenance practices.**

In 2003-04, the RTA successfully registered 'Clean Fleet' as the trademark for publicly branding the RTA's vehicle emissions reduction programs. The RTA assisted the Department of

Commerce in developing systems to enable procurement of cleaner vehicles. The number of petrol-electric hybrid vehicles in the RTA's fleet increased to 21, reducing the fleet's emissions and promoting the market for lower emissions vehicles.

#### **SUSTAINABILITY ACTION PLAN**

The RTA completed the consultation draft of its Sustainability Action Plan. The plan will complement the list of priority issues for sustainability by focusing on the responsibility of the RTA to conduct its own activities and decision making in a sustainable manner. It acknowledges that real gains in sustainability often come about from the gradual combination of a number of smaller day-to-day actions. The plan provides direction to RTA staff and sets challenges for the way that the authority operates. Consultation on the plan will continue in 2004-05.

#### **SUSTAINABILITY CASE STUDY:**

##### **FAULCONBRIDGE UPGRADE A BENCHMARK**

The RTA project team for the upgrade of the Great Western Highway at Falconbridge won the RTA's staff award for sustainability in 2003-04.

The upgrade creates a road environment that encourages slower traffic speeds, in line with the posted 60km/h speed limit. Community severance (the way a road can cut off one part of a community from another, by physical presence, psychological perception and/or increased traffic) is minimised by the provision of physical and visual connections across the road. A shared pedestrian and bicycle path is integrated into the design of the project.

The road fits sensitively into the character of the place, while providing a focus for the village. It achieves a human scale and introduces new elements, such as the pedestrian bridge that links the village with the railway station. The station is now an important feature along the highway.

The road relates sensitively to the scale and form of the village shops, which are kept as a visible part of community life. The village character is reinforced by the diversity of treatment and high design quality of the local garden boundaries – the result of an intense period of community consultation.

The use of exotic deciduous trees differentiates the town from the rural bushland that characterises the Blue Mountains, and further helps to give the village a sense of place.

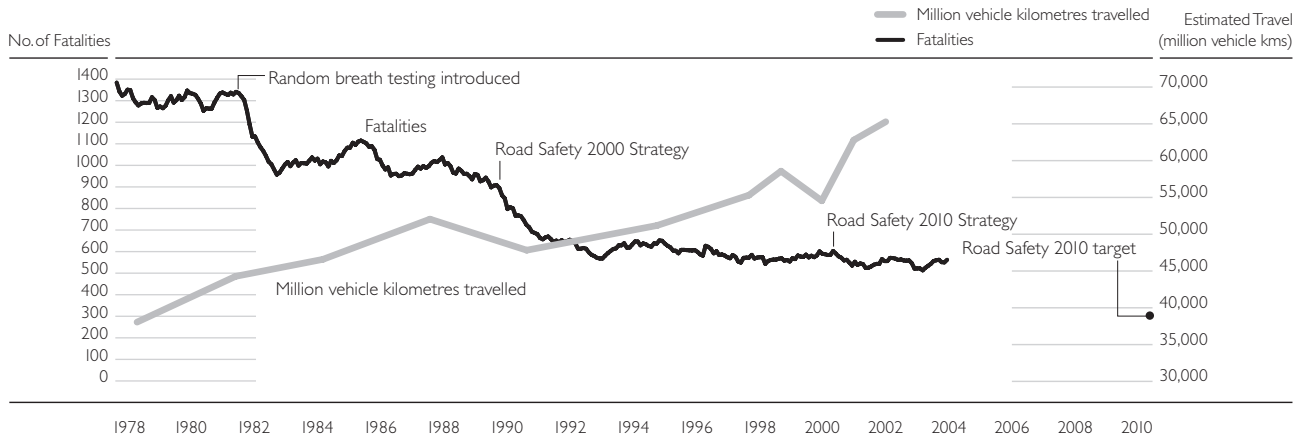
The Blue Mountains Council considers this project a benchmark for overall standards for future upgrading projects on the Great Western Highway and for the process of involving the local community.

STRATEGIC OUTCOME // REDUCE ROAD DEATHS, INJURIES AND TRAUMA AND COST TO THE COMMUNITY OF ROAD DEATHS AND INJURIES.

PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURE OF SUCCESS	PERFORMANCE AGAINST THIS MEASURE IN 2003-04
Reduce road deaths, injuries and trauma and cost to the community of road deaths and injuries.	Halve the number of fatalities by 2010, based on 1999 figures.	<ul style="list-style-type: none"><li>■ Fourth lowest financial year road toll (559 fatalities) since 1947-48 and 39 higher than 2002-03.</li><li>■ Three fixed digital speed cameras were converted to operate as 40km/h school zone cameras.</li><li>■ An additional 30 flashing light school zone sites were installed at schools.</li><li>■ The Alcohol Interlock Program began in September 2003 with 15 interlock licences issued in 2003-04.</li></ul>

FIGURE 05: Trends for Fatalities and Motor Vehicle Travel Since 1978



## FATALITIES

There were 559 fatalities on NSW roads in 2003-04.

### Factors involved in fatal crashes

A study of the calendar year ending 31 December 2003 revealed that:

- Speeding was a factor in around 39 per cent of fatalities.
- At least 18 per cent of fatalities were the result of an incident involving a driver with a blood alcohol level above the legal limit.
- At least 19 per cent of people killed in motor vehicles were not wearing available restraints.
- Driver fatigue contributed to about 14 per cent of fatalities.
- At least 7 per cent of motorcyclists killed were not wearing helmets.

## DRINK DRIVING

### Sober Driver Program

The Sober Driver Program for repeat drink drive offenders was implemented across the State from July 2003.

The program has been developed as a whole-of-Government initiative to rehabilitate repeat drink drive offenders. The nine-week program helps participants understand the effects of drink driving on themselves and the community and aims to reduce reoffending by participants. The program is jointly funded by the RTA and Motor Accidents Authority and is delivered by the Probation and Parole Service of the Department of Corrective Services.

A condensed version of the program has been developed to ensure that all recidivist drink drivers in NSW have the

opportunity to take part. The condensed version is for offenders living in remote or rural areas. It contains the same number of hours as the standard program but is delivered over three days. An independent evaluation of the program was being undertaken.

### Zero blood alcohol limit

Legislation introducing a new zero blood alcohol limit for novice drivers commenced on 3 May 2004, replacing the previous 0.02 limit. The zero alcohol limit applies to all Learner licence holders, Provisional P1 licence holders and Provisional P2 licence holders.

The zero alcohol limit was introduced for novice drivers because they are more vulnerable to the effects of alcohol than experienced drivers due to their newly developing driving skills. The zero alcohol limit means Learner, P1 and P2 licence holders can't consume any alcohol before driving.

### Public education

The latest drink driving campaign, launched in May 2004, uses a rational approach to convince drink drivers that there is no way to compensate for impaired driving skills after drinking alcohol. 'The Brain' campaign was developed to target drink drivers in country areas.

The advertisement challenges the belief that having a few beers has no impact on driving ability by focusing on the physiological effects of alcohol on the brain. These include the ability to coordinate movement, make sensible judgments and deal with complex problems. The tag-line of the ad is 'drinking kills driving skills'.

The advertisement uses advanced special effects to let viewers see 'inside' drinkers' brains and how each beer affects the brain and the ability to coordinate movement.



## PERFORMANCE IN DETAIL

### Alcohol interlocks

From September 2003, the Alcohol Interlock Program was available for courts to use in the sentencing of drivers convicted of certain serious drink driving offences. An alcohol interlock is an electronic breath-testing device which prevents a motor vehicle from being started if the concentration of alcohol in the driver's body exceeds the pre-set limit of 0.02.

The program is voluntary and operates on a user pays basis after participants meet certain medical and vehicle installation criteria. There is a subsidy scheme for low-income participants. At the end of the financial year 15 interlock licences had been issued with 184 ordered through the courts.

The program will be evaluated after two years.

### DRIVER REVIVER

Driver Reviver is a community-based program supported by the RTA to combat driver fatigue. Driver Reviver sites are places for motorists travelling long distances, particularly during peak holiday travel periods, to break their journey and have a drink and a snack.

There are almost 100 sites across the State, staffed by volunteer groups including Lions Clubs International, the State Emergency Service and the Volunteer Rescue Association. Bushells Tea sponsored the program by supplying refreshments.

The RTA continues to promote the use of Driver Reviver through advertising, publicity, variable message signs, the RTA call centre, Transport Management Centre and the RTA website.

A road map including rest areas and Driver Reviver stops was reviewed, reprinted and distributed throughout NSW.

### MOTORCYCLE SAFETY

A motorcycle safety public education campaign began in May 2004, building on the previous year's campaign. The new campaign was jointly funded by the Motor Accidents Authority and the RTA and was developed in partnership with the Motorcycle Council of NSW.

The campaign messages focused on driver awareness of motorcycles and rider awareness of their vulnerability. It suggested strategies using language commonly used in rider training. The campaign used print, press and outdoor media.

*Motorcycle Safety: Issues and Countermeasures* was published in May 2004. The document provides a statistical analysis of the nature of motorcycle crashes and outlines countermeasures to improve motorcycle safety.

### PEDESTRIAN SAFETY

A pedestrian safety public education campaign was launched in August 2003. The campaign reminded drivers of the high number of pedestrians killed, the risk of hitting a pedestrian and the long-term implications of killing a pedestrian. A secondary component of the campaign focused on the increased vulnerability of older pedestrians. The campaign used television, radio, press, print and outdoor media.

The RTA developed guidelines for implementing 40km/h speed limits in high volume pedestrian areas. Using these guidelines, 40km/h speeds limits and associated traffic calming schemes were implemented in 11 town and city centres.

### ABORIGINAL ROAD SAFETY

Funding was provided to two Aboriginal community projects: 'On the Road – Aboriginal Driver Education Program' and 'Community Patrols'. 'On the Road' assisted Aboriginal people wishing to obtain a driver's licence. The 'Community Patrols' project aimed to reduce the involvement of young Aboriginal people in anti-social behaviour, including unlicensed and dangerous driving in the Lismore area.

Culturally-appropriate public education materials were developed to address issues such as speeding, drink driving, seatbelts, bicycle helmets, overloading of vehicles, driver fatigue and pedestrian safety. The materials included posters, brochures, radio advertisements and merchandise.

Press and radio advertisements were developed for Aboriginal newspapers and radio stations, promoting the need to take a break when travelling long distances to the Knockout, a popular Aboriginal football tournament held each year during the October long weekend.

### SPEED MANAGEMENT

#### Fixed digital speed cameras

At the end of the financial year there were 110 fixed digital speed camera sites operating in NSW, including a trial of 13 cameras in school zones. The RTA installed and began to test point-to-point speed cameras on the Pacific Highway and the M4 Motorway.

#### 50km/h urban Speed Limit

The default 50km/h urban speed limit was implemented on 1 November 2003. Before implementation, the RTA made necessary changes to speed limit signposting throughout NSW. After the new speed limit arrangements began, the RTA conducted a limited audit of 50km/h related signposting and the appropriateness of the new speed zoning arrangements.

#### Public education campaigns

##### *Slo Mo*

The campaign uses a television advertisement developed by the Transport Accidents Commission of Victoria (TAC). The advertisement highlights the difference in stopping distances between cars travelling at 60km/h and 65km/h. It uses dramatic slow motion effects to demonstrate how this difference can mean life or death.

##### *Heaven and Hell*

Heaven and Hell is the latest RTA media campaign to address the issue of speeding. The campaign consists of a 45 second advertisement followed by one of two alternative 15 second extension advertisements.

The 45 second advertisement starts off like a typical car commercial. When the vehicle crashes, the viewer realises it's a road safety commercial about the dangers of speeding.



## PERFORMANCE IN DETAIL

The subsequent advertisements highlight the criminal and social consequences of speeding.

#### More visible speed limits

New style L and P plates were introduced in 2003 to raise awareness of the special speed restrictions for L and P licence drivers. The plates show the maximum speed for these drivers: 80km/h for Ls; 90km/h for red Ps; 100km/h for green Ps. Drivers are now allowed to display the plates in the front windscreen and rear window of the vehicle to help maintain the display of the plates.

#### SpeedBlitz Blues

The 2003–04 cricket season marked the RTA's second year as the major sponsor of the NSW cricket team, the SpeedBlitz Blues. The three-year sponsorship is a key component of the RTA's efforts to raise public awareness and change attitudes to speeding.

Despite not making the finals of either the Pura Cup or ING Cup competitions, the team continued to make headlines, with several SpeedBlitz Blues players representing Australia and cricket legends Steve and Mark Waugh retiring from the game.

Off the field, SpeedBlitz Blues players made headlines while travelling throughout NSW with the SpeedBlitz Blues Roadshow, educating high school students on the dangers of speeding. During the 2003-04 season 'On the road' visited 26 schools across the State.

Targeting senior high school students, the roadshow delivers a message of 'Slow down. Take control'.

Students from participating schools are invited to bowl at a wicket as fast as they can. A speed camera measures and displays the ball's speed before students are encouraged to have another go, slowing the delivery down for better control.

A local Police officer records the first bowling speed on a ticket and gives it to the student with the message 'Make this the only speeding ticket you ever get'.

The roadshows provide a unique opportunity to communicate road safety messages to the most at-risk drivers – young males. The response from participating schools, local Police and media has been extremely positive and more visits are planned for 2004-05.

SpeedBlitz Blues players involved in the roadshow have included Michael Slater; Nathan Bracken, Brett and Shane Lee, Dominic Thorneley, Brad Haddin, Michael Clarke, Simon Katich, Doug Bollinger, Nathan Pilon, Greg Mail and Matthew Phelps.

#### MONITORING MOTOR VEHICLE ADVERTISING

The RTA has been lobbying strongly against inappropriate vehicle advertising that depicts dangerous and unlawful road use. In 2003-04, the RTA wrote 34 letters of complaint to the Advertising Standards Board about advertisements published in NSW in contravention of the Federal Chamber of Automotive Industry's Voluntary Code of Practice for Advertising of Motor Vehicles. Three additional letters were written to advertisers of other products whose advertisements showed unsafe road use.

The RTA participated in a National Advertising Monitoring Group, established under the National Road Safety Strategy Committee. The group worked closely with the Federal Chamber of Automotive Industries to overhaul its code of practice to make it less permissive of depictions of unsafe road use.

#### NOVICE DRIVERS AND PASSENGERS

From July 2003 it became an offence for holders of Learner, P1 Provisional or P2 Provisional licences to operate motor vehicles on roads where any occupant is not in a seat and restrained by an approved restraint system. Demerit points and fines now apply to drivers and passengers over the age of 16 years for such an offence.

#### COUNTRY ROAD SAFETY SUMMIT

The RTA and the Motor Accidents Authority convened a Country Road Safety Summit in May 2004. The summit was a key recommendation of the NSW Summit on Alcohol Abuse held in August 2003.

The Country Road Safety Summit provided an opportunity for a bipartisan review of safety on country roads, with 28 Members of Parliament attending from both Houses and representing all major parties.

A total of 252 delegates attended the summit including representatives of industry groups, Police, Local Government, NRMA Motoring & Services, the Australian College of Road Safety, road safety experts and academics, road safety and health professionals from across Australia, community groups, indigenous community representatives, educators and emergency services personnel.

Ten key areas of concern were discussed including drink and drug driving, heavy vehicles, driver fatigue, speeding, young people and children, post crash care, enforcement strategy, penalties and programs, vulnerable road users and road environment safety.

Working groups were convened to review the evidence in each of these areas, discuss current policies and programs and develop recommendations. The summit adopted a communiqué with 137 recommendations to improve safety on country roads.

#### HEAVY VEHICLE SAFETY

##### Seat belt campaign

The RTA implemented a seat belt campaign targeting heavy truck operators and drivers. The campaign focussed on the fact that seat belts are effective for truck drivers. Operators were targeted to persuade them to make sure their vehicles have comfortable and working seat belts and to encourage their drivers to use them.

##### Driver fatigue campaign

A driver fatigue campaign was targeted at heavy vehicle drivers and trucking companies. The campaign provided practical information on the causes of driver fatigue and ways to avoid it. Operators were encouraged to meet their legal obligations by ensuring rosters and schedules are managed to prevent fatigue.

## PERFORMANCE IN DETAIL

### Speed surveys

Surveys of heavy vehicle speeding on all major freight routes were undertaken to assist in the development, implementation and targeting of strategies to manage heavy vehicle speeding. High average and peak vehicle speeds were detected across the road network. The information has been communicated to the NSW Police and heavy vehicle industry and is guiding the development of activities to deter heavy vehicle speeding.

### Special purpose and special application vehicles

Special Purpose Vehicles, such as cranes and concrete pumps, and Special Application Vehicles, such as army ducks used as tourist buses, were individually assessed to ensure that they comply with construction equipment standards and are safe to operate on NSW roads.

### Heavy vehicle compliance survey

The RTA undertook a survey of heavy vehicle compliance with roadworthiness, registration, licensing, mass and load restraint requirements. The results show that the roadworthiness of heavy vehicles using NSW roads has continued to improve, as measured by the rate of major defects. The rate of major defects decreased from 9.2 per cent of vehicles in the 1992 survey to 5.9 per cent of all vehicles in 2003. The rate of major defects for NSW registered vehicles is significantly lower than that of interstate vehicles, supporting the effectiveness of NSW programs to promote heavy vehicle roadworthiness.

### Intelligent Access Program

The RTA worked with Austroads to implement the first stage of a National Intelligent Access Program (IAP) which establishes satellite tracking of heavy vehicles for compliance purposes. The RTA is developing the certification and auditing regime for the private sector companies that will provide the vehicle monitoring services for the IAP.

### National heavy vehicle initiatives

The National Transport Commission (NTC) has continued with its road transport reform agenda. The RTA coordinated responses to NTC proposals on increasing the length of B-Doubles, safety and infrastructure performance measures for the proposed Performance-Based Standards (PBS) regime for heavy vehicles, the regulatory framework for PBS and the PBS Road Classification Guidelines, and heavy vehicle fatigue reforms.

### Compliance and enforcement

The RTA worked to progress the implementation of the upcoming compliance and enforcement reforms – the most significant reform in the regulation of the heavy vehicle industry for many years.

Key features of the reforms include:

- Chain of responsibility provisions that recognise the effects of the actions, inactions and demands of off-the-road parties in the transport chain.
- The risk-based categorisation of mass, dimension and load restraint offences into minor, substantial or severe breaches.

- Mutual recognition and nationally consistent enforcement powers that reflect law in related areas such as occupational health and safety and environmental protection.
- An innovative range of penalties that will give courts greater options for targeting the causes of breaches and fostering a culture of compliance within the heavy vehicle industry.

The RTA's activities to prepare for these reforms included working as lead agency to develop administrative guidelines to support the nationally consistent application of the compliance and enforcement provisions.

### Trial of in-car version of Truckscan

The use of Truckscan in RTA enforcement vehicles was trialled during April and May 2004.

Truckscan is an electronic interface used by RTA inspectors to:

- Check driver licence and vehicle registration information.
- Validate driver log book entries by accessing Safe-T-Cam sightings.
- Input inspection details.
- Generate Traffic Infringement Notices, Defect Notices and Mass and Dimension Breaches.

Truckscan allows the generation of manual, or 'non-photographic', Safe-T-Cam sightings when a vehicle is intercepted on the road-side, expanding the network where speed and fatigue can be monitored.

### New weigh-in-motion equipment

The RTA will install five new Weigh-In-Motion (WIM) devices at Marulan, Mount White and Mount Boyce heavy vehicle checking stations.

The new WIMs will provide a more accurate assessment of the weight of vehicles and ensure that over-loaded vehicles are directed into the checking station for a more detailed inspection.

### Safe-T-Cam audit

Safe-T-Cam sites were audited during November 2003. This followed an audit in 2002.

The audit's purpose was to develop a better understanding of the extent and types of avoidance that occur at Safe-T-Cam sites and potential measures the RTA could implement to reduce dangerous driving near the sites.

The audit used road-side video cameras to record continuous footage for 20 hours at Albury, Gundagai, Kew, Harwood and Tweed Heads.

The audit showed that avoidance of Safe-T-Cam sites had decreased since 2002. This may be a result of increased penalties for Safe-T-Cam avoidance.

### National Heavy Vehicle Accreditation Scheme

The National Heavy Vehicle Accreditation Scheme (NHVAS) has been operating in NSW since July 2001 and offers operators accreditation in Maintenance Management and Mass

## PERFORMANCE IN DETAIL

Management. Heavy vehicles over 4.5T Gross Vehicle Mass (GVM) can join the NHVAS provided that operators demonstrate compliance with the business rules and standards via regular audit.

Accreditation benefits include exemption from annual inspection for vehicles under the Maintenance Management module and access to higher mass limits for vehicles accredited under the Mass Management module (for vehicles operating on the Newell Highway only). The numbers of operators and vehicles participating in the scheme have increased significantly since last year because of transition arrangements with TruckSafe (152 operators and 6846 vehicles are participating in the Maintenance Management module and 28 operators and 222 vehicles are participating in the Mass Management module).

NSW heavy vehicles accredited in the TruckSafe scheme were exempt from an annual RTA inspection. This joint arrangement between the RTA and TruckSafe was intended only as a short-term arrangement until the NHVAS was implemented in July 2001. Following a Transport Agency Chief Executives (TACE) agreement in September 2003, the RTA has been in negotiations with TruckSafe and the NTC to develop a suitable transition for TruckSafe members to the NHVAS maintenance requirements.

The transition period was from 1 November 2003 until 30 June 2004 for TruckSafe accredited operators to gain free entry to NHVAS. To gain an exemption from an annual RTA inspection, TruckSafe accredited operators had to complete an NHVAS application form, supply a list of vehicles to be included in the NHVAS and a copy of their last audit report. Sixty-three TruckSafe accredited operators and 2800 vehicles have made the transition to NHVAS.

#### In-car digital speed camera trial

Speed surveys undertaken by the RTA in 2003 indicate that a significant proportion of heavy vehicles are consistently exceeding the speed limit.

As a result, the RTA began a six-month trial and evaluation of in-car digital speed cameras. The trial supplements Police enforcement and will target heavy vehicles.

A steering committee with representation from the NSW Police and the RTA oversees the trial and evaluation.

#### Changes to the Heavy Vehicle Inspection Scheme (HVIS)

About 100,000 HVIS inspections are undertaken annually as a registration requirement at around 400 inspection sites throughout NSW.

A new HVIS scheme was implemented in November 2003 following an extensive review. Key changes include a re-classification of vehicles subject to an HVIS inspection, suspension and cancellation action where registration requirements are not met and introduction of an inspection booking fee.

An electronic inspection application has also been implemented and plans are underway to expand the electronic recording of inspection information.

#### Checking stations

All heavy vehicle checking stations undertook an extensive analysis of traffic and offence data to develop a sound risk-based approach to enforcement. Truckscan screening technology has been installed at all checking stations and has assisted in the targeting of high risk vehicles.

A risk-based approach to checking station operations, combined with strategically targeted mobile enforcement, will continue to enhance road safety, asset protection and heavy vehicle compliance.

#### Review of the Authorised Inspection Station (AIS) scheme

The RTA completed a comprehensive review of the AIS scheme. Key recommendations from the review were to:

- Introduce a cost recovery strategy to benefit inspection stations, motorists and the RTA.
- Introduce a remote area inspection policy that addresses the shortage of inspection facilities in remote areas.
- Expand the operations of the RTA's Vehicle Identification Inspection Unit and introduce a fee for service.
- Introduce a fairer, more transparent way of dealing with breaches of the AIS rules.
- Change the demarcation point between the light and heavy schemes.
- Produce electronic versions of the *Rules for Authorised Inspection Stations* and other publications.

Work is progressing on the recommendations with implementation scheduled for 2005. An AIS web page is proposed to provide a central point for information on the scheme.

### ROAD ENVIRONMENT AND VEHICLE SAFETY

#### Black Spot programs

The State and Federal Black Spot programs target the road network's worst 'black spots' and 'black lengths'. A total of \$25 million of State funds was spent in 2003-04 on State Black Spot and crash related remedial treatments. These funds allowed for a number of improvements across the road network including traffic signal improvements, intersection reconstruction and safety barrier installation. Significant improvements were made to 166 high-risk locations, addressing local community concerns.

The Federal Black Spot program, administered by the RTA, constructed 107 new road safety projects, with total Federal funding of \$16 million.

#### Rest areas

The RTA built 12 new rest areas and improved 27 existing rest areas to help drivers and motorcyclists avoid fatigue. During 2003-04, the RTA spent \$11.8 million to develop and upgrade rest areas, including improving signage where appropriate. Maps showing light vehicle and truck rest areas are available from motor registries and on the RTA website.

## PERFORMANCE IN DETAIL

### Roadside facilities

The world's first wire rope safety barrier (WRSB) crash test on a 200m radius curve was conducted by the RTA. The test involved a 1600kg test vehicle impacting the convex side of the WRSB at an impact speed of 80km/h and an impact angle of 25 per cent. The WRSB successfully contained and redirected the test vehicle with minimal occupant risk.

### MAJOR OVERHAUL OF FINES AND DEMERIT POINTS

The RTA conducted a major review of traffic and parking offences to fix inconsistencies in penalties and demerit points. The review involved a two-stage public consultation process. It was an interagency effort that included representatives from the NSW Police, the Ministry of Police, the Pedestrian Council of Australia, the NRMA and the Road Safety Task Force.

As a result, the fine system has been streamlined from 48 different fine levels to 15. This will result in more than 1200 changes to fines and demerit points.

### DRIVER LICENSING

#### Final step in the Graduated Licensing Scheme

The introduction of the Driver Qualification Test in July 2003 was the final step in the implementation of the sophisticated Graduated Licensing Scheme (GLS). NSW drivers must now pass the Driver Qualification Test, to confirm they are safe drivers with good hazard perception skills, before progressing from a P2 Provisional licence to an unrestricted driver's licence.

Research shows that hazard perception skills are important for safe driving and that screen-based hazard perception tests can detect drivers with a higher risk of being involved in a crash.

The GLS is a quantum leap in driver licensing, requiring a progressive improvement in the skills of new drivers to prepare them for a lifetime of safe and efficient driving.

#### Unauthorised drivers targeted

Research shows that unauthorised drivers are about three times more likely to be involved in a fatal accident. To reduce this risk to the community, the Minister announced a proposal in September 2003 to confiscate the number plates and immobilise the vehicles of drivers caught driving unlicensed or driving with a revoked licence. Similar schemes operating in the USA and New Zealand have been very effective at reducing the number of unauthorised drivers on the road.

#### Better education for driving instructors

Traditionally, driving instructors have tended to focus on preparing learner drivers for a driving test. A new standard for training driving instructors will better equip them to teach safe driving strategies and hazard perception skills. Training for instructors on the new package, including the manual, *Beyond Test Routes*, began in June 2004.

### IMPROVING PASSENGER SAFETY

In a major step to boost passenger safety, new legislation was introduced in July 2003 to outlaw carrying passengers in car

boots. A further law was introduced making it an offence for L and P drivers to carry more passengers than available seat belts. The laws were established following a series of tragic accidents involving young people. Young people are consistently the most at risk group of drivers on roads and are most likely to benefit from stricter rules on seat belts.

### PACIFIC HIGHWAY UPGRADE

In addition to the safety improvements being achieved by the RTA's program to complete dual carriageways between Hexham and the Queensland border, a further \$19 million in State funding was allocated to road safety improvements on the Pacific Highway in 2003-04. This included:

- Clear zone improvements (\$2.1 million).
- Road widening to enhance separation between opposing traffic (\$3.7 million).
- Improvements to the skid resistance of the road (\$8 million).
- Intersection improvements (\$500,000).
- Rest area improvements (\$4.9 million).

Key projects to improve road environment safety included:

- Tabbimobile Rehabilitation: About 2km of widening works as well as separation of opposing traffic with a median.
- Wardell Rehabilitation: About 2km of widening works as well as separation of opposing traffic with a median.
- St Helena Hill: Provision of a median safety barrier for an 800m section of the highway.

The RTA will be installing six Variable Message Signs on the highway, which will be capable of automated speed detection and feedback advice messages.

### AUSTRALIAN NEW CAR ASSESSMENT PROGRAM (ANCAP)

The RTA continued its active participation in ANCAP, which has provided consumers with vehicle safety information for 11 years. In December 2003, results were released for the Mitsubishi Magna and Euro NCAP.

In March 2004 ANCAP released the Subaru Liberty and Outback results. These vehicles achieved a five star rating. This result highlights the value of the ANCAP program in promoting the production of vehicles with high levels of passenger safety at relatively low costs.

### APPROVED CHILD RESTRAINT FITTING SCHEME

The RTA continued to support an approved restraint-fitting network of 189 facilities around NSW. This network provides assistance to parents and carers on the correct fitting of child restraints and replacement seat belts.

### SCHOOL AND YOUTH PROGRAMS

#### Road safety education

This program continued to ensure the delivery of road safety education to every school child in NSW through a mandatory curriculum. An external evaluation showed a high level of

## PERFORMANCE IN DETAIL

delivery of road safety education by the three school education sectors in NSW.

A new secondary school road safety education resource for years seven and eight was developed and launched by the Minister in April 2004. This new resource, *Road Risks – Your Choice*, uses interactive technology to engage students in issues such as risk-taking and decision-making as road users.

The RTA and the NRMA collaborated to develop a teaching resource for years nine and 10 – *Shift 2nd Gear*. This resource is near completion and will provide students with a suite of activities designed to further develop their hazard perception skills and analysis of risky driving situations.

The *Everyday Program*, presented by Youthsafe, was successfully delivered to secondary schools in the Sydney metropolitan area. The program focuses on risk taking, decision making and consequences of unsafe choices for young people as road users.

More than 2700 early childhood services in NSW received support with road safety information and resources.

#### **Safety Around Schools**

In its third year, this program continued to focus on improving the road safety environment around schools. The school crossing supervisor program was extended, bringing the total of school sites with supervisors to 663.

The trial of flashing lights in school zones was extended to include an additional 30 schools across NSW. The effectiveness of the lights in critical locations will be tested by the gathering of speed and compliance data and comparisons of the different styles of lights being used.

The Independent Safety Around Schools Review Panel maintained its role in considering submissions from schools for road safety assistance for their schools' environment.

#### **Youth programs**

The RTA continued its successful partnership with Youthsafe, which hosted the 2004 NSW Safe Celebrating Forum in March. The RTA Manager of Youth Programs presented an overview of RTA programs at the forum, which was attended by 300 professionals who work with young people.

The RTA contributed to the development of the Department of Educational and Training's *Safe Celebrating Kit* for students and their parents. The kit addresses issues such as drink driving, drugs and driving and safe transport options.

Road safety officers and RTA contractors continued to deliver workshops for parents to help learner drivers become safer drivers.

A new media campaign, 'Notes', was launched to combat speeding by young drivers. This campaign included notes left by young drivers in a hurry, starkly highlighting the consequences of speeding. The campaign ran in cinemas and magazines. Young people positively evaluated the campaign for its believability and emotional impact.

### **COMMUNITY AND INTERAGENCY PROGRAMS**

#### **Enhanced Enforcement Program**

The Enhanced Enforcement Program (EEP) is a partnership with the NSW Police to encourage safe road user behaviour by ensuring a higher level of Police visibility at strategic times of the year. The RTA contributed more than \$7 million this year to fund operations targeting speeding, drink driving, fatigue, heavy vehicles and use of seat belts and helmets.

Eight Statewide enforcement operations were conducted and supported by RTA public education campaigns. NSW roads were safest in 2003-04 during these operations, such as 'Safe Arrival' at Christmas and 'Tortoise' at Easter.

Regional enforcement operations across the year saw the RTA, council road safety officers and the NSW Police work together to address more local issues.

The EEP model was applied effectively in the 2003-04 review of the Pacific Highway which resulted in the NSW Police and the RTA developing a joint action plan to address road safety issues and reduce road trauma.

#### **Local Government Road Safety Program**

The RTA continued an effective partnership with local government through the jointly funded Local Government Road Safety Program (LGRSP) which develops local road safety initiatives. By the end of the financial year, 101 of the 159 NSW councils were involved.

Seventy-eight Road Safety Officers are employed in local councils. These officers delivered more than 250 community-based road safety education projects in the past year.

The LGRSP is the result of a positive and proactive collaboration between the RTA, Institute of Public Works Engineering Australia, the Motor Accidents Authority and the Local Government Association and Shires Association of NSW.

#### **Community-based action**

The RTA encourages the community to support and be involved in road safety initiatives, particularly at a local level. In addition to the LGRSP, community initiatives included nine community road safety groups in the southern and south west RTA regions and two RTA-funded drink drive prevention officers employed across regional areas of NSW in partnership with Area Health Services.

#### **Community information**

The RTA supports public education initiatives by providing free road safety material. Orders for materials are processed via the toll free telephone number 1800 060 607. In 2003-04, 5122 calls were received and more than 1.75 million road safety materials were distributed. A catalogue of road safety community education materials is available on the RTA website and items can be ordered online.

## PERFORMANCE IN DETAIL

### FUTURE CHALLENGES

- Educate the community to accept that speeding, even a few kilometres per hour over the limit, is both risky and antisocial.
- Decrease the over-representation of young drivers in motor vehicle crashes.
- Increase safety on NSW roads through engineering treatments (such as wire rope medians).
- Increase the proportion of councils employing a Road Safety Officer.
- Implement programs for heavy vehicle drivers and operators to combat fatigue and speeding and encourage seat belt use.
- Target drink drivers.
- Increase the use of Alcohol Interlocks.
- Better integration of technology to apply a risk-based approach to heavy vehicle enforcement.

STRATEGIC OUTCOME // ENABLE EFFICIENT MOVEMENT OF PEOPLE AND GOODS ON THE ROAD SYSTEM.

## PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2003-04
Optimal efficiency of the transport system in moving people and goods.	Maintain average peak travel speeds in Sydney at existing levels.	Peak travel speeds maintained (see figure 6 on next page).
	On-time and on-budget completion of major State Road network projects.	79 per cent of major projects delivered within or near budget (percentage of projects weighted by project cost). 86 per cent of major projects delivered on or near time (percentage of projects weighted by project cost).



PERFORMANCE SUMMARY

ROAD PROJECT DELIVERY

During the year, 23 major construction projects, with individual costs of more than \$1 million each, were completed. Total expenditure on these projects was \$187 million.

TABLE 02: PROJECT DELIVERY

	No of projects	Total expenditure \$ million	% of projects weighted by project cost
Completed within budget or within 10% over budget	16	148.7	79
Completed within planned duration or within 10% over planned duration	15	162	86

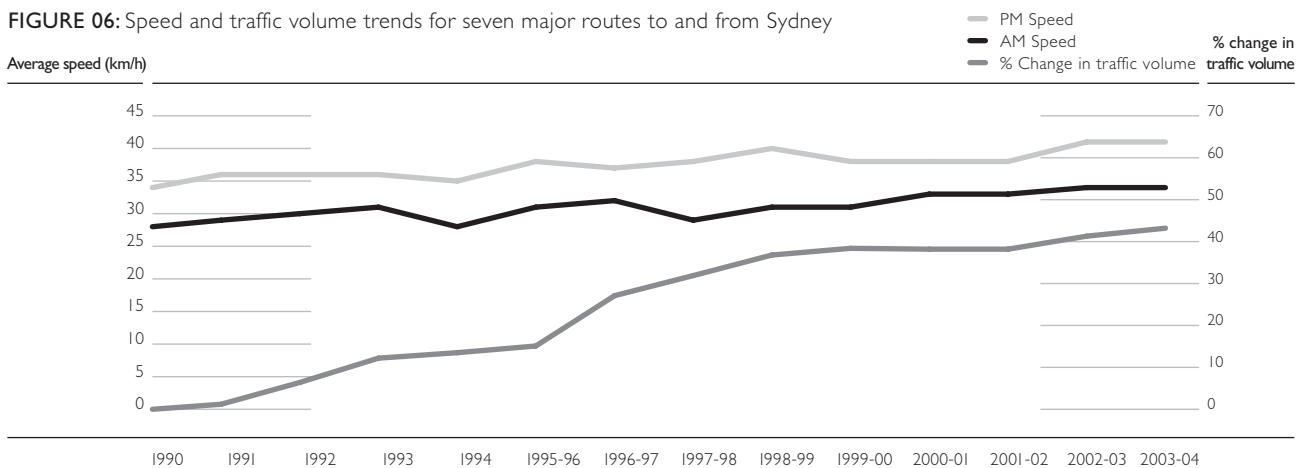
MANAGING TRAFFIC

During 2003-04, RTA programs succeeded in maintaining consistency of peak travel times on the State Road network in Sydney. For the overall network, average speeds in 2003-04 were 37km/h for the AM peak and 40km/h for the PM peak – similar to speeds over the last four years and the same as 2002-03.

On the seven major routes to and from the Sydney CBD,

average speeds in 2003-04 were 34km/h for the AM peak and 41km/h for the PM peak. The trends in average speeds for these seven major corridors are presented below in Figure 06, together with the growth in traffic volumes on these routes during that same period. Despite traffic volume growth on these seven major routes of around 43 per cent during the past 12 years, average peak hour speeds have remained consistent.

FIGURE 06: Speed and traffic volume trends for seven major routes to and from Sydney





## PERFORMANCE IN DETAIL

**IMPROVING THE ROAD NETWORK****Improving access within Sydney*****Cross City Tunnel***

Work was well underway in all areas, with eight tunnel road headers in operation. About 85 per cent – or 4709m – of bored tunnels were completed. The Cross City Tunnel construction is on schedule, with the project due to open to traffic in 2005. Tunnelling work began beneath William Street in May 2003. In June 2004, the first major breakthrough to daylight was reached, marking the completion of the eastern drive of the main tunnel.

The 2.1km twin tunnel, between Darling Harbour and Kings Cross, will link the Western and Eastern Distributors. The tunnel is designed to improve east-west traffic flows, ease traffic congestion and improve conditions in Sydney's CBD and on the streets approaching the city. By 2016, the tunnel is expected to be used by more than 100,000 vehicles per day: without the tunnel, the majority of these vehicles would be travelling on the city's streets.

All construction work is undertaken by the Cross City Motorway Consortium, in line with the project agreement with the RTA and planning approval conditions issued by the Minister for Planning. The consortium consists of Cheung Kong Infrastructure Holdings Ltd (CKI) (50 per cent), Deutsche Bank Capital Partners (30 per cent) and Bilfinger Berger BOT GmbH (20 per cent), the investment company of Bilfinger Aktiengesellschaft.

The project is being funded, designed and built by the consortium at an estimated cost of \$680 million (including development, design, construction, fit-out and commissioning). The agreement defines that the tunnels will be opened to traffic by October 2005 and then be operated, maintained and repaired by the consortium for 30 years and two months. The project-related surface road and property works, and some of the services works, will also be maintained and repaired by the consortium during this period.

Tolling will be fully electronic and interoperable with other Sydney toll roads. There will be no toll booths on the Cross City Tunnel.

***Lane Cove Tunnel***

The Lane Cove Tunnel, between the M2 Motorway and the Gore Hill Freeway, will complete the final link in the Sydney Orbital, and will connect the north-west sector of Sydney with the CBD. The Minister for Planning approved the project in December 2002.

Substantial construction began in late June 2004 and the project is expected to be open to traffic in 2007.

The Minister for Roads announced in October 2003 that the preferred consortium to design, build, maintain and operate the Lane Cove Tunnel was the Lane Cove Tunnel Consortium, sponsored by Thiess Pty Limited, Transfield Holdings Pty Limited and ABN AMRO. After further negotiations a contract was executed between the RTA and the Lane Cove Tunnel Company, which has engaged the Thiess John Holland joint venture to design and construct the project.

The ownership of the Lane Cove Tunnel Company changed in

June 2004 when the equity interest held by ABN AMRO and others was taken up by Cheung Kong Infrastructure Holdings Limited and the Li Ka Shing (Overseas) Foundation.

The project will provide bus priority lanes along Epping Road and transit lanes on the widened Gore Hill Freeway from the M2 at the Lane Cove River to the Warringah Freeway. New ramps will be provided to and from the north between Falcon Street at Neutral Bay and the Warringah Freeway to improve access to the Gore Hill Freeway-M2 corridor.

Tolling will be fully electronic and interoperable with other Sydney toll roads. There will be no toll booths on the Lane Cove Tunnel.

***Westlink M7***

The Westlink M7 (formerly known as the Western Sydney Orbital) between the M5 Motorway at Prestons and the M2 Motorway at West Baulkham Hills will form part of the National Highway through Sydney and will be a key link in the Sydney Orbital Motorway network. It will comprise approximately 40km of dual carriageway and will support the industrial and commercial development of Western Sydney, taking heavy vehicles off local streets.

Substantial construction began in July 2003 and work is progressing on schedule for completion in 2006.

In January 2001 the Federal Government made a commitment to provide, progressively, a total of \$356 million to the project with the remaining funding of more than \$1.5 billion to be provided by the private sector. The NSW Minister for Planning approved the project, with conditions, in late February 2002.

The WestLink Consortium was contracted in February 2003 to finance, design, build, maintain and operate the project. Equity is provided by Transurban, Macquarie Infrastructure Group, Abigroup Contractors and Leighton Contractors. WestLink will in return have the right to toll the road for the remainder of the 34 year concession period after completion of construction. Tolling will be fully electronic and interoperable with other Sydney tollroads. There will be no toll booths on the Westlink M7.

***M4 East: Extension of the M4***

In June 2004, the Minister for Roads announced a preferred option for the proposed M4 East. The proposal is for a 5km tunnel from the end of the M4 Motorway at North Strathfield to Parramatta Road at Haberfield and the City West Link Road at Dobroyd Point. The announcement followed community comment on three options which were displayed in December 2003.

The M4 East would support the NSW Government's objectives for the sustainable economic development of Sydney by catering for improved freight access to the Port Botany and airport regions, as well as local commercial access along this route. It would also complement the Government's objective of redressing the jobs-housing imbalance that sees a high proportion of residents needing to travel extensively to get to their work location.

The M4 East would reduce the extensive congestion on Parramatta Road from Strathfield to Haberfield, which results in

## PERFORMANCE IN DETAIL

substantial costs to business and the road freight industry. It would help revitalise Parramatta Road, meeting the demands of increased residential development along the road corridor and taking advantage of the public transport system.

The Department of Infrastructure, Planning and Natural Resources (DIPNR) will chair a taskforce to consider options for redevelopment of Parramatta Road and the provision of public transport.

### ***F3 Freeway to Sydney Orbital Link***

A feasibility study was completed in April 2004, investigating options for a new National Highway connection between the Sydney to Newcastle Freeway (F3) and the Sydney Orbital. The connection would replace the existing interim route along Pennant Hills Road. The study was funded by the Federal Government and coordinated by the RTA. Sinclair Knight Merz was commissioned to undertake the study.

The study assessed a number of options and community consultation was undertaken on three corridor types and four options. The study concluded that the project objectives would be best satisfied by a new link connecting the F3 at Wahroonga with the M2 Motorway at its interchange with Pennant Hills Road. This option is about 8km in length, most of which would be in a tunnel running 30 to 40 metres underneath Pennant Hills Road. In May 2004 the Federal Government announced that this option was preferred.

### **Urban projects**

#### ***Windsor Road upgrade***

The \$380 million program to upgrade Windsor Road and Old Windsor Road to a minimum of four lanes by the end of 2006 is progressing well. Concept development was completed for the full route, which included planning approval for the Windsor Flood Evacuation Route, in November 2003.

During the year the upgrade of a further four sections along Windsor Road was completed. The section from Merriville Road to Schofields Road, Kellyville, was opened to traffic in August 2003. Three other sections – Schofields Road to Mile End Road, Rouse Hill; Level Crossing Road to Henry Road, Vineyard; and Curtis Road to Pitt Town Road, McGraths Hill – were opened in April 2004.

Detailed design and preparation of contracts began for the remaining four sections to enable tenders to be called in late 2004. These sections are expected to open to traffic by the end of 2006.

The Windsor Road upgrade is improving the accessibility, safety and reliability of travel to the north west sector of Sydney. The upgrade will contribute significantly to the economic development of Western Sydney.

#### ***Bangor Bypass***

The Bangor Bypass will be a four lane divided road consisting of two sections – a 2.8km North-South Link between New Illawarra Road and Alford's Point Road to the west of, and

parallel to, Old Illawarra Road and a 3.4km East-West Link between the Woronora Bridge and the North-South Link.

Construction is now well advanced and it is expected that Stage I, linking Woronora Bridge to Alford's Point Road, bypassing Menai Road and part of Old Illawarra Road, will be open to traffic in early 2005. The bypass is designed to relieve pressure on Menai Road and Old Illawarra Road, enabling better access between southern Sydney and Bankstown, and reducing congestion and improving safety on Menai Road.

The Minister for Planning approved the Bangor Bypass in November 2002. The construction contract for the East-West Link and a short section of the North-South Link was awarded to Abigroup and major work began in June 2003. In September 2003, the Minister for Roads announced that construction of the northern section of the North-South Link between the East-West Link and Alford's Point Road would be accelerated and that it would be opened to traffic in conjunction with the East-West Link.

#### ***Hoxton Park Road upgrade***

Hoxton Park Road is being progressively upgraded to provide a divided road at least four-lanes wide and an off-road cycleway. Since November 2003, the project has provided two central lanes for the Liverpool to Parramatta T-way between Banks Road and Hill Road.

Construction began on the section between Hill Road and Brickmakers Creek in February 2004. This section, to be completed in the first half of 2005, will provide four general traffic lanes plus two central lanes for the T-way, consistent with the design between Banks Road and Hill Road.

Concept design for the section between Cowpasture Road and Banks Road was well advanced during the year.

#### ***Cowpasture Road upgrade***

Cowpasture Road was a 12.8km long two-lane undivided arterial road from The Horsley Drive at Wetherill Park to Camden Valley Way at Leppington. It is being progressively upgraded to four-lane divided road.

In September 2003 the section between Elizabeth Drive and North Liverpool Road at Cecil Hills was opened to traffic. Upgrading of two other sections of Cowpasture Road began:

- Westlink M7 Motorway to Hoxton Park Road: the main road-works began in June 2004 and are expected to be completed in 2006 in conjunction with the opening of Westlink M7 Motorway.
- Preliminary construction work began in June 2004 on the upgrade from Hoxton Park Road to Main Street and is expected to be completed in early 2006.

Concept development began for the two remaining sections of Cowpasture Road: the section from Main Street to Camden Valley Way and the section from North Liverpool Road to the Westlink M7.

The Cowpasture Road upgrade is improving the accessibility, safety and reliability of travel.

## PERFORMANCE IN DETAIL

**Camden Valley Way upgrade**

Detailed design began for the section between the M5/Westlink M7 and Bernera Road.

**Transitways****Liverpool to Parramatta T-way**

Patronage on the Liverpool-Parramatta T-way has continued to grow since it began operating in February 2003. The highest daily patronage was 6120 on 8 April 2004. Patronage of the T-way continues to increase at about 240 per week and total patronage has exceeded 31,000 per week. Patronage is on track to reach forecast levels, with the T-way stations almost complete. Construction of the remaining sections of bus lanes on the Great Western Highway at Mays Hill and Victoria Street at Wetherill Park is expected to be complete by the end of 2004.

The T-way serves the suburbs of Liverpool, Lurnea, Cartwright, Miller, Hinchinbrook, Busby, Green Valley, Bonnyrigg, Greenfield Park, St Johns Park, Bossley Park, Prairiewood, Wetherill Park, Smithfield, Woodpark, Merrylands West, South Wentworthville, Wentworthville, Mays Hill and Parramatta. It connects people in these areas with educational, recreational, employment and health facilities along the route and the CityRail network. The suburbs of Smithfield and Wetherill Park in particular are major employment generators and the T-way provides a new public transport link from residential areas to this employment zone.

**North-West T-way Network**

The North-West T-Way Network comprises two links – Parramatta to Rouse Hill Regional Centre (17km with 19 stations) and Blacktown to Castle Hill (15km with 20 stations). These two links cross at Parklea.

Approval for the North-West T-way was granted by the Minister for Infrastructure and Planning on 14 February 2004 and approval for the project to proceed has been given by the Chief Executive of the RTA and the Director General of the Ministry of Transport.

Tenders for the design, construction and maintenance (for 10 years) of stage one of the project (Parramatta to Rouse Hill Town Centre and Blacktown to Burns Interchange near Parklea) closed in April 2004 and evaluation of the tenders is in progress. The acquisition of properties for stage one is well advanced and demolition works have begun. Construction will begin in early 2005 and be completed in 2007.

The T-way will service the suburbs of Parramatta, Westmead, Wentworthville, Old Toongabbie, Winston Hills, Seven Hills, Kings Langley, Bella Vista, Glenwood, Newbury, Kellyville Ridge, Mungerie Park, Blacktown, Kings Park, Acacia Gardens, Parklea, Stanhope Gardens, Balmoral Road release area, Kellyville, Castle Hill and Baulkham Hills. These areas will be provided with improved connections to educational, recreational, employment and health facilities and to the CityRail network.

**Improving access between cities and regions**

Approximately 48 per cent of the RTA's Road Network Development budget is spent in regional NSW. The program has

two major effects: it saves lives through improved roads and provides improved access for private vehicle travel and freight.

The emphasis has been on the Pacific, New England, Great Western, Hume and Princes highways, using National Highway funding for the New England and Hume highways and Roads of National Importance and State funding for the Pacific and Great Western highways.

On 7 June 2004, the Federal Government released details of its reform of land transport (road and rail) planning and funding across Australia, titled AusLink. This announcement is a major commitment of \$9.2 billion over five years from 2004-05 to 2008-09. Under AusLink, the National Highway System and Roads of National Importance are replaced with a broader and more strategic network of transport corridors including key rail links. This new AusLink National Network will form the basis of the Federal Government's investment in land transport.

AusLink includes road funding for the National Network in NSW of \$1 billion over five years. This commitment is subject to a contribution from the NSW Government to the cost of the various projects and the Federal and NSW governments signing an agreement. However, the NSW Government commitment to improving access between cities and regions will remain.

The RTA has responsibility for managing the National Network within NSW on behalf of the Australian Government, which has responsibility for funding maintenance and improvements.

**Pacific Highway upgrade**

The NSW Government is committed to developing the whole Pacific Highway as a dual carriageway route, as confirmed in the Government's *Action for Transport 2010* plan. Under the current 10-year agreement, the NSW Government has committed \$160 million per year to the Pacific Highway for major projects, maintenance and minor works. An additional \$60 million per year is funded by the Federal Government.

The \$2.2 billion program has achieved some important milestones during its first eight years, with 21 major projects and 19 minor projects opened to traffic, construction underway at four sites and 15 projects being planned.

Under the AusLink program the Federal Government has committed \$160 million per year over each of the three years from 2006-07 to 2008-09. Details of a new agreement will need to be developed between the Federal and NSW governments.

Highlights during the year included:

**Karuah Bypass**

Construction of the \$123 million bypass, jointly funded by the State and Federal governments, began in June 2002. The 9.8km dual carriageway bypass of Karuah will eliminate a major holiday bottleneck for travelling motorists. The project is due for completion in September 2004.

**Bundacree Creek to Possum Brush**

A contract has been awarded for the construction of this \$115 million, 9.7km upgrade of the Pacific Highway near

## PERFORMANCE IN DETAIL

the township of Nabic. The contract includes design, construction and maintenance for a 10 year period. The project is jointly funded by the State and Federal governments and is expected to be complete by mid 2006.

### Taree to Coopernook

The \$59 million Taree to Coopernook upgrade will provide 7.3km of dual carriageway between the northern end of the Taree Bypass and the southern end of the Coopernook Bypass, with a new carriageway being built adjacent to the existing road. It is jointly funded by the State and Federal governments. Construction of this project began in February 2002 and is scheduled for completion in 2005.

### Coopernook Bypass

Construction began on this \$69 million project in February 2002. Combined with the Taree to Coopernook upgrade, the 4.2km dual carriageway bypass of Coopernook will improve road safety and travel times. This project is fully State-funded and is scheduled for completion in 2006.

### Halfway Creek

Construction of the \$21.5 million Halfway Creek Realignment began in March 2002 and was opened to traffic in June 2004. The fully State-funded upgrade provides 3.4km of high standard dual carriageway with improved intersections, fewer curves, better sight distance, safer overtaking opportunities and better travelling conditions.

### Brunswick Heads to Yelgun

This 8.7km project involves construction of new dual carriageway generally adjacent to the current highway north of Brunswick Heads and a second carriageway on the Brunswick Heads Bypass. Tenders were invited from shortlisted contractors in April 2004 following a Registration of Interest process. Construction is planned to start in early 2005 with completion by late 2006. The proposed contract includes design, construction and maintenance for a 10 year period. The project is jointly funded by the State and Federal governments.

### Karuah to Bulahdelah Section I

A contract for design, construction and maintenance for a 10 year period was awarded for this \$114 million, 11km project in June 2004. Site work is expected to begin in 2004. Significantly improved safety is expected to result from provision of dual carriageways on a new highway alignment for much of the length. This project is jointly funded by the State and Federal governments and is expected to be complete by mid 2006.

### Projects under development

Major projects being planned for new dual carriageway include:

Karuah to Bulahdelah, Sections two and three (24km)

Bulahdelah Upgrade (8.7km)

Coopernook to Moorland (10km)

Moorland to Herons Creek (22km)

Kempsey to Eungai (39km)

Warrell Creek (4.9km)

Macksville to Urunga (40km)

Bonville Deviation (9.6km)

Coffs Harbour Planning Strategy

Sapphire to Woolgoolga (21km)

Ulmarra Bypass (4.8km)

Ballina Bypass (12.6km)

Bangalow to St Helena (5.2km)

These projects are at various stages of development, with some having received planning approval (Ballina Bypass), some nearing planning approval stage (Bonville Deviation, Coopernook to Moorland) and others in relatively early stages of route selection (such as Macksville to Urunga).

### Princes Highway

Upgrading the Princes Highway is a high priority for the NSW Government. The route has a poor accident record and there is a clear need to provide for more efficient vehicle movement for the section north of the Jervis Bay turnoff. In early 2004-05 a thorough safety audit of the route will be undertaken to assess the most appropriate treatments before the route is upgraded to four-lane standard to the Jervis Bay turnoff.

The NSW Government will continue to lobby the Federal Government for a substantial commitment to this route which, south of Wollongong, does not form part of the Commonwealth's National Network for funding purposes.

### North Kiama Bypass

The first stage of the North Kiama Bypass was finished with the completion of a 942m bridge on the Princes Highway across the Minnamurra River Floodplain in February 2003. The bridge is an important milestone for the North Kiama Bypass that will ultimately link the Kiama Bypass in the south and the Princes Highway, near Dunmore, in the north. A contract was awarded in August 2003 for roadworks, which are now under construction, and the project is scheduled for completion late in 2005.

### Great Western Highway

The Great Western Highway upgrade is progressing. The upgrade will widen the highway to four lanes between Penrith and Katoomba and to mostly three lanes between Katoomba and Mount Victoria, with further upgrades between Mount Victoria and Lithgow. The upgrade will improve travel times for motorists and provide a safer road environment for all road users including pedestrians and cyclists.

Projects have been completed at Blaxland, Warrimoo to Valley Heights, Faulconbridge, Linden, Soldiers Pinch and South Bowenfels. Urban design improvements were completed at Coomassie Shopping Centre, Faulconbridge.

In the past year construction continued at Shell Corner near Katoomba and construction of the Medlow Bath project was completed. Construction began on the Leura to Katoomba and Wentworth Falls West projects. Planning works progressed for the Woodford to Hazelbrook, Lawson and Wentworth Falls East projects.

The upgrade is funded by the State and Federal governments (\$360 million and \$100 million respectively). Along with the upgrade, work continues to improve the overall safety of the route. Construction began on works to improve safety on the Lapstone Hill section of the highway. These works include provision of a central median crash barrier, a wider westbound shoulder for cyclists, revised sign posting and a reduction of the speed limit to 70km/h.

### Central Coast Projects

#### *Avoca Drive, new roundabout at Empire Bay Drive*

This \$4.5 million roundabout was completed and opened to traffic in December 2003. The new roundabout reduces congestion at peak hours, provides improved road width for cyclists, reduces travel time and improves traffic flow.

#### *The Entrance Road and Avoca Drive intersection upgrade*

A contract was awarded in July 2003 for a \$4.8 million major upgrade to this intersection. The project includes new traffic signals and widening to allow for two right turn and two left turn lanes from Avoca Drive into The Entrance Road. Work is scheduled for completion in July 2004.

### F3 Freeway

The F3 Freeway is part of the National Highway network. Increasing traffic on the F3 south of Gosford has resulted in sections of the freeway operating at maximum capacity, particularly in the sections which only have two lanes in each direction. In 2001, the Federal Government announced an \$80 million commitment to provide six continuous lanes from the Hawkesbury River to Calga.

The widening has been undertaken in two stages – from Calga to Mount White and from Mount White to Jolls Bridge. The 2.5km first stage commenced in July 2002 and was opened to three lanes in each direction for the 2003 October long weekend.

Work on the eight kilometre second stage began in June 2003 and was opened to traffic in April 2004. Final asphalt layers are planned for later in 2004.

### Urban Design

#### *Year of the Built Environment*

The RTA is represented on the Year of the Built Environment Government Working Group. The RTA designed an eight-panel exhibition showing selected RTA projects that significantly contribute to the quality of the built environment.

#### *Bridge Aesthetics*

Design guidelines to improve the appearance of bridges in NSW were developed by the RTA in collaboration with the Government Architect's Office. The guidelines help design teams produce bridges of aesthetic value (which is important given that bridges are highly visible elements of NSW highways). The guidelines have been well received by industry.

The bridge to replace the current road at Lawrence Hargrave Drive is the first project to apply the Bridge Aesthetics Guidelines. It is a composite bridge, combining an incrementally launched structure with a balanced cantilever structure. The bridge is aligned to both follow the line of the cliff face and avoid damage from rock fall.

#### *Windsor Road South Creek Evacuation Route*

The urban and landscape design consultants for this project – INFRANET-Kiah – received a Merit Award in the category of Planning from the Australian Institute of Landscape Architects, NSW Branch,

### MANAGING TRAFFIC

#### Keeping the traffic flowing

Initiatives in 2003-04 aimed at maintaining consistent travel times for motorists, particularly during peak hours, focused on:

- Responding more efficiently to incidents to minimise disruption to traffic flow.
- Addressing causes of congestion and delay by improving the operation of intersections and developing electronic tolling.
- Helping road users navigate the road system more effectively.

#### Reducing traffic disruptions from incidents and special events

The Transport Management Centre (TMC) is responsible for managing special events and unplanned incidents and disseminating information. It is the central point for identifying and directing the response to incidents such as crashes, breakdowns and spills. It passes on information to the public through the media, the call centre and variable message signs.

The TMC is responsible for optimising the operation of traffic systems, including fine-tuning coordinated traffic signal systems and controlling other traffic operations such as:

- Deployment of Traffic Commanders to assume primary responsibility for traffic management around incidents on major roads in NSW.
- Deployment of a Traffic Emergency Patrol service for motorists along major routes in NSW.
- Operation of variable speed limit signs on the M4 and M5 Motorways to allow speed limits to be adjusted in response to prevailing traffic conditions.
- Expansion and operation of the system of 357 variable message signs across Sydney's metropolitan area.
- Expansion and operation of the network of 413 closed circuit television cameras monitoring roads across Sydney.

#### *Intersection and network improvements*

Intersection improvements and improved access to major roads result in reduced travel times and delays on corridors and at specific locations. Congestion and travel times on the network are monitored to identify routes and locations in need of attention. Improvements implemented include construction of traffic signals, roundabouts and additional lanes, especially in growth areas such as suburban Sydney and the Blue Mountains (Kiora Road, Miranda; Stacey Street, Bankstown; Princes Highway, Heathcote; Great Western Highway, Blaxland), the Central Coast (Lookout Road, York Street, Wyong Road) and regional centres (such as South Kempsey, Figtree, Queanbeyan, Mudgee, Lithgow and Bathurst).

Reversible lanes on major roads including Military Road at Neutral Bay, Princes Highway, Sydenham, and General Holmes Drive at the



## PERFORMANCE IN DETAIL

M5 East interchange have been used to improve capacity at known bottlenecks. This results in smoother traffic flow at these locations, a reduction in delays and stops to vehicles and a reduction in the emissions generated under those conditions.

### **Traffic signal coordination**

Traffic signal coordination is essential in moving traffic efficiently on arterial roads. The Sydney Coordinated Adaptive Traffic System (SCATS) responds to traffic demand as it happens and coordinates the traffic signal timings to ensure the best traffic flows. SCATS was improved continuously during 2003-04. A major upgrade, SCATS 7, was deployed to enable the introduction of more options, particularly for bus priority.

A measure of the success of SCATS is its continued expansion worldwide. Hong Kong is extending its SCATS system to cover the rest of the island and many mainland Chinese provinces are adopting SCATS as their need for traffic control grows. SCATS is licensed to more than 8500 intersections in seven States and territories in Australia and another 10,700 sites in 58 cities in 14 countries.

### **Electronic toll collection**

The electronic tolling system was installed on the Sydney Harbour Bridge and Tunnel in 2001 and usage has continued to grow. Electronic toll collection allows easier passage through tollbooths. The introduction of E-Only lanes has improved traffic flow, as well as providing environmental benefits by reducing air and noise pollution because vehicles do not have to stop to pay a toll.

Tag use has expanded rapidly due to the ability to use a tag issued on one motorway on all other motorways in eastern Australia. The RTA has issued 180,000 electronic toll tags for the Sydney Harbour Bridge and Tunnel. Together with tags issued by other motorway operators, half a million tags have now been issued in NSW. On the bridge, tunnel and Cahill Expressway, more than 70,000 tag readings per day have been recorded and in the morning peak, two out of every three tolls were paid by tag.

Sydney Harbour Tunnel tollbooths were reconfigured in October 2003 to improve throughput and reduce queues. An additional E-Only booth was made available during the morning peak. Since then, additional adjustments have been made as the proportion of tag users expanded. To reduce the impact on cash paying motorists, one auto booth for exact change was staffed during the peak to speed up the transactions and receipts are now available from all auto booths.

### **Improved signposting**

The RTA is using market research findings into road users' understanding and expectations of guide signposting, to improve guide signage on the road network. The RTA, with Tourism NSW and others representing the tourism industry, continues to play a lead role in the development of new tourist signposting strategies.

### **Maintaining traffic facilities**

The RTA provides efficient and effective management of traffic facilities to ensure they remain in proper condition and to

minimise costs. Traffic facilities include traffic signs, longitudinal lines and other pavement markings, traffic signals and other electronic equipment.

A Traffic Asset Inventory Management System has been developed and implemented to allow the RTA to prioritise the maintenance of traffic facilities according to their importance and condition. The system is improving the cost-effectiveness of maintenance.

The RTA has completed preparations to replace high-energy incandescent lamps in traffic signal lanterns with LED lanterns. LED lanterns offer long-term environmental benefits, reduced power charges and improved visibility. Mains voltage incandescent globes are used in about half of the traffic signal lanterns. The replacement program will begin in 2004-05.

## ENCOURAGING ALTERNATIVE TRANSPORT USE

### **Bus priority**

The RTA has been actively involved, with other transport agencies, in the Government's Review of Bus Services. The review identified strategic bus corridors and a package of works is being developed to improve priority for buses on routes with the greatest potential for growth in patronage. Bus priority measures improve the efficiency of bus operations and include bus lanes, transit lanes, priority traffic signals and bus bays.

Other bus priority initiatives in 2003-04 included a digital-camera based bus lane monitoring system to reduce illegal use of bus lanes and T-way lanes. Associated legislation was passed in April 2004. The upgrading of SCATS featured a bus priority and passenger information capability known as PTIPS (Public Transport Information and Priority System). PTIPS was successfully trialled on Route 400 between Burwood and Bondi. PTIPS will also be used as the bus operating system for the North-Western T-way.

### **Teleworking**

The RTA continued to provide advice and assistance to government and business on teleworking. Teleworking contributes to the RTA's commitment to reduce vehicle kilometres travelled and car dependency and improve air quality. RTA staff were supported in teleworking at home or at RTA telecentres in Gosford and Penrith. Hot desks were established at Parramatta for RTA staff to use.

### **Mobility management**

The RTA continued to assist government agencies and other organisations to produce and use their own transport access guides. Transport access guides provide customised travel information for people travelling to and from a particular site using sustainable, low energy forms of transport (such as public transport, walking and cycling). Information about transport access guides is on the RTA web site: [www.rta.nsw.gov.au/transportaccessguides](http://www.rta.nsw.gov.au/transportaccessguides).

During 2003-04, the RTA worked with Marrickville, Canterbury, Kogarah and Rockdale councils to produce a series of transport

## PERFORMANCE IN DETAIL

access guides for trip generators located near the M5 East Motorway as part of the M5 East Air Quality Management Plan, which is designed to minimise emissions. The RTA worked with the local Aboriginal Community Development Officer in Nowra to produce a guide for Aboriginal people visiting or living in the Shoalhaven area. The RTA also assisted the University of Newcastle to develop a transport access plan for the Central Coast Campus at Ourimbah.

The RTA Motor Registry at Five Dock is participating in the Canada Bay Council's trial Green Business Program. The trial includes a sustainable transport component and will identify environmental improvements in business practices that can be implemented at other motor registries across the State.

### Cyclists

Cycling is a healthy and environmentally friendly alternative to the car for middle distance trips and is particularly efficient for short trips. Increased bicycle travel has the potential to improve air quality and the health of community.

In 1999, the NSW Government launched *Action for Bikes - BikePlan 2010* to promote cycling and outline the development of an integrated network of cycling facilities. In 2003-04, the RTA continued to implement *BikePlan* strategies and actively promoted cycling as a healthy, affordable, flexible and environmentally-friendly form of transport.

Strategies to improving the bike network and encouraging wider use of bicycles included:

- Increasing funding for cycling facilities (\$39.6 million in 2003-04).
- Delivering an average of 200km of cycling path annually.
- Initiatives to make cycling safer, including off-road cycle tracks where practical.
- Sponsoring promotions of cycling such as the annual RTA Big Ride, RTA Cycle Sydney and Bike Week.

### Cycleways

As a result of the increase in investment in cycling, an unprecedented number of cycleways have been constructed or are under construction. In the past five years, 1150km of additional cycleway have been created across NSW.

The RTA completed many off-road cycleways. The Western Sydney Cycleway network traverses a number of Western Sydney suburbs including Guildford, Canley Heights, Wakeley, Bossley Park, Horsley Park, Wetherill Park, Smithfield, Yennora and Fairfield. The RTA also worked with councils to provide better local cycle networks. The RTA provided funding support to councils, on a dollar for dollar basis, to develop and construct the local cycleway network and 94 local bicycle projects were funded in 2003-04.

Major cycleways completed in 2003-04 include:

- A four-kilometre cycle path from the Holroyd Sportsground at Fox Street to Adderley Street, Auburn, via the M4 viaduct.
- First stage of the Fairfield to Bankstown cycleway.
- Wetherill Park to Fairfield cycleway.

- Off-road cycleways along major transport corridors:

- Parramatta to Liverpool T-way.
- Several sections along Windsor Road and Horsley Drive.

In rural and regional NSW, examples of cycleways completed this year include:

- Sections of Point Clare to Woy Woy cycleway.
- Swansea cycleway from Bridge Street to the corner of Wallarah and Park streets.
- Warilla to Oak Flats.
- Unanderra to Mt Kembla.
- Iluka
- Kyogle
- Kiama Downs
- Marulan
- Tallong
- Moruya
- Lake Jindabyne foreshore
- Queanbeyan

### Promoting cycling

The RTA continued its support of community group events that encourage cycling including the RTA Big Ride and RTA Cycle Sydney. Staff from government agencies and the corporate sector were encouraged to participate in RTA Cycle Sydney and 7200 people participated in the November 2003 event – an increase of 50 per cent over the past three years.

The RTA organises Bike Week every September to encourage cycling and bike safety in local communities. The RTA provided funding to local councils, Police Citizens Youth Clubs and bicycle groups to promote family, health and safety oriented bicycle events. About 55 events were held around the State including bike skills sessions, various rides and seminars for older people. These events attracted a great deal of publicity from local media.

The RTA has produced two new booklets encouraging cycling to work. The booklets provide information on the benefits to employees and employers. Employers are encouraged to provide accessible and secure bike racks, lockers, changing facilities and showers for employees. Employees who ride to work will benefit from being fitter, healthier and happier, with lower levels of stress, anxiety and depression.

### Pedestrians

#### Facilities

In 2003-04, the RTA continued to work to improve pedestrian access and safety. Facilities provided for pedestrians this year included:

- Pedestrian bridges under construction in Leichhardt and East Gosford and planning for bridges at Canterbury and Epping West.
- New and reconstructed pedestrian traffic signals at Arncliffe, Strathfield, Cheltenham, Oak Flats, Kincumber, Coffs Harbour, Harden and Cobar.

## PERFORMANCE IN DETAIL

- Pedestrian crossings and refuges.
- Additional audio-tactile push buttons to assist pedestrians with vision or hearing impairment.
- Kerb ramps.
- Pedestrian fencing.

### *Working with councils*

To develop integrated pedestrian networks, the RTA helped local councils prepare Pedestrian Access and Mobility Plans (PAMPs). Forty-two PAMPs have been developed across the State, including six completed during 2003-04. The RTA also continued to support councils in implementing the pedestrian facilities identified in these plans. The facilities improve safety, convenience and mobility on links between public transport and other key centres for pedestrian movements.

### *Promoting walking*

The RTA continued to promote walking as an alternative to private car travel for short trips, through its support of the Pedestrian Council of Australia Limited. The council held its annual Walk to Work Day in October 2003 and its Walk Safely to School Day in April 2004. The latter reinforces safe pedestrian behaviour among parents, teachers and children.

## FUTURE CHALLENGES

### Improving the road network

- Progress the Sydney Orbital road network by continuing construction of the Westlink M7 and Lane Cove Tunnel.
- Complete the construction of the Cross City Tunnel.
- Progress the Pacific Highway upgrade, including the Karuah Bypass, Taree to Coopernook, Bundacree Creek to Possum Brush, Coopernook Bypass, Brunswick Heads to Yelgun and Karuah to Bulahdelah.
- Progress the Princes Highway upgrade, including the North Kiama Bypass.
- Progress the Great Western Highway upgrade in the Blue Mountains.
- Continue to implement urban design corridor strategies to ensure a whole-of-Government approach to land use and transport planning.
- Progress the Windsor Road upgrade by completing the widening of Windsor Road, between Old Windsor Road and Schofields Road at Rouse Hill.
- Commence the construction of the North West T-Way
- Implement the Central Coast Transport Action Plan.
- Progress construction of the Bangor Bypass.
- Complete the M4 East Environmental Impact Assessment.
- Progress development of concept proposal and preparation of EIS for the F3 Freeway to M2 Motorway Link.

### Managing traffic and encouraging alternatives to cars

- Continue to maintain consistent travel times through network operations and effective management of incidents and special events.
- Implement improvements in bus priority on the strategic corridors identified in the Government's Review of Bus Services.
- Design new network developments that integrate into the road transport system.
- Implement the strategy for Intelligent Transport Systems (ITS), using electronic tolling and other innovative equipment to improve traffic flow and traveller information.
- Develop a network of facilities to make choosing cycling and walking more attractive.
- Encourage Government and business to produce and use transport access guides that promote walking, cycling and use of public transport.
- Continuously improve the efficiency of traffic facilities maintenance and, in particular, the bulk replacement of high-consumption incandescent traffic signal lamps with more energy-efficient LED lanterns.



STRATEGIC OUTCOME // ENSURE ROADS AND TRAFFIC INFRASTRUCTURE IS MAINTAINED TO MEET ACCEPTABLE STANDARDS.

PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURE OF SUCCESS	PERFORMANCE AGAINST THIS MEASURE IN 2003-04
Ensure roads and traffic infrastructure is maintained to meet acceptable standards.	Ride quality rated 'good or better' for 88 per cent of State Roads.	Ride quality rated 'good or better' for 89.5 per cent of State Roads.

PERFORMANCE IN DETAIL

FIGURE 07: Roughness (% good) on all State funded State Roads

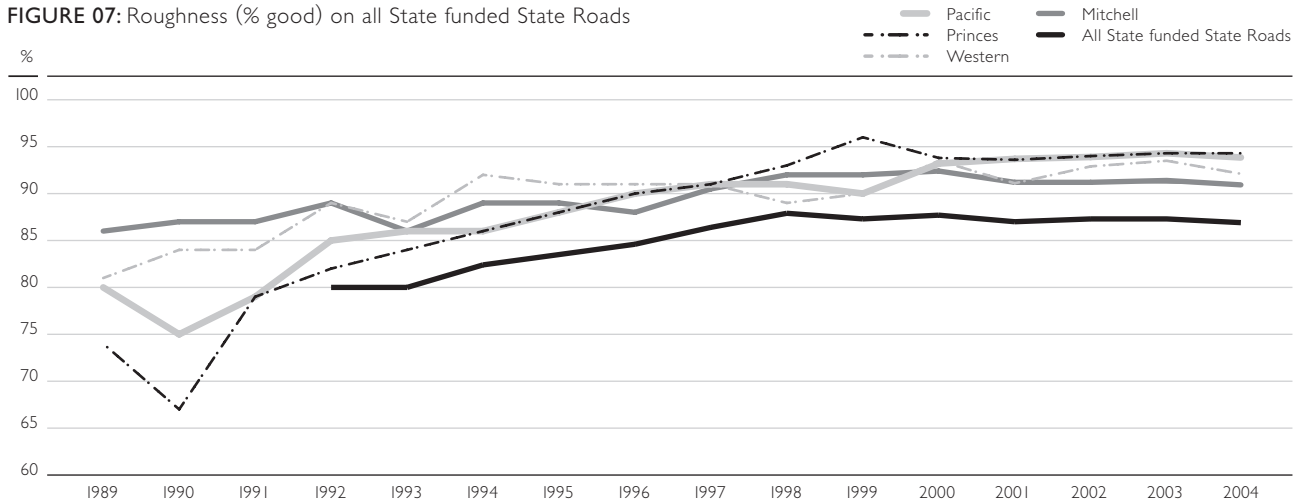
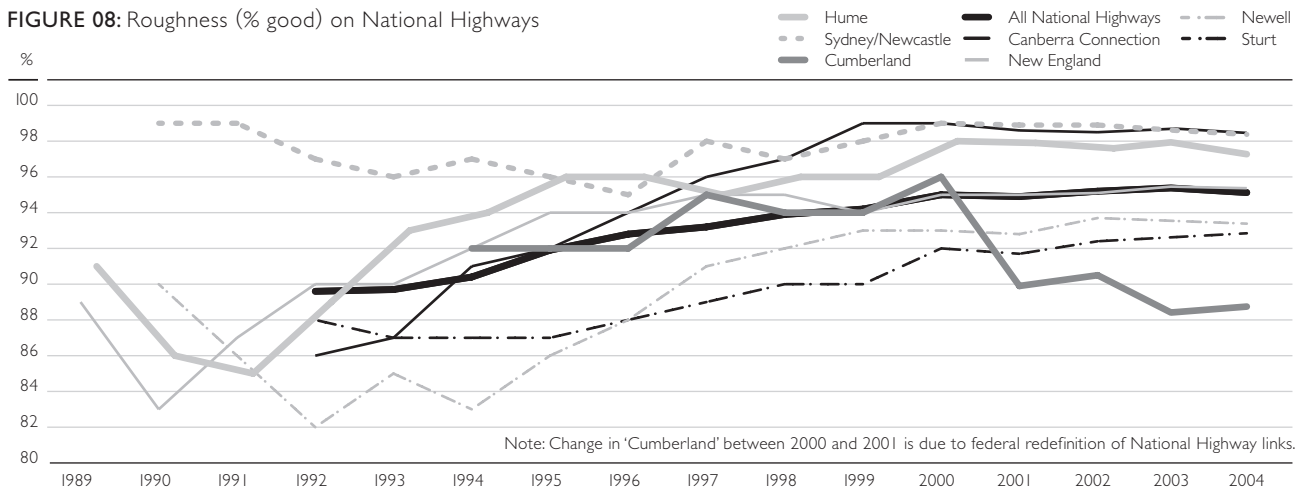


FIGURE 08: Roughness (% good) on National Highways



THE NSW ROAD NETWORK

The 182,000km NSW road network is a significant public asset providing access across the State for commuters, travellers, business and freight.

The road system is divided into four categories:

- 17,623km of RTA-managed State Roads including 3105km of Federally-funded National Highways.
- 2962km of RTA-managed Regional and Local Roads in the unincorporated area of NSW.
- 18,497km of council-managed Regional Roads, which receive significant RTA grant funds.
- 143,084km of council-managed local access roads, funded by both local ratepayers and Federal road assistance grants.

The RTA is also responsible for managing:

- 4787 bridges and major culverts on RTA and council-managed roads.
- 3330 traffic signal sites.
- Nine vehicular ferries.

INFRASTRUCTURE CONDITION

The extent of good ride quality on State-funded State Roads as well as the National Highways has been retained. There continues to be further gradual decline in ride quality on the Sydney to Newcastle Freeway and the Hume and Newell highways. These roads are key components of the State's freight transportation infrastructure and their declining condition highlights the need for the Federal Government to continue its long-standing accountability to fully fund National Highways by investing in replacement of the ageing infrastructure.

The number of bridges on the State's arterial roads requiring temporary measures to ensure safe use was reduced by one during the year. These temporary measures ranged from the imposition of speed limits to provision of additional support. The RTA is implementing plans to manage these structures and restore them to full use where appropriate.

INFRASTRUCTURE MAINTENANCE PLAN

Priorities for the Infrastructure Maintenance Program are established on a risk basis to support safety, retained asset value and reliability of travel on State Roads. These strategic priorities are linked to outputs and service standards using program

PERFORMANCE IN DETAIL

budgeting and maintenance contracts. The maintenance contracts establish consistent minimum levels of service, with requirements for the identification and rectification of defects.

**ROAD MAINTENANCE REFORM PACKAGE**

The Road Maintenance Reform Package, introduced on 1 July 2000, saw a major change in the way that road maintenance is delivered across the State. A key component of the package was the introduction of single invitation maintenance contracts to create a contractual relationship between the RTA and council maintenance providers. The package continues to progress successfully, with more than 120 contracts with councils and the RTA's in-house service providers. These reforms include use of consistent standards, procedures and management systems for worker safety, traffic control and safety, environmental protection and works quality.

During 2003-04 planning was completed to move from the current one-year renegotiable contract term to a fixed four-year contract from 1 July 2004.

**REBUILDING COUNTRY ROADS PROGRAM**

The NSW Government's Rebuilding Country Roads Program, part of *Action for Transport 2010*, involves a commitment by the RTA to spend at least \$100 million a year on renewing roads and bridges to the latest standards. In 2003-04, the RTA spent \$138.6 million on the program.

The first stage of the program was the five-year Country Timber Bridge Program that replaced or restored 140 key timber bridges. The program provided extensive investment across rural NSW, with a large concentration of bridges in the North-West Slopes, the North Coast and Northern Tablelands and the Hunter region.

In recognition of the ageing of the State's arterial road network, the Government announced in December 2001 a variety of increased RTA charges, including a rise in the Sydney Harbour Bridge toll. All of the additional funds, estimated at \$60 million per annum, are being put directly into maintenance of the RTA's arterial roads and bridges, with the majority to be spent on the RTA's rural and regional arterial roads. These funds represent a real increase over the original Rebuilding Country Roads Program

commitment and have accelerated the rebuilding program.

Major works recently completed under the accelerated program include:

- 5.5km of the Cobb Highway north of Deniliquin.
- 11km of the Lachlan Valley Way between Yass and Cowra.
- 8km of the Mid Western Highway west of West Wyalong.
- 7km of the Narrandera to Hillston Road.
- 14km of the Kamilaroi Highway West of Narrabri.
- 22km of the Mitchell Highway between Bathurst and Trangie.

**DISASTER REPAIRS**

Disasters cause significant and widespread hardship for the people of NSW, industry and communities. The State Government provides significant financial assistance to councils to repair roads damaged by declared natural disasters. It also funds repairs to road infrastructure on Crown Roads.

In 2003-04, the RTA managed the provision of \$12.7 million of Government funds to repair damage from declared storms, flooding and bushfires.

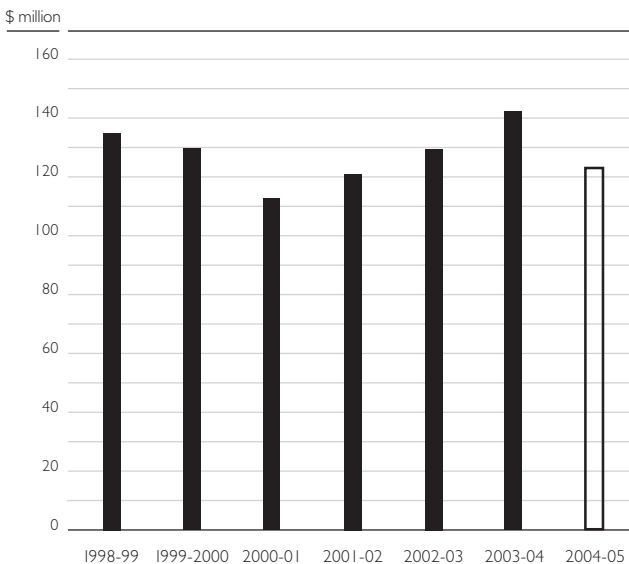
**MURRAY RIVER BORDER CROSSINGS**

The Government's *Action for Transport 2010* identified eight key crossings of the Murray River that needed to be upgraded. The NSW and Victorian governments published a Murray Crossings Strategy in March 2002. Both governments are fully funding a new crossing at Barooga-Cobram, for which the EIS has been completed, with the final conditions of approval to come.

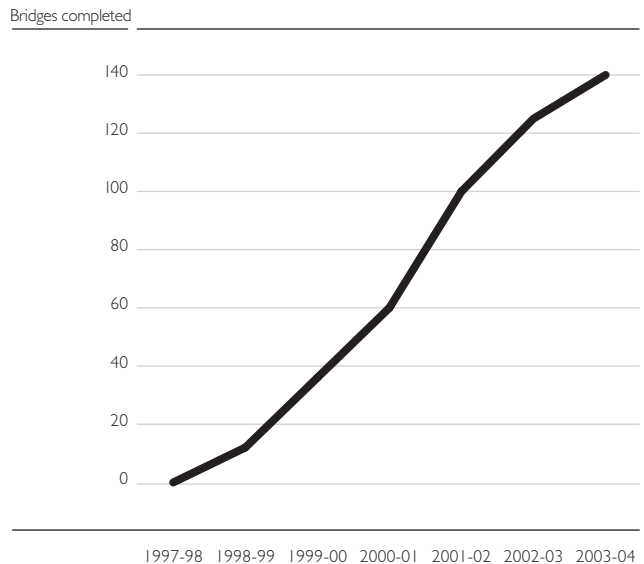
The NSW Government is cooperating with the Federal and Victorian governments on the following major projects:

- The new crossing at Corowa is under construction and is expected to be opened in early 2005.
- A contract to design and construct a new crossing at Robinvale was awarded in May 2004.
- Planning is in progress for a new crossing at Moama-Echuca.

**FIGURE 09:** Rebuilding Country Roads Program expenditure



**FIGURE 10:** Country Timber Bridge Program – number of bridges completed



## PERFORMANCE IN DETAIL

### SLOPE STABILITY

In 2003-04 there has been a focus on inventory data collection and slope assessment of critical sites, together with preparation of risk management plans where appropriate. As well as several minor sites, work has been progressed on two major projects:

- Lawrence Hargrave Drive: Because of intolerable risk levels associated with rock falls, this road was closed in August 2003. An alliance contract was entered into in December 2003 leading to the LHD Alliance taking possession of the site in May 2004 for the construction of the agreed foreshore bridging solution (see below for more detail).
- Jenolan Caves Road: Works began in May 2004 on two narrow sections of this road and the scaling of rocks from two affected slopes to improve the access to Jenolan Caves via Five Mile Hill. Further works will continue in 2005.

### LAWRENCE HARGRAVE DRIVE

Lawrence Hargrave Drive, a coastal road north of Wollongong, is one of the most scenic roads in NSW and a major tourist attraction. The 900m section of the road between Clifton and Coalcliff is also the highest slope risk section of road in the State, with a long history of rock falls. More than 50 falls have been reported since 1996.

In August 2003 the Minister for Roads announced a major repair project for the road between Clifton and Coalcliff. This followed a finding by independent expert studies that the road posed an 'intolerable risk' to public safety.

In December 2003, the RTA signed an alliance agreement with Barclay Mowlem Construction Limited, Coffey Geosciences Limited and Maunsell Australia Pty Limited for the project and options were released publicly. In January 2004, four short listed options were publicly displayed for the repair of the road. A Review of Environmental Factors (REF) for the preferred option was available for public comment in April 2004.

Construction of the preferred option – two bridges that connect to form a 655m bridge – commenced in June 2004, with completion expected in 2006.

The preferred option combines the best parts of the four short-listed options and maintains the scenic views on the coastal route. It includes the construction of two curved, connecting bridges running parallel to the previous alignment: one spanning the southern amphitheatre and the second spanning the middle headland. Along the northern amphitheatre and headland, slope stabilisation would take place to allow the route to join the existing alignment. The option includes a separate path for pedestrians and cyclists.

### GRAFFITI AND LITTER

The RTA has supported Government initiatives to improve removal of graffiti and litter. The RTA's contracts for maintenance of RTA roads require regular inspections and response to graffiti and litter concerns, including those identified by the community. Offensive and highly visible graffiti and litter is required to be removed within one day on highly trafficked roads and within two to seven days on other roads. Offensive litter attracting complaint must be removed within one day.

### SYDNEY HARBOUR BRIDGE

The RTA is implementing a Conservation Management Plan for the Sydney Harbour Bridge. A major repainting program continued for the Southern Approach spans.

### LOCAL GOVERNMENT LIAISON COMMITTEE

The RTA's Chief Executive and key Directors continued to meet at regular intervals with the Presidents of the Local Government Association of NSW and the Shires Association of NSW via the RTA Local Government Liaison Committee.

The committee's role is to enhance communication and promote cooperation between the RTA and local government on road and traffic issues of mutual interest. The committee discussed a broad range of issues during the year, including funding assistance for Regional Roads, AusLink, the Roads to Recovery Program, the Timber Bridge Program and a road classification review. The committee also received regular updates on the progress of the single invitation contract arrangements and benchmarking of road maintenance.

### FUTURE CHALLENGES

- Develop and implement through councils a program to upgrade up to 369 timber bridges on Regional Roads over seven years commencing in 2006-07.
- Continue a program to strengthen older RTA bridges.
- Continue to implement the Rebuilding Country Roads Program.
- Continue to implement the Government's ongoing accelerated maintenance and rebuilding program for RTA roads using the increases in various RTA charges, including the Sydney Harbour Bridge toll, announced in December 2001.
- Continue to work with local government and industry to implement the Road Maintenance Reform Package, including use of single invitation maintenance contracts with more than 120 councils and internal deliverers.
- Complete and implement the Conservation Management Plans for State heritage timber truss bridges, with NSW Heritage Office endorsement.

PERFORMANCE IN DETAIL

FIGURE 11: Number of structurally deficient bridges on State Roads (including National Highways)

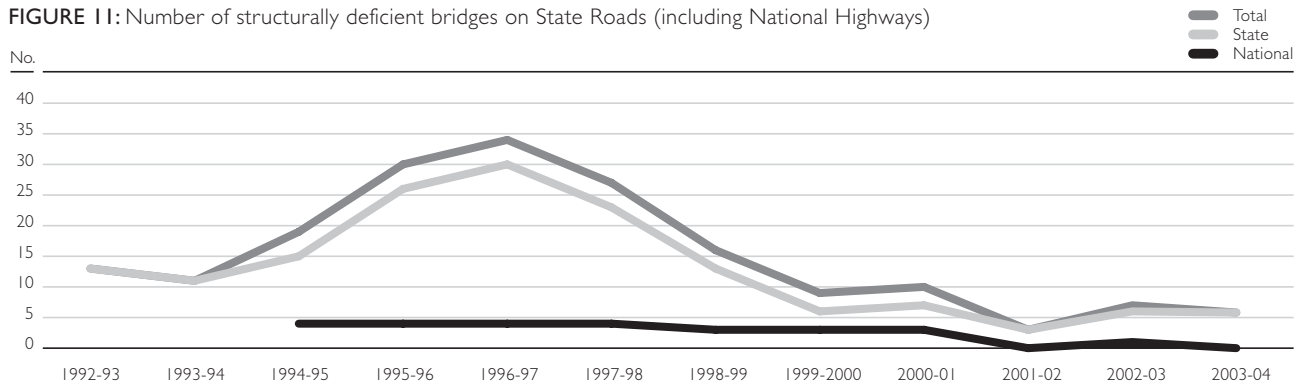


FIGURE 12: Distribution of construction period for State Roads' pavements

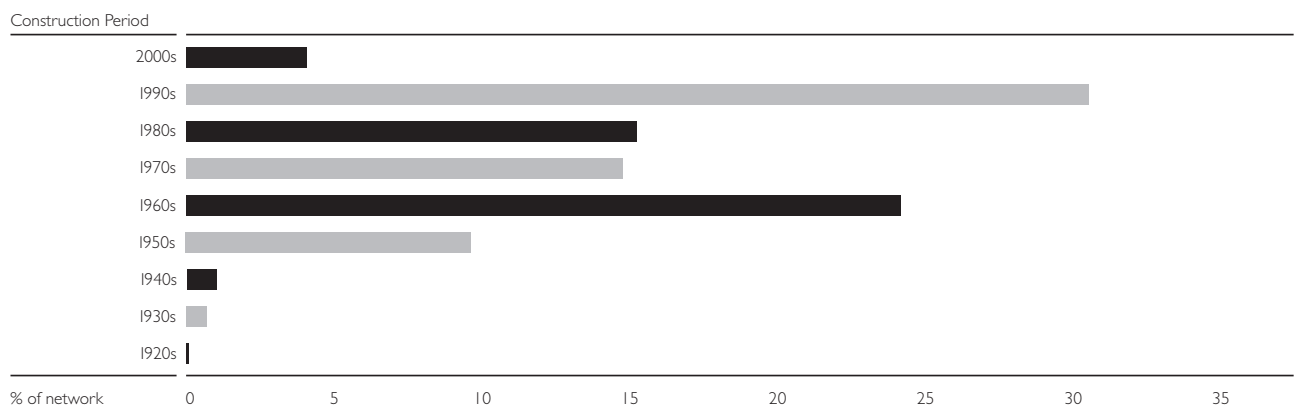


FIGURE 13: Pavement durability on sealed country State Roads (including National Highways)

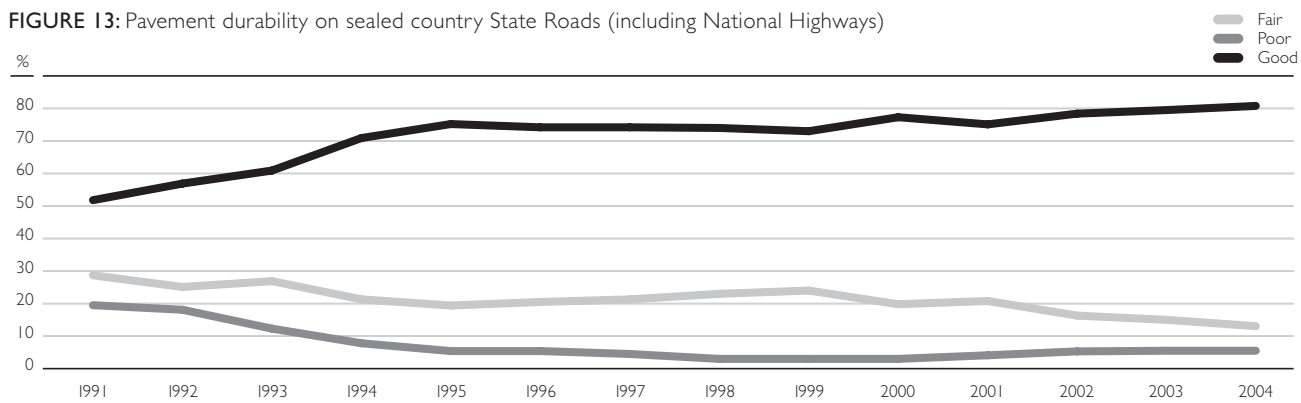
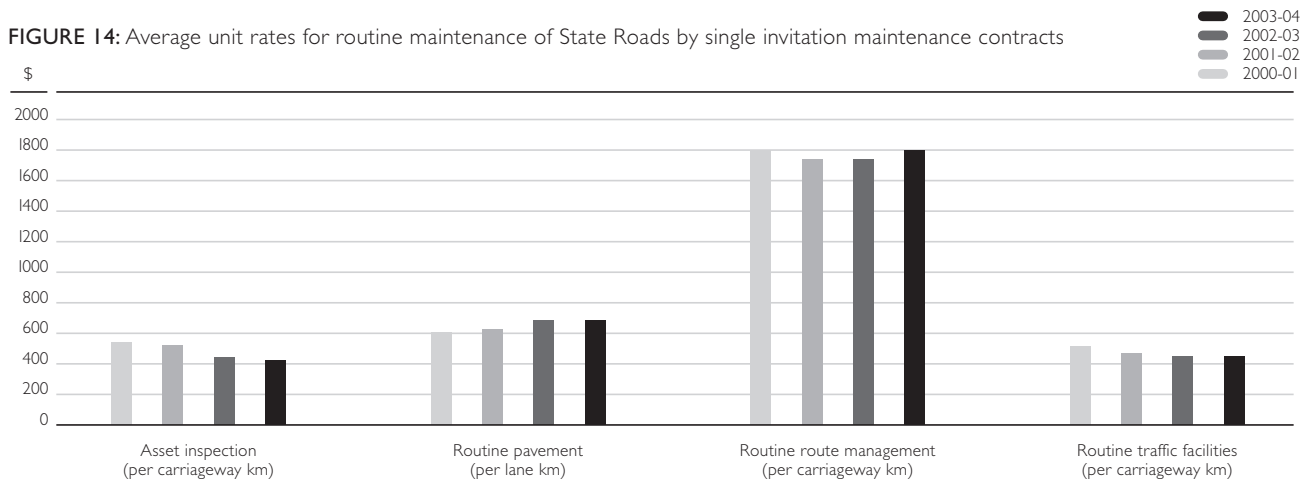


FIGURE 14: Average unit rates for routine maintenance of State Roads by single invitation maintenance contracts



STRATEGIC OUTCOME // ENSURE DRIVER AND VEHICLE CUSTOMER SERVICES ARE EASY TO ACCESS AND USE.

PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURE OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2003-04
Ensure driver and vehicle customer services are easy to access and use.	90 per cent of motor registry customers rate service as 'good' or 'very good'.	Independent survey in May 2004 found that 92 per cent of registry customers rated service as 'good' or 'very good' (compared to 94 per cent the previous year).

## PERFORMANCE IN DETAIL

**CUSTOMER SERVICE IN MOTOR REGISTRIES**

The RTA has a network of 129 motor registries, a customer call centre at Newcastle, eight Government Access Centres that provide RTA services and 37 agencies. Services are also provided at 43 itinerant sites in remote areas. The distribution of the network ensures that people have easy access to services in metropolitan and regional areas. More than 98 per cent of people have to travel less than 80km for over-the-counter services, including in rural and remote areas.

Motor registry hours of operation are generally 8.30am to 5pm Monday to Friday, and more than 50 per cent of registries are open for Saturday trading between 8.30am and 12 noon.

The majority of motor registries are wheelchair accessible. The RTA has an ongoing program of upgrading registries to include wheelchair accessible doors and lifts where practicable. For people with hearing impairment, the RTA provides audio loop facilities in motor registries and telephone typewriter access to the call centre.

The RTA completed about 24 million registration and licensing transactions in 2003-04 for the 4.3 million drivers and 4.8 million registered vehicles in NSW. While the majority of these transactions are delivered face-to-face in motor registries, customers also have access to an increasing range of RTA services provided by telephone through the call centre and online.

In May 2004, an independent survey of customer satisfaction was conducted in the RTA's Motor Registries. A total of 6500 interviews were carried out. The results were pleasing with 92.3 per cent of customers rating the service as 'good' or 'very good'.

**IMPROVED ACCESS TO SERVICES**

The RTA improved a number of motor registries including:

- More service counters at Castle Hill and Penrith motor registries.
- Installation of air conditioning and a vehicle inspection administration area at Moree Motor Registry.
- Installation of a lift at Lismore Motor Registry.
- Moved Lithgow Motor Registry to new premises.
- Relocated Camden Motor Registry to improved facilities in Narellan.

**GOVERNMENT ACCESS CENTRES**

The RTA manages the Government Access Program (GAP) in collaboration with the Attorney-General's Department. The GAP is a 'whole-of-Government' initiative to improve access to

Government information and services for people living in remote and rural communities in NSW.

There are 67 Government Access Centres (GAC) across the State, generally located in either a motor registry or a local courthouse or provided in community venues on a pre-determined visiting or outreach schedule. GACs provide a range of transaction-based services for a number of Government agencies including applications for birth, death and marriage certificates, applications for some housing services, processing of speeding and parking fines, issue of recreational fishing licences, renewal of business name registrations and contractor licences and renewal of recreational boat licences.

**ONLINE SERVICES**

The RTA is a leader in the delivery of online government services. Motor vehicle registration, licence test booking, online access for motorists to their demerit points balance and a change of address facility have all been successfully implemented. Increasing online transactions is a key focus for the RTA. Online services provide a convenient alternative to visiting a motor registry and offer improved customer access and service while reducing costs to the RTA.

In August 2003 the online services were rebranded as myRTA.com. This allows the RTA to promote all online products under one banner, while still having the ability to promote the individual products. Coinciding with the rebranding was the launch of the first significant marketing campaign to promote an RTA online service. The campaign promoted online registration renewal (myRego) and resulted in an increase in transactions of 30 per cent between August and December. More marketing campaigns were run in January–June 2004 promoting myRego, e-Safety Check stations and myRecords. myRecords allows people to check their demerit points, purchase a copy of their driving record, check vehicle registration details or lodge a notice of disposal. The service also has road safety benefits, as customers are likely to moderate their driving behaviour in the light of their demerit points' status. The results of the myRecords campaign were significant with an increase of 318 per cent in the number of demerit points checks completed between April and June 2004.

The combined effect of the marketing has meant that the traffic to the myRTA.com section of the RTA website increased by 118 per cent from August 2003 to June 2004. It is the second most visited section of the RTA website, after the licensing section.

Importantly, online transactions grew to more than 280,000 – an increase of 71 per cent compared to 2002-03.

Response times have been improved and systems now include the ability for customers to receive e-mail confirmation of transactions.

## PERFORMANCE IN DETAIL

### ELECTRONIC GREEN SLIPS

The RTA continued to work with the Motor Accidents Authority and compulsory third party (CTP) insurers to increase the number of green slips transmitted electronically to the RTA. This enables more customers to renew their registration online. All CTP insurers now participate in this service.

### E-SAFETY CHECK

Vehicles more than three years old require an annual inspection report (also known as a pink slip). The RTA introduced the e-Safety Check system in August 2002 to enable Authorised Inspection Stations (AIS) to transmit pink slip information electronically to the RTA. Customers who obtain an e-Safety Check are then able to renew their registration online. During the year, additional AISs were established in the program and almost 800 stations across NSW now participate in this service. The e-Safety Check system benefits customers by providing a reliable, immediate update to the RTA of their vehicle's details. A professional, computer-generated report on the outcomes of the vehicle inspection is also prepared for customers.

### COMPUTERISED TEST BOOKING

The RTA's online test booking service enables customers to book licence tests via the internet. The system was enhanced to include bookings for the new Driver Qualification Test, introduced on 1 July 2003. The introduction of the computerised booking system has contributed to a reduction in multiple bookings of tests, improving customers' access to tests.

### INTERNET KIOSK

The RTA began the trial of an internet kiosk at Wynyard Motor Registry. The kiosk allows customers at the registry to use the RTA's online services – myRTA.com. Attendants are available to assist customers unfamiliar with transacting over the internet. Customer feedback on the new service has been positive.

### INCREASING ONLINE ACCESS FOR RURAL AGENCIES

The RTA began trials of technology that is expected to provide a more cost-effective way of directly connecting offline agencies to its computerised registration and licensing database (DRIVES). This will remove the need for paper-based transactions to be reprocessed at an RTA motor registry. If successful, the system would be widely applicable to rural council agencies and GACs, providing faster update of records and more efficient service for customers.

### GREATER NUMBER PLATE CHOICE

The RTA provided new options for customers wishing to personalise their car's number plate. In September 2003, the RTA introduced four new colours to its range – red, blue, purple and green. The RTA also launched Wallaby supporter plates to commemorate the Rugby World Cup, hosted in Australia in 2003.

Revenue from number plates is allocated to essential road safety and road maintenance programs.

The RTA released five limited edition Athens Olympic number plates. These plates were auctioned by the Australian Olympic Committee to help raise funds to send Australian athletes to the Olympic Games in Athens. The auction raised nearly \$100,000.

### MOBILITY PARKING REVAMPED

In a first for Australia, licence-style photo cards were introduced for the Mobility Parking Scheme (MPS) from September 2003.

The new cards guard against fraudulent users of mobility parking. Similar to driver licence cards, the MPS cards have security features which include a hologram and a cardholder photograph.

There are also stricter criteria for getting a card, with all MPS applicants required to produce a medical certificate to confirm their eligibility. For the first time non-pensioner applicants must pay a fee for the card. The revenue raised helps support the scheme.

The changes to the scheme were introduced after extensive consultation with peak disability organisations, local councils, Privacy NSW and the Department of Ageing, Disability and Home Care.

The well-planned strategy involved replacing all existing paper-style cards and was supported by an extensive marketing campaign. By June 2004 about 66 per cent of existing users had obtained the new licence-style card.

A more robust set of offences and penalties supports the new scheme, including new fines for misuse of MPS cards and increased parking penalties.

Since increasing the integrity of the scheme there has been an 11 per cent decline in new issues of MPS cards compared with the same period the previous year.

### IMPROVEMENTS TO PHOTO LICENCE PRINTING AND SECURITY

The RTA completed the introduction of new high definition photo licence printers to its registry network. The printers enable the production of the new high-quality photo licence cards that include a range of security features to assist in fraud prevention.

### IMPROVED DELIVERY OF PHOTO LICENCES IN RURAL AND REMOTE AREAS

The RTA has introduced digital cameras in rural areas to assist in the production of photo licences. The cameras are being introduced to the RTA's itinerant sites. The new system improves the quality of images stored for customers in these areas and helps the RTA to process licences faster and more efficiently.

### UPGRADE OF MOTOR REGISTRY HARDWARE AND SOFTWARE

The RTA began introducing new hardware and software for its motor registry operations. The new iMac point-of-sale terminals are faster and provide better on-screen resolution to assist customer service staff. Star Office software will enable the RTA to provide current levels of service while achieving significant savings on software licence fees.



### INFRINGEMENT PAYMENTS

The RTA continued to accept infringement payments at the Parramatta Motor Registry to assist the NSW Police during the relocation of the Infringement Processing Bureau to Maitland.

### NSW GOVERNMENT BUSINESS AND OCCUPATIONAL LICENSING SCHEME

The Department of Commerce is developing a NSW Government business and occupational licensing system that will cover a wide range of licences, such as construction, real estate agents and allied health professional licences. The RTA is working with the Department of Commerce and the NSW WorkCover Authority to support the scheme.

Subject to privacy and security controls, the RTA will supply images and details from its records for the production of individual business photo licence cards. The RTA will also supply computerised knowledge tests in motor registries for specific types of competency licences (crane drivers and scaffolders, for example) on behalf of WorkCover.

### CUSTOMER CALL CENTRE

The RTA customer call centre in Newcastle continued to offer valuable support to customers. Operators answer enquiries and undertake a number of transactions for registration, licensing and e-toll services. The centre answered 3.5 million calls during 2003-04 year (about 67,000 calls per week). The call centre provides customers with the option to obtain information or undertake transactions on the telephone rather than visit a motor registry. The service also helps prepare customers to undertake transactions and therefore reduces waiting times at registries.

### FUTURE CHALLENGES

- Increase customer awareness of online services to enable more customers to take advantage of the benefits.
- Expand e-Safety Check stations across the State to enable more motorists to renew registration online.
- Expand the range of services available and promote Government Access Centres.
- Maintain the high level of customer satisfaction with services.
- Develop systems to increase integration and reduce the potential for identity fraud.
- Simplify policies and procedures to increase efficiency and make transactions easier for customers and staff.
- Further develop the motor registry network to meet the needs of customers.

**STRATEGIC OUTCOME** // BUILD EFFECTIVE RELATIONSHIPS WITH THE COMMUNITY, CUSTOMERS, STAKEHOLDERS, PARTNERS AND WITHIN THE RTA.

#### PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2003-04
Build effective relationships with the community, customers, stakeholders, partners and within the RTA.	Service provision to the Aboriginal community.	Aboriginal Action Plan reviewed. Regional Action Plans completed and being implemented.
	Effectiveness of marketing campaigns.	Research of key campaigns show high awareness and positive response, above that for general advertising.
	Accessibility of RTA information.	Visits to the RTA website expanded by more than 54 per cent this year.
	Community participation in RTA work.	Consultation activities continued to expand, particularly in relation to major projects, with community liaison groups offering important feedback on works.

## PERFORMANCE IN DETAIL

**ABORIGINAL PROGRAM**

The RTA's Aboriginal Program builds relationships with the Aboriginal community. The RTA is working with the Aboriginal community to raise the profile and acceptance of road and bridge projects, licensing programs and road safety projects.

The Aboriginal Action Plan is a series of strategies across a range of RTA directorates designed to provide Aboriginal communities with RTA goods and services. It is being reviewed and updated to ensure that strategic actions remain relevant, up-to-date and achievable.

Aboriginal Program Consultants ran a number of licensing workshops aimed at Learners and P platers. These workshops, which help people progress through the licensing system, are becoming very popular throughout NSW.

Competency Based Driver Knowledge Test units have been increased this year and are now in most of the major institutions where Aboriginal people are incarcerated. A proportion of these people are also unlicensed and the units enable participants to practise the Driver Knowledge Test post-release.

The 'Bring the Mob Home Safely' Aboriginal road safety campaign is a portfolio of resources targeting drink driving, seat belts, overcrowding, speeding, pedestrian and bicycle safety. The campaign has been a great success, with positive feedback from the Aboriginal community.

Two one-year limited duration positions were created: an Aboriginal Project Officer in Newcastle and an Aboriginal Program Consultant in Grafton. The project officer will assist project managers in dealing with the Aboriginal community on issues associated with the retention and saving of Aboriginal culture and heritage.

**COMMUNITY ATTITUDES SURVEY**

A survey of the community's attitudes to the RTA was carried out in November and December 2003. Since the mid-1990s the RTA has undertaken community attitude research every two years to gauge public opinion about its work and directions. The latest survey focused on strategic issues aligned with the outcomes in the RTA's corporate plan, *The Journey Ahead*.

The survey, the sixth conducted by the RTA, involved telephone interviews with 1500 NSW households within the RTA's six regional areas. The results provided valuable information and feedback on community perceptions of RTA activities. Some caution is required in comparing results with previous surveys due to a change in methodology.

The responses from the telephone interviews were analysed to identify perceptions of the RTA's performance and the importance of the strategic issues. According to the survey, the community believes the RTA performs strongly on the following issues, which they consider to be relatively important:

- Expanding the State Road network (that is, building new major roads and highways in metropolitan and country NSW).
- Being fair and honest in the way it operates.

The RTA was seen as performing strongly on the following road safety related issues:

- Ensuring NSW has roadworthy vehicles.
- Advertising about road safety.
- Encouraging responsible driving and road use.

'Maintaining major roads and highways in metropolitan and country NSW' was identified as an important issue that has historically received a strong performance rating. There was a relative decline in the rating of perceived performance, reinforcing the need to ensure adequate funds are directed to maintenance and rebuilding of the State Road network.

Consistent with previous surveys, the community perceived that the management of traffic flow was an important issue that warrants ongoing attention to improve performance.

Key issues identified for the next 10 years are:

- Minimising the impact of vehicles on air quality. This is consistent with a recent Department of Environment and Conservation study that also identified air quality as an important environmental issue.
- Encouraging people to use cars less, in favour of public transport, bicycles and walking.

The RTA will consider the survey results as part of its strategic and business planning.

**EFFECTIVENESS OF PUBLIC EDUCATION CAMPAIGNS****Notes**

The 'Notes' campaign was developed in a bid to address the over representation of young drivers in speeding related accidents.

The campaign sought not only to increase awareness of the dangers of speeding, but also to encourage viewers to think about the kinds of situations in which they were likely to speed and then modify their behaviour.

The emotive campaign included a cinema commercial and supporting magazine advertising. Comprehensive research

PERFORMANCE IN DETAIL

showed that this campaign was highly successful and well received by young drivers:

- 82 per cent claimed that the cinema advertisement was personally relevant and had a high impact.
- 77 per cent said the advertisement involved them emotionally.
- 77 per cent said that most people would pay attention to the advertisement.
- There were very high levels of spontaneous awareness of the cinema campaign up to 72 hours after seeing it. The unprompted recall of magazine ads was also extremely high.
- More than half of those surveyed said they had learned something new from the ad.
- 75 per cent of those exposed to the ad reported that they had a stronger or much stronger belief that speeding causes serious accidents. Almost two-thirds had a desire to reduce speeding after seeing the ad just once.

Heaven and Hell

The campaign aims to reduce speeding-related crashes in country NSW. It does this by challenging the belief that being familiar with the road means you can drive above the speed limit, and increasing drivers' awareness of the dangers of speeding around bends.

The advertisement starts off like a typical car commercial. A high performance ute speeds along country roads. As it rounds a bend the driver comes upon a slow moving truck heading in the same direction. The driver has no time to brake, swerves to overtake and suddenly sees an oncoming car, previously hidden by the truck.

The vehicles crash. The driver of the ute is relatively protected but the other vehicle is severely damaged and its driver is seriously injured. Climbing out of his ute, the driver slumps in shock as he realises the devastation he has caused. The ending is a stark contrast to the sense of exhilaration and enjoyment at the start of the advertisement. When the vehicle crashes, the viewer realises it's a road safety commercial about the dangers of speeding.

By highlighting the consequences of speeding, the campaign also

aims to increase the social unacceptability of speeding. Post evaluation of the campaign showed that the commercial was highly involving, with more than 85 per cent of viewers agreeing that the ad was worthwhile watching. This compares to an average score of 65 per cent for most advertisements.

The Brain

'The Brain' was one of the most technically sophisticated television advertisements ever produced in Australia. The campaign was developed in response to evidence that an increasing number of motorists are ignoring the risks of drink driving. The advertisement literally aims to 'get back in the heads' of people who drink and drive.

The advertisement graphically shows the effects of alcohol on the brain using sophisticated computer graphics by a special effects company involved in the production of *The Lord of the Rings* films.

The advertising was supported by a direct mail campaign to publicans and a range of 'Brain' material for display in hotels.

IMPROVING ACCESS TO RTA INFORMATION

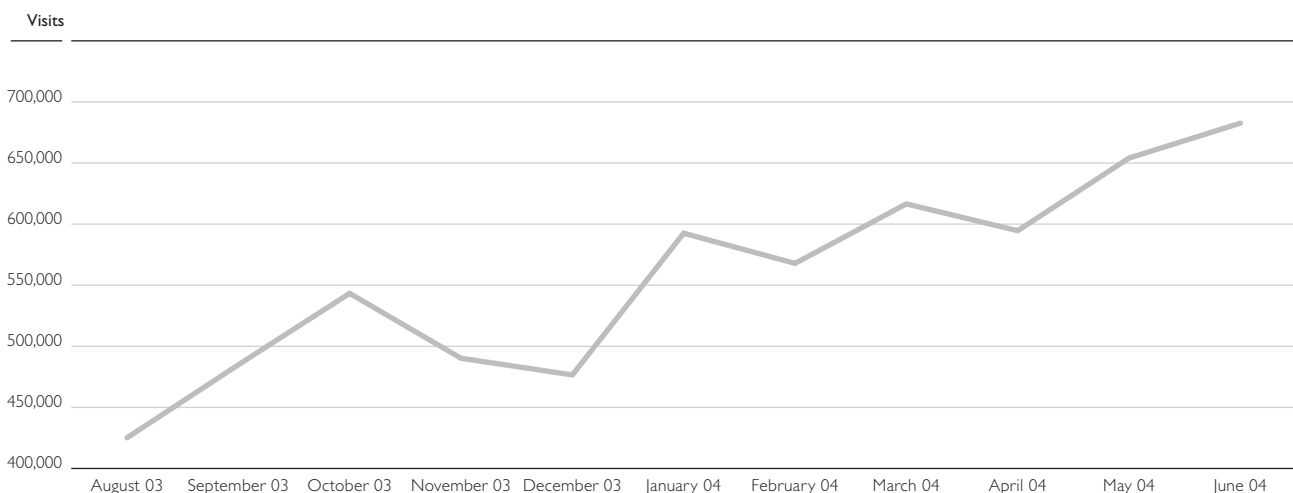
In 2003-04 the RTA website received more than 6.5 million visits. In the past 12 months traffic has grown 54.9 per cent.

The most visited page (excluding the home page) was the Online Demonstration Driver Knowledge Test page with more than 1.4 million visits (an average of 1 19,000 visits per month). The top five pages were all about licensing and tests.

The most visited content group was 'Licensing', which attracted an average of 32 per cent of the site's monthly traffic. The content groups 'myRTA.com' and 'Road Safety' had the most significant growth in visits (myRTA.com grew 177 per cent and Road Safety grew 278 per cent in the 12 months to June 2004).

The Driver Knowledge Test questions was the most downloaded document on the website, with more than 3.8 million downloads in 2003-04.

FIGURE 15: Website traffic



## PERFORMANCE IN DETAIL

## CONSULTATION ON MAJOR PROJECTS

The RTA has made community consultation a priority when it plans and delivers all road projects, from a new roundabout to a new stretch of highway. The RTA's involvement with the community over the past year has included the delivery of written material (brochures, community newsletters, websites and the like), telephone information lines, staffed displays, workshops and public meetings. The RTA also continued to form community liaison groups to allow residents affected by projects to have direct access to the RTA teams responsible for individual projects. These groups give community members the opportunity to raise issues directly with the RTA and have a say in decision-making processes, where appropriate.

This section includes key consultation activities in relation to some of this year's significant projects.

**M4 East**

In December 2003, the Minister for Roads announced the release of the *M4 East Options Study Overview Report* that presented three options for a possible extension of the M4 Motorway, connecting the M4 at North Strathfield to Parramatta Road and the City West Link Road.

The report provided information on the need for the project, the three options (including advantages and disadvantages of each), and the development process. It went on public display from January to March 2004.

The report identified a short tunnel option as the RTA's favoured option. The report included indicative maps of the three options and identified the 'study area', which includes the suburbs of Annandale, Ashfield, Burwood, Glebe, Leichhardt, Lilyfield, Forest Lodge, Concord, Croydon, Canada Bay, Rozelle, Haberfield, Five Dock, Strathfield, North Strathfield, Homebush and Homebush West. The report also included a questionnaire asking for the community's views on the proposal and the options, and invited suggestions to improve the project.

The comment period was extended by a month to 1 April 2004 because of increased community interest in the project. A four-page community brochure, which summarised the key points of the report, was delivered to 75,000 homes and businesses within the Ashfield, Burwood, Canada Bay, Leichhardt and Strathfield council areas, as well as to homes and businesses in the study area.

A consultation program was implemented to inform the community and stakeholders about the project and seek comment on the options. This included:

- Briefings with State and local government departments and officers.
- Briefings with community groups.
- RTA staff attending public meetings.
- Public displays of the options at 18 locations within the five council areas as well as key city locations.

- A free call telephone line to give the community the opportunity to discuss the proposed M4 East with a member of the project team.
- A reply paid address to allow the community to make comments or inquire about the project.
- A detailed project page on the RTA's website.

In June 2004, the Minister for Roads announced a preferred option for the M4 East.

**Lane Cove Tunnel**

Four Construction Community Liaison Groups have been formed to cover the areas of Wicks Road, North Ryde, to the Lane Cove River; Epping Road, Gore Hill Freeway and Falcon Street, North Sydney. A separate Air Quality Community Consultative Committee has also been established to oversee the location selection and operation of Community Based Monitoring Stations. These groups meet monthly and comprise local residents and businesses that have demonstrated links to their respective communities. The meetings are chaired by an Independent Community Liaison Representative. Presentations on environmental, landscape and design sub-plans are provided at the meetings to explain each document, and after an evaluation period (usually 10 days) the comments are conveyed to the construction company.

Other consultation mechanisms include the project website ([www.lanecovetunnelproject.com.au](http://www.lanecovetunnelproject.com.au)), a 24 hour community contact line (1800 009 280), a display centre at Artarmon, newspaper advertising, regular presentations to the four local councils, a comprehensive system of tailored letterbox drops and doorknocks, a bi-monthly newsletter distributed to 90,000 households and businesses, and travelling exhibitions at community events such as the Cameraygal Festival.

Community Relations Coordinators have been assigned to service specific areas and aspects of the project. This is aimed at ensuring a prompt and personal response to complaints and enquiries.

For more information on the project, see the **Moving people and goods efficiently** chapter of this report.

**Lawrence Hargrave Drive**

Lawrence Hargrave Drive is a well known and scenic coastal tourist drive. Its closure during the construction of the new coastal bridges affects access for local traffic and tourists in eight villages between Clifton and Coalcliff.

The road closure is impacting on local businesses and residents in these villages. The NSW Government has established a \$2 million Community Support Fund, administered by the RTA, to assist businesses and local community groups in their efforts to manage the reduction in tourist trade and the effects of the closure on social connectivity. Funds have been directed to address difficulties associated with community and school student mobility and loss of local shopping and tourist trade. Part of the fund is being used for a major tourism campaign aimed at attracting day trippers and local shoppers back to the commercial centres of the affected coastal villages.

## PERFORMANCE IN DETAIL

A Community Consultative Committee meets monthly with representatives of the LHD Alliance Management Team and the project manager and community relations manager from the RTA Southern Region office. The members have been actively involved in identifying appropriate assistance to affected community groups and business precincts. It offers opportunity for focussed discussion about construction progress and issues associated with building of the new coastal bridges. It also provides a forum for identification of issues related to the prolonged period of road closure.

The broader community is kept informed about construction progress via media releases and newsletters that are letterbox dropped throughout the eight affected villages. The RTA website has information about the project's progress.

For more details, see the **Maintaining and renewing roads** chapter of this report.

### Pacific Highway

The Pacific Highway Upgrading Program is a significant project affecting many communities along the fast-developing and environmentally sensitive NSW North Coast. Community consultation during the program is vital to ensure that the RTA delivers benefits for highway users and local communities, while providing infrastructure that is ecologically sustainable and cost-effective. Community input and participation is encouraged from the early planning stage through to completion.

In 2003-04, the RTA continued to work closely with communities in the Bulahdelah, Moorland to Herons Creek, Kempsey to Eungai, Macksville to Urunga, Coffs Harbour to Woolgoolga and Brunswick Heads to Yelgun areas. The RTA also began consulting with communities in the Banora Point area regarding a proposed highway upgrade, and with various communities regarding safety improvements and noise mitigation works. Input from local communities has resulted in improved project designs and RTA consultative processes. To improve safety, the RTA has also installed additional rest areas and facilities along the highway to encourage heavy and light vehicle operators to break their journey.

Four major projects were under construction during 2003-04, including the Karuah Bypass, Taree to Coopernook Upgrade, Coopernook Bypass and Halfway Creek Realignment. The 3.4km dual-carriageway Halfway Creek Realignment was fully opened to traffic in June 2004, providing safety and travel time benefits for road users and local and regional communities on the NSW North Coast.

For more details, see the **Improving road safety** and **Moving people and goods efficiently** chapters of this report.

## STAFF SURVEY

The RTA conducted a staff survey during September 2003 to obtain feedback on how it could improve its performance and service to customers. This was the first time that all staff had been surveyed.

About 7000 surveys were sent electronically or by mail to all staff, including those working part-time and on a casual basis. To ensure absolute confidentiality, the RTA engaged an external organisation to carry out the survey and analyse results.

The online surveys were completed via a secure external website which made it impossible to identify individual staff responses. The survey response was high and considered typical for a large, diverse and geographically spread organisation.

According to the survey, staff feel that the RTA's main strengths are being an ethical organisation, having a good understanding of the needs of its customers, team work and having good systems to access information to assist service delivery. Overall job satisfaction of staff was found to be high.

A number of areas were also identified for greater attention and actions are now underway across the whole organisation to improve performance in these areas.

### FUTURE CHALLENGES

- The challenge for Aboriginal Programs is to maintain service provision, develop further policies and plans to support Government and RTA directions and ensure that the Aboriginal community remains a primary focus of its activities.
- Ensure the RTA builds on the strengths and addresses areas of concern identified in the Community Attitudes Survey and the Staff Survey.
- Improve and expand effective consultation with communities affected by RTA projects.
- Continue to improve community access to RTA information on the RTA website, including awareness of the services available online.
- Build on success of recent marketing campaigns by continuing to develop effective advertising to support RTA road safety initiatives.

STRATEGIC OUTCOME // DEVELOPING OUR LEADERSHIP CAPABILITY.

PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURE OF SUCCESS	PERFORMANCE AGAINST THIS MEASURE IN 2003-04
Develop leadership and management capability.	Progressively implement performance feedback.	Chief Executive and Directors completed upward feedback program.

**UPWARDS FEEDBACK**

The Chief Executive and Directors were appraised by the staff who report directly to them and completed a self-assessment survey. An upward feedback instrument was also piloted in the Fleet Services Branch of the Operations Directorate. The aim was to test the useability of the instrument in diverse RTA environments. The Upward Team Feedback Survey instrument was generally successful.

The Chief Executive and Directors received and were debriefed on their individual Upward Feedback Survey Reports, which incorporated their and their appraisers' survey results. Directors conducted follow-up meetings with their direct reports to discuss and develop strategies to address any matters raised in the reports.

**THE BRADFIELD GROUP**

This year the RTA formed the 'Bradfield Group', named after Dr J.J.C. Bradfield, the driving force behind the building of the Sydney Harbour Bridge. The group consists of selected staff and the RTA Executive and provides a diverse organisational platform for discussing issues confronting the RTA. Its primary purpose is to involve more staff in setting the RTA's

direction. It meets to critically reflect upon, discuss and scope key issues for the RTA and develop options for strategic direction. For staff involved, the Bradfield Group provides an opportunity to establish networks beyond immediate workplaces, gain exposure to the broad business base of the RTA and develop leadership skills.

**THE SENIOR MANAGEMENT GROUP**

The Senior Management Group was formed this year to bring together about 90 key managers from across the RTA. The group's first meeting in 2003 was an opportunity for the Chief Executive to address his senior managers about a range of issues. This group is directly accountable for assisting the Chief Executive in ensuring effective communication with staff about the RTA's directions.

**FUTURE CHALLENGES**

- Evaluation of the upward feedback process.
- Extend process to other senior managers across the RTA.

STRATEGIC OUTCOME // ENSURE SKILLED, FLEXIBLE AND ADAPTABLE PEOPLE WORKING TOGETHER IN A SAFE WORKPLACE.

PERFORMANCE SUMMARY

STRATEGIC OUTCOME MEASURES OF SUCCESS PERFORMANCE AGAINST THESE MEASURES IN 2003-04

Skilled, flexible and adaptable people working together in a safe workplace.

Build a high performance culture by developing annual individual or team work and development plans aligned with business plans.

Business planners and General Managers were provided with guidelines for the design and development of individualised work and development plans that meet business needs.

Plan for our future workforce by identifying workforce skills and knowledge.

The RTA's Workforce Profile 2004 was produced. Business planners and General Managers were provided with a fact sheet outlining knowledge management and transfer strategies suitable for implementation in the RTA.

Ensure entry-level positions are available throughout the RTA where appropriate.

The RTA has a number of entry-level positions through targeted employment programs (graduates, trainees and apprentices).



## PERFORMANCE IN DETAIL

**HUMAN RESOURCES POLICIES AND PRACTICES**

The Code of Conduct and Ethics was revised and re-issued in September 2003. A range of support policies to the code are being progressively released. These provide more specific information on staff conduct. The complete Code of Conduct and Ethics can be found in **appendix 9** of this report.

The Grievance Resolution Policy and Grievance Resolution Network were revised and re-launched in July 2003.

The Harassment, Discrimination and Workplace Bullying Policy was released. This provides, for the first time, a comprehensive policy and guidelines for the management of complaints. A series of harassment prevention workshops was delivered to selected business units, supporting the RTA's commitment to a harassment-free workplace.

The Discipline Policy was amended to reflect changes to the decision-making process regarding disciplinary matters.

**WORKFORCE CAPABILITY PLAN**

The five-year Workforce Capability Plan, implemented in 2003, provides a framework for enhancing the RTA's capabilities and creating a safer and healthier work environment. During 2004, a Planner's Guide was developed to support the implementation of the plan and to assist managers and business planners integrate key strategies into 2004-05 business plans.

The guide mandated some business planning requirements for 2004-05 including:

- Work and Development Planning for all staff members.
- Improved internal communications.
- Easy and timely access to information for staff.
- Regular communication, information and training on ethics.
- Increased awareness of the Code of Conduct and Ethics.
- Annual assessment of Occupational Health and Safety (OHS) performance against the management standard and targets.
- Enhanced opportunities for staff to participate in OHS improvement plans.

A Technical Development Learning Advisory Group was established in early 2004 to support the implementation of the plan. The group has representatives from all directorates and provides direction for expanding technical training in the RTA.

**WORKFORCE PROFILE**

The RTA produces an annual Workforce Profile that presents a snapshot of the organisation by directorate. It provides internal analysis, in addition to the Premier's Workforce Profile and across a range of indicators including: unscheduled absence, age, gender, recruitment, turnover and part-time employment. It is a resource for use throughout the RTA to assist in the development of strategies to enhance workforce capability, providing data to assist in workforce and business planning.

**INDUCTION PROGRAMS**

Various programs help orientate new and existing staff to the RTA. These include:

- Orientation Workshop.
- On-line induction - 'Ignition'.
- Induction and Orientation Policy checklist.
- Manager's Toolkit.

'Ignition' is a new computer-based induction program that staff are required to complete soon after taking up duties with the RTA. It covers topics such as the RTA's Code of Conduct and Ethics, OHS responsibilities and the major functions of the RTA.

The Manager's Toolkit (available on the RTA intranet) is an information package designed to assist RTA management to meet their responsibilities as supervisors of RTA staff.

**EMPLOYMENT PROGRAMS**

The RTA's employment programs target the recruitment of apprentices, trainees, graduates and cadets. They are designed to meet the RTA's future workforce capability needs and equity targets.

**Apprenticeships**

The four-year apprenticeship program rotates apprentices between workshops and worksites across NSW to ensure they gain exposure to a broad range of skills. In 2003-04 the RTA recruited nine apprentices across a range of trade classifications including bridge and wharf carpenters, plant mechanics and traffic signal technicians. At 30 June 2004, the RTA employed 56 apprentices.

**Traineeships**

The RTA supports 118 trainees working towards a variety of Vocational Education and Training (VET) qualifications. Six placements were created for people with disabilities and 16 for Aboriginal and Torres Strait Islander people. Traineeships are located in the call centre, regional offices, administration centres, motor registries and other RTA functional centres.

**Graduate Recruitment and Development (GRAD) program**

At 30 June 2004, 94 graduates participated in the RTA GRAD program. The graduates are from a variety of disciplines. Thirty-eight graduates were recruited during the financial year and 47 per cent were females. This has assisted in increasing the overall female participation in the program, particularly the civil engineering discipline.

**Undergraduate scholarship program**

Twenty-one undergraduates from selected NSW universities hold scholarships with the RTA as part of its undergraduate scholarship program. The program is designed to attract undergraduates to consider careers in the roads industry.

Between November 2003 and February 2004, scholarship recipients completed work placements, gaining experience in a diverse range of projects including regional road infrastructure, project management services and Sydney Transitways.

## PERFORMANCE IN DETAIL

### RTA LEARNING EXCELLENCE

RTA staff were winners and finalists of the following awards:

- 2003 NSW Apprentice of the Year Award.
- 2003 NSW Aboriginal and Torres Straight Islander Student of the Year Award.
- Neil Ryan Memorial Prize for the best performance in Urban Cadastral Surveying.

The RTA also had a finalist in the Worldskills Australia 2004 National Finals Competition.

Two RTA graduates were selected to be representatives at the UK-Australia Future Leaders' Dialogue in Sydney in April 2004. This involved the graduates in discussions on issues that impact the RTA's business, economic links between the UK and Australia, new policy approaches and relationships with Europe and Asia.

### WAGES CLASSIFICATION STRUCTURE ASSESSMENT

Competency-based assessment continues to underpin an enterprise-based classification structure for trades and non-trades staff in the RTA.

The project is in its third and final phase. All assessments and re-assessments will be completed by 31 March 2005. A total of 1555 staff applied for the compulsory and elective units of competence in their nominated grade.

### OHS

Information on the RTA's OHS performance can be found in the chapter, **Being accountable**.

### ABORIGINAL PROGRAM

Information about initiatives to build relationships with the Aboriginal community can be found in the chapter, **Building relationships**.

### FUTURE CHALLENGES

- Ensure that annual work and development plans have been developed for each individual or team.
- Concentrate our recruitment, development and retention activities on emerging disciplines and skill areas that are critical to the RTA.

STRATEGIC OUTCOME // EFFECTIVELY MANAGE THE ORGANISATION TO ACHIEVE ITS OBJECTIVES AND TO MEET GOVERNANCE REQUIREMENTS.

PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2003-04
Effectively manage the organisation to achieve its objectives and meet governance requirements.	Publication of a revised Code of Conduct and Ethics.	Revised and reissued Code of Conduct and Ethics.
	Improved injury prevention – 30 per cent reduction in injuries compared with previous year.	8 per cent reduction in all compensable injuries. 6 per cent reduction in lost time injuries.

PERFORMANCE IN DETAIL

CODE OF CONDUCT AND ETHICS

The Code of Conduct and Ethics was revised and re-issued in a more concise format. The code sets out the ethical principles and professional standards that RTA staff are expected to adopt. The complete code can be found in **appendix 9** of this report.

REDUCTION TARGETS FOR INJURIES AND DISEASE

Following a safety management evaluation in September 2003, the RTA's injury reduction target was increased from 10 per cent to 30 per cent. The new target was part of a deliberate strategy to focus managers and staff on the need to aim for major improvements in Occupational Health and Safety (OHS) management.

OHS MANAGEMENT

The RTA has established an OHS management standard, setting out the processes and activities that managers and staff must put in place to ensure the OHS risks are managed systematically. Directorates are required to undertake an annual self-assessment against the standard and develop an improvement plan to address areas of under-performance.

RTA work processes are routinely assessed to identify risks and their controls. Safe work method statements are developed for activities where risks are assessed as being medium or high. The WorkCover 'Hazpak' risk matrix is used to assign risk rankings.

During 2003, business units with unacceptably high injury rates were targeted through the OHS 'Hot Spots' program for the reinvigoration of their risk management processes with a process called Ensité (Environment, Safety and Improvement Teams). The teams visit work sites prior to work commencement to plan the work to eliminate or minimise health and safety risks.

OHS incidents are monitored closely through the OHS Incident Helpdesk which provides a 1300 telephone number for reporting incidents. Incident details are entered into a database, which is integrated with the human resources and finance information management systems. The database allows tracking of incident investigations and the implementation of safety measures.

FIGURE 16: RTA 5 Year Injury Trend

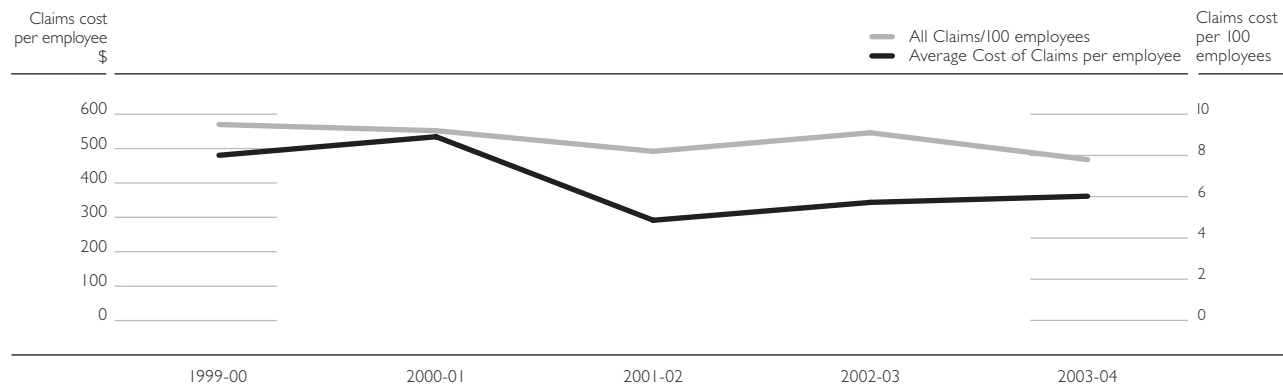


FIGURE 17: Workers Compensation Premiums

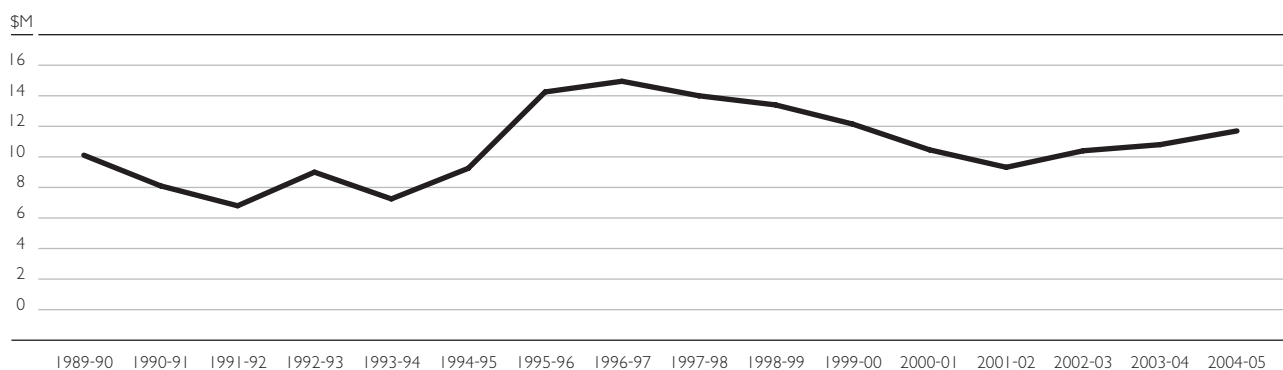
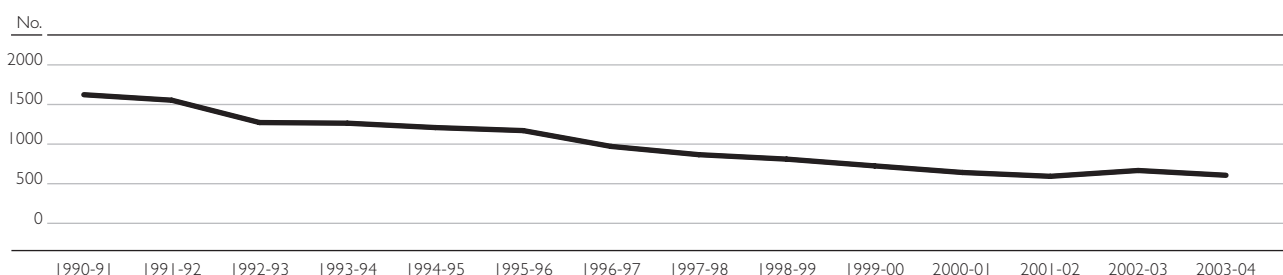


FIGURE 18: Workers Compensation Claims



## PERFORMANCE IN DETAIL

Monthly performance reports are provided to managers, summarising incidents reported, claims lodged for workers compensation, cost of claims, lost time injuries and incident investigations completed.

#### OHS CONTRIBUTION BY EMPLOYEES

The RTA has more than 30 functioning OHS committees. The committees meet regularly with local management to identify and resolve OHS issues. The committees also provide an important avenue for consultation on OHS policy development and dissemination of OHS information.

#### OHS TRAINING AND STAFF INDUCTION

Legislation requires RTA employees directly involved in, or providing support services for, road construction to undertake three levels of OHS induction (general construction, work activity and site).

In addition, all staff are required to complete an RTA OHS induction – Health and Safety at the RTA – to ensure they are informed about managing OHS at the RTA, possible risks and the controls to minimise any exposure.

In 2003 a training program was conducted for managers and supervisors involved in, or supporting, the RTA's road construction and maintenance activities.

#### OHS PROGRAMS AND INITIATIVES

##### SAFE (Safety Awareness for Everyone)

SAFE is an OHS awareness-raising program based on senior managers meeting regularly with field staff to demonstrate management commitment and reinforce positive OHS work practices.

##### OHS Hot Spots

This program targets business units with high injury rates.

##### Ensite

This is a risk assessment process which promotes employee participation in planning work and making decisions about safe work methods.

##### OHS Helpdesk

This is a centralised incident reporting function, providing improved data capture and tracking of incident investigations and close out of the incident record.

##### Performance reporting

Monthly reports are provided to senior and line managers, monitoring incidents reported and closed out claims lodged, claims costs and lost time injuries.

#### OHS audits and inspections

Scheduled OHS audits and inspections are carried out on RTA construction projects.

#### Healthy lifestyle pilots

The RTA is trialling two approaches to promoting healthy lifestyles with information provided on diet, exercise, health and fitness.

#### CONTRIBUTION TO OHS IMPROVEMENT IN THE CIVIL CONSTRUCTION INDUSTRY

The RTA is an active participant in the NSW Government's Construction Agency Coordination Committee which sets policy and performance standards for managing contractor safety on government-funded construction projects. The RTA has extended contractor safety management requirements to funding arrangements for local government involvement in road maintenance.

#### OHS STATISTICAL INDICATORS

The RTA has performed very well compared with the primary Treasury Managed Fund pool with an 8 per cent reduction in claims frequency compared to the previous year (only RTA and Health achieved reductions in the number of claims). See Table 03 at the bottom of the page. Other indicators include:

- RTA claims costs have increased mainly through increased legal costs (claims investigations) and weekly benefits.
- The RTA 2004-05 workers compensation premium estimate is \$11.3 million.
- Premium increase is up 7 per cent or \$835,000 on the 2003-04 premium.
- The claims reductions resulted in a \$400,000 reduction in the premium.
- A hindsight premium adjustment is expected in September 2004.

#### OHS INCIDENTS

Regrettably, two RTA employees were fatally injured in during the year. Kevin Lesleighter was killed while setting up traffic control on the Tweed Heads bypass. Peter Denford was killed when his motorbike struck another vehicle on his way to work. The deaths of these men were tragic losses for their families and their workmates.

#### WORKCOVER PROSECUTIONS

During the year, the RTA was prosecuted by WorkCover in the Industrial Relations Commission for an injury sustained by an RTA employee while attempting to light a bitumen tank heater. The RTA was fined \$84,500. The bitumen sprayer has since been decommissioned and operators have received training to reinforce safe work methods for heating bitumen.

TABLE 03: OHS STATISTICAL INDICATORS

Performance Indicator	2003-04	2002-03	Change
Incidents reported	2130	1656	29% increase
Number of compensable injuries	608	661	8% reduction
Lost time injuries	301	320	6% reduction
Claims costs	\$4.2m	\$2.8m	49% increase

## PERFORMANCE IN DETAIL

### OHS PLANNING, DESIGN AND PROCUREMENT

The RTA is working to include OHS Development Plans as part of the documentation and approval process for construction projects. The plan's purpose is to ensure, where possible, that construction designs do not create health and safety risks to those involved in construction and maintenance of road structures. The plan aims to eliminate health and safety risks. This may include changing the design of a structure so that it is safe to build or maintain (for example, eliminate confined spaces from the design or design wider shoulders for roadways so that work is not too close to traffic). The OHS Development Plan will be initiated at the concept stage and developed from the initial and detailed design stages through to construction and maintenance.

### INTEGRATED MANAGEMENT SYSTEM

During the year the RTA continued to build on the implementation of its Integrated Management System.

Two major initiatives were successfully completed:

- A Corporate Directory was established to provide a central authoritative source of information about RTA employees and skill hire staff. The Corporate Directory synchronises data between the RTA's SAP Human Resources application, the mail and telephone systems. As part of this project, a new phone directory was deployed across the RTA.
- An Imaging/Intelligent Character Recognition System was implemented to process vendor invoices and staff timesheets. The system scans and performs intelligent character recognition of documents and then interfaces with the SAP system. The system has significantly increased productivity in the processing of vendor invoices and staff timesheets. An average of 8000 invoices and timesheets are processed monthly using this system.

In addition, work has commenced on Phase 2 implementation of the Project Management System (PM2Is). The aim of this project is to extend the functionality delivered in Stage 1 and extend the usage of PM2Is to other areas of the RTA. PM2Is is currently in use by the Client Services Directorate and Road Network Infrastructure Directorate in the management of network development projects.

### CAPABILITY REVIEW

During the first half of 2004, the RTA conducted a 'Capability Review'. This review comprehensively examined the overall 'health' of the RTA, focusing on key business processes, major activities and programs to identify current capabilities and opportunities for improvement.

All high performing organisations carry out such assessments on a regular basis in order to test performance, organisational health and progress against their corporate goals. The Capability Review reflects the commitment of a strong, healthy organisation to continue to evolve and seek improvement. The RTA was compared to a hypothetical 'ideal' public sector

agency model using a self-assessment process carried out by six teams examining the RTA's program areas.

The review will continue in 2004-05 to further refine the RTA's internal systems and processes and to identify opportunities for improvement.

### FUTURE CHALLENGES

- Trained staff will present information sessions to all RTA staff on the Code of Conduct and Ethics.
- Ongoing implementation and compliance with the RTA's risk management processes. This is being addressed through programs and initiatives such as SAFE and Ensite which seek to renew and reinvigorate commitment to health and safety across the RTA.

STRATEGIC OUTCOME // VALUING THE ENVIRONMENT: STRIKING A BALANCE  
BETWEEN THE NATURAL AND BUILT ENVIRONMENT.

## PERFORMANCE SUMMARY

STRATEGIC OUTCOME	PERFORMANCE MEASURE	PERFORMANCE AGAINST THIS MEASURE IN 2003-04
Striking a balance between the natural and built environment.	Achieve no infringements from State Government environment regulators.	The RTA received no Penalty Infringement Notices from State Government environment regulators.

## PERFORMANCE IN DETAIL

## ENVIRONMENTAL IMPACT ASSESSMENT

The RTA prepares Reviews of Environmental Factors (REF) to consider potential environmental impacts and assist it in deciding whether a proposal is likely to significantly affect the environment. The RTA has operating systems in place that ensure the separation of responsibility for preparation, assessment and approval of REFs. In 2003–04, about 360 REFs were prepared.

Environmental Impact Statements (EIS) are undertaken in relation to proposed projects that are considered likely to have significant impacts on the environment. No EISs were published in 2003-04 – the first time this has occurred since the *Environmental Planning and Assessment Act* began operation in 1979. A larger than usual number of EISs were published in 2002-03 and the RTA prepared for a number of EISs that are expected to be published in 2004-05. A legislative change clarifying that the preparation of a Species Impact Statement does not automatically require preparation of an EIS may also contribute to some decline in the number of EISs in the future.

A further contributing factor is increasing environmental information and knowledge, and experience in its application to road planning. This enables road projects to be delivered in such a way that they are less likely to have significant impacts. Nevertheless, there was continuing activity in areas associated with EISs published in previous years, including approvals of projects (for example, the North West Transitway and the Devils Pinch deviation of the New England Highway) and modifications to existing approvals (such as the Bangor Bypass, improvements to the Pacific Highway between Brunswick Heads and Yelgun, and the North Kiama Bypass).

Amendment number three to the RTA's Environmental Impact Assessment Policy, Guidelines and Procedures was issued in April 2004. Future amendments to this document will be issued electronically.

An EIA forum was established between the RTA and the

Department of Infrastructure, Planning and Natural Resources (DIPNR) to allow quarterly discussions on matters of mutual interest. The forum's benefits include clarifying issues between the agencies, enabling desired environmental results to be achieved efficiently through the EIA process.

## ENVIRONMENTAL MANAGEMENT SYSTEM

The RTA maintains an Environmental Management System (EMS) which assists it to effectively manage activities in an environmentally responsible manner. The EMS aims to continually improve the RTA's environmental performance.

Key developments in the EMS in 2003-04 included:

- Implementation of the recommendations of the comprehensive review of the EMS. A program for further implementation will be developed during 2004.
- Review and release of changes to environmental specifications to be used in construction and maintenance contracts.
- Ongoing review of the RTA's Quality, OHS and Environmental Audit Package, including fine-tuning the risk based approach.
- Continuing monthly cross-directorate EMS coordination meetings.
- Development of an environmental incident register.
- Drafting of an easy-to-read brochure on the EMS for use in field training and for staff not able to access the RTA intranet.
- Environmental awareness training delivered to Fleet staff and Road Services training under the single invitation maintenance contract.

## REGULATORY COMPLIANCE

No Penalty Infringement Notices were received from the Department of Environment and Conservation (DEC) during 2003-04. However, there were two non-compliances. See table below.

TABLE 04: REGULATORY COMPLIANCE

Licence No.	Licence Name	Date of issue	Licence Condition	Reason/s
11647	F3 Widening	21 Nov 03	L3.1	Low pH of 5.7 (limit 6.5 - 8.5) recorded at discharge and monitoring point 1 (Pond A).
			L6.1	Exceedance of noise limits by 0.6dB(A) at N2. Cause unknown, but truck movements significant contributor. No noise complaints received.
			M2.2	Monitoring at points 8, 10, 11, & 12 not carried out on 26/06/03 due to oversight by contractor's staff.
			M2.1	Monitoring points 6 - 12 not monitored for turbidity as required by licence conditions due to oversight in preparing contractual documents. Application for licence variation submitted.
10268	Western cut embankment quarry, 'Four Mile Hill' Koorainghat	21 Nov 03	10.1	Licencee did not carry out ambient water quality monitoring.



## PERFORMANCE IN DETAIL

**AIR QUALITY****M5 East Freeway Air Quality**

The RTA continued to implement the Air Quality Management Plan for the M5 East Freeway, released in 2002.

Strategies being implemented include:

- Solid fuel heater buy back program.
- Smoky vehicle enforcement program.
- Travel demand management.
- Community education.

Ambient air quality monitoring continued for the M5 East during the reporting year. There were no exceedances of air quality goals due to operation of the M5 East. However, there were above-goal readings for particulate matter below 10 microns due to demolition and road works in May 2004.

DIPNR and the DEC are advised of any readings above the goals as they occur. Assessment reports are prepared for submission to DIPNR, DEC and the Air Quality and Community Liaison Group.

All M5 East monitoring data and reports are available on the RTA's website (click on Environment, then Air Quality).

**M5 East Smoky Vehicle Enforcement Program**

Monitoring of smoky vehicles has been conducted on the M5 East by RTA inspectors since the freeway opened. The RTA discovered that detection and interception was limited during peak hour traffic, so a new strategy has been introduced to maximize intercepts. This strategy involves enforcement officers incorporating a half shift between about 10am and 2pm.

During 2003-04, DEC and RTA officers observed 56 vehicles failing to comply with vehicle exhaust requirements.

**Smoky vehicle enforcement**

During 2003-04, the RTA observed 168 vehicles failing to comply with visible smoke regulations resulting in the issue of 119 Penalty Infringement Notices. Since the DEC smoky vehicle reporting system began in 1996, the RTA has reported 2612 smoky vehicles to the DEC, resulting in the issue of 1978 Penalty Infringement Notices.

**Open and Sheltered Valleys Air Quality Study**

The report on ambient air quality monitoring for roadside open and sheltered valleys was finalised in August 2003. The monitoring data will help determine the potential build up of motor vehicle pollutants under a range of meteorological conditions and assist in the development of air quality assessments.

**Vehicle emission standards**

During 2003-04, the role and name of the Motor Vehicle Environment Committee was expanded to cover rail and other modes of transport targeted for regulatory reform. The committee, now known as the Land Transport Environment Committee (LTEC), provides advice on vehicle-related environmental issues to environment and transport ministers.

The RTA represents NSW on the national body, which has been

consulting on tougher vehicle emission and fuel standards to complement standards already in place for 2006. The LTEC is also reviewing systems to ensure the delivery of air quality gains predicted from cleaner new vehicles.

The RTA is also contributing to the development of revisions to the NSW Action for Air program.

**Diesel National Environment Protection Measure**

The Diesel National Environment Protection Measure (NEPM) provides a range of measures that States can implement to reduce emissions from diesel vehicles. The RTA is implementing two key measures: the voluntary diesel testing program and the audited maintenance program. The RTA is using the testing program to identify polluting vehicles and develop maintenance guidelines that produce the greatest reduction in emissions.

**Heavy diesel vehicle emission testing**

The RTA's voluntary diesel testing program continued with funding from the Federal Government. Since its inception, the program has tested 2118 diesel vehicles with 321 of those vehicles tested in 2003-04. The program now includes heavy vehicle service centres and has expanded beyond the Sydney region to incorporate Newcastle. Thirty-six private fleets from freight transport, private bus operators and local councils have participated in the program. The RTA's heavy vehicle testing work is the most extensive diesel-testing program in the world of its type. There is much interest in the program and papers on the results have been presented at a number of national and international forums. An average emission reduction of 25 per cent is achieved for vehicles repaired after being identified as having unacceptable emissions.

**Heavy diesel vehicle audited maintenance**

The RTA promoted maintenance procedures that help minimise diesel emissions to operators involved in the testing program. The procedures were promoted at industry events and through a 'How to Reduce Truck Emissions' course at TAFE.

The emissions awareness course provided information to truck owners, operators, drivers, diesel mechanics and fleet managers. The course covered topics including pollution, vehicle selection and maintenance and fault-finding methods.

**Biodiesel trials**

The RTA joined with the DEC, Camden Council and Newcastle City Council in trials of biodiesel fuels. Biodiesel is manufactured from oils such as canola oil or waste cooking oil. The RTA conducted all testing, analysis and reporting on the results. The results of the trial will be used to help fleet owners make an informed choice when considering using biodiesel. The Federal Government has facilitated the adoption of biodiesel by establishing a standard for biodiesel fuel in September 2003.

The Newcastle City Council trial involved 12 vehicles. Vehicle exhaust emissions from standard pump diesel were compared

## PERFORMANCE IN DETAIL

with those from a 20 per cent biodiesel/80 per cent diesel blend.

The Camden Council trial used 100 per cent biodiesel in two garbage trucks which were compared to reference vehicles operating on diesel.

A light diesel vehicle testing program compared vehicle exhaust emissions using seven different types of fuel suitable for use in diesel engines.

### Cleaner cars

The RTA continued to provide voluntary emission testing of light vehicles at its emission testing stations at Penrith and Botany motor registries. As well as providing voluntary testing for the general public, projects included testing of modified vehicles, smoky vehicles and taxis. The DEC requires some light petrol and gas vehicles, infringing for emitting smoke, to be tested by the RTA to clear their defect notices. Since the introduction of light vehicle testing, 8989 tests have been completed on a range of vehicles. During 2003-04, 1668 tests were conducted. Seminars and tours of the test facilities were conducted in conjunction with the TAFE Automotive Program to raise awareness of vehicle emissions among apprentice mechanics.

The RTA assisted the Australian Greenhouse Office and the Federal Department of Transport and Regional Services in negotiations with the Federal Chamber of Automotive Industries. The negotiations were aimed at having vehicle manufacturers provide light vehicle emissions data. This will lead to a Green Vehicle Guide to help new car buyers identify the cleanest and most fuel-efficient cars.

The RTA is a partner in the 'Blue Sky' project, with the DEC and Fairfield Council. The project's aim is to improve air quality in the Fairfield local government area by tuning and maintaining up to 500 older vehicles belonging to local residents. The RTA has promoted the trial and provided technical expertise. The RTA intends to undertake emissions testing of a sample of the vehicles before and after the tune-up and maintenance procedures.

The RTA assisted the Department of Commerce in developing systems to enable procurement of cleaner vehicles. The number of petrol-electric hybrid vehicles in the RTA's fleet increased to 21, reducing the fleet's emissions and promoting the market for lower emissions vehicles.

## CONSERVATION OF BIODIVERSITY

### Fauna sensitive road design

The RTA gave a presentation at the Royal Botanic Gardens in Sydney on 18 November 2003 on Fauna Sensitive Road Design. The presentation formed part of a seminar held by the Wildlife Preservation Society of Australia.

### Injured animals

The RTA gave a grant to the RSPCA to assist in the development of a call centre manual for operators answering calls to a Statewide number about injured wildlife, domestic animals and

stray livestock on roads. The manual will include the contact details for all wildlife carer groups in NSW.

### Koala monitoring

Koala monitoring is being undertaken at Bonville and on the Yelgun to Chinderah section of the Pacific Highway in northern NSW.

At Bonville, DNA techniques were used to analyse faecal pellet samples. The analysis identified 12 individuals.

At Yelgun to Chinderah, radio tracking of two females continued. Monitoring also continued at the fauna overpasses built to allow animal movements across the Yelgun to Chinderah Upgrade. Monitoring in this area will be completed in August 2004 when collars will be removed from the two remaining animals in the radio-tracking program and monitoring of dedicated fauna overpasses will be concluded.

### Underpass and overpass research

Abigroup monitored 14 fauna underpasses and overpasses on the Yelgun to Chinderah section of the Pacific Highway from October 2003 to January 2004. The monitoring attempted to record seasonal variation in fauna activity and therefore help ensure maximal detection of fauna species using designated crossings. Structures monitored for fauna usage included bridges, arches, the two fauna overpasses and box culverts.

Twenty-six fauna species and categories were recorded using sand traps in 2003-04. The monitoring indicated that the most common usage is by medium-sized (including possums, bandicoots, echidnas, snakes, and a Water Dragon) and small fauna (including Water Skink, rats, other small mammals, frogs and cane toads). One threatened species, the Spotted-tailed Quoll, was recorded in the study.

### Workshops on fauna and fish structure design

The RTA identified improved designs for road and bridge structures that allow fish and fauna passage on the Pacific Highway. Learning workshops were organised at Grafton and Newcastle in November 2003 to communicate the new information to staff. The four-hour workshops included presenters from the RTA, NSW Fisheries and DEC (Parks Division).

### Nestbox guide

A guide on the design, construction and placement of fauna nest boxes was compiled. Nest boxes are often used when habitat trees are unavoidably removed in road construction projects.

### Threatened species

The RTA contributed to a number of Threatened Species Recovery Plans. See **appendix 3** for full details.

As part of the Brunswick Heads to Yelgun Pacific Highway Upgrade project, the RTA committed \$15,000 in 2002-03 to the development of the draft recovery plans for Green-leaved Rose Walnut (*Endiandra muelleri subsp bracteate*), Rusty Rose Walnut (*Endiandra hayesii*) and Crystal Creek Walnut (*Endiandra floydii*). The draft recovery plans were finalised and placed on public exhibition by DEC between 14 April 2004 and 26 May 2004.

The RTA also contributed to the recovery of the following three

threatened species:

#### ***Eleocharis tetraquetra***

##### **(Square Stemmed Spike Rush)**

In accordance with the required actions of the recovery plan for this species, the RTA undertook a cycle of field maintenance of weeds.

#### ***Grevillea Caleyi***

Recent proposed projects within the vicinity of the *Grevillea caleyi* have been redesigned to ensure no impact on the plants occurs. The RTA continues its involvement on the DEC species recovery team.

#### ***Darwinia biflora***

*Darwinia biflora* is protected within the F3 road corridor and is secured from RTA activities.

Advice was being provided on the draft recovery plan for the Squirrel Glider (*Petaurus norfolcensis*) in the Wagga Wagga Local Government Area.

The monitoring program continued for Green and Golden Bell Frogs along the M5 East Freeway. The two frog ponds constructed at the Marsh Street Wetland and the Kogarah Golf Course in 2000 had become fully vegetated. To facilitate breeding, in early 2004 volunteers helped modify the pond environment resulting in breeding shortly afterwards. In addition to disturbing the vegetation in the pond, a grassed strip was mown around the perimeter of the ponds (this proved a great help in catching frogs during the monitoring sessions). Juvenile frogs were present in the ponds from December 2003 through to April 2004.

#### **Translocation of threatened species**

The need to relocate (translocate) a number of threatened plant species was identified on the Brunswick Heads to Yelgun Pacific Highway Upgrade project. The translocations have been carried out in accordance with a Translocation Management Plan. The species were relocated to an RTA property which was purchased as compensatory habitat. Recent monitoring noted that a number of the relocated plants were already exhibiting new growth.

#### **Biodiversity offsets**

In 2003-04 the RTA purchased compensatory habitat on a number of projects including land acquired for the Brunswick Heads to Yelgun project on the Pacific Highway Upgrade, Charlestown Bypass, the Westlink M7 and the Bangor Bypass.

The RTA initiated a working party with DIPNR and DEC to examine ways to improve the determination of biodiversity offsets for residual impacts of road projects on key habitat.

#### **Vegetation management**

The RTA has a number of policies relating to vegetation management in the road corridor. The implementation of policy, practices and procedures includes revegetation, bush regeneration and relocation of vegetation. The RTA is finalising Corridor Environmental Management Plans that identify environmental values along all roads under its control.

At Soldiers Pinch on the Great Western Highway, 35,000 seedlings

were grown from local seed that was collected by the Blue Mountains Wildplant Rescue Service and the Blue Mountains Conservation Society. Aside from some planting of *Lomandra sp.* in the median, all landscaping and revegetation works along the highway upgrade used plants grown from this collected seed.

A bush regeneration program was underway on the remnant Cooks River Clay Plain Scrub Forest at Beverly Grove, as part of compensation related to the M5 East Freeway. The National Trust has a five-year, \$110,000 contract to implement a bush regeneration plan. The aims are to protect and manage the fragmented remnants of the native forest, consolidate fragmented remnants into larger more sustainable areas and enhance the habitat for native fauna. The plan will encourage natural regeneration by controlling and reducing weeds, and regenerating areas of low potential for natural regeneration.

The RTA secured a joint grant with DEC, the Rail Infrastructure Corporation and Hornsby Council to regenerate bush within the transport corridors at Mt Colah.

#### **RTA-funded biodiversity research**

The RTA funded a range of studies in 2003-04 including:

- The second stage of a three-year postgraduate study with the Australian Catholic University, with field trials of the preferred product – the odor repellent Plant Plus – in the Grafton area. The study is assessing the usefulness of such repellents in managing vehicle collisions with wildlife.
- A University of Western Sydney study into the cost-effectiveness of introducing light and moisture below bridges and the impact of this on vegetation and invertebrates.
- An investigation into the suitability of using compost derived from organic materials, such as garden waste from the Sydney region, instead of woodchips on roadside landscaping.
- The University of Western Sydney completed its pre-construction investigation into the impact of bridges on estuarine habitats, including saltmarshes and mangroves. In 2004-05 the university will commence post construction monitoring.
- Koala research project (see section above).

#### **Roadside environment**

The RTA continued to fund and support the Roadside Environment Committee (REC), which supports councils and other groups who maintain the roadside environment.

Key achievements included the following.

- The REC carried out five training courses and assisted private providers to supply a further 19. The REC convened workshops in Coffs Harbour, Ballina, Moree, Deniliquin, Kiama, Parkes and Mudgee. The REC executive officer attended roadside training in Tasmania and visited a range of linear reserves under different protection regimes in Tasmania and Queensland.
- Six grants covering 22 councils were provided as encouragement funding to assist with linear reserve assessment and planning.

## PERFORMANCE IN DETAIL

- 120 'Significant Roadside Area' signs were distributed, after a rigorous vetting process to ensure the quality of linear reserves protected by the signage.
- The REC advanced its role in the NSW Litter Advisory Group, maintaining the EPA grants scheme and research focus on roadside litter management.
- The REC presented formally to the Local Government Roads and Transport Committee and to the NSW Weeds Advisory Committee. These presentations were followed by joint applications to the Premier and Minister for Agriculture for prioritisation of weed funding.
- The REC developed a standard information bulletin format: the first in the series, *Weeds on Roadsides*, was distributed in May 2004.
- General enquiries for REC assistance have risen steadily.
- The REC funded a detailed study on the Strategic Management of Travelling Stock Reserves for Conservation.
- The REC assisted the development of projects with Landcare Australia (Australia Post sponsorship of roadside rest areas) and Environment Australia/Greening Australia (botanical and environmental signage on linear reserves – 'Enviromark').
- The REC presented detailed linear reserve planning material to the newly formed Catchment Management Authorities and has set up briefing teams for each catchment.
- The REC resolved issues relating to clearing under power lines and model rail corridors and provided a detailed response to the 2003 rail discussion paper.

The NRMA joined the committee and the committee has become more involved with the Australian Network for Plant Conservation.

## CONTAMINATED LAND MANAGEMENT

The RTA has continued to utilise its Panel of Consultants for Contaminated Site Assessment and Management Services to provide high quality technical advice to staff. The panel was utilised in the management of contaminated sites that may be acquired or divested and in the management of RTA fixed sites. The work guides site management and ensures RTA divestment properties are suitable for their intended zoned land-use prior to sale.

Eleven RTA sites were remediated and validated to their zoned land use during the year at a cost of \$725,000. The sites included operational sites and surplus sites for divestment. Contamination investigations were undertaken on other sites for acquisition and divestment where required. For further information, refer to the RTA's Annual Environment Report.

### Timber Bridge Contamination Guidelines

The RTA has developed considerable expertise in assessing and managing timber bridge contamination over the past two years, through a project-by-project approach. The RTA is transferring this knowledge into formal guidelines to provide a more systematic approach to timber bridge contamination management.

The guidelines will assist project managers, environmental staff and contractors to identify and manage contamination issues in the most cost-effective manner, while satisfying legal requirements, limiting long-term liability, and promoting responsible reuses of timbers and soils where appropriate. The development of the guidelines is being directed by a workshop of key RTA stakeholders held in May 2004.

## GOVERNMENT ENERGY MANAGEMENT POLICY (GEMP)

The GEMP commits NSW public sector agencies to achieve and sustain reduced greenhouse gas emissions and significant energy cost savings. This commitment extends to all aspects of Government energy use. The GEMP has two building energy reduction targets: a 15 per cent reduction by 2001-02 and a 25 per cent reduction by 2005-06 (compared to a 1995-96 baseline year).

RTA office and motor registry energy use reduced from 101,319 gigajoules in 1995-96 to 77,491 gigajoules in 2002-03 – a 23.5 per cent reduction. (A gigajoule is a unit of energy that is relevant to both natural gas and electricity, which are both used in RTA buildings.)

The RTA aims to achieve the GEMP's 25 per cent reduction target by 2005-06 and implemented the following key measures during 2003-04:

- Finalisation of energy audit reports for 15 of the RTA's largest building sites, which account for approximately 40 per cent of the RTA's total building energy use.
- Trialing of Energy Star features on a limited number of desktop computers to assess the feasibility of an RTA-wide roll-out. (Energy Star is an international standard for power-saving on electronic equipment and includes measures such as switching off the monitor and/or hibernating the system after a set period of inactivity.)
- A decision has been made to replace old cathode ray tube (CRT) computer monitors with more energy efficient TFT panel monitors when the CRT monitor leases expire within the next two years. These new monitors will be more durable and will reduce monitor energy consumption by 60 per cent.

Other key measures taken during 2003-04 to reduce overall energy consumption and/or greenhouse gas emissions include:

- Purchase of 6 per cent Green Power for traffic signals commencing August 2003.
- Increasing the RTA fleet of petrol-electric hybrid vehicles to 21.
- Submission to NSW Treasury for pre-approval to fund an \$18 million project to migrate older incandescent traffic signal technology to modern and more energy efficient Light Emitting Diode (LED) technology – expected to offer significant operational cost and greenhouse gas savings.

The RTA monitors its energy use within office buildings, infrastructure and transport and is required to submit an annual GEMP progress report to the Department of Energy, Utilities and

## PERFORMANCE IN DETAIL

Sustainability. A summary of the 2003-04 GEMP report findings will be provided to the public in the *2004 RTA Environment Report*. This will include a revision to previous years' data, based on improved data collection processes and more accurate categorisation of properties.

## GREENHOUSE

### Greenhouse Gas Reduction Plan

A greenhouse gas inventory was compiled in 2002-03 to identify the major sources of RTA emissions. In response to these findings, a working committee was established to identify strategies and incentives to reduce emissions. An example is the implementation of LED technology in new traffic signals. LED technology provides an 80 per cent reduction in energy use, compared to older incandescent traffic signal technology.

The working committee aims to coordinate the identification of abatement measures. Another priority of the working committee is to investigate ways to expand the scope for subsequent greenhouse gas inventories. A feasibility study is underway to identify options to reduce energy usage from construction and maintenance projects.

The RTA is actively assisting in the development of the NSW Greenhouse Strategy facilitated by the NSW Greenhouse Office. Once the strategy has been developed, the RTA will develop a Greenhouse Gas Reduction Plan that supports the directions and initiatives of the strategy.

### Climate change

The RTA is in the process of identifying strategic steps for the inclusion of 'climate change' adaptation in core business activities.

### Greenhouse Gas Assessment Tool

A draft Greenhouse Gas assessment tool is being developed to enable greenhouse gas emissions to be evaluated for some road projects. The tool will complement existing methods used as part of the EIA process.

### NSW Greenhouse Strategy

The NSW Greenhouse Office is in the process of compiling the NSW Greenhouse Strategy, which is due for release in October 2004. The RTA has had several levels of input into the development of the strategy, particularly relating to transport strategies. The RTA's pedestrian, bicycle and teleworking programs have provided examples of good practice that minimise greenhouse gas emissions.

## HERITAGE

### Conservation Management Plans

Draft versions of 28 Conservation Management Plans for timber truss bridges listed on the State Heritage Register remain in preparation due to new challenges being faced in management of those bridges. The CMPs will reflect the agreed changes to be made to the bridges across relevant government agencies.

### RTA Heritage Guidelines

Version two of the guidelines was released on the RTA intranet and will also be made available on the internet. It includes updated information for staff on recent changes to the *Heritage Act*, the new Commonwealth heritage regime, provision of a position paper on the effective use of ground penetrating radar, development and application of movable heritage policy and procedures for the recording and care of those items, and incorporation of an interpretation strategy.

### RTA Heritage and Conservation Register

Phase one of studies to identify RTA heritage items across NSW were completed. Phase two studies were begun to fully assess the heritage significance of those items. The RTA is on target to complete its register by the due date of November 2004.

A study to examine the heritage significance of pre-1948 concrete slab and arch bridges controlled by the RTA was completed for entry to the register. A new study to examine pre-1948 concrete beam bridges in the southern half of NSW was commenced.

At the end of 2003-04, there were 291 items on the Heritage and Conservation Register (see **appendix 2** for details).

### National Trust Heritage Festival

The RTA participated in the National Trust Heritage Festival 2004, including providing a plaque for the Swan Hill Bridge, in partnership with Engineers Australia. The latest in a series of eight self-guided tour brochures was released: *Bridging the Murray River, Albury to Swan Hill Regions*.

### State Heritage Register

During the year, the RTA advised the NSW Heritage Office that the following items would be removed from the S170 Heritage and Conservation Register:

- Beantree Bridge over the Richmond River at Wiangaree, Shire of Kyogle (Register No.4300168) - replaced by a new bridge.
- Redbournberry Bridge over the Hunter River, Singleton Shire (Register No. 4301690) – timber approach spans to be removed.

### Oral history program

Oral history work was completed on the planning and community consultation phases of the Lawrence Hargrave Drive reconstruction project. Work will continue during the construction phase.

An oral history on pavement recycling and stabilisation was completed.

### Aboriginal culture and heritage

All work met National Parks and Wildlife guidelines for the protection and salvage of Aboriginal culture and heritage.

The RTA is drafting protocols in liaison and archaeology for dealing with Aboriginal culture and heritage issues. These protocols will provide a systematic approach for project managers and archaeologists and will form part of the Aboriginal Heritage Guidelines.



## PERFORMANCE IN DETAIL

### NOISE

#### Northern Pacific Highway Noise Taskforce

In August 2003 the Northern Pacific Highway Noise Taskforce reported its findings, strategies and recommendations to the Minister for Roads. In September 2003, the Minister responded with an \$18 million package of noise mitigation works. The works will be completed over the next two years and include:

- More than \$9 million for construction of noise walls and architectural treatment of homes at Tweed Heads.
- \$4 million for construction and extension of noise walls and architectural treatment of homes at Ewingsdale and trialling of an 80km/h limit for heavy vehicles on St Helena Hill.
- \$2.5 million for road resurfacing at Sapphire/Korora/Kororo.
- \$1.25 million for architectural treatment of homes and investigations into noise treatments for the heavy vehicle rest area between Yelgun and Chinderah.
- \$660,000 for investigations and implementation of appropriate noise treatments for the Sunnycrest Lane Rest Area near Bangalow, Newrybar/Knockrow/Tintenbar and Ewingsdale to Tyagarah.
- \$600,000 for architectural treatment of homes at Tandy's Lane.

The RTA reconvened the taskforce for a final meeting in April 2004 to report on the implementation of the strategies and recommendations endorsed by the Minister. At that meeting a process was agreed for ongoing consultation with taskforce members and other interested community members. Regular updates on the implementation of noise mitigation measures continue to be provided to taskforce members.

#### Noise emission standards

The RTA, representing NSW on the Land Transport Environment Committee, strongly advocated tighter national vehicle noise standards. Tougher noise standards for new light and heavy vehicles have been gazetted and will take effect from 2005.

#### Heavy vehicle engine brake noise

The RTA contributed to the development of a regulatory framework by the National Transport Commission (NTC) to address the use of noisy engine brakes.

#### Heavy vehicle noise

The RTA continued to identify heavy vehicles with faulty mufflers at annual inspections and to ensure that these vehicles are repaired.

#### Light vehicle noise

The RTA continued to work with the NSW Police and DEC in campaigns targeting modified cars that may be noisy and potentially unsafe.

#### Noise Abatement Program

The RTA's Noise Abatement Program continued to alleviate high noise levels on State and Federal roads by providing noise

mitigation such as noise walls or mounds, acoustic treatment or low noise pavement.

During 2003-04, the RTA funded more than \$4.12 million in noise abatement for 186 houses on State Roads. Approximately \$770,000 was provided by the Federal Government for noise abatement on Federal projects. Additionally, the RTA spent \$1.67 million on the Pacific Highway Taskforce Noise Abatement Program.

### WASTE MINIMISATION

The NSW Government's Waste Reduction and Purchasing Policy (WRAPP) was instigated in 1997 to minimise waste generated across all Government sectors and help increase the market for materials containing recycled content. The RTA submitted its WRAPP Plan to the NSW EPA in 1998. The 2003-04 financial year was the third in which it was mandatory for the RTA to detail in the annual report its activities to implement its WRAPP Plan. This report is in **appendix 4**.

### WATER QUALITY

Management of water quality is required to meet environmental legislation and community expectations. Major water quality programs undertaken in the past year include the following:

#### The Blue Book Review

A new Volume 2 of 'Managing Urban Stormwater – Soils and Construction' (the Blue Book) is being developed which will provide guidance in erosion and sediment control for a range of development types and land uses other than urban development (urban development is the focus of Volume 1). The DEC has assumed responsibility for the coordination and publication of Volume 2, and will be the major funding partner for this project. The RTA will fund the development of the Road and Highway Construction section of the document.

The RTA is represented on the steering committee for the development of the Road and Highway Construction chapter. The development of the additional chapter provides road construction-specific guidance and principles that will be approved as the State-agreed position.

#### Stormwater Environment Improvement Program (SEIP)

The RTA supports local councils to prepare Stormwater Management Plans for each of the catchments, districts or local government areas within which the RTA has some responsibility for stormwater management. The RTA carries out activities and supports local council initiatives to improve water quality by removing potential pollutants nearest to the source and reviewing activities to reduce environmental impacts on stormwater. In 2003-04, the RTA spent \$995,000 on the SEIP, which involved projects varying from \$10,000 to \$100,000.

The RTA part-funds the projects with councils. Examples of projects funded in 2003-04 include:

- Lower Georges River Catchment, Hurstville Council.

A Gross Pollutant Trap (GPT) was installed at Jacques Ave, Peakhurst.

## PERFORMANCE IN DETAIL

- Upper Parramatta River Catchment, Holroyd Council. A litter boom and silt trap was installed along Greystanes Creek.
- Mid-Hawkesbury Nepean Catchment, Penrith Council. A GPT was installed in South Penrith.
- Lower Georges River Catchment, Kogarah Council. A Bangalong Litter Trap was fitted in Carss Bush Park.

#### Environmental specifications review

Revised RTA environmental protection specifications were released. These included new specifications for preparation of Soil and Water Management Plans and Erosion and Sedimentation Plans. Best practice notes have been completed that support the new specifications and provide ease of interpretation for RTA staff and contractors. A seminar series was held around the State to educate RTA staff on the environmental specification requirements.

#### Environmental improvement program

Environmental improvement works at 15 operational sites (mainly depots) were undertaken during the year, including improvements to vehicle washbays, material storage facilities and stormwater drainage systems. The total cost of the works was \$1 million, with major expenditure on stormwater drainage works at depot sites in environmentally-sensitive surroundings. Stormwater treatment works were installed at Bellambi Works Centre, Tamworth Depot and Enfield Depot.

#### FUTURE CHALLENGES

- Increase recycled content within material purchases and find high-value reuses for excess materials resulting from construction and maintenance activities.
- Reduce the environmental impact of office purchasing and waste management.
- Improve data collection for the RTA's Waste Reduction and Purchasing Policy.
- Develop and implement appropriate environmental performance measures for the organisation.
- Improve contractor briefs for environmental studies.
- Examine if existing pro formas for Reviews of Environmental Factors remain appropriate.
- Improve fire management and related biodiversity impacts on roadsides.
- Improve cost-effectiveness of fauna protection measures.
- Establish more efficient methods to provide for biodiversity offsets in relation to new roads.
- Complete a Memorandum of Understanding between the RTA and the Heritage Office and seek delegated powers under the *Heritage Act 1977*.
- Complete the RTA Heritage and Conservation Register.
- Finalise the revised RTA Heritage Strategic Plan.
- Ongoing implementation of the M5 East Air Quality Management Plan strategies.
- Further develop and implement programs to reduce noise, noxious emissions and greenhouse emissions from vehicles.
- Increase awareness and management of greenhouse gas emissions.
- Improve management of investigation of potential archaeological deposits.
- Complete the Sustainability Action Plan.
- Better address Aboriginal cultural and heritage issues with road and bridge projects.

STRATEGIC OUTCOME // ENSURE FUNDS ARE USED EFFECTIVELY TO ACHIEVE COMMUNITY OUTCOMES.

## PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURE OF SUCCESS	PERFORMANCE AGAINST THIS MEASURE IN 2003-04
Ensure funds are used effectively to achieve community outcomes.	Reduced costs for Business Support Services.	Business Services Group, which provides shared services throughout the RTA, rated highly in Payroll Benchmarking with other NSW Government agencies, using global data for private and public sector organisations. A Procurement Benchmarking Study has shown where improvements can be made; policies and procedures have been put in place to achieve them.
	RTA Operations will continue to demonstrate competitiveness by winning work from external and internal clients and meeting financial targets (eg Road Services will offer a rebate model to internal clients based on turnover).	RTA Operations exceeded the specified corporate return by more than \$16 million and earned some \$34 million from external clients. No quarterly rebates were paid to internal clients during the year as the average monthly income to the end of March 2004 was less than that required to trigger a rebate.



## PERFORMANCE IN DETAIL

**BUSINESS IMPROVEMENT AND PRODUCTIVITY SAVINGS****Business support services**

The shared business support services provided to the RTA by its Business Services Group continued to realise operational savings, allowing funds to be returned to core RTA programs. These services include payroll processing, accounts payable, injury management, financial administration, fleet management, building management, procurement and project-based services.

The Business Services Group's performance in a Payroll Benchmarking project, conducted with the NSW Department of Commerce, and a Procurement Benchmarking project, conducted with Price Waterhouse Coopers, indicated that careful management of shared services resources is reducing operational costs and allowing funding to be redirected to core RTA projects. The RTA was rated highly for payroll processing against global benchmarks covering private and public organisations. Policies and procedures have been developed from the procurement benchmarking to allow savings to be realised.

Injury Management Services within the RTA continued to achieve savings through judicious management of workers compensation claims, resulting in workers compensation insurance rebates and 'return to work' cases, which reduce costs through rehabilitating employees more efficiently.

**Imaging and Intelligent Character Recognition**

Imaging and Intelligent Character Recognition (ICR) technology, piloted in October 2003 on Accounts Payable and Wages Timesheet processing, has returned ongoing savings of \$600,000 so far (ie a permanent reduction in costs). Wider implementation promises to provide further savings, especially as the technology is applied to other applications.

**Strategic procurement**

A strategic procurement project, starting in October 2003, has indicated areas where ongoing savings of more than \$10 million can be realised. These areas include IT Desktop; professional services and skill hire; copiers, printers, facsimile machines; stores and inventory and air travel. Business processes are being changed to capture the savings so that they can be redirected to core RTA programs.

**Electronic service delivery**

The RTA has focused on delivering services to customers via the RTA website. Popular services available through the website are in the table below.

**TABLE 05: ONLINE SERVICES**

Service	User p/month
Traffic Cameras	300,000
Driver Knowledge Test Demonstration	350,000
Demerit and Registration inquiries	15,000
Registration of light vehicles	14,000
Pink slips	40,000

**RTA intranet**

The RTA's intranet site was redeveloped this year. The new site provides an efficient and effective vehicle to communicate with RTA staff. In conjunction with the intranet, a new content management system was introduced which enables self-publishing by the RTA's business units.

**Move to open source**

This year saw the first move to implement open source products. The use of open source products is part of the drive to reduce software licensing costs. The open source product, Star Office, was introduced to motor registries. This product includes word processing, spreadsheet and presentation applications.

**PROJECT MANAGEMENT AND DELIVERY**

The RTA's Client Services Directorate manages complex projects with the primary aim of delivering value for money. Core programs of network development, infrastructure maintenance, road safety and traffic management amounting to \$1.9 billion were delivered in 2003-04.

During 2003-04, the directorate focused on a range of measures aimed at improving the efficiency and effectiveness of project delivery. These covered the following areas:

- Technology upgrade
- Use of improved materials
- Process re-engineering
- Enhanced commercial practices

## PERFORMANCE IN DETAIL

Key measures included:

- Improvement to the management of single invitation maintenance contracts (SIMC) with the development and implementation of training and assistance in the areas of OHS and environment and through the SIMC working party.
- Improvement to the efficient operation of the RTA's vehicular ferries by introduction of consistent Quality Assured contracts.
- Commencement of e-tendering on contracts, resulting in savings in printing and despatch costs.
- Value engineering of bridge structure foundations and construction through techniques such as:
  - Different piling regimes and improved design and construction techniques on Gerogery Bridge.
  - Use of two longitudinal halves instead of a sidetrack on Boggy Creek and Myall Hollow Creek.
- Pilot of electronic data management for field surveillance officers using Personal Digital Assistants (PDAs) and synchronised software with a potential saving of \$250,000 over three years.
- Increased opportunities for packaging of works, leading to savings in survey, design, contract management and geotechnical costs. Examples include design and construct contracts for bridges at Brewarrina, Dangar, Morongla, Biddon and Hodgkiss, integration of similar contracts into a single contract (Collins/Gunidgera/Myall/10 Mile/Boggy) and packaging of structural assessment and concept options for five remotely located bridge sites in western NSW.
- Sharing of optical fibre for transmission of data through an agreement between the RTA and Rail Infrastructure Corporation resulting in a long-term benefit of \$4.9 million over 10 years.
- Innovations in pavement design including the use of geotextile and fibredec seals to extend pavement life by an additional five years.
- Use of shuttle buggies for controlling temperatures on long haul asphalt works on the Hume Highway and Perisher Road leading to a 40 per cent increase in life expectancy.
- Continuous improvement in the quality of asphalt leading to a significant reduction in the amount of rework.
- Ongoing improvements in commercial processes (such as purchase order simplification in the Integrated Management System resulting in improved productivity through error reduction and time savings).

These and similar efforts have contributed to optimal utilisation of resources and improved delivery of project milestones, an important one being the six month early opening of traffic on the F3 widening project (Stage 2 – Jolls Bridge to Mount White).

### TARGETING SELF-DRIVE CAR RENTAL COMPANIES

The RTA continued to target car rental companies to ensure their vehicles are registered in NSW. At the end of June 2004, the enforcement crackdown had resulted in an additional 3400 or 37 per cent more rental vehicle registrations than at the same time the year before.

The registration revenue (registration fees and motor vehicle taxes) received from new rental vehicle registrations during the financial year was \$4.5 million or 66 per cent more than the previous year. This means more than \$1.8 million in previously lost registration charges has been recouped.

During that same period the revenue received from stamp duty was more than \$8.1 million, or 51 per cent more than the previous year, meaning more than \$2.7 million in previously lost revenue was recouped.

### MORE RIGOUR APPLIED TO TRADERS' PLATES

New style traders' plates were introduced in December 2003 to improve correct usage. These plates are used by the motor trader industry to attach to unregistered vehicles driven for demonstration purposes, or when moving vehicles from one dealership or repair shop to another. There is also a centralised approval process at the Campbelltown motor registry.

### RTA OPERATIONS

The RTA's service delivery arm, RTA Operations, was formed on 1 July 1999. It offers products and services to the RTA and external clients. RTA Operations is managed under commercial principles and is required to generate income and be competitive in the private sector environment.

It exceeded its specified corporate return for 2003-04 by \$16.5 million. A total of \$33.7 million was earned from external clients. A rebate model, based on turnover, was offered to internal clients for 2003-04 but no quarterly rebates were paid as the average monthly income to the end of March 2004 was less than that required to trigger a rebate. Road Services earned \$23.1 million from external clients during 2003-04. This was an increase of \$1 million from the previous year but less than targeted due mostly to another busy year with internal RTA clients reducing its capacity to take on external work, particularly in the latter part of the year. Meeting the needs of RTA clients is the top priority for RTA Operations and, while total external income earned in 2004-05 is expected to grow to about \$43 million, it will be a challenge for Road Services to meet its \$32 million external income target for 2004-05, given the projected continuing strong demand from internal RTA clients.

### FUTURE CHALLENGES

- Increasing customer service levels while reducing shared services costs.
- Developing and changing staff skills and culture as technology and business demands shift.
- RTA Operations to continue to meet the needs of internal RTA clients, while increasing external work won.

Roads and Traffic Authority of New South Wales  
Financial statements for the period ended 30 June 2004

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GPO BOX 12  
SYDNEY NSW 2001

## INDEPENDENT AUDIT REPORT ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

### To Members of the New South Wales Parliament

#### Audit Opinion

In my opinion, the financial report of the Roads and Traffic Authority of New South Wales

- (a) presents fairly the Authority's financial position as at 30 June 2004 and its financial performance and cash flows for the year ended on that date, in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia, and
- (b) complies with sections 41 B and 41 BA of the *Public Finance and Audit Act 1983* (the Act).

My opinion should be read in conjunction with the rest of this report.

#### The Chief Executive's Role

The financial report is the responsibility of the Chief Executive of the Roads and Traffic Authority of New South Wales. It consists of the statement of financial position, the statement of financial performance, the statement of cash flows, the program statement – expenses and revenues, the summary of compliance with financial directives and the accompanying notes.

#### The Auditor's Role and the Audit Scope

As required by the Act, I carried out an independent audit to enable me to express an opinion on the financial report. My audit provides *reasonable assurance* to Members of the New South Wales Parliament that the financial report is free of *material* misstatement.

My audit accorded with Australian Auditing and Assurance Standards and statutory requirements, and I:

- evaluated the accounting policies and significant accounting estimates used by the Chief Executive in preparing the financial report, and
- examined a sample of the evidence that supports the amounts and other disclosures in the financial report.

An audit does not guarantee that every amount and disclosure in the financial report is error free. The terms 'reasonable assurance' and 'material' recognise that an audit does not examine all evidence and transactions. However, the audit procedures used should identify errors or omissions significant enough to adversely affect decisions made by users of the financial report or indicate that the Chief Executive has not fulfilled his reporting obligations.

My opinion does not provide assurance:

- about the future viability of the Authority,
- that the Authority has carried out its activities effectively, efficiently and economically,
- about the effectiveness of its internal controls, or
- on the assumptions used in formulating the budget figures disclosed in the financial report.

#### Audit Independence

The Audit Office complies with all applicable independence requirements of Australian professional ethical pronouncements. The Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office are not compromised in their role by the possibility of losing clients or income.

R J Sendt  
Auditor-General

SYDNEY  
17 September 2004

**ROADS AND TRAFFIC AUTHORITY  
YEAR ENDED 30 JUNE 2004**

Pursuant to Section 41 C (1 B) and (1 C) of the Public Finance and Audit Act 1983, we declare that in our opinion:

1. The accompanying financial statements exhibit a true and fair view of the Authority's financial position as at 30 June 2004 and transactions for the year then ended.
2. The statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2000, the Treasurer's Directions and the directives of the Financial Reporting Code.

Further, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Brett Skinner  
Director, Finance  
13 September 2004



Paul Forward  
Chief Executive  
13 September 2004

Statement of Financial Performance  
For the Year Ended 30 June 2004

	Notes	Actual 2004 \$000	Budget 2004 \$000	Actual 2003 \$000
<b>Expenses</b>				
Operating Expenses				
– Employee Related	2(a)	204,562	224,779	213,760
– Other Operating Expenses	2(b)	513,471	369,222	558,428
Maintenance	2(c)	687,928	600,649	635,831
Depreciation and Amortisation	2(d)	697,157	511,859	567,447
Grants and Subsidies	2(e)	15,835	33,442	19,056
Borrowing Costs	2(f)	75,212	72,038	80,603
<b>Total Expenses</b>		<b>2,194,165</b>	<b>1,811,989</b>	<b>2,075,125</b>
<b>Less:</b>				
<b>Retained Revenue</b>				
Sales of Goods and Services	3(a)	210,983	226,196	214,669
Investment Income	3(b)	33,798	1,488	26,228
Retained Taxes, Fees and Fines	3(c)	6,790	–	5,684
Grants and Contributions	3(d)	36,370	34,004	37,891
Other Revenue	3(e)	130,314	45,238	346,199
<b>Total Retained Revenue</b>		<b>418,255</b>	<b>306,926</b>	<b>630,671</b>
Gain on Disposal of Non-Current Assets	4	461	3,433	8,174
<b>Net Cost of Services</b>	24	<b>1,775,449</b>	<b>1,501,630</b>	<b>1,436,280</b>
<b>Government Contributions</b>				
Recurrent Appropriation	6	1,278,099	1,258,738	1,189,424
Capital Appropriation	6	1,067,119	1,044,593	994,585
<b>Total Government Contributions</b>		<b>2,345,218</b>	<b>2,303,331</b>	<b>2,184,009</b>
<b>SURPLUS FOR THE YEAR FROM ORDINARY ACTIVITIES</b>		<b>569,769</b>	<b>801,701</b>	<b>747,729</b>
<b>SURPLUS FOR THE YEAR</b>		<b>569,769</b>	<b>801,701</b>	<b>747,729</b>
<b>NON-OWNER TRANSACTION CHANGES IN EQUITY</b>				
Net increase in asset revaluation reserve	18	7,091,639	–	7,033,995
Other increases	18	42,789	–	227,275
<b>Total revenues, expenses and valuation adjustments recognised directly in equity</b>		<b>7,134,428</b>	<b>–</b>	<b>7,261,270</b>
<b>Total changes in equity other than those resulting from transactions with owners as owners</b>		<b>7,704,197</b>	<b>801,701</b>	<b>8,008,999</b>

The accompanying notes form part of these statements.

Statement of Financial Position  
For the Year Ended 30 June 2004

	Notes	Actual 2004 \$000	Budget 2004 \$000	Actual 2003 \$000
<b>ASSETS</b>				
Current Assets				
Cash Assets	9	277,437	230,494	238,055
Receivables	10(a)	117,814	81,680	88,375
Inventories		7,104	6,718	7,614
Other	12(a)	7,142	1,681	5,317
<b>Total Current Assets</b>		<b>409,497</b>	<b>320,573</b>	<b>339,361</b>
Non-Current Assets				
Receivables	10(b)	73,075	68,725	69,860
Property, Plant and Equipment				
– Land and Buildings	11(a)	3,223,925	2,830,302	3,194,126
– Plant and Equipment	11(b)	128,698	21,987	107,962
– Infrastructure Systems	11(c)	65,788,138	52,277,472	58,164,298
<b>Total Property, Plant and Equipment</b>		<b>69,140,761</b>	<b>55,129,761</b>	<b>61,466,386</b>
Other	12(b)	894,478	845,459	826,154
<b>Total Non-Current Assets</b>		<b>70,108,314</b>	<b>56,043,945</b>	<b>62,362,400</b>
<b>Total Assets</b>		<b>70,517,811</b>	<b>56,364,518</b>	<b>62,701,761</b>
<b>LIABILITIES</b>				
Current Liabilities				
Payables	13	477,462	377,445	339,260
Interest bearing liabilities	14	106,263	76,669	198,519
Provisions	16	80,711	92,618	61,858
Other	17	77,907	46,065	58,025
<b>Total Current Liabilities</b>		<b>742,343</b>	<b>592,797</b>	<b>657,662</b>
Non-Current Liabilities				
Interest bearing liabilities	14	791,415	822,221	776,172
Provisions	16	370,848	368,561	424,170
Other	17	404,573	382,268	420,987
<b>Total Non-Current Liabilities</b>		<b>1,566,836</b>	<b>1,573,050</b>	<b>1,621,329</b>
<b>Total Liabilities</b>		<b>2,309,179</b>	<b>2,165,847</b>	<b>2,278,991</b>
<b>Net Assets</b>		<b>68,208,632</b>	<b>54,198,671</b>	<b>60,422,770</b>
<b>EQUITY</b>				
Reserves	18	27,264,603	13,138,969	20,172,964
Accumulated Funds	18	40,944,029	41,059,702	40,249,806
<b>Total Equity</b>		<b>68,208,632</b>	<b>54,198,671</b>	<b>60,422,770</b>

The accompanying notes form part of these statements.

Statement of Cash Flows  
For the Year Ended 30 June 2004

	Notes	Actual 2004 \$000	Budget 2004 \$000	Actual 2003 \$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Payments				
Employee Related		(239,030)	(217,424)	(174,381)
Grants and Subsidies		(16,606)	(33,442)	(19,056)
Borrowing Costs		(69,753)	(66,507)	(76,439)
Other		(1,331,326)	(1,153,073)	(1,269,007)
<b>Total Payments</b>		<b>(1,656,715)</b>	<b>(1,470,446)</b>	<b>(1,538,883)</b>
Receipts				
Sale of Goods and Services		225,883	228,097	208,881
Retained Taxes, Fees and Fines		6,790	–	5,684
Investment Income Received		15,075	1,488	24,502
Other		269,541	198,575	503,116
<b>Total Receipts</b>		<b>517,289</b>	<b>428,160</b>	<b>742,183</b>
Cash Flow from Government				
Recurrent Appropriation		1,278,099	1,258,738	1,189,424
Capital Appropriation		1,067,119	1,044,593	994,585
<b>Net Cash Flows from Government</b>		<b>2,345,218</b>	<b>2,303,331</b>	<b>2,184,009</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	24	<b>1,205,792</b>	<b>1,261,045</b>	<b>1,387,309</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from Sale of Land and Buildings, Plant and Equipment and Infrastructure Systems		29,208	37,900	47,702
Purchases of Land and Buildings, Plant and Equipment and Infrastructure Systems		(1,110,343)	(1,216,745)	(1,191,606)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(1,081,135)</b>	<b>(1,178,845)</b>	<b>(1,143,904)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Proceeds from borrowings and advances		–	–	–
Repayment of Borrowings and Advances		(85,275)	(82,200)	(99,124)
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>		<b>(85,275)</b>	<b>(82,200)</b>	<b>(99,124)</b>
<b>NET INCREASE IN CASH</b>		<b>39,382</b>	<b>–</b>	<b>144,281</b>
Opening Cash and Cash Equivalents		238,055	230,494	93,774
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	9	<b>277,437</b>	<b>230,494</b>	<b>238,055</b>

The accompanying notes form part of these statements.



Program Statement – Expenses and Revenues  
For the Year Ended 30 June 2004

ROADS AND TRAFFIC AUTHORITY	Road Network Infrastructure*		Road Safety, Licensing and Vehicle Management*		Traffic and Transport*		M4/M5 Cashback Scheme*		Not Attributable		Total	
EXPENSES AND REVENUES	2004 \$000	2003 \$000	2004 \$000	2003 \$000	2004 \$000	2003 \$000	2004 \$000	2003 \$000	2004 \$000	2003 \$000	2004 \$000	2003 \$000
EXPENSES												
Operating Expenses												
– Employee Related	16,205	14,267	166,865	176,584	21,492	22,909	–	–	–	–	204,562	213,760
– Other Operating Expenses	105,754	195,478	251,921	213,450	83,332	83,519	72,464	65,981	–	–	513,471	558,428
Maintenance	528,463	469,665	466	–	158,999	166,166	–	–	–	–	687,928	635,831
Depreciation and Amortisation	685,725	559,943	8,976	6,364	2,456	1,140	–	–	–	–	697,157	567,447
Grants and Subsidies	8,913	11,449	6,922	7,607	–	–	–	–	–	–	15,835	19,056
Borrowing Costs	75,212	80,603	–	–	–	–	–	–	–	–	75,212	80,603
<b>Total Expenses</b>	<b>1,420,272</b>	<b>1,331,405</b>	<b>435,150</b>	<b>404,005</b>	<b>266,279</b>	<b>273,734</b>	<b>72,464</b>	<b>65,981</b>	<b>–</b>	<b>–</b>	<b>2,194,165</b>	<b>2,075,125</b>
Retained Revenue												
Sale of Goods and Services	107,805	116,197	95,164	90,973	8,014	7,499	–	–	–	–	210,983	214,669
Investment Income	30,738	24,629	1,478	771	1,582	828	–	–	–	–	33,798	26,228
Retained Taxes, Fees and Fines	854	800	5,936	4,884	–	–	–	–	–	–	6,790	5,684
Grants and Contributions	17,748	18,717	4,804	6,586	13,818	12,588	–	–	–	–	36,370	37,891
Other Revenue	129,822	346,199	227	–	265	–	–	–	–	–	130,314	346,199
<b>Total Retained Revenue</b>	<b>286,967</b>	<b>506,542</b>	<b>107,609</b>	<b>103,214</b>	<b>23,679</b>	<b>20,915</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>418,255</b>	<b>630,671</b>
Gain (Loss) on Disposal of Non-Current Assets	461	8,174	–	–	–	–	–	–	–	–	461	8,174
NET COST OF SERVICES												
	1,132,844	816,689	327,541	300,791	242,600	252,819	72,464	65,981	–	–	1,775,449	1,436,280
Government Contributions**	–	–	–	–	–	–	–	–	2,345,218	2,184,009	2,345,218	2,184,009
NET EXPENDITURE/ (REVENUE) FOR THE YEAR												
	1,132,844	816,689	327,541	300,791	242,600	252,819	72,464	65,981	(2,345,218)	(2,184,009)	(569,769)	(747,729)
ADMINISTERED REVENUES												
	Road Network Infrastructure		Road Safety, Licensing and Vehicle Management		Traffic and Transport		M4/M5 Cashback Scheme		Not Attributable		Total	
(See Note 1(c))	2004 \$000	2003 \$000	2004 \$000	2003 \$000	2004 \$000	2003 \$000	2004 \$000	2003 \$000	2004 \$000	2003 \$000	2004 \$000	2003 \$000
Consolidated Fund												
– Taxes, Fees and Fines	–	–	–	–	–	–	–	–	356,025	306,591	356,025	306,591
– Other	–	–	–	–	–	–	–	–	596,653	561,239	596,653	561,239
<b>Total Administered Revenues</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>952,678</b>	<b>867,830</b>	<b>952,678</b>	<b>867,830</b>

\*The description and objectives of each program are summarised in Note 8.

\*\* Appropriations are made on an agency basis and not to individual programs. Consequently, government contributions are included in the "Not Attributable" column.

Summary of Compliance with Financial Directives  
For the Year Ended 30 June 2004

	2004				2003			
	Recurrent appropriation	Expenditure/ net claim on consolidated fund	Capital appropriation	Expenditure/ net claim on consolidated fund	Recurrent appropriation	Expenditure/ net claim on consolidated fund	Capital appropriation	Expenditure/ net claim on consolidated fund
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Original Budget Appropriation/Expenditure</b>								
– Appropriation Act	1,258,738	1,251,134	1,044,593	1,021,879	1,157,200	1,154,594	1,028,355	1,028,355
– Additional Appropriations	–	–	–	–	–	–	–	–
– Section 21A PF and AA – Special Appropriations	–	–	–	–	–	–	–	–
– Section 24 PF and AA – transfers of functions between departments	–	–	–	–	–	–	–	–
– Section 26 PF and AA – Commonwealth specific purpose payments	4,469	2,418	34,000	34,000	–	–	4,290	4,290
	1,263,207	1,253,552	1,078,593	1,055,879	1,157,200	1,154,594	1,032,645	1,032,645
<b>Other Appropriations/Expenditure</b>								
– Treasurer's Advance	1,727	1,355	–	–	392	392	4,000	4,000
– Section 22 expenditure for certain works and services	–	–	–	–	–	–	–	–
– Transfers from another agency (Section 25 of the Appropriation Act)	–	–	–	–	–	–	–	–
– Section 22A (2) Motor Vehicles Taxation Act (hypothecation of motor vehicle tax)	22,299	22,299	11,240	11,240	34,438	34,438	–	–
– Section 225 Roads Act (hypothecation of heavy vehicle overloading fines)	893	893	–	–	–	–	–	–
	24,919	24,547	11,240	11,240	34,830	34,830	4,000	(38,060)
<b>Total Appropriations/Expenditure/ Net Claim on Consolidated Fund</b>	<b>1,288,126</b>	<b>1,278,099</b>	<b>1,089,833</b>	<b>1,067,119</b>	<b>1,192,030</b>	<b>1,189,424</b>	<b>1,036,645</b>	<b>994,585</b>
<b>Amount drawn down against Appropriation</b>		<b>1,278,099</b>		<b>1,067,119</b>		<b>1,189,424</b>		<b>994,585</b>
<b>Liability to Consolidated Fund</b>		–		–		–		–

The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first.

Consolidated funding for the RTA's Roads Program is classified as recurrent and capital appropriation based upon the way in which the appropriations are expended. The Program, as part of its appropriation, receives all the revenue from motor vehicle taxes in accordance with the Motor Vehicles Taxation Act, with the level of the funds from the motor vehicle taxes not known until 30 June each year.

Notes to and forming part of the Financial Statements  
of the Roads and Traffic Authority  
For the Year Ended 30 June 2004

I. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

The Roads and Traffic Authority (RTA), as a reporting entity, is responsible for:

- testing and licensing drivers and registering and inspecting vehicles;
- managing road usage to achieve consistent travel times, particularly during peak periods, by reducing congestion delays and helping the community use the road system more effectively;
- improving road safety by encouraging better road user behaviour; ensuring compliance with regulations, improving roads and enhancing vehicle standards;
- arterial road development, construction and maintenance, to meet community, environmental, regulatory and economic needs; and
- administration of the M4/M5 Cashback Scheme.

The reporting entity is consolidated as part of the NSW Total State Sector Accounts, except in regard to the reporting of Land Under Roads.

(b) Basis of Accounting

The RTA's financial statements are a general purpose financial report which has been prepared on an accruals basis and in accordance with:

- applicable Australian Accounting Standards (AAS);
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act 1983 and Regulations; and
- the Financial Reporting Directions published in the Financial Reporting Code (FRC) for Budget Dependent General Government Sector Agencies or issued by the Treasurer under Section 9(2) (n) of the Public Finance and Audit Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed.

In the absence of a specific Accounting Standard, other authoritative pronouncement of the AASB or UIG Consensus View, the hierarchy of other pronouncements as outlined in AAS 6 Accounting Policies is considered.

Except for certain investments, land and buildings and infrastructure systems, which are recorded at valuation, the financial statements are prepared in accordance with the historical cost convention.

The accounting policies adopted, are consistent with those of the previous year. Unless otherwise stated all amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Administered Activities

The RTA administers, but does not control, the collection of various fees, fines and levies on behalf of the Crown Transactions Entity. Monies collected on behalf of the Crown Transactions Entity are not recognised as the RTA's revenues but are separately disclosed in the Program Statement – Expenses and Revenues. The RTA is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of its own objectives.

Expenses incurred in collecting monies on behalf of the Crown Transactions Entity are recognised as the RTA's expenses and are reported within the Road Safety Licensing and Vehicle Management Program.

The accrual basis of accounting and all applicable accounting standards have been adopted for the reporting of administered revenues.

(d) Revenue Recognition

Revenue is recognised when the RTA has control of the good or right to receive, it is probable that the economic benefits will flow to the RTA and the amount of the revenue can be measured reliably. Additional comments regarding the accounting policies for the recognition of revenue are discussed below:

(i) Parliamentary Appropriations and Contributions from other Bodies.

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as revenues when the RTA obtains control over the assets comprising the appropriations and contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

The split between recurrent and capital appropriations is based on the way the appropriations are to be spent.

In relation to the right to receive infrastructure assets, the recognition is on a progressive basis relative to the contract period.

(ii) Sale of Goods and Services

Revenue from the sale of goods and services comprises revenue from the provision of products or services, ie: user charges. User charges are recognised as revenue when the RTA obtains control of the assets that result from them.

(iii) Investment Income

Interest revenue is recognised as it accrues. Rent revenue is recognised in accordance with AAS 17 Accounting for Leases.

(e) Employee Benefits and other provisions

(i) Salaries and Wages, Annual Leave, Sick Leave and Oncosts

Liabilities for salaries, wages (including non-monetary benefits) and annual leave are recognised and measured in respect of employees' services up to the reporting date at nominal amounts based on the amounts expected to be paid when the liabilities are settled.

Sick leave accrued by employees of the RTA is all non-vesting and does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

The outstanding amounts of payroll tax and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. Workers compensation that may be applicable to leave entitlements has not been recognised as this expense is based on actual premiums paid, determined from past claims history, and not as a general percentage raised on salaries and wages.

(ii) Long Service Leave and Superannuation

Long service leave is measured on a short hand basis. The short hand method is based on the remuneration rates at year end for all employees with five or more years of service together with an estimate for employees with less than five years service, based on the percentage who are expected to remain employed by the RTA long enough to be entitled to long service leave. It is considered that this measurement technique produces results not materially different from the estimate determined by using the present value basis of measurement.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (ie Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (ie State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions. The final expense is adjusted at 30 June each year to take account of any actuarial assessment.

(f) Borrowing costs

Borrowing costs are recognised as expenses in the period in which they are incurred.

**(g) Insurance**

The RTA's insurance is arranged through the NSW Treasury Managed Fund Scheme as a self insurance scheme for Government agencies. The premiums are determined by the Fund Manager based on past experience and risk exposures. CTP Insurance is arranged with a private sector provider by the NSW Treasury. The RTA, from October 2001, introduced a Principal Arranged Insurance Scheme, which provides cover for all parties involved in its construction projects. This will ensure that these parties have appropriate insurance covers in place.

An outstanding liability also exists in respect of the former Department of Motor Transport self-insured scheme.

**(h) Accounting for the Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except:

- The amount of GST incurred by the RTA as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- Receivables, payables, accruals and commitments are stated with the amount of GST included.

**(i) Acquisitions of Assets**

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the RTA. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition.

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value at the acquisition date. The discount rate used is the incremental borrowing rate, being the rate at which a similar borrowing could be obtained.

**(j) Asset Management Policy**

The RTA's asset valuation and depreciation policies are summarised below.

Plant and equipment costing individually above \$5,000 are capitalised.

Physical non-current assets are valued in accordance with the Guidelines for the Valuation of Physical Non-Current Assets at Fair Value (TPP 03-02). This policy adopts fair value in accordance with AASB 1041 Revaluation of Non Current Assets for financial years commencing on or after 1 July 2002. There is no substantive difference between the fair value valuation methodology and the previous methodology adopted in the NSW public sector.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation are separately restated.

Otherwise, any balances of accumulated depreciation existing at revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the Statement of Financial Performance, the increment is recognised immediately as revenue in the Statement of Financial Performance.

Revaluation decrements are recognised immediately as expenses in the Statement of Financial Performance, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

Revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve, in respect of that asset, is transferred to accumulated funds.

**(i) Plant and Equipment**

<b>Asset</b>	<b>Valuation Policy</b>	<b>Depreciation Policy</b>
Plant, Equipment and Vehicles <i>(Minimum capital value \$5,000)</i>	Written down historic cost	Depreciated on the straight line method over the estimated useful life of between 5 and 20 years
Computer Hardware and Software <i>(Minimum capital value of \$1,000 and \$5,000 respectively)</i>	Written down historic cost	Depreciated on the straight line method over the estimated useful life of between 3 and 10 years
Electronic Office Equipment <i>(Minimum capital value \$5,000)</i>	Written down historic cost	Depreciated on the straight line method over the estimated useful life of 10 years

The written down historic cost is considered to reflect the fair value of these assets.

Depreciation and valuation policies in respect of operational assets are subject to annual review.

Estimates of useful life for depreciation purposes have been determined with due regard to a number of factors including the expected retention period by the entity and the underlying physical, technical and commercial nature of the assets as defined in AAS4 Depreciation. In accordance with this standard the shortest alternative useful life is applied. Approximately \$118.337 million 40.7% (2002/2003; \$123.506 million 50.1%) of the RTA's assets in the categories of plant, equipment, vehicles, computer hardware and software and electronic office equipment are fully depreciated. The percentage of fully depreciated assets should decrease progressively as they are replaced in future years. A complete review of the anticipated useful lives of operational assets was carried out during 2002/2003.

**(ii) Land and Buildings**

Asset	Valuation Policy	Depreciation Policy
Land and Buildings in Service – Works Administration Properties – Officers Residences	Land and buildings in service are generally valued at value in use (land) and written down replacement cost (buildings). Where such properties are rented externally they are valued at current market value. Land and Buildings in Service were last revalued in 2001/2002 and will be revalued in 2004/2005.	Buildings – Depreciated on the straight line method over the estimated useful life of 40 years.
Land and Buildings Acquired for Future Roadworks – Rentable or Surplus Properties – Vacant land	– Current Market Value – Average Rateable Value Per Hectare of Urban and Rural Areas within each Local Government Area (LGA) Land and Buildings Acquired for Future Roadworks are revalued progressively over a 3 year cycle. The current revaluation cycle commenced 2002/2003.	No depreciation charged as buildings are not purchased to generate revenue but ultimately to be demolished for roadworks.
Leasehold Improvements (Minimum capital value \$5,000)	Written down historic cost/revalued amount.	Amortised over the period of the lease, or the useful life of the improvement to the RTA, whichever is shorter.

Included in the value of land and buildings in service is an amount of \$8.816 million (2002/2003; \$8.848 million) for buildings on Crown land. As the RTA effectively “controls” this Crown land, it has been included in the RTA’s Statement of Financial Position. Should such Crown land be transferred or disposed of, associated buildings are written off in the year the transfer or disposal takes place.

The RTA’s land and buildings are valued by registered valuers. Land and Buildings Acquired for Future Roadworks comprises Untenanted Land for Roads which is revalued annually and Rental Properties and Surplus Properties which are revalued progressively within a 3 year timeframe. The selection of assets within Land and Buildings Acquired for Future Roadworks to be revalued in each reporting period within the current progressive revaluation is made by reference to the asset’s acquisition date or previous revaluation date, to ensure each asset is revalued in the 3 year progressive revaluation timeframe. To accord with the disclosure requirements of AASB 1041 Revaluation of Non-Current Assets regarding progressive revaluations, the aggregate carrying amount of Land and Buildings Acquired for Future Roadworks comprises:

Commencement date of the current progressive revaluation:	1 July 2002
Completion date of the current progressive revaluation:	30 June 2005

<b>Category of Land and Building Acquired for Future Roadworks</b>	<b>Aggregate carrying amount \$000</b>
Carried at cost of acquisition less, where applicable, any accumulated depreciation	–
Carried at revalued amounts determined prior to the beginning of the current progressive revaluation less, where applicable, any accumulated depreciation	633,449
Revalued as part of the current progressive revaluation and carried at fair value as at 30 June 2004 less, where applicable, any subsequent accumulated depreciation	305,724
Revalued as part of the current progressive revaluation and carried at an amount other than fair value as at 30 June 2004 less, where applicable, any subsequent accumulated depreciation	–
Carried at recoverable amount less, where applicable, any subsequent accumulated depreciation	–
Untenanted land for Roads – revalued annually not subject to progressive revaluation	2,091,820
Land and Building Acquired for Future Roadworks at 30 June 2004 (see note 11(a))	3,030,993

**(iii) Infrastructure Systems**

<b>Asset</b>	<b>Valuation Policy</b>	<b>Depreciation Policy</b>
<b>Roads</b>		
– Earthworks	Written down replacement cost	Depreciated over estimated useful life of 100 years
– Pavement	Written down replacement cost	Depreciated over estimated useful life dependant on pavement surface 15 years (unsealed) 20–50 years (flush seal/asphalt) 25–50 years (asphalt/concrete) 40–50 years (concrete)
<b>Bridges</b>		
	Written down replacement cost	Depreciated over estimated useful life dependant on bridge type
– Timber structures		60 years
– Concrete structures		100 years
– Steel structures		100 years
– X Trusses (timber and steel)		60 years
– High Value Bridges		200 years
– Bridge Size Culverts/Tunnels		100 years
<b>Traffic Signals</b>		
	Written down replacement cost	Depreciated over estimated useful life of 20 years
<b>Traffic Control Network</b>		
	Written down replacement cost	Depreciated over estimated useful life of
– Traffic Systems		7 years
– Transport Management Centre		10 years
– Variable Message Signs		30 years
<b>Land under roads and within road reserves</b>		
	Average rateable value per hectare of urban and rural areas within each Local Government Area (LGA)	No depreciation applied as land does not have a limited useful life

The RTA, being responsible for the development and management of the State's road network, has recognised the control aspect of some infrastructure assets and the ownership of other infrastructure assets when formulating policy in respect of the valuation and reporting of infrastructure.

Roads, bridges and traffic signals are initially brought to account at cost.

The valuation policies provide for roads, bridges and the traffic signal control network, comprising the traffic control network, including variable message signs, and the traffic signal network, to be revalued periodically using the modern equivalent replacement cost method. Each road is assigned a value which equates to the cost of replacing that road to a modern equivalent asset and discounting the estimated value of modern features, such as noise walls, not present in the existing asset. In the case of bridges, such replacement cost is the cost to construct a new bridge to the modern standard. High value bridges are valued on an individual basis. The replacement cost of the traffic control network is based on the current cost to replace the SCATS system computers and peripherals. The replacement cost of the traffic signal network is the cost to reconstruct each site using the number and current cost of lanterns and electronic controllers at each site as the major components to determine the replacement cost.

The determination of unit replacement rates for road, bridge and traffic control signal infrastructure valuations is carried out at least every five years by suitably qualified engineering contractors and employees of the RTA. Assets are recorded initially at construction cost and the annual percentage increase in the Road Cost Index is applied each year until the following unit replacement review is undertaken. Subsequent to the review, infrastructure is valued using the unit replacement rates, adjusted by the Road Cost Index as applicable, except for

Traffic Control Network. Roads were revalued during 2003/2004. Unit replacement rates for traffic signals were reviewed during 2002/2003. All bridges and bridge culverts were revalued during 2002/2003.

In respect of land under roads and within road reserves, valuations are assessed according to the average rateable value per hectare of urban and rural areas within each Local Government Area. Such valuations, which are undertaken annually by the RTA's registered valuers, are based upon the data provided by the Local Government Grants Commission and the Valuer General.

Major works-in-progress are valued at construction cost and exclude the cost of land, which is currently disclosed as land under roads.

Accounting Standard AAS4 Depreciation of Non Current Assets outlines factors to be considered in assessing the useful life of an asset for depreciation purposes. These factors include wear and tear from physical use and technological and commercial obsolescence.

Road assets are depreciated on the straight-line basis in accordance with AAS 4 Depreciation of Non Current Assets. The road assets are considered to consist of two components, pavement and non-pavement (comprising earthworks and road furniture), each with a corresponding useful service life.

Depreciation is calculated for each of the current 17,000 (approximately) road management segments and aggregated for each road and pavement type. Bridge assets are assessed by bridge type and depreciation is calculated on a straight line basis.

The respective provisions for depreciation of infrastructure assets recognise the total accumulated depreciation of those assets on a straight-line basis over the assessed useful life of those assets as at 30 June 2004.

**(iv) Private Sector Provided Infrastructure**

The RTA has recognised an infrastructure asset in respect of the Sydney Harbour Tunnel. It has been valued at the estimated current written down replacement cost of the Tunnel at the date of transfer to the RTA in 2022 [refer Note 12 (b)].

In respect of the M2, M4, and M5 Motorways and the Eastern Distributor, the RTA values each right to receive asset by reference to the RTA's emerging share of the written down replacement cost of each asset apportioned over the respective period of the concession agreement.

**(v) Cultural Collection Assets**

Cultural Collection items that can be reliably valued have been recognised as assets. Other Cultural Collection items are disclosed by way of a note.

**(vi) Leased Assets**

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

Where a non-current asset is acquired by means of a finance lease, the asset is recognised at its fair value at the inception of the lease. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest incurred.

Operating lease payments are charged to the Statement of Financial Performance in the periods in which they are incurred.

**(k) Maintenance and Repairs**

The costs of maintenance are charged as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the costs are capitalised and depreciated over the life of the asset.

**(l) Receivables**

Receivables are recognised and carried at cost, based on the original invoice amount less a provision for any uncollectable debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

**(m) Provision of Material Assets**

No material assets were provided free of charge to the RTA during the 2003/2004 financial year. However, at a small number of locations, Crown land was provided at peppercorn rentals.

**(n) Inventories**

Inventories are stated at the lower of cost and net realisable value. The cost is calculated using the weighted average cost. Inventories consist mainly of raw materials and supplies used for the construction and maintenance of roads, bridges and traffic signals.

**(o) Investments**

Due to the short-term nature of the RTA's investments, book, face and market values are equivalent. Investments held are not quoted on a stock exchange.

**(p) Capitalisation of Expenditure**

Expenditure (including employee related costs and depreciation) in respect of road development and reconstruction, bridge and tunnel replacement and some road safety and traffic management works are capitalised as part of Infrastructure Systems.

**(q) Other Assets**

Other assets including prepayments are recognised on a cost basis.

**(r) Payables**

These amounts represent liabilities for goods and services provided to the RTA and other amounts, including interest. Interest is accrued over the period it becomes due.

**(s) Interest Bearing Liabilities**

All loans are valued at current capital value. Any finance lease liability is determined in accordance with AAS17 Leases.

**(t) Financial Instruments**

Financial Instruments give rise to positions that are a financial asset or liability of the RTA and a financial liability or asset of another party. The RTA includes cash at bank, receivables, creditors and borrowings as financial instruments. In accordance with AAS33 Presentation and Disclosure of Financial Instruments, information is disclosed in Note 15 in respect of the credit risk and interest rate risk of those instruments. All such amounts are carried in the accounts at values as disclosed within each of the respective notes to the accounts relating to those financial instruments.

**(u) Budgeted amounts**

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations under s21A, s24 and/or s26 of the Public Finance and Audit Act 1983.

The budgeted amounts in the Statement of Financial Performance and the Statement of Cash Flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above).

**(v) Harmonisation with International Accounting Standards (IAS)**

The RTA will apply the Australian Equivalents to International Financial Reporting Standards (AIFRS) from the reporting period beginning 1 July 2005.

The RTA is managing the transition to the new standards by allocating internal resources to analyse the pending standards and Urgent Issues Group Abstracts to identify key areas regarding policies, procedures, systems and financial impacts affected by the transition.

As a result of this exercise, the RTA has taken the following steps to manage the transition to the new standards:

- The RTA's International Standards Committee is overseeing the transition.
- The following phases that need to be undertaken have been identified:
  - Planning
  - Impact Assessment
  - System Change and Implementation
  - Post Implementation review
- To date, the Planning Stage is complete and the Impact Assessment is substantially complete. An operational review of the assessed impact should be complete by the end of the first quarter of the financial year ended 30 June 2005. System Change and Implementation should be finalized by 31 December 2004.

NSW Treasury is assisting agencies to manage the transition by developing policies, including mandates of options; presenting training seminars to all agencies; providing a website with up-to-date information to keep agencies informed of any new developments; and establishing an IAS Agency Reference Panel to facilitate a collaborative approach to manage the change.

The RTA has identified a number of significant differences in accounting policies that will arise from adopting AIFRS. Some differences arise because AIFRS requirements are different from existing AASB requirements. Other differences could arise from options in AIFRS. To ensure consistency at the whole of government level, NSW Treasury has advised the RTA of options it is likely to mandate, and will confirm these during 2004-05. This disclosure reflects these likely mandates.

The RTA's accounting policies may also be affected by a proposed standard designed to harmonise accounting standards with Government Finance Statistics (GFS). This standard is likely to change the impact of AIFRS and significantly affect the presentation of the income statement. However, the impact is uncertain, because it depends on when this standard is finalised and whether it can be adopted in 2005-06.

Based on current information, the following key differences in accounting policies are expected to arise from adopting AIFRS:

- AASB 1 *First-time Adoption of Australian Equivalents to International Financial Reporting Standards* requires retrospective application of the new AIFRS from 1 July 2004, with limited exemptions. Similarly, AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors* requires voluntary changes in accounting policy and correction of errors to be accounted for retrospectively by restating comparatives and adjusting the opening balance of accumulated funds. This differs from current Australian requirements, because such changes must be recognised in the current period through profit or loss, unless a new standard mandates otherwise.
- AASB 102 *Inventories* for *not-for-profit entities* requires inventory “held for distribution” at no or nominal cost to be valued at the lower of cost and current replacement cost rather than the lower of cost and net realisable value. This may increase the amount of inventories recognised.
- AASB 116 *Property, Plant and Equipment* requires the cost and fair value of property, plant and equipment to be increased to include restoration costs, where restoration provisions are recognised under AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*. Major inspection costs must be capitalised and this will require the fair value and depreciation of the related asset to be re-allocated.
- AASB 117 *Leases* requires operating lease contingent rentals to be recognised as an expense on a straight-line basis over the lease term rather than expensing in the financial year incurred.
- AASB 119 *Employee Benefits* requires the defined benefit obligation to be discounted using the government bond rate as at each reporting date rather than the long-term expected rate of return on plan assets, this will increase the amount and the future volatility of the unfunded superannuation liability and the volatility of the employee benefit expense.
- AASB 1004 *Contributions* applies to *not-for-profit entities* only. Entities will either continue to apply the current requirements in AASB 1004 where grants are normally recognised on receipt, or alternatively apply the proposals on grants included in ED 125 *Financial Reporting by Local Governments*. If the ED 125 approach is applied, revenue and/or expense recognition will be delayed until the RTA supplies the related goods and services (where grants are in-substance agreements for the provision of goods and services) or until conditions are satisfied.
- AASB 136 *Impairment of Assets* requires an entity to assess at each reporting date whether there is any indication that an asset (or cash generating unit) is impaired and if such indication exists, the entity must estimate the recoverable amount. However, the effect of this Standard should be minimal because all the substantive principles in AASB 136 are already incorporated in Treasury’s policy *Valuation of Physical Non-Current Assets at Fair Value*.
- AASB 139 *Financial Instrument Recognition and Measurement* results in the recognition of financial instruments that were previously off balance sheet, including derivatives. The standard adopts a mixed measurement model and requires financial instruments held for trading and available for sale to be measured at fair value and valuation changes to be recognised in profit or loss or equity, respectively. Previously they were recognised at cost. This may increase the volatility of the operating result and balance sheet. The standard also includes stricter rules for the adoption of hedge accounting, and where these are not satisfied, movements in fair value will impact the income statement. To achieve full harmonisation with GFS, entities would need to designate all financial instruments at fair value through profit or loss. However, at this stage it is unclear whether this option will be available under the standard and, if available, whether Treasury will mandate this option for all agencies.
- AASB 140 *Investment Property* requires investment property to be measured at cost or fair value. NSW Treasury is likely to mandate the adoption of fair value. In contrast to current treatment as an asset classified within property, plant and equipment, investment property recognised at fair value is not depreciated and changes in fair value are recognised in the income statement. NSW Treasury is likely to mandate that any investment property interest held by a lessee under an operating lease should be classified and accounted for as investment property. Previously such operating lease payments were accounted for as an expense over the lease term based on the pattern of benefits.



## 2. EXPENSES

The RTA capitalises a significant portion of expenditure, including employee related costs and depreciation, to Infrastructure Systems.

### (a) Employee Related Expenses

Employee related expenses comprise the following specific items:

	2004 \$000	2003 \$000
Salaries and Wages (including Annual Leave)	424,173	391,623
Long Service Leave	22,417	28,249
Superannuation	68,429	115,412
Workers Compensation Insurance	8,883	10,493
Payroll Tax and Fringe Benefits Tax	31,729	28,325
Other	3,463	14,996
	<b>559,094</b>	<b>589,098</b>

	2004 \$000	2003 \$000
Allocation of Employee Related Expenses to Programs		
– Capitalised to Infrastructure	191,104	202,650
– Maintenance	163,428	172,688
– Operating Programs	204,562	213,760
	<b>559,094</b>	<b>589,098</b>

### (b) Other Operating Expenses

	2004 \$000	2003 \$000
Registry Customer Services *	103,372	104,415
Driver and Vehicle Management *	50,238	36,471
Road Safety *	92,297	68,782
Traffic and Transport *	80,595	81,207
Ensured Revenue Stream Payments	27,892	23,594
Sydney Harbour Tunnel Tax Liability	–	25,561
SHB Toll Collections *	11,202	9,086
M4/M5 Cashback Scheme	72,464	65,981
Write-Down of Infrastructure Assets	10,811	121,641
Other	64,600	21,690
	<b>513,471</b>	<b>558,428</b>

\* These expense categories exclude employee related expenses and depreciation incurred in providing these services.

#### (i) Auditor's Remuneration

During 2003/2004 an expense of \$0.480 million (2002/2003; \$0.477 million), excluding GST, was incurred for the audit of the financial statements by The Audit Office of NSW. In addition to the audit fee, a special audit was carried out by the NSW Audit Office during 2003/2004, in respect to the Lane Cove Tunnel and the West Link M7 Motorway at a total cost of \$0.059 million (2002/2003; Cross City Tunnel \$0.040 million).

#### (ii) Cost of sales

During 2003/2004 the cost incurred in relation to the sale of goods was \$20.602 million (2002/2003; \$20.490 million).

#### (iii) Bad and Doubtful Debts

The bad and doubtful debts expense for 2003/2004 amounted to \$0.444 million (2002/2003; \$0.515 million).

**(iv) Operating lease rental expense**

	2004 \$000	2003 \$000
Property	22,269	21,732
IT Equipment	46,916	39,491
Light Motor Vehicles	24,670	21,201
Heavy Motor Vehicles	0,950	1,113
	<b>94,805</b>	<b>83,537</b>

**(v) Insurance**

Insurance costs (excluding workers compensation) for 2003/2004 amounted to \$35.058 million (2002/2003; \$20.066 million).

**(vi) Write-Down of Infrastructure Assets**

Infrastructure assets were written down by \$10.811 million in 2003/2004 (2002/2003; \$121.641 million).

**(c) Infrastructure Maintenance**

Maintenance expenditure relates to the maintenance of roads, bridges and the traffic signal control network and includes employee related costs. Major reconstruction of road segments are capitalised and as such not charged against maintenance expenditure. The RTA capitalised \$100.943 million of such works (2002/2003 \$105.556 million) – refer Note 1(j)(iii).

The RTA expended \$10.941 million in 2003/2004 (2002/2003; \$12.090 million) on natural disaster restoration works from State funds. Some \$1.793 million (2002/2003; \$0.794 million) was also spent on natural disaster restoration works on National Highways during the year. The total cost of natural disaster restoration work in 2003/2004 was \$12.734 million (2002/2003; \$12.884 million), which was included as part of maintenance expenditure.

**(d) Depreciation and Amortisation**

	2004 \$000	2003 \$000
Depreciation Raised against Operational and Property Assets (Excludes depreciation capitalised as Infrastructure)	26,812	13,273
Depreciation raised against Infrastructure	670,345	554,174
	<b>697,157</b>	<b>567,447</b>

In addition, operational assets were written down by \$0.348 million in 2003/2004 (2002/2003; \$2.575 million). During the year the estimated useful life was extended for roads which had reached the end of their useful life to reflect their on going service potential. This reassessment of the useful life together with the revaluation of the roads has contributed to the increase in the depreciation expense.

**(e) Grants and Subsidies**

	2004 \$000	2003 \$000
Capital Grants – to Councils for Regional Roads	8,913	11,449
Grants Under Road Safety Program	6,922	6,392
Other	–	1,215
	<b>15,835</b>	<b>19,056</b>

**(f) Borrowing Costs**

	2004 \$000	2003 \$000
Interest	66,952	72,167
Debt Guarantee	3,000	3,000
Amortisation of premium / discount on Borrowings	5,260	5,436
	<b>75,212</b>	<b>80,603</b>

## 3. REVENUES

## (a) Sale of Goods and Services

	2004 \$000	2003 \$000
<i>Sale of Goods</i>		
– Number Plates	52,936	51,263
– Other	854	3,940
<i>Rendering of Services</i>		
– Third Party Insurance Data Access Charges	10,174	9,714
– Toll Revenue (Sydney Harbour Bridge) adjusted	74,154	72,286
– Correction of Toll Revenue in 2004 for 2003	(6,417)	6,417
– Registry Fees and Charges	41,412	37,505
– Work for Outside Bodies	31,934	29,460
– Other	5,936	4,084
	<b>210,983</b>	<b>214,669</b>

## (b) Investment Income

	2004 \$000	2003 \$000
Interest	15,299	7,991
Rent	18,499	18,237
	<b>33,798</b>	<b>26,228</b>

## (c) Retained Taxes, Fees and Fines

	2004 \$000	2003 \$000
Heavy Vehicle Permit Fees	854	800
Sanction Fees	5,936	4,884
	<b>6,790</b>	<b>5,684</b>

## (d) Grants and Contributions

	2004 \$000	2003 \$000
NSW Government Agencies:		
– Department of Transport	20,600	15,500
– Crown Transactions Entity	–	742
– Other	4,925	13,703
Local Government	401	993
Other Government Agencies	4,269	2,608
Private Firms and Individuals	6,175	4,345
	<b>36,370</b>	<b>37,891</b>

## (e) Other Revenue

	2004 \$000	2003 \$000
Reimbursement of Development Costs (Refer Note 7 (c))	79,301	290,614
Value of Emerging Interest of Private Sector Provided Infrastructure		
– M2 (Refer Note 12 (b))	10,568	10,309
– M4 (Refer Note 12 (b))	13,064	13,084
– M5 (Refer Note 12 (b))	14,080	13,971
– Eastern Distributor (Refer Note 12 (b))	9,698	9,246
– Loan to Sydney Harbour Tunnel Company (Refer Note 10 (b))	2,847	8,676
M2 and Eastern Distributor Promissory Notes	369	302
Diesel Fuel Grant	387	–
Calculation adjustment from previous year	–	(3)
	<b>130,314</b>	<b>346,199</b>

## 4. GAIN ON DISPOSAL OF NON-CURRENT ASSETS

	2004 \$000	2003 \$000
Gain on Sale of Property, Plant and Equipment		
– Proceeds from Sale	29,208	47,702
– Written Down Value of Assets Sold	(28,747)	(39,528)
<b>Net Gain on Sale of Non-Current Assets</b>	<b>461</b>	<b>8,174</b>

## 5. CONDITIONS ON CONTRIBUTIONS

Contributions received during 2003/2004 were recognised as revenue during the financial year and were expended in that period with no balance of those funds available at 30 June 2004.

## 6. APPROPRIATIONS

	2004 \$000	2003 \$000
<b>Recurrent Appropriation</b>		
Total recurrent drawdowns from Treasury (per Summary of Compliance)	1,278,099	1,189,424
Less: Liability to Consolidated Fund (per Summary of Compliance)	–	–
	<b>1,278,099</b>	<b>1,189,424</b>
Comprising:		
Recurrent appropriations (per Statement of Financial Performance)	1,278,099	1,189,424
Transfer payments	–	–
	<b>1,278,099</b>	<b>1,189,424</b>
<b>Capital Appropriation</b>		
Total capital drawdowns from Treasury (per Summary of Compliance)	1,067,119	994,585
Less: Liability to Consolidated Fund (per Summary of Compliance)	–	–
	<b>1,067,119</b>	<b>994,585</b>
Comprising:		
Capital appropriations (per Statement of Financial Performance)	1,067,119	994,585
Transfer payments	–	–
	<b>1,067,119</b>	<b>994,585</b>

7. INDIVIDUALLY SIGNIFICANT ITEMS

(a) Superannuation Expense

	2004 \$000	2003 \$000
(Decrease) / Increase in Superannuation Expense due to Tax, Actuarial and Interest Adjustments.	(12,817)	52,298

An actuarial assessment of RTA's unfunded superannuation liability was undertaken during 2003/2004 and resulted in a decrease in the superannuation expense of \$12.817 million – refer Note 16.

(b) Write-Down of Infrastructure Assets

	2004 \$000	2003 \$000
Infrastructure Assets Written Down	10,811	121,641

The following infrastructure assets were deleted during 2003/04 (see note 11(c))

	Replacement Cost \$000	Accum Depn \$000	WDRC \$000
Roads	6,657	2,194	4,463
Bridges	11,961	6,226	5,735
Traffic Signals	707	197	510
Traffic Control Network	292	189	103
	<b>19,617</b>	<b>8,806</b>	<b>10,811</b>

The majority of roads deleted in 2003 related to roads transferred to local councils following the completion of the Yelgun to Chinderah section of the Pacific Highway.

(c) Reimbursement of Development Costs

	2004 \$000	2003 \$000
Revenue received following the letting of Lane Cove Tunnel contracts (2003; Cross City Tunnel and the Westlink M7 Motorway).	79,301	290,614

8. PROGRAMS/ACTIVITIES OF THE AGENCY

(a) Road Network Infrastructure

**Network Development**

*Description:* Planning, designing, scheduling and organising the development of road and bridge works.

*Objectives:* To develop the State's Road network focusing on strategic routes to promote economic growth, improve road safety, encourage greater use of public transport and meet environmental targets.

**Maintenance**

*Description:* Manage the primary arterial road network infrastructure as a long-term renewable asset through a program of maintenance and reconstruction works. Provide financial assistance grants to Local Government to assist Councils manage their secondary arterial road network. Manage the provision of disaster repairs for public roads.

*Objective:* To maintain the RTA's roads and bridges as the first priority at a minimum whole of life cost to ensure reliability, safety and retained value. Support Councils' management of their secondary arterial road network.

(b) Road Safety, Licensing and Vehicle Management

*Description:* Implementing initiatives to increase safe road use behaviour, ensure that drivers and cyclists are eligible and competent, ensure that vehicles meet

roadworthiness and emission standards, and ensure that a high standard of customer service is maintained.

*Objective:* To reduce the trauma and cost to the community of road deaths and injuries. To reduce adverse impacts of vehicles on roads and the environment. To ensure compliance with driver licensing and vehicle registration requirements.

(c) Traffic and Transport

*Description:* Improving road network performance through traffic control systems, managing incidents and route management strategies. Providing priority access for buses, improving facilities for cyclists and pedestrians and maintaining traffic facility assets.

*Objective:* To maximise the efficiency of moving people and goods by better managing the road network and encouraging the use of alternatives to the motor car.

(d) M4 / M5 Cashback Scheme

*Description:* Reimbursing motorists directly for the toll component paid using Cashback Cards and Electronic Toll Tags on the M4 and M5 Motorways when driving NSW privately registered cars and motorcycles.

*Objective:* To reimburse tolls to motorists driving NSW privately registered vehicles on the M4 and M5 Motorways.

## 9. CURRENT ASSETS – CASH ASSETS

The cash balance comprises:

	2004 \$000	2003 \$000
RTA Operating Account	9,082	8,856
Trust Funds	3,756	3,648
Remitting Account, Cash in Transit and Cash on Hand	28,322	31,887
Tcorp - Hour Glass Facility	62,367	30,918
On Call Deposits	173,342	162,236
Other	568	510
	<b>277,437</b>	<b>238,055</b>

For the purposes of the Statement of Cash Flows, cash includes all the above categories of cash assets.

## 10. CURRENT ASSETS / NON-CURRENT ASSETS – RECEIVABLES

The RTA's receivables are detailed as follows:

### (a) Current

	2004 \$000	2003 \$000
Sale of Goods and Services	28,215	23,071
Goods and Services Tax – Claimable from the Commonwealth	26,922	18,555
Other (including cost recoveries relating to motor vehicle accident damage to RTA property and road clearing)	1,648	1,342
	<b>56,785</b>	<b>42,968</b>
Less: Provision for Doubtful Debts	(1,916)	(1,825)
	<b>54,869</b>	<b>41,143</b>
Unissued Debtors	36,525	25,956
Dishonoured Credit Cards	646	405
	<b>92,040</b>	<b>67,504</b>
Accrued Income		
– Interest	1,048	528
– Property Sales	23,489	18,811
– Other	1,237	1,532
<b>Total Current</b>	<b>117,814</b>	<b>88,375</b>

Most of the RTA's doubtful debts relate to amounts owing as a result of commercial transactions (eg, debts raised for performance of services or goods) and tenants who vacate premises without notice whilst in arrears.

### (b) Non-Current

Non-Current receivables are summarised as follows:

	2004 \$000	2003 \$000
Loan to Sydney Harbour Tunnel Company	71,281	68,434
Promissory Notes	1,535	1,166
Other Loans	259	260
	<b>73,075</b>	<b>69,860</b>

Repayment of the interest free \$222.6 million Net Bridge Revenue Loan by the Sydney Harbour Tunnel Company is due on 31 December 2022. The Loan has been assessed as recoverable as at 30 June 2004 and the receivable is valued on a Net Present Value (NPV) basis.

The loan is considered to be part of the RTA's interest in the Tunnel and, as at 30 June 2004, has been assessed at \$71.281 million (30 June 2003; \$68.434 million). Promissory Notes relate to amounts receivable under the Private Sector Road Toll agreement in respect of the M2 Motorway and the Eastern Distributor. The promissory notes are redeemable at the earlier of the achievement of certain Internal Rate of Return (IRR) or the end of the respective concession period. The redeemables are valued on a Net Present Value (NPV) basis. See note 12 (b).

**II. NON CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT**

This asset category consists of Land and Buildings, Plant and Equipment and Infrastructure Systems.

	2004 \$000	2003 \$000
<b>Land and Buildings</b>		
At Fair Value	3,242,884	3,208,475
Less Accumulated Depreciation	(18,959)	(14,349)
	<b>3,223,925</b>	<b>3,194,126</b>
<b>Plant and Equipment</b>		
At Fair Value	290,877	264,709
Less Accumulated Depreciation	(162,179)	(156,747)
	<b>128,698</b>	<b>107,962</b>
<b>Infrastructure Systems</b>		
At Fair Value	78,888,238	70,611,551
Less Accumulated Depreciation	(13,100,100)	(12,447,253)
	<b>65,788,138</b>	<b>58,164,298</b>
<b>Total Property, Plant and Equipment and Infrastructure Systems At Net Book Value</b>	<b>69,140,761</b>	<b>61,466,386</b>

(a) Land and Buildings

	Works Administration Properties and Officers Residences – Land \$000	Works Administration Properties and Officers Residences – Buildings \$000	Land and Buildings Acquired for Future Roadworks \$000	Leasehold Improvements \$000	Total \$000
Balance 1 July 2003	83,340	109,860	2,998,397	16,878	3,208,475
Additions	–	6,148	238,661	1,737	246,546
Disposals	–	(2,216)	(26,400)	(1,127)	(29,743)
Reclassifications	(1,831)	(882)	2,665	48	–
Transfer to Infrastructure	–	–	(822,338)	–	(822,338)
Reval. on Transfers	–	–	112,247	–	112,247
Revaluations	–	–	616,123	–	616,123
Asset Write down	–	(64)	–	–	(64)
Prior Years Adjustment	–	–	(88,362)	–	(88,362)
<b>Balance 30 June 2004</b>	<b>81,509</b>	<b>112,846</b>	<b>3,030,993</b>	<b>17,536</b>	<b>3,242,884</b>
<b>Accumulated Depreciation</b>					
Balance 1 July 2003	–	7,926	–	6,423	14,349
Depreciation Expense	–	4,215	–	3,802	8,017
Write Back on Disposal	–	(2,217)	–	(1,126)	(3,343)
Revaluation	–	(64)	–	–	(64)
Prior Years Adjustments	–	–	–	–	–
<b>Balance 30 June 2004</b>	<b>–</b>	<b>9,860</b>	<b>–</b>	<b>9,099</b>	<b>18,959</b>
<b>Written Down Value</b>					
As at 30 June 2004	<b>81,509</b>	<b>102,986</b>	<b>3,030,993</b>	<b>8,437</b>	<b>3,223,925</b>
As at 1 July 2003	<b>83,340</b>	<b>101,934</b>	<b>2,998,397</b>	<b>10,455</b>	<b>3,194,126</b>

Land and buildings for future roadworks comprise untenanted land for road works (average rateable value – \$2,092million), surplus properties (market value – \$569 million) and rentable properties (market value – \$370 million).

## (b) Plant and Equipment

	Plant Equipment and Motor Vehicles \$000	Computer Hardware and Software \$000	Electronic Office Equipment \$000	Total \$00
Balance 1 July 2003	168,460	90,501	5,748	264,709
Additions	28,464	10,947	924	40,335
Disposals	(10,601)	(2,298)	(1,268)	(14,167)
Reclassifications	52	(54)	2	–
<b>Balance 30 June 2004</b>	<b>186,375</b>	<b>99,096</b>	<b>5,406</b>	<b>290,877</b>
Accumulated Depreciation				
Balance 1 July 2003	98,434	53,399	4,914	156,747
Depreciation Expense	12,141	4,916	196	17,253
Write Back on Disposal	(8,616)	(2,088)	(1,117)	(11,821)
Reclassification	52	(14)	(38)	–
<b>Balance 30 June 2004</b>	<b>102,011</b>	<b>56,213</b>	<b>3,955</b>	<b>162,179</b>
Written Down Value				
As at 30 June 2004	<b>84,364</b>	<b>42,883</b>	<b>1,451</b>	<b>128,698</b>
As at 1 July 2003	<b>70,026</b>	<b>37,102</b>	<b>834</b>	<b>107,962</b>



## (c) Infrastructure Systems

Infrastructure systems are valued as follows:

	2004 \$000	2003 \$000
<b>Roads – Written Down Replacement Cost</b>		
Opening Balance – Replacement Cost	35,144,437	32,228,206
Additions at cost	817,887	884,079
Deletions	(6,657)	(173,813)
Inflation Adjustment	–	2,205,965
Revaluation	213,188	–
	36,168,855	35,144,437
<i>Less: Accumulated Depreciation</i>		
Opening Balance	10,826,077	10,412,305
Deletions	(2,194)	–
Current Year Expense	582,300	478,123
Revaluation	(6,352)	(64,351)
	11,399,831	10,826,077
<b>Roads – Written Down Value</b>	<b>24,769,024</b>	<b>24,318,360</b>
<b>Land Under Roads and Within Road Reserves</b>		
Opening Balance	27,471,006	23,328,157
Transfer in from "Land and Buildings acquired for Future Roadworks"	822,338	150,675
Revaluation	6,061,070	3,992,174
<b>Total Land under Roads and Within Road Reserves</b>	<b>34,354,414</b>	<b>27,471,006</b>
<b>Bridges - Written Down Replacement Cost</b>		
Opening Balance – Replacement Cost	6,751,865	5,991,323
New Bridges at cost	145,335	208,879
Inflation Adjustment	178,045	–
Deletions	(11,961)	(24,574)
Revaluations	–	576,237
Closing Balance	7,063,284	6,751,865
<i>Less: Accumulated Depreciation</i>		
Opening Balance	1,540,596	1,493,335
Current Year Expense	72,326	60,025
Write Back on Disposal	(6,226)	(12,764)
	1,606,696	1,540,596
<b>Bridges – Written Down Value</b>	<b>5,456,588</b>	<b>5,211,269</b>

As a result of the Roads (General) Amendment (Alpine Way Declaration) Regulation 2004 on 17 May 2004 the RTA assumed control of the Alpine Way. The Alpine Way is a 91.95km stretch of road, previously managed by the Department of Environment and Conservation, running through the Kosciuszko National Park.

The value of the road has been recognised in the accounts at the value recorded by the Department of Environment and Conservation \$81.665m. The road and land under road will be revalued during the year ending 30 June 2005.

## (c) Infrastructure Systems (cont)

	2004 \$000	2003 \$000
<b>Traffic Signals Network – Written Down Replacement Cost</b>		
Opening Balance – Replacement Cost	249,656	225,411
New Traffic Signals at cost	7,923	8,210
Traffic Signals Deleted	(707)	(316)
Inflation Adjustment	12,447	–
Revaluation	–	16,351
Closing Balance	269,319	249,656
<b>Less: Accumulated Depreciation</b>		
Opening Balance	64,953	52,829
Current Year Expense	12,613	12,208
Write back on deleted Traffic Signals	(197)	(84)
Revaluation	(2,340)	–
	75,029	64,953
<b>Traffic Signals Network – Written Down Value</b>	<b>194,290</b>	<b>184,703</b>
<b>Traffic Control Network – Written Down Replacement Cost</b>		
Opening Balance – Replacement Cost	36,017	24,459
Additions at unit replacement rates	12,274	11,840
Deletions	(292)	(282)
	47,999	36,017
<b>Less: Accumulated Depreciation</b>		
Opening Balance	15,627	11,954
Current Year Expense	3,106	3,818
Write back on deleted TMC assets	(189)	(145)
	18,544	15,627
Work-in-Progress	23,342	23,342
<b>Traffic Control Network – Written Down Value</b>	<b>52,797</b>	<b>43,732</b>
<b>Major Works in Progress</b>		
Opening Balance	935,228	1,036,972
Additions at cost	769,897	738,569
Transfers out on completion	(744,100)	(840,313)
<b>Major Works in Progress</b>	<b>961,025</b>	<b>935,228</b>
<b>Total Infrastructure Systems</b>	<b>65,788,138</b>	<b>58,164,298</b>

The network was improved during the year with a number of major projects being opened to traffic. These included the Liverpool to Parramatta Transitway, the F3 widening between Hawkesbury and Calga and the Halfway Creek realignment.

The depreciation expense in respect of roads \$582.300 million (2002/2003; \$478.123 million) reflects the loss of service potential based on straight-line depreciation methodology.

Traffic signals and all bridges were subject to a full revaluation in 2002/2003. Roads have been revalued during the current year.

## (d) Cultural Collection Assets

At 30 June 2004 Cultural Collection Assets, including original art works, none have been brought to account during the current year (2002/2003; \$0.033 million).

Other Cultural Collection items, including prints, drawings and artefacts, were also identified as being under the control of the RTA, but could not be reliably valued.

## 12. CURRENT / NON CURRENT ASSETS – OTHER

### (a) Current

These comprise:

	2004	2003
	\$000	\$000
Prepayments	7,142	5,317

### (b) Non-Current

The RTA's Other Non Current Assets are represented by Private Sector Provided Infrastructure:

	2004	2003
	\$000	\$000
<b>Sydney Harbour Tunnel</b>		
Carrying amount at start of year	568,260	541,971
Revaluation	20,914	26,292
Less: Calculation adjustment from previous Year	–	(3)
Carrying amount at end of year	<b>589,174</b>	<b>568,260</b>
<b>M2 Motorway</b>		
Carrying amount at start of year	50,816	40,507
Annual Increment – Emerging Right to Receive	10,568	10,309
Carrying amount at end of year	<b>61,384</b>	<b>50,816</b>
<b>M4 Motorway</b>		
Carrying amount at start of year	90,643	77,559
Annual Increment – Emerging Right to Receive	13,064	13,084
Carrying amount at end of year	<b>103,707</b>	<b>90,643</b>
<b>M5 Motorway</b>		
Carrying amount at start of year	87,221	73,250
Annual Increment – Emerging Right to Receive	14,080	13,971
Carrying amount at end of year	<b>101,301</b>	<b>87,221</b>
<b>Eastern Distributor</b>		
Carrying amount at start of year	29,214	19,968
Annual Increment – Emerging Right to Receive	9,698	9,246
Carrying amount at end of year	<b>38,912</b>	<b>29,214</b>
	<b>894,478</b>	<b>826,154</b>

### Sydney Harbour Tunnel

The RTA's interest in the Sydney Harbour Tunnel has been valued based on the RTA's right to the time share of its ownership, total service potential and remaining useful life at the date of its transfer to the RTA in 2022. At the date of this transfer, the value will equate to the current written down replacement cost of the Tunnel. The cost of constructing the Tunnel was \$683.3 million. The current written down replacement cost of the Tunnel is \$589.174 million (2002/2003; \$568.260 million).

In separately classifying the Sydney Harbour Tunnel as an infrastructure asset, the RTA recognises that the contractual arrangements relating to the Tunnel are unique.

The construction of the Tunnel was financed by 30 year inflation linked bonds issued by the Sydney Harbour Tunnel Company to the private sector in the amount of \$486.7 million. Sydney Harbour Tunnel Company shareholders' loans (repaid in 1992) of \$40 million, and an interest free, subordinated loan (the Net Bridge Revenue Loan) provided by the RTA of \$222.6 million, based on the projected net toll revenue from the Sydney

Harbour Bridge during the construction period. Under the Ensured Revenue Stream Agreement (ERS), the Government has agreed to make ERS payments (net of tolls collected from the Tunnel) to enable the SHTC to meet financial obligations arising from the operation and maintenance of the Tunnel and repayment of principal and interest on funds borrowed by it for the design, construction and operation of the Tunnel.

During the year ended 30 June 2004, tolls collected from the Tunnel amounted to \$46.603 million (2002/2003; \$46.923 million). These tolls were applied to the financial obligations of the Tunnel and resulted in a reduction in ERS payments from \$85.062 million to \$38.459 million (2002/2003; \$82.050 million to \$35.127 million).

From 1993 the RTA listed a possible tax liability as a contingent liability in the annual accounts until the liability crystallised during the 2002/2003 financial year. Following negotiations between interested parties including the Australian Tax Office, a settlement agreement was entered into between the RTA, the State Government, the Sydney Harbour Tunnel Company Limited and Tunnel

Holdings Pty Limited. The past and future tax liabilities are disclosed at net present value in Note 17.

The RTA however now revalues the Tunnel each year. Based on movements in the Road Cost Index during the 2003/2004 reporting period, the RTA's interest in the Tunnel was \$589.174 million as at 30 June 2004, which equated to an increase in the value of the Tunnel during 2003/2004 of \$20.914 million (2002/2003; \$26.289 million).

#### M2 Motorway

To facilitate the financing, design and construction of the Motorway, the RTA leased land detailed in the M2 Motorway Project Deed for the term of the Agreement.

Until the project realises a real after tax internal rate of return of 12.25 percent per annum, the rent is payable, at the Lessee's discretion, in cash or by promissory note. On achievement of the required rate, the rent is payable in cash. Under the terms of the lease, the RTA must not present any of the promissory notes for payment until the earlier of the end of the term of Agreement or the achievement of the required rate of return.

Payments for the rents for the Trust Lease and the Trust Concurrent Lease for the year ended 30 June 2004 have been made by promissory notes in the value of \$6.708 million and \$1.677 million respectively. The RTA, as at 30 June 2004, has received promissory notes for rent on the above leases totalling \$60.649 million. The term of the Agreement ends on the forty fifth anniversary of the M2 commencement date (ie. 26 May 2042), subject to the provisions of the M2 Motorway Project Deed. The net present value of these promissory notes, as at 30 June 2004, is \$0.588 million.

The RTA has, from the date of completion of the M2 Motorway on 26 May 1997, valued the asset by reference to the RTA's emerging share of the written down replacement cost of the asset at date of handback over the concession period.

Under the terms of the Project Deed, ownership of the M2 Motorway will revert to the RTA on the earlier of the achievement of specified financial returns outlined in the Deed or 45 years from the M2 Commencement Date of 26 May 1997. The conservative period of 45 years has been used to calculate the RTA's emerging share of the asset.

#### M4 and M5 Motorways

The RTA has valued the infrastructure assets in respect of the M4 and M5 Motorways by reference to the RTA's emerging share of the written down replacement cost of each asset apportioned over the period of the respective concession agreement.

Ownership of the M4 Motorway and M5 Motorway will revert to the RTA in 2010 and 2023 respectively. The initial concession period for the M5 Motorway was for the period 14 August 1992 to 14 August 2022. In consideration for Interlink Roads undertaking construction of an interchange at Moorebank (M5 Improvements), the initial concession period was extended by 1.11 years to 23 September 2023.

The M5 Motorway Call Option Deed provides that if, after at least 25 years from the M5 Western Link commencement date of 26 June 1994, the RTA determines that the expected financial return has been achieved, the RTA has the right to purchase either the business from ILR or the shares in ILR from Infrastructure Trust of AustralAsia Ltd (ITA) and the Commonwealth Bank of Australia (CBA). The exercise price under the M5 Call Option Deed will be based on open market valuation of the business or shares.

#### Eastern Distributor

An agreement was signed with Airport Motorway Limited (AML) in August 1997 to finance, design, construct, operate, maintain and repair the Eastern Distributor which was opened to traffic on 18 December 1999.

In consideration of the RTA granting to AML the right to levy and retain tolls on the Eastern Distributor, AML is required to pay concession fees in accor-

dance with the Agreement. From the date of Financial Close, which occurred on 18 August 1997, AML has paid \$105 million by way of promissory notes (being \$15 million on Financial Close and \$15 million on each anniversary of Financial Close). A further \$2.2 million was received in cash six months after Financial Close and \$8 million in cash on the third anniversary of Financial Close. Under the Agreement, the promissory notes show a payment date (subject to provisions in the Project Deed) of 31 December 2042 and, as at 30 June 2004, the promissory notes have a net present value of \$0.947 million.

Under the terms of the Project Deed, ownership of the Eastern Distributor will revert to the RTA on the earlier of the achievement of specified financial returns outlined in the Deed or 48 years from the Eastern Distributor Commencement Date of 18 December 1999. The conservative period of 48 years has been used to calculate the RTA's emerging share of the asset.

#### Cross City Tunnel

An agreement was signed with the Cross City Motorway (CCM) in December 2002 to design, construct, operate and maintain the Cross City Tunnel. Major construction started on 28 January 2003 with an anticipated completion date of July 2005.

The anticipated construction cost is \$680 million, with the cost being met by the private sector. Under the terms of the agreement, the CCM will operate the motorway for a total of 30 years 2 months from the opening of the Tunnel to traffic, after which the motorway will be transferred back to the Government.

On completion of the Cross City Tunnel, the RTA will value the asset by reference to the RTA's emerging share of the written down replacement cost of the asset over the period of the concession period.

#### Westlink M7 Motorway

An agreement was signed with the Westlink consortium in February 2003 to design, construct, operate and maintain the Westlink M7 Motorway. Major construction started on 7 July 2003 with an anticipated completion date of August 2006.

The anticipated construction cost is \$1.5 billion. The Federal Government is contributing \$356 million towards the cost of the project with the remainder of the cost being met by the private sector. The RTA is responsible under the contract for the provision of access to property required for the project. Under the terms of the agreement, the Westlink Consortium will operate the motorway for a total of 34 years to July 2040, after which the motorway will be transferred back to the Government.

On completion of the Westlink M7 motorway, the RTA will value the asset by reference to the RTA's emerging share of the written down replacement cost of the asset over the period of the concession period.

#### Lane Cove Tunnel

An agreement was signed with the Lane Cove Tunnel Company in December 2003 to finance, design, construct, operate and maintain the Lane Cove Tunnel Project. Major construction started on 24 June, 2004 with an anticipated motorway opening date of May 2007.

The anticipated construction cost is \$1.1 billion, with the cost being met by the private sector. The RTA is responsible under the contract for the provision of access to property required for the project, which has been identified by the Project Deed. Under the terms of the agreement, Lane Cove Tunnel Company will design and construct the motorway and then operate the motorway for the remainder of the term of 33 years and 1 month. The term commenced on the date the agreement with LCTC became effective, and will end on 10 January 2037 after which the motorway will be transferred back to the Government.

On completion of the Lane Cove Tunnel, the RTA will value the asset by reference to the RTA's emerging share of the written down replacement cost of the asset over the period of the concession period.

**13. CURRENT LIABILITIES – PAYABLES**

	2004 \$000	2003 \$000
Trade Creditors	104,467	73,210
Creditors Arising from Compulsory Acquisitions	75,240	10,687
Accrued Expenses		
– Salaries, Wages and Oncosts	12,773	9,373
– Works Contract Expenditure	129,954	99,752
– Work Carried out by Councils	49,337	58,635
– Interest	11,652	14,453
– Other (Including Non Works Contracts)	88,182	72,706
Other	5,857	444
	<b>477,462</b>	<b>339,260</b>

**14. CURRENT / NON-CURRENT LIABILITIES – INTEREST BEARING LIABILITIES**

	2004 \$000	2003 \$000
Current		
Tcorp Borrowings	106,263	198,519
Other	–	–
	<b>106,263</b>	<b>198,519</b>
Non-Current		
Tcorp Borrowings	789,842	774,630
Other	1,573	1,542
	<b>791,415</b>	<b>776,172</b>

Loan Borrowings are due as follows:

	2004 \$000	2003 \$000
Tcorp		
Within 1 year	106,263	198,519
Between 1 and 2 years	166,826	–
Between 2 and 5 years	201,338	417,329
After 5 years	421,678	357,301
	<b>896,105</b>	<b>973,149</b>

The weighted average interest rate on the NSW Treasury Corporation (Tcorp) loan portfolio as at 30 June 2004 is 6.62% (30 June 2003; 6.96%).

	2004	2003
	\$000	\$000
<b>Other Loan Borrowings</b>		
Repayable within 1 year	—	—
Between 1 and 5 years	191	184
After 5 years	1,382	1,358
	<b>1,573</b>	<b>1,542</b>

#### Come and Go Facility.

The "Come and Go" Facility established for cash management purposes was used a number of times to cover funding shortfalls incurring a total interest charge of \$0.120 million (2002/03; Nil).

#### Financing arrangements

	2004	2003
	\$000	\$000
Unrestricted access was available at the balance sheet date to the "Come and Go" facility:		
Total facility	70,000	70,000
Used at balance sheet date	—	—
Unused at balance sheet date	70,000	70,000

## 15. Financial Instruments

### (a) Interest Rate Risk

Interest rate risk is the risk that the value of the financial instruments will fluctuate due to changes in market interest rates. The RTA's exposure to interest rate risks and the effective interest rates of financial assets and liabilities at the balance sheet date are as follows:

Financial Instrument	Floating Interest Rate		Fixed Interest Rate						Non Interest Bearing		Total Carrying Amount as per Balance Sheet		Weighted Average Effective Interest Rate	
	2004	2003	1 Year or Less		Over 1 to 5 years		More than 5 years		2004	2003	2004	2003	2004	2003
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Financial Assets</b>														
Cash	28,322	32,676	-	-	-	-	-	-	9,082	8,067	37,404	40,743	-	-
Receivables	-	-	-	-	-	-	-	-	190,889	156,175	190,889	156,175	-	-
Treasury Corp Hourglass	62,367	30,646	-	-	-	-	-	-	-	-	62,367	30,646	5.53%	4.90%
Futures Margin	-	272	-	-	-	-	-	-	-	-	-	272	-	-
On call Deposits	177,098	165,884	568	380	-	-	-	-	-	130	177,666	166,394	5.47%	4.99%
<b>Total – Financial Assets</b>	<b>267,787</b>	<b>229,478</b>	<b>568</b>	<b>380</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>199,971</b>	<b>164,372</b>	<b>468,326</b>	<b>394,230</b>		
<b>Financial Liabilities</b>														
Borrowings – Treasury Corp	-	-	106,263	198,519	368,164	417,329	421,678	357,301	-	-	896,105	973,149	6.62%	6.96%
– Tcorp Come and Go	-	-	-	-	-	-	-	-	-	-	-	-	-	-
– Other	-	-	-	-	191	184	1,382	1,358	-	-	1,573	1,542	6.54%	6.54%
Creditors	-	284	-	-	-	-	-	-	104,467	54,878	104,467	55,162	-	-
Contract Security Deposits	-	-	-	-	-	-	-	-	2,119	2,548	2,119	2,548	-	-
<b>Total – Financial Liabilities</b>	<b>-</b>	<b>284</b>	<b>106,263</b>	<b>198,519</b>	<b>368,355</b>	<b>417,513</b>	<b>423,060</b>	<b>358,659</b>	<b>106,586</b>	<b>57,426</b>	<b>1,004,264</b>	<b>1,032,401</b>		

### (b) Credit Risk

Credit Risk is the risk of financial loss arising from another party to a contract or financial obligation. The RTA's maximum exposure to credit rate risk is represented by the carrying amounts of the financial assets net of any provisions for doubtful debts included in the Balance Sheet. The repayment of the Sydney Harbour Tunnel Loan ranks behind all creditors to be paid. Redemption of the M2 and Eastern Distributor promissory notes is dependent upon counterparties generating sufficient cash flows to enable the face value to be repaid.

	Banks		Governments		Other		Total	
	2004	2003	2004	2003	2004	2003	2004	2003
	\$000	\$000	\$M000	\$M000	\$000	\$000	\$000	\$000
<b>Financial Assets</b>								
Cash	28,322	32,676	-	-	9,082	8,067	37,404	40,743
Receivables	-	-	4,980	26,434	185,909	129,741	190,889	156,175
Investments	239,465	196,802	-	130	568	380	240,033	197,312
<b>Total – Financial Assets</b>	<b>267,787</b>	<b>229,478</b>	<b>4,980</b>	<b>26,564</b>	<b>195,559</b>	<b>138,188</b>	<b>468,326</b>	<b>394,230</b>

### (c) Net Fair Values

The carrying value of debtors, investments, creditors and borrowings approximate net fair value. The future cash flows of the Sydney Harbour Tunnel loan and M2 and Eastern Distributor promissory notes are discounted using standard valuation techniques at the applicable yield having regard to the timing of the cash flows.

### (d) Interest rate swap contracts

The borrowings of the RTA are managed by the NSW Treasury Corporation (Tcorp) in accordance with a Memorandum of Understanding. The interest rate risk relating to these borrowings is also managed by Tcorp and accordingly the RTA enters into interest rate swaps. At 30 June 2004 it is obliged to receive interest at variable rates and to pay interest at fixed rates under these swap contracts. The swap contracts are settled on a net basis and the net amount receivable or payable at the reporting date is included in other debtors or creditors.

Swaps currently in place cover approximately 4.00% (2003/04; 6.00%) of the loan principal outstanding. The fixed interest rates range between 5.95% and 6.30% (2003/04; 5.25% and 6.30%).

At 30 June 2004, the notional principal amounts and periods of expiry of the interest rate swap contracts are as follows:

	2004 \$000	2003 \$000
Within 1 year	23,000	–
Between 1 and 2 years	–	23,000
Between 2 and 5 years	14,500	43,400
	<b>37,500</b>	<b>66,400</b>

#### 16. CURRENT/NON-CURRENT LIABILITIES – PROVISIONS

	2004 \$000	2003 \$000
<b>Employee Benefits and related On-costs</b>		
Current		
Superannuation	22,500	17,227
Annual Leave	35,255	33,732
Long Service Leave	22,956	10,899
	<b>80,711</b>	<b>61,858</b>
Non-Current		
Superannuation	234,139	284,229
Long Service Leave	136,097	139,322
Workers Compensation (Liability under the former Department of Motor Transport self-insured scheme)	612	619
	370,848	424,170
<b>Total Provisions</b>	<b>451,559</b>	<b>486,028</b>
<b>Aggregate Employee Benefits and related On-costs</b>		
Provisions – current	80,711	61,858
Provisions – non-current	370,848	424,170
Accrued salaries, wages and on-costs (Note 13)	12,773	9,373
	<b>464,332</b>	<b>495,401</b>

The Government Actuary completed an assessment of the Gross Superannuation Liabilities for the defined benefits schemes administered by the SAS Trustee Corporation for the year ended 30 June 2004, identifying the unfunded superannuation liability of the RTA. The assessment was based on the full requirements of AAS25 Financial Reporting by Superannuation Plan which requires that a "market determined risk adjusted discount rate" be applied as the valuation interest rate in the calculation on the value of the accrued benefits. A review of the key economic assumptions used in the 1998 valuation was undertaken prior to calculating the gross superannuation liability of the various defined benefit schemes as at 30 June 2004.

The economic assumptions used are as follows:

	2004/2005 %	2005/2006 %	Thereafter %
Rate of Investment Return	7.0	7.0	7.0
Rate of Salary Increase (*)	4.0	4.0	4.0
Rate of Increase in the CPI	2.5	2.5	2.5

(\*) A promotional scale also applies.



This assessment resulted in the RTA's unfunded superannuation liability being decreased by \$44.817 million. During the year the RTA made an additional payment of \$32 million (2003; \$32 million) against the unfunded superannuation liability.

The unfunded liability disclosed in the Statement of Financial Position is composed of:

	SASS \$000	SANCS \$000	SSS \$000	Total 2004 \$000	Total 2003 \$000
Gross Liability Assessed by Actuaries as at 30 June 2004	247,776	60,116	479,584	787,476	722,385
Less: Investment Reserve Account Balance held by SAS Trustee Corporation (including actuarial, tax and interest adjustments)	(107,024)	(47,417)	(376,396)	(530,837)	(420,929)
Unfunded Liability (Fully Provided in Provisions)	140,752	12,699	103,188	256,639	301,456

## 17. CURRENT/NON-CURRENT LIABILITIES - OTHER

	2004 \$000	2003 \$000
<b>Current</b>		
Statutory Creditors	14,222	11,668
Principal Outstanding on Bonds Issued to Private Sector	13,131	12,311
Unearned Rent on M4 and M5 Motorways	3,105	3,105
Sydney Harbour Tunnel Tax Liabilities	1,567	1,538
Income Received in Advance	12,057	8,107
Holding Accounts	33,471	21,256
Other creditors	354	40
	<b>77,907</b>	<b>58,025</b>
<b>Non-Current</b>		
Principal Outstanding on Bonds Issued to Private Sector	358,679	371,811
Unearned Rent on M4 and M5 Motorways	23,662	26,692
Sydney Harbour Tunnel Tax Liabilities	22,232	22,484
	<b>404,573</b>	<b>420,987</b>

The liability in respect of the Sydney Harbour Tunnel has been recognised at the Net Present Value (NPV) of the Ensured Revenue Stream Agreement (ERS). This has been calculated at \$371.811 million (2002/2003; \$384.122 million), being the principal outstanding as at 30 June 2004 on the bonds issued by the Sydney Harbour Tunnel Company to the private sector.

Since 1993 the RTA has disclosed a possible tax liability as a contingent liability in its annual accounts. This liability crystallised during the 2002/2003 tax year. Following negotiations between interested parties including the Australian Taxation Office, a settlement was entered into between the RTA, the State Government, the Sydney Harbour Tunnel Company Limited and Tunnel Holdings Pty Ltd (refer note 12(b)).

The non-current tax liability has been calculated at net present value.

	2004 \$000	2003 \$000
<b>Current</b>		
Sydney Harbour Tunnel Past Tax Liability	1,228	1,200
Sydney Harbour Tunnel Future Tax Liability	339	338
	<b>1,567</b>	<b>1,538</b>
<b>Non-Current</b>		
Sydney Harbour Tunnel Past Tax Liability	14,684	15,114
Sydney Harbour Tunnel Future Tax Liability	7,547	7,370
	<b>22,231</b>	<b>22,484</b>

Under the M4 lease agreement, \$46.615 million was received from Statewide Roads Pty Ltd (SWR) as rent in advance. In accordance with generally accepted accounting principles, this revenue is brought to account over the period of the lease. This treatment is summarised as follows:

	2004 \$000	2003 \$000
Rent earned in prior years	30,871	28,496
Rent earned in current year	2,374	2,375
Unearned rent as at 30 June 2004	13,370	15,744
	<b>46,615</b>	<b>46,615</b>

The land acquisition loan of \$22.000 million, based on the cost of land under the M5 originally purchased by the RTA, was repaid in June 1997 by Interlink Roads Pty Ltd (ILR). The repayment of the loan is considered to be a prepayment of the remaining rental over the period of the concession agreement. In accordance with AAS 17, this revenue is brought to account over the period of the lease.

In consideration for ILR undertaking construction of an interchange at Moorebank (M5 Improvements) on the M5 Motorway, the original concession period (to 14 August 2022) has been extended by 1.11 years to 23 September 2023.

This treatment is summarised as follows:

	2004 \$000	2003 \$000
Rent earned in prior years	7,947	7,216
Rent earned in current year	731	731
Unearned rent as at 30 June 2004	13,322	14,053
	<b>22,000</b>	<b>22,000</b>

## 18. CHANGES IN EQUITY

	Accumulated Funds		Asset Revaluation		Total Equity	
	2004 \$000	2003 \$000	2004 \$000	2003 \$000	2004 \$000	2003 \$000
Balance at the beginning of the financial year	40,249,806	39,274,802	20,172,964	13,138,969	60,422,770	52,413,771
Surplus/Deficit for Year	569,769	747,729	–	–	569,769	747,729
Increment/Decrement on:						
– Land and Buildings	–	–	640,072	444,251	640,072	444,251
– Authority Infrastructure	–	–	6,494,356	6,817,019	6,494,356	6,817,019
Transfer of assets under Administrative Arrangements from Department of Environment and Conservation	81,665	–	–	–	81,665	–
Transfers from Asset Revaluation Reserve for asset disposals	42,789	227,275	(42,789)	(227,275)	–	–
Balance at the end of the financial year	<b>40,944,029</b>	<b>40,249,806</b>	<b>27,264,603</b>	<b>20,172,964</b>	<b>68,208,632</b>	<b>60,422,770</b>

## 19. COMMITMENTS FOR EXPENDITURE

### (a) Capital Commitments

	2004 \$000	2003 \$000
Payable no later than 1 year		
– Value of work to be completed	560,943	371,745
– Plant, light vehicles, trucks	52	61
Payable later than 1, but not later than 5 years		
– Value of work to be completed	154,440	52,986
– Plant, light vehicles, trucks	209	243
Payable later than 5 years	58,301	17,378
	<b>773,945</b>	<b>442,413</b>

(b) Other Expenditure Commitments

	2004 \$000	2003 \$000
Payable no later than 1 year		
– Value of work to be completed	281,334	165,210
Payable later than 1, but not later than 5 years	108,212	63,850
Payable later than 5 years	52,769	68,255
	<b>442,315</b>	<b>297,315</b>

(c) Operating Lease Commitments

Operating Lease Commitments relate to Property, IT Equipment and Light and Heavy Motor Vehicles.

Operating lease commitments are not recognised in the financial statements as liabilities.

Total Operating Lease Commitments are as follows:

	2004 \$000	2003 \$000
Not later than 1 year	72,662	71,491
Later than 1 year and not later than 5 years	154,450	173,743
Later than 5 years	7,514	18,756
	<b>234,626</b>	<b>263,990</b>

In respect of Property Leases, the RTA has various lessors with leases which have specific lease periods ranging from 1 year to 20 years.

The Property Operating Lease Commitments are as follows:

	2004 \$000	2003 \$000
Not later than 1 year	23,368	22,272
Later than 1 year and not later than 5 years	46,780	45,233
Later than 5 years	7,514	12,816
	<b>77,662</b>	<b>80,321</b>

IT Equipment Operating Leases have been negotiated with Dell Computer Pty Ltd, Fujitsu Australia Ltd, and Macquarie IT Pty Ltd.

The IT Equipment Operating Lease Commitments are as follows:

	2004 \$000	2003 \$000
Not later than 1 year	20,661	24,602
Later than 1 year and not later than 5 years	19,083	31,349
Later than 5 years	–	–
	<b>39,744</b>	<b>55,951</b>

The Light Motor Vehicle Lease is with State Fleet Services and is financed by Macquarie Bank. The lease is scheduled to cease in September 2008.

The Light Motor Vehicle Operating Lease Commitments are as follows:

	2004 \$000	2003 \$000
Not later than 1 year	26,507	23,760
Later than 1 year and not later than 5 years	83,938	95,040
Later than 5 years	–	5,940
	<b>110,445</b>	<b>124,740</b>

The Heavy Motor Vehicle Lease is held and financed with Orix. The lease is scheduled to cease in July 2007.

The Heavy Motor Vehicle Operating Lease Commitments are as follows:

	2004 \$000	2003 \$000
Not later than 1 year	2,126	857
Later than 1 year and not later than 5 years	4,649	2,121
Later than 5 years	—	—
	<b>6,775</b>	<b>2,978</b>

## 20. CONTINGENT ASSETS

The total commitments detailed above include GST input tax credits of \$131.732 million (2002/2003; \$91.183 million) that are expected to be recoverable from the ATO.

## 21. CONTINGENT LIABILITIES

There are some 3 claims (2002/2003; 6 claims) for damage or injury currently being litigated with an estimated total contingent liability to the RTA of \$1.17 million (2002/2003; \$0.694 million). There are also 4 significant contractual disputes (2002/2003; 4 disputes) with an estimated total contingent liability of \$1.71 million (2002/2003; \$5.510 million).

Any claims resulting from incidents which have occurred since 1 July 1989 are not included in the above figures as costs for such claims are now covered by the RTA's Insurance with the Treasury Managed Fund.

During the year the RTA sold a property at 109 – 113 George St to Landcom for \$7.26 million (inclusive of GST). At 30 June 2004 a deposit of \$0.66 million had been paid with the remaining amount outstanding recognised as a debtor.

A condition of the agreement to sell this property was that, over a five-month period, Landcom would assess the likely cost of remediation and archaeological works. If Landcom assess the costs to be in excess of \$3.3 million the RTA has the right to rescind this agreement and would have to refund the \$0.66 million deposit to Landcom, as well as Landcom's expenses incurred for the demolition and environmental / archaeological assessment.

Where the costs are assessed to be less than \$3.3 million the RTA will pay for the remediation and archaeological works.

## 22. NATIVE TITLE

The Commonwealth's legislation (Native Title Act) and the New South Wales statute (Native Title (New South Wales) Amendment Act) have financial implications for New South Wales Government Agencies generally.

In this regard the RTA has undertaken an assessment of the impact on its financial position. This assessment indicates as at 30 June 2004 there were no Native Title claims, which had, been initiated against the RTA.

## 23. BUDGET REVIEW

### (a) Net Cost of Services

The actual net cost of services of \$1,775 million was \$273 million more than the budget. This variance was primarily due to an increase of \$185 million in depreciation, \$144 million in other operating expenses and \$88 million in maintenance expenditure. These increases in expenditure were in part offset by a higher than expected revenue estimate of \$111 million, primarily relating to revenue received for the Lane Cove Tunnel.

### (b) Assets and Liabilities

Net assets have increased by \$14,010 million as compared to budget. This is principally due to an increase in the value of Infrastructure Systems of \$13,510 million, including a revaluation of \$7,134 million, which was not included in the budget estimate.

The value of land and buildings held increased by \$393 million as compared to budget, while current assets increased by \$89 million, and receivables of \$5 million.

The change in net assets is also impacted by an increase in total liabilities of \$144 million as compared to the budget. This is principally due to increases in payables of \$100 million.

### (c) Cash Flows

Net cash flow from operating activities is \$53 million less than the budget. This was mainly due to revenue received of \$92 million following the letting of contracts for the Lane Cove Tunnel projects and was offset by an increase in operating expenditure of \$186 million.

Net cash outflow in relation to investing activities is \$95 million less than the budget due to purchases of land and buildings, plant and equipment and infrastructure systems being \$105 million less than the budget.

A variance of \$8 million in respect of the opening cash as compared to the budget has occurred due to the fact that the 2003/04 budget was prepared prior to the finalisation of 2002/2003 financial statements.

## 24. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES

	2004 \$000	2003 \$000
Net Cash used on Operating Activities	(1,205,792)	(1,387,309)
Depreciation and amortisation	692,082	572,883
(Decrease)/Increase in Provisions and Entitlements	(34,468)	39,379
Rent Revenue in respect of M4 and M5 Motorways	(3,030)	(3,106)
Value of Emerging Interest of Private Sector Provided Infrastructure	(50,256)	(55,283)
ERS payments utilised to redeem current principal portion of bonds issued to Private Sector	(13,133)	(12,311)
Sydney Harbour Tunnel Tax Liabilities	(252)	22,484
Increase/(Decrease) in Payables and Other Liabilities	63,328	(29,648)
(Increase) in Receivables and Other Assets	(31,122)	(8,285)
Loss on Sale of Assets	12,874	113,467
Contributions from Government	2,345,218	2,184,009
<b>Net Cost of Services</b>	<b>1,775,449</b>	<b>1,436,280</b>

END OF AUDITED FINANCIAL STATEMENTS

Supplementary Financial Information  
For the Year Ended 30 June 2004

The Year in Brief 2003/04

	Initial Budget \$M	Actual \$M
<b>NEW FUNDS AVAILABLE</b>		
Commonwealth		
National Highways	311	319
Roads of National Importance	86	99
Federation Fund	17	9
Australian Transport Safety Bureau – Blackspots Program	14	14
Other	18	19
<b>Total Commonwealth</b>	<b>446</b>	<b>460</b>
State		
Motor Vehicle Taxes	914	948
Consolidated Fund Allocation	735	729
Untied – Commonwealth Road Funds	137	137
M4/M5 Cashback Scheme	71	71
RTA Revenue	344	448
<b>Total State</b>	<b>2,201</b>	<b>2,333</b>
<b>TOTAL NEW FUNDS</b>	<b>2,647</b>	<b>2,793</b>
Use of Cash Balances	–	(35)
Increase in Liabilities/Reduction in Operational Assets	37	78
<b>Total Fund Utilised</b>	<b>2,684</b>	<b>2,836</b>
<b>EXPENDITURE</b>		
Road Network Infrastructure		
– Network Development	1,118	1,046
– Infrastructure Maintenance	711	849
Traffic and Transport	213	240
Road Safety, Licensing and Vehicle Management	417	473
Debt Servicing and Repayment	149	152
M4/M5 Cashback	71	73
Voluntary Redundancies	5	3
<b>Total Expenditure</b>	<b>2,684</b>	<b>2,836</b>

Supplementary Financial Information  
For the Year Ended 30 June 2004

2003/04 Budget

Funds budgeted to be available to the Roads and Traffic Authority for 2003/04 as published in state Budget Paper No. 3 amounted to \$2,684 million. Variations to the initial budget were as follows:

	\$M	Actual \$M
<b>TOTAL INITIAL BUDGET</b>		2,684
<i>Add: Increase in Receipts</i>		
Commonwealth Funds	39	
Motor Vehicle Taxation	26	
RTA Revenue	100	165
		2,849
<i>Less: Decrease in Receipts</i>		
Consolidated Fund Revenue	2	2
		2,847
<i>Less: Decrease in use of Cash Balances</i>	50	50
		2,797
<i>Add: Increase in Balance Sheet Movements</i>	1	1
<b>TOTAL REVISED BUDGET</b>		<b>2,798</b>

Total funds available for 2003/04 amounted to \$2,798 million and variances from the revised budget were as follows:

	\$M	\$M
<b>TOTAL REVISED BUDGET</b>		2,798
<i>Increase in Receipts</i>		
Motor Vehicle Tax	8	
RTA Revenue	3	11
		2,809
<i>Less: Decrease in Receipts</i>		
Commonwealth Funds	25	
Consolidated Fund Revenue	3	28
		2,781
<i>Add: Increase in Balance Sheet Movements</i>	40	40
		2,821
<i>Add: Increase in use of Cash Balances</i>	15	15
<b>TOTAL REVISED BUDGET</b>		<b>2,836</b>

Supplementary Financial Information  
For the Year Ended 30 June 2004

The Year Ahead

	2004/05 Budget \$M
<b>NEW FUNDS AVAILABLE</b>	
Commonwealth	
National Highways	352
Roads of National Importance	121
Federation Fund	12
Australian Transport Safety Bureau – Blackspots Program	14
Other	24
<b>Total Commonwealth</b>	<b>523</b>
State	
Motor Vehicle Taxes	981
Consolidated Fund Allocation	693
Untied – Commonwealth Road Funds	141
M4/M5 Cashback Scheme	77
RTA Revenue	397
<b>Total State</b>	<b>2,289</b>
<b>TOTAL NEW FUNDS</b>	<b>2,812</b>
Use of Cash Balances	24
Increase in Liabilities/Reduction in Operational Assets	23
<b>Total Fund Utilised</b>	<b>2,859</b>
<b>EXPENDITURE</b>	
Road Network Infrastructure	
– Network Development	1,148
– Infrastructure Maintenance	815
Traffic and Transport	219
Road Safety, Licensing and Vehicle Management	450
Debt Servicing and Repayment	145
M4/M5 Cashback	77
Voluntary Redundancies	5
<b>Total Expenditure</b>	<b>2,859</b>



## Supplementary Financial Information For the Year Ended 30 June 2004

### Commonwealth Grants

The Commonwealth Government provides road funding to New South Wales for the construction and maintenance of National Highways, upgrading Roads of National Importance, Road Safety Blackspots Program and for the replacement of three Murray River crossings under the Centenary of Federation Fund.

Funding received in 2003/04 was \$318.9 million (2002/03: \$264.9 million) for National Highways, \$99.3 million (2002/03: \$92.6 million) for Roads of National Importance, \$13.8 million (2002/03: \$14.4 million) for the Road Safety Blackspots Program and \$8.5 million (2002/03: Nil) for the Centenary of Federation Fund bridges.

### Interstate Road Transport Act, 1985

The Interstate Road Transport Act, 1985 enables heavy vehicles to have Federal registration if they are not registered in a State or Territory and are involved only in interstate trade.

Under the Federal Scheme vehicle owners are required to pay either a flat rate or a charge based on distance travelled. The moneys are collected in NSW by the RTA on behalf of the Commonwealth and paid into the Interstate Road Transport Trust Fund. The proceeds are then distributed to the States as a contribution towards road repair and maintenance costs.

Funds received by the RTA under this scheme during 2003/04 amounted to \$19.2 million (2002/03: \$16.5 million).

### State Sources

#### Motor Vehicle Taxation

Motor vehicle taxation, collected by the RTA when vehicles are registered, is hypothecated to the Roads Program. During 2003/04 receipts from motor vehicle taxation totalled \$947.5 million (2002/03: \$881.8 million).

#### Number of Registered Motor Vehicles in NSW

Year	Number of Motor Vehicles Registered *	% Change Over Previous Year
1994-1995	3,311,402	0.6(+)
1995-1996	3,367,092	1.7(+)
1996-1997	3,421,409	1.6(+)
1997-1998	3,493,340	2.1(+)
1998-1999	3,535,732	1.2(+)
1999-2000	3,636,353	2.8(+)
2000-2001	3,729,100	2.6(+)
2001-2002	3,821,229	2.5(+)
2002-2003	3,930,458	2.9(+)
2003-2004	4,046,361	2.9(+)

\* Excluding plant, tractors, trailers and caravans.

#### Contribution for Specific Works

The following contributions towards specific works were received during 2003/04.

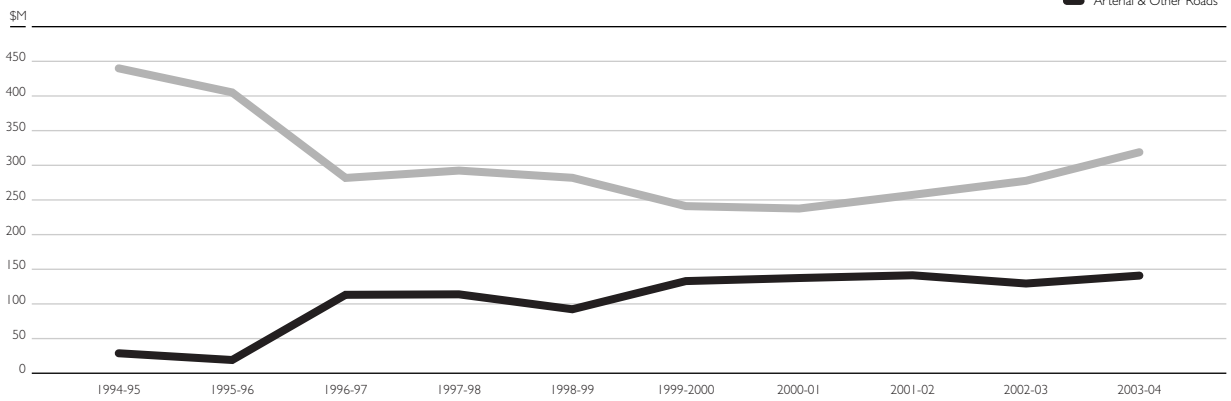
	\$M
State Government Departments for	
– General Purposes	26.879
– Sydney Harbour Bridge	2.915
Councils	0.401
Private Firms and Individuals	6.175
	<b>36.370</b>

#### Untied Commonwealth Road Grants

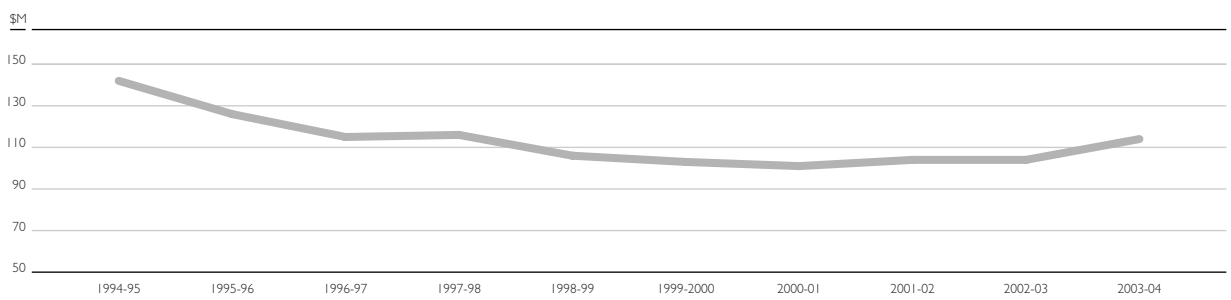
Since 1990/91, Commonwealth road funds have been allocated to the States under the Australian Land Transport Development Act. However, the Commonwealth decided that funds previously allocated for the State's arterial roads were to be untied from 1 January 1994 and were to be provided to the States under the heading of "Identified Roads Grants within the General Revenue Assistance to the States".

The Commonwealth Government untied road funding to NSW for 2003/04 was \$137.2 million (2002/03: \$133.8 million).

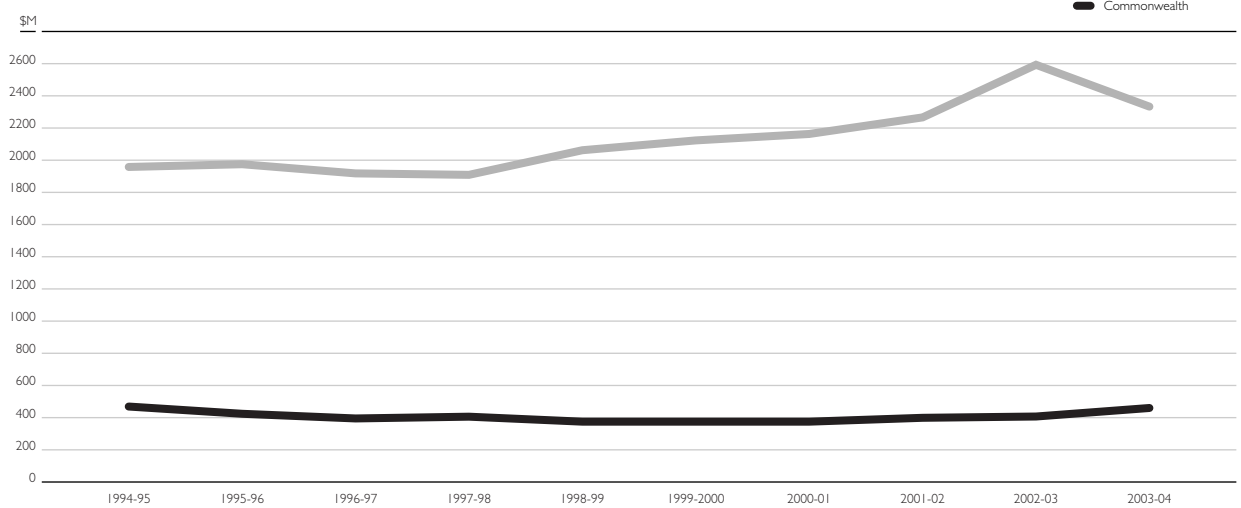
COMMONWEALTH GRANTS Constant Dollar 2003-2004 Terms



COMMONWEALTH GRANTS PER REGISTERED VEHICLE Constant Dollar 2003-2004 Terms



FUNDING OF STATE ROAD NETWORK Constant Dollar 2003-2004 Terms



Supplementary Financial Information  
For the Year Ended 30 June 2004

Road Cost Index

The Authority's road Cost Index, which is used to adjust money values in various tables and graphs within tis Annual Report, is shown in the table 'Roads and Traffic Authority Road Cost Index'.

The index, which has been specifically developed by the RTA, is widely accepted as a measure of change in the cost of roadworks, bridgeworks and traffic facilities. It is based upon changes in prices of samples within the broad elements of wages, stores, plant, haulage, corporate and regional administration, property acquisitions and financing costs. Each index component has been allocated a predetermined weighting which is reviewed at 3 to 4 yearly intervals to adjust for changes in the proportions used in RTA roadwork activities. The last review was completed in June 2002. Expenditure and basic weights have been updated to reflect the current expenditure composition in the development and maintenance of road, bridge and traffic facilities. The index was also rebased from 1996/97 to 2002/03.

Roads and Traffic Authority Road Cost Index (Base year: 2002/03=100.0)

	Index	% Increase/(Decreased) over previous year
1994-1995	78.9	1.9
1995-1996	83.0	5.1
1996-1997	85.2	2.7
1997-1998	87.4	2.5
1998-1999	91.2	4.4
1999-2000	91.5	0.4
2000-2001	92.9	1.5
2001-2002	94.3	1.5
2002-2003	100.0	6.1
2003-2004	104.8	4.8

Payments to Councils

Payments made to local government councils during 2003/04 were as follows:

	\$M	\$M
Classified Roads		
– Development	15.620	–
– Maintenance	236.844	–
– Vehicle Management	0.300	–
– Road Safety	26.523	–
– Traffic Management	40.341	319.628
Local Roads		
– Natural Disasters		8.577
		<b>328.205</b>

## Administered Revenues – Collections

The RTA administers, but does not control, the collection of various fees, fines and levies on behalf of the Crown Transactions Entity. Monies collected on behalf of the Crown Transactions Entity are not recognised as the RTA's revenues.

The RTA's Administered revenue Collections were as follows:

	Total 2003-04 \$M	Total 2002-03 \$M
(A) Consolidated Fund Receipts		
Vehicle Registration Fees	198.569	188.575
Drivers Licence Fees	93.512	62.877
Vehicle Transfer Fees	34.139	32.233
Other Fees and Charges	29.805	22.906
<b>Total</b>	<b>356.025</b>	<b>306.591</b>
(B) Collections – Other Authorities		
Unregistered Vehicle Permit(QBE)	5.512	7.702
Stamp Duty	580.945	1,020.211
Interstate Road Transport Scheme Report	7.687	11.625
Firearms Licence Fees	0.433	0.863
Security Licence Fees	(0.478)	(0.938)
Proof of Age	0.800	1.609
Other Fees and Charges	1.754	5.158
<b>Total</b>	<b>596.653</b>	<b>1,056.230</b>

Roads and Traffic Authority of New South Wales  
 Appendices for the period ended 30 June 2004

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## APPENDIX 01 // MAJOR WORKS (AS PER 2003 BUDGET PAPER No.4)

PROJECT	ANNOUNCED* COMPLETION	ESTIMATED* TOTAL COST \$000	2003-04 EXPENDITURE \$000	EXPENDITURE TO JUNE 2004 \$000
<b>SYDNEY MAJOR ROUTES DEVELOPMENT</b>				
<b>Metroad 2 – Sydney to Windsor</b>				
Lane Cove Tunnel and associated road improvements (proposed private sector funding)	.....2007	.....1,100,000	.....19,268	.....41,105
*Expenditure does not include private sector expenditure.				
Windsor Road, Roxborough Park Road to Showground Road, Stage 1, widening Showground Road to Norwest Boulevard	.....Completed 2004	.....Stage 1 & 2 .....Combined 70000	.....6708	.....10,948
Windsor Road, Roxborough Park Road to Showground Road, Stage 2, widening Norwest Boulevard to Roxborough Park Road	.....2006	.....30,000		
Windsor Road, Acres Road to Old Windsor Road, widening	.....2006	.....40,000	.....938	.....2385
Windsor Road, Merriville Road to Schofields Road, widening	.....Completed 2003	.....10,000	.....2844	.....10,436
Windsor Road, Schofields Road to Mile End Road, widening	.....Completed 2003	.....16,000	.....12,196	.....18,553
Windsor Road, Mile End Road to Boundary Road, widening	.....2006	.....70,000	.....2715	.....10,666
Windsor Road, Boundary Road to Henry Road, widening	.....2005	.....40,000	.....7215	.....9858
Windsor Road, South Creek Crossing (Hawkesbury Nepean Floodplain Management Strategy)	.....2006	.....68,000	.....1629	.....3158
<b>Metroad 4 – Sydney to Lapstone</b>				
Western Distributor widening, Kent Street to south of King Street	.....Completed 2003	.....18,900	.....4566	.....20,342
M4 East Feasibility Study	.....NA	.....NA	.....1277	.....2301
<b>Metroad 5 – Mascot to Menangle</b>				
M5 East, Mascot to Beverly Hills (finalisation of acquisitions)	.....Completed 2004	.....794,000	.....18,009	.....795,602
F5 south-facing ramps, Ingleburn (Local Government and Federal funding)	.....2006	.....12,000	.....405	.....504
<b>Westlink M7</b>				
Westlink M7 from Camden Valley Way to the M2 (Federal and private sector funding)	.....2006	.....1,500,000	.....87,291	.....268,534
*Expenditure does not include private sector expenditure.				
<b>Transitways</b>				
Liverpool to Parramatta	.....2004	.....315,000	.....54,542	.....298,012
North West Transitway Network (Stage 1)	.....2007	.....493,000	.....108,120	.....135,785
Other Transitways (planning)	.....NA	.....NA	.....30,682	.....36,267
<b>Great Western Highway (Blue Mountains)</b>				
Linden Bends Stage 4, Tollgate Drive (east) to Hepburn Road, widen to 4 lanes (Federal funding)	.....Completed 2003	.....14,000	.....2079	.....13,675
Woodford to Hazelbrook widening to 4 lanes	.....NA	.....66,000	.....2690	.....3223
Lawson Section 1, Ferguson Ave to Honour Ave widening to 4 lanes	.....NA	.....NA	.....2072	.....3002
Lawson Section 2, Honour Ave to Ridge Street widening to 4 lanes (planning)	.....NA	.....NA	.....2044	.....4509
Wentworth Falls West, Falls Road to West Street, widening to 4 lanes(State and Federal funding)	.....2004	.....15,000	.....4109	.....4769
Leura, Mount Hay Road to Bowling Green Ave, widening to 4 lanes	.....2006	.....82,000	.....16,569	.....30,405
Shell Corner, Mort St to Nellies Glen Road Katoomba widening to 4 lanes (Federal funding)	.....Completed 2004	.....42,000	.....13,436	.....40,628
Medlow Bath, Bellevue Crescent to Cox Ave, widening to 4 lanes and new railway overpass (Federal funding)	.....Completed 2003	.....17,800	.....5196	.....18,019

PROJECT	ANNOUNCED COMPLETION	ESTIMATED TOTAL COST \$000	2003-04 EXPENDITURE \$000	EXPENDITURE TO JUNE 2004 \$000
<b>OTHER SYDNEY ROADS</b>				
<b>Botany to City via Southern Arterial</b>				
Southern Arterial and Green Square	.NA	.NA	.237	.687
<b>Sutherland to Bankstown route</b>				
Bangor Bypass, new road between Old Illawarra Road and Akuna Ave, Menai	.2004	.95,000	.42,049	.64,211
Bangor Bypass, new road between Alford's Point Road and New Illawarra Road (preconstruction)	.NA	.40,000		
<b>Liverpool to Smithfield route</b>				
Cowpasture Road, North Liverpool Road to Elizabeth Drive and Elizabeth Drive, Cowpasture Road to Windsor Road, widening to 4 lanes	.Completed 2003	.32,000	.6818	.28,026
<b>Sydney to Palm Beach route</b>				
Spit Bridge and approaches, widening	.NA	.35,000	.103	.1131
<b>Hoxton Park Road</b>				
Hoxton Park Road, Brickmakers Creek to Hill Road, widen to 6 lanes including Transitway lanes	.2005	.35,000	.13,500	.21,088
<b>The Horsley Drive</b>				
The Horsley Drive, Mimosa Road to Lily Street, widening	.Completed 2004	.17,000	.7080	.13,226
The Horsley Drive, Landon Street to Fairfield Street, widening	.2004	.8000	.5800	.6881
<b>Sunnyholt Road</b>				
Sunnyholt Road, James Cook Drive to Quakers Hill Parkway, widening (State and private sector funding)	.2006	.30,000	.0	.2326
<b>OTHER STATE ROADS IN SYDNEY</b>				
Bexley to Turrella Cycleway	.2004	.6000	.222	.648
Cross City Tunnel and associated works (private sector funding)	.2005	.680,000	.20,978	.73,857
*Expenditure does not include private sector expenditure.				
<b>SYDNEY-NEWCASTLE FREEWAY</b>				
Hawkesbury River to Calga, widening to 6 lanes (Federal funding)	.2004	.81,700	.47,678	.69,162
<b>NEWCASTLE ROAD IMPROVEMENT</b>				
<b>Newcastle Inner City Bypass</b>				
Shortland to Sandgate (planning)	.NA	.NA	.163	.678
<b>Morrisset – Wallsend Road</b>				
MR217 duplication from Booragul Roundabout to Speers Point Roundabout	.2006	.32,000	.1582	.4136
<b>Other roads in Newcastle area</b>				
Cessnock traffic relief route	.Completed 2004	.10,000	.5072	.10,607
Anderson Drive to Thornton Road Link Road, Beresfield	.Completed 2003	.7000	.715	.6276
Nelson Bay Road reconstruction from Bobs Farm to Port Stephens Drive, Stage 1 & 2	.Stage 1 Complete, Stage 2 2006	.9000	.663	.4974
Nelson Bay Road, Tourle Street Bridge over Hunter River South Arm, duplication (planning)	.NA	.NA	.197	.729
<b>CENTRAL COAST ROAD IMPROVEMENT</b>				
<b>Pacific Highway</b>				
Tuggerah Straight dual carriageways (planning)	.NA	.NA	.1490	.2370
Kariong to Doyalson route development	.NA	.18,000	.2244	.2921
<b>Other roads in Central Coast</b>				
The Entrance Road, intersection upgrade at Avoca Drive	.Complete 2004	.4800	.3917	.4379
The Entrance Road intersection upgrade at Terrigal Drive	.2004	.10,000	.1750	.2090

## Appendix 01 (continued)

PROJECT	ANNOUNCED COMPLETION	ESTIMATED TOTAL COST \$000	2003-04 EXPENDITURE \$000	EXPENDITURE TO JUNE 2004 \$000
The Entrance Road, Terrigal Drive to Carlton Road	2005	9000	363	575
The Entrance Road, Ocean View Drive to Tumby Road	.NA	16,600	1467	1987
Avoca Drive, new roundabout at Empire Bay Drive	Completed 2004	4350	3263	4766
Avoca Drive route development	.NA	30,000	796	797
<b>WOLLONGONG ROAD IMPROVEMENT</b>				
<b>Princes Highway</b>				
Wollongong Northern Distributor (preconstruction)	2007	42,000	4459	7081
Princes Highway intersection with Lawrence Hargrave Drive (planning)	.NA	20,000	159	411
Oak Flats to Dunmore (planning)	.NA	.NA	1074	5460
North Kiama Bypass (State and Federal funding)	2005	179,000	38,828	105,189
<b>RURAL – HUME HIGHWAY IMPROVEMENT</b>				
Albury upgrade (Federal funding)	2007	408,000	6994	32,719
<b>RURAL – NEW ENGLAND HIGHWAY IMPROVEMENT</b>				
Weakleys Drive Interchange (planning – Federal funding)	.NA	.NA	327	402
National Highway extension, F3 Freeway to New England Hwy West of Maitland (planning – Federal funding)	.NA	.NA	7613	16,872
Devils Pinch realignment 27km to 31km north of Armidale (Federal funding)	2005	24,800	2980	5662
Duval Ck realignment 13km to 15km north of Armidale (Federal funding)	2004	8700	3752	4319
<b>RURAL – PACIFIC HIGHWAY IMPROVEMENT</b>				
Karuah Bypass, dual carriageways (State and Federal funding)	2004	123,000	22,739	97,253
Karuah to Bulahdelah, dual carriageways Stage I (State and Federal funding)	2006	114,000	8054	15,364
Bulahdelah Bypass, dual carriageways (planning)	.NA	.NA	1748	7127
Bundacree Ck to Possum Brush, duplicate existing highway (State and Federal funding)	2006	115,000	16,277	22,583
New interchange with The Lakes Way at Rainbow Flat	2005	7000	656	692
Taree to Coopernook, duplicate existing highway (State and Federal funding)	2005	59,000	16,781	33,058
Coopernook Deviation, dual carriageways including new bridge over Lansdowne River	2006	69,000	10,161	28,619
Moorland to Herons Creek, duplication of existing highway (planning)	.NA	.NA	1226	6262
Kempsey to Eungai (planning)	.NA	365,000	2839	6740
Macksville to Urunga (planning)	.NA	.NA	1273	1675
Bonville Bypass, Repton to Lyons Road Coffs Harbour dual carriageways (planning)	.NA	.NA	588	11,708
Coffs Harbour to Woolgoolga (planning)	.NA	.NA	1565	6883
Halfway Creek truck stop, northbound overtaking lane	Completed 2003	21,500	6802	22,888
Ballina Bypass dual carriageways (planning and preconstruction)	.NA	.NA	5901	14,088
Brunswick Heads to Yelgun dual carriageways (State and Federal funding)	2007	209,000	6799	24,482
Yelgun to Chinderah dual carriageways (finalisation, State and Federal funding)	2002	348,000	1557	331,721
<b>RURAL – NEWELL HIGHWAY IMPROVEMENT</b>				
Ardlethan realignment (Federal funding)	2005	11,000	564	652
Bogan Road to Coobang Road reconstruction 3km to 13km north of Parkes (planning – Federal funding)	2006	20,000	262	687
Moree Bypass (Federal funding)	2006	35,000	3403	6140
Coonabarabran Bypass (planning – Federal funding)	.NA	34,000	4	509
<b>RURAL – CASTLEREAGH HIGHWAY IMPROVEMENT</b>				
Reconstruction between Lidsdale and Coxs River including widening of bridge over Coxs River	2005	22,000	4,269	7013



PROJECT	ANNOUNCED COMPLETION	ESTIMATED TOTAL COST \$000	2003-04 EXPENDITURE \$000	EXPENDITURE TO JUNE 2004 \$000
<b>RURAL – OXLEY HIGHWAY IMPROVEMENT</b>				
Upgrade from Wrights Road to the Pacific Highway (planning)	.NA	.NA	.1687	.2560
<b>RURAL – BRUXNER HIGHWAY IMPROVEMENT</b>				
Alstonville Bypass (State and Federal funding)	.2006	.36,500	.7818	.9608
<b>RURAL – OLYMPIC HIGHWAY IMPROVEMENT</b>				
Grade separated rail crossing at Gerogery	.2005	.18,500	.7695	.8749
<b>RURAL – KINGS HIGHWAY IMPROVEMENT</b>				
Queanbeyan heavy vehicle northern route upgrade (State and Federal funding)	.2005	.6,800	.914	.2002
<b>SUMMERLAND WAY</b>				
Macleans Bridge realignment (Federal funding)	.Completed 2004	.4,200	.2212	.3921
Second bridge over the Clarence River at Grafton (planning)	.NA	.NA	.758	.900
<b>MURRAY RIVER CROSSINGS</b>				
New bridge and approaches at Corowa, Wahgunyah (Federation and State funding)	.2005	.22,000	.9890	.13,386
New bridge and approaches at Euston, Robinvale (Federation and State funding)	.2006	.50,800	.2343	.4257
New bridge and approaches at Echuca, Moama (Federation and State funding)	.NA	.NA	.55	.188
<b>OTHER RURAL ROADS</b>				
MR92 Nowra to Nerriga upgrade (Local Government, State and Federal funding)	.NA	.80,000	.1076	.6115

\*NOTE: Announced completion and estimated total cost as shown in 2003-04 Budget Paper No.4, or as updated in 2004-05 Budget Paper No.4.

## APPENDIX 02 // HERITAGE AND CONSERVATION REGISTER

The RTA has a responsibility to identify and manage the items of environmental heritage that are in its ownership, care or control. These items are predominantly bridges. However, the RTA is also responsible for a number of other items including vehicular ferries and property assets.

To assist heritage management and to meet its statutory obligation under Section 170 of the *Heritage Act 1977*, the RTA holds a Heritage and Conservation Register. Furthermore, in accordance with the Section 170A of the *Heritage Act*, the RTA is required to provide a statement on the condition of items on its register in the annual report (see the table at the bottom of this page).

Conservation Management Plans for all timber truss road bridges on the State Heritage Register remain in draft form, given the sustainability issues surrounding management of these bridges.

Progress update for heritage items:

- Item 4300304 (Redbournberry Bridge over the Hunter River).  
Work continues on the conversion of the steel truss component of the bridge to pedestrian footway and cycleway.
- Item 4300008 (Bridge over Five Day Creek at Kempsey).  
The bridge remains closed and options for the bridge continued to be considered.
- Item 4300181 (Bulga Bridge over Wollombi Brook, Singleton).  
Emergency works were undertaken, requiring pier replacement, driving of new piles and a second row of piles.

The NSW Heritage Council has approved applications under Section 60 of the *Heritage Act 1977* for the following work:

- Statement of Heritage Impact for the proposed rehabilitation and strengthening works on Hinton Bridge over the Paterson River; Hinton (approved on 1 July 2003).
- Statement of Heritage Impact for the proposed strengthening works on Wee Jasper Bridge over the Goodradigbee River; Wee Jasper (approved on 11 August 2003).
- Statement of Heritage Impact for the emergency strengthening works on Vacy Bridge over the Paterson River; Vacy (approved on 10 November 2003).
- Item 4300177 (Cooreei Bridge over Williams River; Dungog).  
There was a change in configuration from four to five piles by driving new piles at piers one, two, four and eight.

Number of items	291	
State Heritage Register listings	35	
Condition	Good	107
	Fair	63
	Poor	50
	*Not known or applicable	71

\* These items are currently being assessed for condition.

## APPENDIX 03 // THREATENED SPECIES RECOVERY PLANS

The RTA is required by legislation to report on Threatened Species Recovery Plans and their progress for the year:

RTA action to implement measures from the *Acacia pubescens* (Downy Wattle) recovery plan

Measures	Action taken to implement measures	Estimated annual cost	Status
Identify existing and potential threats to the <i>A. pubescens</i> population at Beverly Hills/Narwee on the M5 (north of Windarra Street).	Environmental Services Representative to visit site and identify existing and potential threats to the population.	\$525	Site visited and extent of population mapped in 2000. Sites to be included on the Roadside Corridor Management Plans.
Develop and implement a threat and habitat management program for the <i>A. pubescens</i> population at Beverly Hills/Narwee on the M5 (north of Windarra Street).	Asset Services to develop a threat and habitat management program to be incorporated into the Maintenance Plan for the M5, with advice from Environmental Services Representative Asset Services to ensure that the program is implemented.	\$1500	Interlink Roads have incorporated threat and habitat management of the species into landscaping management plans for the M5 Motorway.
Monitor the <i>A. pubescens</i> population at Beverly Hills/Narwee on the M5 (north of Windarra Street) on a regular basis assess the effectiveness of the threat and habitat management programs.	Environmental Services Representative to conduct at least an annual inspection of the population, including photographic survey. Following each inspection compare inspection records and initiate corrective action if required.	\$525	Inspection completed for 2003.
Assess development activities with reference to the recovery plan, the EIA Guidelines for <i>A. pubescens</i> and future advice from DEC.	Environmental Services Representative to advise Project Manager of this requirement if aware of the proposed activity prior to EIA process. Project Manager to advise EIA Consultant of this requirement. Environmental Assessor to ensure that the recovery plan, EIA guidelines and DEC advice have been considered in all relevant EIAs. Environmental Assessor to take this requirement into account when preparing Decision Reports.	N/A	<i>A. pubescens</i> was included in the Bangor Bypass Environmental Impact Assessment. The assessment made reference to the Recovery Plan.
Prepare or review any relevant environmental policies or management plans with reference to the recovery plans and any future advice from the DEC.	For the Bangor Bypass, management plans prepared in accordance with the recovery plans and DEC. During next review of the Maintenance EMP for the M5, Asset Services to add references to <i>A. pubescens</i> Recovery Plan with advice from Environmental Services Representative.	\$750	Management Plans implemented.
Forward information on all planning decisions which affect populations of <i>A. pubescens</i> , including decisions that protect habitat as well as those that lead to reduction of habitat and/or individuals, to the DEC.	Environmental Services Representative to advise Project Manager of this requirement. RTA Project Manager to forward the information to DEC.	N/A	All information was forwarded from the Project Team to DEC regarding the affect of the Bangor Bypass on <i>A. pubescens</i> .

RTA action to implement measures from the *Darwinia biflora* draft threatened species recovery plan

Measures	Action taken to implement measures	Estimated annual cost	Status
Endorsement of the <i>D. biflora</i> Threatened Species Recovery Plan.	Comments on draft recovery plan provided to DEC.	N/A	Comments sent to DEC February 2003.
Public authorities will implement threat and habitat management programs on public lands.	Identify threats to population adjacent F3 Freeway at Mt Colah. Manage threats appropriately.	N/A	This population is situated some distance back from the freeway on top of a cutting. The population is relatively secure and is not under threat from any RTA activities.
Informed environmental assessment and planning decisions will be made.	<i>D. biflora</i> EIA guidelines to be used when considering any activity that may impact on the species.	N/A	No activity has been proposed in 2003-04 that may have an impact on the species.
DEC to be advised of any consents or approvals which affect <i>D. biflora</i> .	Advise DEC when RTA proposals will affect <i>D. biflora</i> .	N/A	No activity has been proposed in 2003-04 that will have an impact on the species.

RTA action to implement measures from the *Microtis angusii* (Angus Onion Orchid) threatened species recovery plan

Measures	Action taken to implement measures	Estimated annual cost	Status
Consider the impact of any activities undertaken within areas under control of the RTA that are known to contain <i>M. angusii</i> or are potential habitat.	Environmental Services Representative to advise Project Manager of this requirement if aware of the proposed activity prior to EIA process. Project Manager to advise EIA Consultant of this requirement. Environmental Assessor to ensure that impact of a proposed activity is considered in all relevant EIAs. Environmental Assessor to take this requirement into account when preparing Decision Reports.	N/A	No activity has been proposed in 2003-04 that may have an impact on the species.
Liaise with DEC, Warringah Council, Pittwater Council and Ku-ring-gai Council to achieve and maintain a permanent record of the location of <i>M. angusii</i> populations and potential habitats.	RTA Recovery Team member to share information with other Recovery Team members and update records accordingly.	In-kind support.	Ongoing RTA involvement in Recovery Team.
Ensure that roadworks/maintenance will not cause destruction of degradation to populations of <i>M. angusii</i> .	Environmental Services Representative to advise relevant Project Manager of this requirement prior to any activity that may impact on this species. Project Manager to include this requirement in any relevant contract documentation. Environmental Assessor to take this requirement into account when preparing Decision Reports for projects that may have an impact on this species.	N/A	No activity has been proposed in 2003-04 that may have an impact on the species.
Ensure that all environmental personnel are familiar with the location of <i>M. angusii</i> .	RTA Environmental Services to establish central database for sensitive sites, including known and potential locations of <i>M. angusii</i> locations. RTA Recovery Team to brief Environmental Services Branch on location of <i>M. angusii</i> populations and potential habitat.	N/A	Locations of sensitive sites to be included on the Roadside Corridor Management Plans. Environmental Services Branch staff briefed on location of populations and potential habitat.
Ensure that all site personnel are familiar with the location of <i>M. angusii</i> populations and potential habitat.	RTA Recovery Team member to provide information to maintenance contractors regarding identification of <i>M. angusii</i> , known and potential locations of <i>M. angusii</i> populations and preferred weed control methods.	\$750	Maintenance contractors advised of location, potential habitat and preferred weed control in population locations.
Ensure that Environmental Impact Assessment surveys are conducted between May and October.	Environmental Services Representative to advise relevant Project Manager of this requirement prior to any activity that may impact on this species. Project Manager to advise EIA Consultant of this requirement.	N/A	No activity has been proposed in 2003-04 that may have an impact on the species.
Notify DEC of any new <i>M. angusii</i> populations discovered.	RTA Recovery Team member to notify DEC when new populations of this species discovered.	N/A	No new populations have been identified by the RTA.

## APPENDIX 04 // WASTE REDUCTION AND PURCHASING POLICY

### BACKGROUND

The NSW Government's Waste Reduction and Purchasing Policy (WRAPP) was instigated in 1997 to minimise the waste generated across all Government sectors and help increase the market for materials containing recycled content. The RTA's WRAPP plan was submitted to the NSW Environment Protection Authority (EPA) in 1998 to document the steps that the RTA was taking to implement the WRAPP.

The RTA has a statutory requirement under the *Waste Avoidance and Resource Recovery Act 2001* to report on WRAPP implementation within the RTA annual report. The 2004 RTA Annual Report is the third such report with this mandatory requirement, and covers the 2003-04 financial year.

### CONSTRUCTION AND MAINTENANCE

#### Avoidance

The RTA has implemented a number of initiatives to avoid the production of waste from construction and maintenance activities. Avoidance initiatives are outlined within standard RTA specifications, identified within the Environmental Impact Assessment process or may have become standard practices for some contractors. Examples of avoidance initiatives include:

##### ■ A quality approach

Contractors are required to implement a quality system approach for implementing RTA contracts. This maximises the likelihood of project works being performed as required, thus minimising waste associated with rework or failure of works before the end of design life. RTA specifications are commonly used by others within the road industry, such as local councils, providing additional waste avoidance benefits across NSW.

##### ■ Balancing of earthworks

During the initial and detailed design processes for a project, all attempts are made to balance the amount of material required for road fills with the amount of spoil generated from cutting activities. This avoids the need for importing additional fill or exporting spoil from a project.

##### ■ Pavement stabilisation

Stabilisation is the addition of binders to a road pavement material, enhancing the material's ability to perform its function. It can provide considerable economic and environmental benefits when used in pavement construction and rehabilitation. Using existing materials preserves natural resources and has indirect benefits such as reduced road transportation. Stabilisation also utilises industrial by-products such as ground granulated blast furnace slag and fly ash from coal-fired power stations.

#### Reuse and recycling

Initiatives to reuse excess materials from construction and maintenance activities include:

##### ■ Reuse of spoil – Cross City Tunnel

The Cross City Tunnel has a target to reuse 93 per cent of spoil generated, which represents 100 per cent of virgin excavated natural material (VENM). VENM spoil is associated with tunnelling, hard ground cut and cover and shaft excavation. The remaining 7 per cent of spoil includes fill and other excavated material that is not suitable for reuse. Reuse destinations included rehabilitation and remediation at various sites (including quarries, landfills and service stations), road and other construction projects and onsite reuses.

817,671m<sup>3</sup> of spoil were generated by the project during the 2003-04 financial year. 7039m<sup>3</sup> (1 per cent) of this spoil were reused onsite, 744,729m<sup>3</sup> (91 per cent) were reused offsite and 65,903 m<sup>3</sup> (8 per cent) were disposed to landfill.

##### ■ Reuse of reclaimed asphalt pavement (RAP) wastes

Considerable amounts of RAP wastes are produced during maintenance works on asphalt road surfaces. An estimated 250,400 tonnes of RAP were generated by, or on behalf of, the RTA during 2003-04. Maintenance contractors are contractually bound to take ownership of RAP wastes and must develop waste management plans that minimise waste where permitted. RAP has multiple potential reuses including within new asphalt mixes, in blended road products as natural aggregate replacements and as fill and road shoulders.

##### ■ Reuse of Sediment Fences

Following discussions between RTA Northern Region and the NSW Wildlife Information and Rescue Service (WIRES), it was decided that recycled RTA sediment fence could be used on WIRES cages to prevent birds of prey from sighting and harassing injured birds while they were recovering. This was a great example of finding ways to utilise on-site waste and will be an ongoing arrangement for as long as WIRES requires it.

### ESTIMATES OF THE MAJOR WASTE MATERIALS PRODUCED AND REUSED/RECYCLED (data is not available for all construction and maintenance projects)

Material	Estimated quantity of waste produced (tonnes)	Estimated quantity recycled or reused (tonnes)	Comments
Vegetation Waste	16,700	16,400	Includes: <ul style="list-style-type: none"> <li>■ 2000 tonnes cleared for Westlink M7 project (100% reused).</li> <li>■ Estimated 6650 tonnes cleared for general construction projects (derived from hectares cleared).</li> <li>■ 8070 tonnes from maintenance projects (98% reused).</li> </ul>
Concrete	9100	7300	Maintenance projects only. Information from construction projects was not available.
Fill/ VENM (virgin excavated natural materials)	20,000,000	19,938,000	These figures estimate the total amount of materials excavated within projects. Road designers endeavour to balance earthworks so that there is no spoil (excess of excavated material) or import (material that needs to be brought to the site). The quantity of material that is excavated on a road project is designed to be as close as possible to the quantity that is required to be placed on the project, including landscaping quantities, and utilising any unsuitable material where possible. Although identified here as 'reused', materials extracted from cuts located and sized to meet specific fill requirements within a project are considered by the RTA to be virgin materials excavated for use (not 'reuse') within projects.
Asphalt	250,400	228,900	Includes maintenance contracts. No information was available for construction projects other than Westlink M7.

### Construction and maintenance specifications

RTA construction and maintenance specifications continue to increasingly allow for recycled content and waste minimisation. Changes to specifications this year included:

- G35 and G36 for construction works – contractors are now required to propose recycled-content materials where they are cost and performance competitive and at least the environmental equivalent of the non-recycled alternative. The cost-competitiveness of a product or material must be assessed on a project lifecycle basis, considering issues such as impacts on construction practices and future maintenance and disposal requirements. Contractors are also required to report waste minimisation quantities, initiatives and barriers to the RTA.
- R103 – High Pressure Waterblasting of Bituminous Seals. This process restores surface texture for chip seals, providing a safer driving surface without the need for other more resource intensive options such as resealing, milling and resurfacing, or chemical and grit treatments.
- G40 Clearing and Grubbing – attempts to maximise reuse of cleared vegetation.

Other key specifications allowing major use of recycled materials include:

- G34 for maintenance works – contractors are required to propose materials and products with recycled content where they are cost- and performance-competitive and environmentally preferable to the non-recycled alternative.
- RTA QA Spec R116 Asphalt – allowing up to 15 per cent reclaimed asphalt pavement within asphalt. Percentages greater than this must be accompanied by appropriate testing and qualified technical assessment.
- RTA QA Specs 3051/3052 allow for the use of recycled materials within base and sub-base of pavements.
- RTA QA Spec 3071 allows for recycled content within selected formation material.
- RTA QA Spec 3252 allows use of scrap rubber within certain modified binder classes.
- RTA QA Spec R178 allows stockpiling and reuse of soil from site and the use of cellulose fibre mulch, which must be produced from pinus radiata plantation timber or from recycled paper.
- Various concrete specifications allow for the use of fly ash, slag and silica fume within concrete mixes.
- R73 for heavily bound pavement course permits the use of recycled materials as aggregates and binders at depths of around 170 to 300 mm within pavements.
- RTA QA Spec R75 – In Situ Pavement Recycling by Deep-Lift Cementitious Stabilisation. Allows mechanical incorporation of existing pavement with binding agents (by-products of the steel and electricity industries).
- RTA G38 and G39 allow for the use of recovered water for road projects.
- RTA R63 permits the use of recycled materials in the manufacture of geotextiles.
- RTA R50 allows for the use of slag/lime blends for stabilisation of earthworks.

### Research and development

RTA research and development projects for 2003-04 included:

- Scrap rubber asphalt
  - This is a joint project to (i) carry out a comprehensive risk assessment; (ii) develop a Code of Practice for the manufacture and handling of asphalt containing scrap rubber granulate, and (iii) to promulgate the commercial application of scrap rubber asphalt (SRA) technology. The Code of Practice would provide an industry-wide standard to assist in reducing the current barrier preventing use of this valuable and technically-proven technology, which would then be adopted for RTA activities where technically/economically feasible to non-SRA alternatives. Equal funding is being provided by DEC (Sustainability Programs Division) and the RTA. The project is expected to be a model for future collaborative efforts between RTA and DEC.
- Steel slag in pavements
  - Bound pavements incorporating steel slag are becoming a major pavement type in rehabilitation and widening for the RTA. A report on the benefits and safeguards for use of these materials was produced during 2003. A 'Towards Best Practice' note was issued to inform staff of findings and limitations.
- Manufactured sands
  - This project recognises that traditional sources of natural sands are rapidly diminishing. There is increasing need to consider alternative materials including industrial by-products and recycled materials. An international literature search has recommended a suite of test methods which should be investigated for the objective assessment of various sand types. It is expected that the project will result in revised specification acceptance criteria for sands, covering both natural and manufactured sands, for both asphalt and concrete mixes.
- Increased use of reclaimed asphalt pavement within new asphalt mixes
  - A draft technical direction was prepared - and the proposed methodology reviewed to allow increased percentages of reclaimed asphalt pavement (RAP) within new asphalt mixes. This work will be finalised during 2004-05.
- Use of RAP and recycled concrete in flexible pavement
  - RTA QA Specification 3071 (Selected Formation Material) was finalised. A trial was arranged and constructed on Reservoir Rd, Blacktown, using a blend of milled asphalt and recycled crushed concrete. An educational best practice note was written on RAP/crushed concrete blends and issued for comments. Additional work will involve reporting on findings from current projects and assessing new sites for trials.
- Use of recycled organic products
  - A research partnership has been established with DEC and a university to assess the performance of recycled organics in roadside landscaping.

## Appendix 04 (continued)

### ESTIMATED PURCHASING OF MATERIALS

The following table provides estimated quantities of materials purchased for construction and maintenance (data is not available for all construction and maintenance projects).

Material	Estimated total quantity purchased/used (tonnes)	Estimated total quantity purchased/used with recycled content (tonnes)	Comments
Landscaping materials	1400	1100	Based on areas reported as mulched and an assumed average mulch rate. It has been assumed that straw mulch does not contain recycled content and that hydromulch is 100% recycled content.
Concrete	374,000	High	Most concrete mixes include some recycled content, including fly ash. Fly ash represents about 2.5% of the total concrete mass, or estimated as about 9350 tonnes. Figures are only for concrete used within pavements. No other concrete uses are included.
Fill/VENM (virgin excavated natural materials)	4,700,000	Not available	At the time of reporting, information was not available on the recycled content of imported fill and VENM materials. It is hoped that the new reporting arrangements will provide this information for the next annual report. All four million tonnes of Fill/VENM imported to Westlink M7 came from other projects such as Parramatta Rail Link.
Asphalt	585,000	271,000	Assumed density of asphalt is 1.65 tonnes per m <sup>3</sup> .

### OFFICES

#### Avoidance

##### Motor registries

In conjunction with Canada Bay Council's Green Business Program, an innovative trial is being conducted by the RTA at Five Dock Motor Registry to investigate environmental improvements in business practices. RTA staff, site and facility management are involved in identifying energy, water and resource efficiency initiatives, as well as reducing waste and impacts on the local environment. Outcomes from the trial will be assessed to identify improvements that can be implemented for all RTA motor registries across the State. Initial staff and facility management response to the trial has been very positive.

##### RTA publications

A CD-ROM has been developed that contains 16 community language translations of Safe School Travel brochures, road safety excerpts for school newsletters and other materials that schools can use in their communications with parents. This allows schools to select and print materials in languages that are most relevant to their particular needs, avoiding large amounts of unnecessary paper usage.

##### Internet and intranet sites

The RTA was an early adopter of web technology and has established wide-ranging internet and intranet sites. The internet site provides public access to RTA publications in an electronic format, avoiding the need for a paper copy and a trip to the registry. Online services include renewal of vehicle registration, ordering of customised number plates, booking a licence test and an interactive practice test. Numerous information sources such as annual reports, annual environment reports, educational materials, safety brochures and environmental impact statements are also available on the website. The effectiveness of using the internet as a communications medium, avoiding resource use, is illustrated in the table at the bottom of the page. If customers choose not to print the downloaded documents, there is the potential to avoid tonnes of paper usage.

The RTA's intranet site is a key tool for internal RTA communications with document search, corporate news, phone directories and other information available online, reducing the need for paper documents. An improved intranet site has been completed to provide better internal communication.

### RTA PUBLICATION

### NUMBER OF DOWNLOADS – January to March 2004

Driver Knowledge Test Questions – Class C (Car) Licence	91,257
Road User Handbook	38,563
Driver Qualification Handbook	21,893
Hazard Perception Handbook	13,254
Driver Knowledge Test Questions – Class R (Motorcycle) Licence	8704
Total	173,671 downloads

### Reuse and recycling

New cleaning contracts have been rolled out in regional areas, and within half of the metropolitan area. The new contracts will also be applied to all remaining buildings before 2005. These contracts require cleaners to separate recyclables from the general waste stream wherever possible. This arrangement complements existing security bin collection systems for confidential paper within offices and motor registries.

#### Number plate recycling

The RTA oversees the production and destruction of vehicle number plates. As part of the contract for number plate manufacturing, the contractor is responsible for the collection and destruction of 'old' number plates. 169,400kg of number plates were collected for recycling during 2003-04, including 140,000kg of steel and 29,400kg of aluminium.

#### Toner recycling

The RTA has a collection service at the major Sydney offices which has collected 465 toners for remanufacture. An additional 871kg of toners were broken up and materials recycled. This arrangement is being considered for expansion to all major buildings.

#### RTA computer use

3175 leased personal computers and laptops were returned to the lessor company at the end of the lease cycle for resale overseas. Eighty-seven owned PCs/laptops were sent to auction. No other disposal methods were used during 2003-04.

### Purchase of recycled content materials

The majority of the RTA's office products were ordered through a single supply contract during the year. This allowed easy compilation of the majority of office consumable purchases for this report. However, consumables purchased directly from other equipment suppliers – such as toners ordered directly from printer suppliers – have not been included within the table at the bottom of the page.

#### Initiatives to increase recycled content

The use of recycled-content paper or toner cartridges was undertaken on a site-by-site basis during 2003-04. The percentage of recycled-content A3 and A4 paper purchased by the RTA increased from approximately 2 per cent in 2001-02 to 9 per cent in 2003-04.

A range of recycled, re-manufactured and environmentally sensitive products is available for purchase through the RTA's office-consumables supply contract. Fifteen per cent of office consumables purchased during the first half of 2004-05 are expected to be from this 'environmentally friendly' range.

### CONCLUSION

The RTA is progressing its efforts to:

- Increase purchases of recycled content construction/maintenance and office products, where economically and technically viable.
- Undertake R&D and guideline development to improve the ability of the RTA and others to maximise reuse of materials in construction/maintenance activities.
- Improve the management of excess office and construction/maintenance materials.

The RTA will report annually to the public on our success in promoting the efficient use, reuse and recycling of resources and the minimisation of waste.

### PURCHASE OF RECYCLED CONTENT MATERIALS

Office consumable	Total quantity purchased	Total quantity purchased with recycled content	Total quantity percentage with recycled content	Comments
Printing and publications paper	365.5 tonnes	21.2 tonnes	6%	
A4 paper	91,724 reams	8553 reams	9.3%	Includes: 8337 reams of 50% recycled content. 71 reams of 60% recycled content. 145 reams of 100% recycled content.
A3 paper	2819 reams	Not available	Not available	
Coloured paper	1866 items	0	0%	Coloured paper is not available with recycled content.
Diaries	4139 items	0	0%	Information is not available on recycled content.
A4 pads and notebooks	18,202 items	14	0.08%	
Toner cartridges	10,248 cartridges	4	0.04%	This includes fax, inkjet cartridges and printer ribbons.
Post-it Notes	31,657 items	1,271	4%	
Envelopes	124,840 items	86,362	69%	These do not include envelopes with RTA letterhead, which are included within 'Printing and publications paper' above.



## APPENDIX 05 // COMMITTEES AND SIGNIFICANT ADVISORY GROUPS

### ROADS AND TRAFFIC ADVISORY COUNCIL

Established under the *Transport Administration Act 1988*, the Roads and Traffic Advisory Council advises the RTA and the Minister on:

- The promotion of traffic safety.
- Improvements in the movement of traffic.
- Improvements in the movement of freight.
- Requirements of vehicle drivers.
- Requirements for roads and vehicles.
- Promotion of industrial development, primary production and tourism in relation to roads and traffic.
- Protection of the environment in relation to roads and traffic.
- Roads and traffic legislation.
- Any other matter relating to roads and traffic that the Council considers appropriate.

#### Membership

Membership of the Roads and Traffic Advisory Council is by appointment by the Minister for Roads and comprises representatives from various organisations. As at 30 June 2004, the council comprised:

- Councillor Allan Smith (Chair), representing the Local Government and Shires Associations.
- Mr. David Anderson, representing the road freight industry.
- Mr. Peter Steele, representing the NRMA Limited.
- Mr. Warrick Irvine, representing the Labour Council of New South Wales.
- Emeritus Professor Ron Huckstep, representing the medical profession.

There are also four ex-officio members:

- Chief Executive of the RTA.
- Director-General of the Department of Infrastructure, Planning and Natural Resources.
- Director-General of the Ministry of Transport.
- Commissioner of New South Wales Police Service.

During the year, Mr Bill Wallace retired after six years as the Chair of RTAC.

### GOVERNMENT AGENCIES ROAD SAFETY COUNCIL (GARS)

- Mr Paul Forward, RTA (Chair)
- Mr John Feneley, Attorney General's Department
- Chief Superintendent John Hartley, NSW Police
- Mr Bill Bellew, NSW Health
- Mr Kent Donaldson, Transport NSW
- Mr David Bowen, Motor Accidents Authority
- Mr Rob Randall, Department of Education and Training
- Mr Garry Payne, Department of Local Government
- Ms Catriona McComish, Department of Corrective Services
- Ms Jenny Thomas, NSW WorkCover
- Ms Gillian Calvert, Commission for Children and Young People
- Ms Cathy Craigie, NSW Department of Aboriginal Affairs
- Dr Soames Job, RTA

**Purpose:** The purpose of GARS is to lead, at executive level, partnering and the opening up of new synergies between agencies of the NSW Government in the pursuit of road safety objectives.

### RTA/POLICE LIAISON COMMITTEE

For Police: ■ Chief Superintendent John Hartley (alternate Chair)

- For RTA: ■ Mr Paul Forward (alternate Chair)
- Mr David Stuart-Watt
  - Mr Jim Peachman
  - Mr Chris Ford
  - Mr Paul Willoughby

**Purpose:** The RTA/Police Liaison Committee discusses road safety and traffic issues of a high-level policy or strategy nature. Its aim is to enhance the existing strategic partnership of these two key stakeholders in road safety and traffic matters.

### ROAD SAFETY TASK FORCE

- Mr Paul Forward, RTA (Chair)
- Mr Peter Steele, NRMA Ltd
- Mr David Bowen, Motor Accidents Authority
- Mr Les Tree, Ministry for Police
- Chief Superintendent John Hartley, NSW Police
- Professor Danny Cass, Children's Hospital Westmead
- Dr Jane Elkington, Health consultant
- Associate Professor Soames Job, University of Sydney (up to October 2003)
- Dr Julie Hatfield, University of New South Wales
- Mr John Mills, MP, Member for Wallsend

**Purpose:** The Road Safety Task Force was established by the Minister for Roads in January 2001 following an increase in fatalities in 2000, and especially a sharp increase in the Christmas/New Year period that year.

It was convened to bring individual views, experience, knowledge and skills from a group of road safety experts, and to make recommendations for improving the effectiveness of road safety interventions and initiatives to reduce the road toll over time.

### ROAD FREIGHT ADVISORY COUNCIL

- Mr Bob Angus, Chairman
- Mr Warrick Irvine, Transport Worker's Union
- Mr John Pierce, NatRoad Limited
- Mr Robert Gunning, Livestock Transporters Association of NSW
- Mr Alan Eipper, NSW Road Transport Association
- Mr John Morris, Australian Road Train Association
- Mr David George White, Warehousing/distribution operator
- John McNaught, Country-based operator
- Mr Peter Angus, Small fleet operator
- Mr Paul Forward, Chief Executive, RTA
- Mr Peter McMahan, RTA advisor

**Purpose:** The council provides a consultative forum for industry and Government to consider matters related to the development, coordination, planning and regulation and operation of road freight transport services in NSW.

### NSW BICYCLE ADVISORY COUNCIL

The Bicycle Advisory Council (BAC) was established to provide the RTA with advice and recommendations on all bicycle related matters; to facilitate all activities of the RTA which impinge on bicycling; to assist in the efficient coordination of effective programs to benefit cyclists throughout the public and private sectors; to facilitate but not necessarily undertake provisions for cyclists by all levels of government; to assist in the development and ongoing review of the RTA strategic plans for bicycles; and to provide an effective consultation forum for cyclist organisations and government.

The members of the Bicycle Advisory Council are:

- Local Government and Shires Associations
- Bicycle NSW
- Newcastle Cycleways Movement
- NSW Police
- RTA
- DIPNR
- Bicycle Industries Australia



## APPENDIX 06 // SENIOR EXECUTIVE PERFORMANCE STATEMENTS

**Name** Paul Forward  
**Position:** Chief Executive  
**Level:** SES 8  
**Period in the Position:** 2003-04  
**Total remuneration package:** \$342,000

Mr Forward provided positive and strategic leadership to the RTA in the development and delivery of key programs in the organisation's core business areas of road safety, road network infrastructure development and maintenance, road user management and traffic management. He continued to maintain a strong focus on the effective management of environmental issues.

Mr Forward led the development of initiatives by the RTA to address the challenges of road safety. Major road safety initiatives included convening the Country Road Safety Summit to address issues relating to the high incidence of country road fatalities, the introduction of zero blood alcohol limits for novice drivers and the trial of point-to-point speed cameras.

He led the development and maintenance of the State Road Network, focusing on strategic routes to meet the Government's economic and social objectives. Mr Forward oversaw the continuing development of key routes including the Pacific Highway, Great Western Highway and the Windsor/Old Windsor Roads projects with a number of major stages of the Great Western Highway and Windsor Road being opened to traffic during the year. Under his leadership construction commenced on two major private infrastructure projects, the Cross City Tunnel and the Westlink M7, and financial arrangements were finalised for the Lane Cove Tunnel.

He continued to lead the implementation of technological and other initiatives to improve the delivery of driver and vehicle services, including the enhancement of licensing and registration online services and the introduction of the revised Mobility Parking Scheme. Mr Forward also ensured that the RTA worked closely with other agencies such as the Department of Commerce to deliver a range of government services utilising RTA motor registries and supporting technology for customers in regional and rural areas.

He ensured continued emphasis on a rapid response to incidents on the road network and a cross agency co-ordinated approach on traffic arrangements for special events such as the Rugby World Cup. Under his leadership the RTA has begun the development of works to improve priority for buses on the strategic corridors identified by the Government's Review of Bus Services. The continued promotion of electronic tolling has resulted in increasing use. During the morning peak, over 60 per cent of vehicles on the Sydney Harbour Bridge and Tunnel now use electronic tags.

Mr Forward visited regional and metropolitan offices to personally explain the organisation's vision, mission and key priorities to staff and respond to issues raised by staff. He led the implementation of the RTA's Workforce Capability Plan 2003–2008, addressing key issues including future workforce needs, leadership and management capability and occupational health and safety.

Mr Forward continued to represent the Government's views at national forums such as the Standing Committee on Transport and Austroads. He continued to participate as a leading member of key co-ordinating bodies such as the Chief Executives Co-ordination Committee. Mr Forward also worked closely with other agencies such as the Ministry of Transport and the Department of Infrastructure Planning and Natural Resources in a whole-of-Government approach focussed on integrated transport and land-use planning in support of Government priorities.

**Name:** Chris Ford  
**Position:** Director, Traffic & Transport  
**Level:** SES 5  
**Period:** 2003-04  
**Total remuneration package:** \$216,920

Mr Ford has made a significant contribution to fulfilling the authority's role in managing traffic and transport and the achievement of associated outcomes. In 2003-04, Mr Ford has led significant improvements in network management.

The incident response and information systems of the Transport Management Centre have been further enhanced. Mr Ford's continued leadership has contributed to the success of traffic and transport arrangements of major events such as the Rugby World Cup at Sydney Olympic Park and other venues.

Mr Ford has directed the development of an enhanced version of the Sydney Coordinated Adaptive Traffic System (SCATS), which is used for traffic signal coordination. Continued growth in the use of SCATS by other Australian and overseas cities is evidence of its success. The next generation version of SCATS reached a major milestone with its deployment in June 2004 and this enables improved features to be introduced.

Mr Ford was a key contributor to the Government's Review of Bus Services. An outcome of the review was a focus on strategic bus corridors and identification has begun of options to provide priority for buses. Bus priority at traffic signals is a feature of the SCATS enhancement and a trial on Route 400 (Bondi Junction to Burwood), involving active bus priority at 51 traffic signal sites, has demonstrated its benefits. A camera-based monitoring system has been developed to reduce inappropriate usage of bus lanes.

Usage of electronic toll tags has increased rapidly since the flexibility was achieved of using a tag issued for any motorway, on all motorways. In the morning peak, two out of every three tolls on the Bridge and Tunnel were paid by tag. Mr Ford has directed programs to use this take-up of the technology, to improve the traffic flow through the toll plazas on the Sydney Harbour Bridge and Tunnel. The advantages make tag use even more attractive.

Through the development and application of an enhanced 'real-time' traffic modelling capability, Mr Ford has assisted in defining the scope and functional requirements of major works such as the Cross City Tunnel, Lane Cove Tunnel, Westlink M7 and M4 East and specifying the traffic arrangements and provision for public transport, bicycles and pedestrians, during and after construction.

Another aspect of making traffic flow more efficiently is making alternatives to the motor car, such as cycling and walking, more attractive. Program achievements in 2003-04 led by Mr Ford included continued expansion of the cycleway network, support for bicycle promotions such as the RTA Big Ride and Cycle Sydney and the further development of Pedestrian Access and Mobility Plans (PAMPs). PAMPs identify facilities to improve pedestrian mobility and safety. Pedestrian bridges were under construction at Leichhardt and East Gosford and were being designed for sites at Canterbury and Epping West.

Mr Ford also directed programs to maintain the condition of traffic facilities. Energy efficient LED displays for traffic signal lamps have been introduced and arrangements for the bulk replacement of existing high voltage lamps were being negotiated.

**Name:** Ulf Fraser  
**Position:** Director, Operations  
**Level:** SES 5  
**Period in the Position:** 2003–04  
**Total remuneration package:** \$219,850

Throughout the fifth year of activity of the Operations Directorate, Mr Fraser focused heavily on achievement of the increased financial performance targets set, improved OHS performance and on building an external works portfolio in Road Services and Fleet Services, in particular, to ensure cost effective delivery of products and services to RTA and external clients.

Under the leadership of Mr Fraser, RTA Operations successfully delivered works and services to the value of \$899 million and generated an amount of \$68 million. Allowing for the annual corporate management fee, this represented a financial result of \$33 million which was directed back into the RTA's programs. Some \$34 million was earned from external clients during 2003-04. These are the best financial results achieved since the formation of RTA Operations.

Road Services continued to operate successfully and earned \$553 million in income over the financial year, an increase of \$25 million over the previous year.

## Appendix 06 (continued)

The financial result achieved, \$38 million, was an increase of \$5 million compared to 2002–03. Some \$23 million was earned from external clients during 2003–04, an increase of \$1 million over the previous year. The diverse range of projects won included the South West Region and ACT bitumen sealing contracts, variable message/speed limit sign contracts in Melbourne, Brisbane, Mooloolaba and Sydney, reconstruction of the Old Illawarra Road/Bangor Bypass intersection, overtaking lanes south of West Wyalong on the Newell Highway, reconstruction and widening of the Sturt Highway at Gunderline Station, west of Narrandera, reconstruction and widening of the Lachlan Valley Way south of Cowra and various works for the Sydney Catchment Authority. The carriageway duplication works on the Pacific Highway at Halfway Creek, south of Grafton, were also completed during the year.

Fleet Services earned \$47 million during the year – an increase of \$3 million over the previous year. Income from external clients totalled \$6 million, the same as in 2002–03. The financial result achieved, \$8 million, was up \$2 million compared to the previous year.

Following introduction of the new WorkCover provisional liability scheme, there has been an average 23 per cent increase in the number of OHS claims across the public sector. In 2003–04 there was a 6 per cent decrease in lost time injuries across the RTA as a whole and a 7 per cent decrease across RTA Operations. All compensable workplace injuries across the RTA as a whole decreased by 14 per cent and across RTA Operations by 16 per cent.

Mr Fraser continued with his senior roles on the RTA's Single Bargaining Unit and Continuous Improvement Steering Committee involved in high-level industrial representations with the unions/staff associations throughout 2003–04 and several structural changes were successfully implemented during the year without any industrial disputations on this account. He also led one of the six self-assessment teams set up to undertake a capability review of the RTA's programme areas during the year.

Finally, Mr Fraser continued as an active member of the RTA's Audit Committee throughout the year as well as continuing his dual role as a director of ARRB, Transport Research Ltd and as the RTA's member representative. He was elected Chairman of ARRB in May 2004.

<b>Name:</b>	<b>Mike Hannon</b>
Position:	Director, Road Network Infrastructure
Level:	SES 6
Period in Position:	2003-04
Total Remuneration package:	\$247,100

Mr Hannon continued to focus on the RTA's strategic direction and Government priorities, overall management of the Road Network Infrastructure (RNI) programs and the implementation of the appropriate linkages between programs within RNI as well as with other directorates.

Mr Hannon led and managed the directorate's involvement in privately funded infrastructure (until the creation of Motorways Directorate in April 2004), achieving a number of key milestones during the year. Substantial construction work has progressed on the Westlink M7 Motorway and on the Cross City Tunnel (CCT). Financial close for Lane Cove Tunnel was accomplished in December 2003. Mr Hannon chaired the Senior Project Control Group, with membership comprising senior executives of the RTA, and senior management of the Cross City Motorway Pty Ltd and Westlink Consortia for the financing, construction, operation and maintenance of CCT and M7, respectively. Mr Hannon also chaired the Review Committee for these projects with membership from Treasury, Department of Transport and Regional Services, Department of Commerce and the RTA.

He developed and maintained strategic partnerships with the Minister's Office, Federal Government, contractors, consultants, industry associations and internal service providers. Mr Hannon led the negotiations with DoTaRS on implications of the Federal Government's AusLink proposal on RTA programs. Mr Hannon oversaw the management of the development of key road planning strategies to develop sustainable land use and transport solutions in consultation with Department of Infrastructure, Planning and Natural Resources, Department of Environment and Conservation and other transport agencies.

Mr Hannon also led and managed the Directorate's involvement in major projects such as Transitways, M4 East, F3 to Sydney Orbital Link, major works on the Pacific, Princes and the Great Western highways and on the Windsor program. Strategic project achievements under Mr Hannon's leadership include:

- Cowpasture Road: widening between North Liverpool Rd and Elizabeth Dr (Sep 03)
- Elizabeth Drive: between Cowpasture Road and Windsor Road (Sep 03)
- Great Western Highway: Linden Bends final stage (Aug 03) and Medlow Bath, Bellevue Cr to Cox Av (Dec 03)
- Western Distributor: widening between Kent St and King St (Oct 03)
- Windsor Road: Merriville Rd to Schofields Rd (Aug 03), Schofields Rd to Mile End Rd (Apr 04), Level Crossing Rd to Henry Rd (Apr 04), Curtis Rd to Pitt Town Rd (Apr 04)
- The Horsley Drive: Mimosa Rd to Lily St (Feb 04)
- F3 Freeway: widening from Hawkesbury River to Calga (Apr 04)
- Summerland Way: Macleans Bridge Realignment (Nov 03)
- Pacific Highway: Halfway Ck (Dec 03)

In addition Mr Hannon oversaw the successful completion of Environmental Impact Assessment for a number of key projects on the Pacific Highway, Great Western Highway and Windsor Road, as well as the North-West Bus Transitway Network.

Mr Hannon led the management of the \$787 million Infrastructure Maintenance Program to ensure the road infrastructure is maintained to meet acceptable standards. Major initiatives that continued under Mr Hannon's leadership include the directorate's involvement in the delivery of the asset renewal program, the Rebuilding Country Roads Program, completion of the Country Timber Bridge program to refurbish or replace 140 bridges, and the NSW Government Road Maintenance Reform Package.

Mr Hannon chaired the Maintenance Contracting Reference Committee, comprising representatives from the Local Government Shires Association, Institute of Public Works Engineers Australia, Municipal Employees Union and the RTA, managing the implementation of Single Invitation Contracts for State Roads Maintenance.

Mr Hannon continued to lead and manage the development of the RTA's urban design policy. Initiatives to promote this policy include publishing a 2004 update of the RTA's urban design guidelines document Beyond the Pavement on the RTA internet site and the RTA representation on the Year of the Built Environment Government Working Group. The RTA's urban design policy is widely applied on key projects such as Lawrence Hargrave Drive, and all motorways and Pacific Highway projects. Corridor urban design strategies are also being developed for Richmond Road, Cowpasture Road and the Pacific Highway on the Central Coast.

Under Mr Hannon's leadership improvements to contract management were accomplished by:

- Commencing the introduction of the Government-wide General Conditions of Contract (GC21) in the RTA, including amendments to model documents, updating of the Engineering Contracts Manual and training;
- Implementing the Lawrence Hargrave Drive Alliance to develop a solution to the re-opening of Lawrence Hargrave Drive whilst minimising risk to the road user; and
- Progressing tender and contract documentation for the following significant projects being delivered by the Design Construct and Maintenance model to ensure consistency of process and manage RTA's risk as well as the resolution of emerging issues:
  - Karuah Bypass
  - Bundacree Creek to Possum Brush
  - Karuah to Bulahdelah, Stage I
  - North West Transitway Network
  - Albury - Wodonga project
  - Brunswick Heads to Yelgun

**Name:** Sue Sinclair  
**Position:** Director, Road Safety, Licensing & Vehicle Management  
**Level:** SES 5  
**Period in the Position:** 2003-04  
**Total Remuneration Package:** \$219,850

Ms Sinclair led road safety, compliance and customer service strategies.

In implementing *Road Safety 2010*, Ms Sinclair worked closely with NSW Police to implement a program to extend the level of Police enforcement targeting speeding, drink-driving, fatigue and restraint use. There were eight Statewide operations conducted at key holiday and travel times.

Under Ms Sinclair's direction, a major road safety review of the Pacific Highway was undertaken. An additional \$19 million of State funding was allocated for road safety improvements to the highway, including provision of wire rope safety barriers, road widening, skid resistance and intersection improvements.

Ms Sinclair played a key role in ensuring the continued enhancement of the Fixed Digital Speed Camera (FDSC) program, consisting of 110 fixed speed camera sites located throughout NSW. This includes 13 speed camera sites currently being trialled within school zones. These cameras are being evaluated to measure their effectiveness in reducing the speed of motorists, particularly during 40km/h school zone times.

Under Ms Sinclair's direction, the RTA also commenced a trial of in-car digital speed cameras to target the problem of heavy vehicle speeding. In addition, the RTA commenced trials of new technology for point-to-point and bi-directional speed cameras.

Ms Sinclair supervised the development of an alcohol interlock program and its supporting legislation. The program, which commenced in September 2003, provides courts with a new rehabilitative option to use in the sentencing of drivers convicted of serious drink-driving offences. The courts ordered a total of 184 interlock orders by end June 2004. Ms Sinclair also directed the Statewide rollout of the Sober Driver Program, a whole-of-government educational option for repeat drink drive offenders.

Ms Sinclair supervised the successful implementation of the 50km/h default urban speed limit in NSW on 1 November 2003. Additional 40km/h zones were also implemented throughout NSW in areas with high pedestrian activity – a total of 11 towns and city centres now have 40km/h zones and associated traffic calming features.

Ms Sinclair directed the implementation of initiatives under the new Graduated Licensing System to improve the standard of driver development in NSW. The new Driver Qualification Test (DQT) was successfully implemented in all motor registries on 1 July 2003. The test uses touch screen computer technology to assess applicants' knowledge of safe driving practices and hazardous situations. Applicants must pass the test to progress to an unrestricted Class C licence. Ms Sinclair also introduced legislation that prohibits Learner and Provisional drivers from driving vehicles where any occupant is not in a seat and restrained by an approved restraint system.

Ms Sinclair played a key role in ensuring that the NSW position with respect to national road reform was developed and promoted. NSW contributed to heavy vehicle reform by progressing the implementation of national Compliance and Enforcement legislation that establishes nationally consistent enforcement powers; chain of responsibility provisions for off-road parties in the transport chain; and more options for courts to impose penalties that foster a culture of compliance within the heavy vehicle industry. Changes to the Heavy Vehicle Inspection Scheme were implemented in November 2003, including modifications to vehicle classifications subject to inspection under the scheme.

Under Ms Sinclair's leadership, the revised Mobility Parking Scheme (MPS) commenced in September 2003. The new scheme will reduce fraudulent use of MPS cards. It includes a new style card with security features (such as a hologram and photograph of the cardholder) and more stringent eligibility criteria.

Ms Sinclair led customer service programs to provide options for service delivery and improve the quality and speed of the services. A total of 92 per cent of customers rated motor registry services as 'good' or 'very good'.

Under Ms Sinclair's leadership, the motor registry network was further developed with new premises for the Lithgow registry, enhancements at Castle Hill and Penrith and the relocation of the Camden Registry to improved facilities at Narellan.

Ms Sinclair continued the RTA's successful management of the 67 Government Access Centres (GAC) in NSW. These one-stop shops provide people in rural and remote areas with access to services for eight Government departments and agencies and up to 27 different types of transactions. It is estimated that 93 per cent of the NSW population living in rural areas (outside the Newcastle-Sydney-Wollongong corridor or a major regional town) now have access to a GAC within an 80km radius.

The RTA Customer Call Centre in Newcastle continued to offer valuable support to customers. Operators answer enquiries and undertake a number of transactions for registration, licensing and e-toll services. The centre answered 3.5 million calls during the 2003-04 year (about 67,000 calls per week). The service helps to prepare customers to undertake transactions and therefore reduces waiting times for customers at registries.

Online services were enhanced during the year to increase the availability and useability of services and provide faster response times. Online services now comprise 2 per cent of total registration and licensing transactions.

Online sales of number plates continue to grow. The RTA introduced new options to meet customer demand. A total of four new colours were introduced to the range in September 2003. The e-Safety Check system to enable the electronic transfer of vehicle inspection reports (Pink Slips) was expanded to 800 Authorised Inspection Stations. The number of online registration renewals grew by over 40 per cent on the previous year.

Note: Ms Sinclair was seconded to Sydney Ferries from 5 April 2004 to 30 June 2004.

**Name:** Brett Skinner  
**Position:** Director, Finance  
**Level:** SES 6  
**Period in the Position:** 2003-04  
**Total Remuneration Package:** \$252,663

Mr Skinner successfully led the Finance Directorate during the year to deliver a range of significant projects and initiatives to consolidate and further improve the financial and commercial management of the RTA's resources.

Implementation of the RTA's approved Financial Framework continued during the period with the Finance Strategy Committee established in July 2003 and Financial Controllers appointed to core Directorates by December 2003. These initiatives contribute to the sound financial management of the RTA by establishing a strategic Executive focus for budget-related and other key financial management decisions and providing strong financial support and advice to core directorates.

Under Mr Skinner's direction, a new Financial Management reporting regime has been implemented with 'Flash' reports distributed to the Executive within two days of month end and draft monthly management reports available within six days of month end. These reports supply more focused management information and are provided significantly earlier than those previously provided.

In addition, a new budget and reporting framework, the Budget Management System (BMS), was developed and rolled out across the RTA for development of the 2004-05 budget. The BMS has been designed to improve the RTA's budget management processes at all levels across the organisation and will provide key financial information to the Finance Strategy Committee and the Executive.

Stage I of the review of the RTA's revenue and funding streams, undertaken under Mr Skinner's direction, was completed during the period. Data from the review was utilised in presentations to other key government agencies to demonstrate the financial drivers that affect delivery of our roads program.

Mr Skinner was involved in the provision of financial advice on private sector infrastructure proposals during the period which included a number of refinancing proposals. Advice on a number of business proposals was also

## Appendix 06 (continued)

provided which included Crashlab, special number plates, fees and charges review, SCATS and contractor business assessment, to name a few.

Mr Skinner contributed to the RTA's Executive leadership through his involvement on a range of Executive Steering Committees for significant RTA projects, including:

- Business Services Advisory Committee
- Business Improvement Steering Committee
- Operations Review Committee
- Procurement Strategy Committee
- RTA Capability Review Steering Committee

Under his direction, the Strategic Risk Management process to identify major strategic risks for the RTA has been developed and documented and initially implemented during the period. Further work on implementation will continue into 2004-05 as key positions are recruited. The Corruption Assurance Program has also been developed and fully implemented in Fleet Services.

A review, directed by Mr Skinner, was undertaken of the major components of the RTA land portfolio and has enabled better categorisation of our land holdings. A result of this allowed increased surplus land to be identified for increased sales in 2004-05 and future years.

This has been reflected in the development of a two year forward sales program to improve accuracy of financial forecasts with assessments made of timing, values and probability of realisation.

A significant focus has been maintained on identifying, implementing and protecting the RTA's commercial opportunities, with initiatives such as leasing advertising space on seven pedestrian bridges generating \$6 million over three years, investigating retail development potential for northern approaches to the Sydney Harbour Bridge and working with Landcom to review a number of RTA sites for residential/commercial development potential versus sales potential. Overall for the year, surplus property sales amounted to \$26.8 million and rental income of \$15 million was generated.

**Name:** David Stuart-Watt  
**Position:** Director, Client Services  
**Level:** SES 5  
**Period in Position:** 2003-04  
**Total Remuneration Package:** \$219,850

Mr Stuart-Watt's major focus for this period has been on managing the delivery of client programs and projects and providing value for money. Under Mr Stuart-Watt's leadership, the core programs of road development, road maintenance, road safety and traffic management, amounting to \$1.9 billion, were delivered to meet community needs across the State.

Mr Stuart-Watt has led significant improvements in process enhancements and managed the integration of programs at the local level. Mr Stuart-Watt has actively promoted the development of staff skills.

Significant accomplishments for Mr Stuart-Watt include awarding the \$42 million contract for the new crossing of the Murray River at Euston/Robinvale; invitation of tenders for the Albury/Wodonga National Highway; excellent progression on the North Kiama Bypass; completion of the Windsor Road concept development; opening of the 3.4km Halfway Creek Deviation; awarding two Design, Construct and Maintain contracts for Pacific Highway projects; starting work on the Westlink M7 and the opening to traffic of the F3 widening ahead of schedule.

Other achievements include the Statewide implementation of the electronic tendering system for procurement of construction contracts which has improved quality and consistency of documentation and brought about a greater efficiency and reliability in tender communications; the continuous improvement of the Project Management System (PM2.1s) and the development of an updated Project Management Guide.

The Road Safety Program continued to deliver programs that contribute to the reduction of fatalities and injuries through refinement of Police operations across the State including Westroads, Southroads, Westsafe, Northroads

and RoadSafe; coordination and management of the Federal black spot program; logistical support for the speed camera program; project management of the 40km/h school safety program and delivery of road safety audits and crash investigations; and successful coordination of the 40km/h High Pedestrian Activity Program across councils in Sydney. The country fixed speed camera program and the Pacific Highway Road Safety Strategy were successfully implemented. The Snow and Ice Warning system on the Great Western Highway, east of Bathurst was operationalised.

Mr Stuart-Watt has successfully maintained the operation of 110 fixed digital speed cameras, and has introduced bi-directional and variable speed limit enforcement technology in tunnel and school zone locations for the first time anywhere in the world.

Mr Stuart-Watt has strengthened partnerships with Local Government and has maintained a close working relationship with the Police throughout the State. Mr Stuart-Watt has chaired the State Road Authorities Project Management Executive and represented the RTA on the executive of the Australian Road Federation.

### RTA SENIOR EXECUTIVE SERVICE PROFILE OF POSITIONS

SES Level	No. of positions		
	in the current year	2002-03	2001-02
CEO under S.11A#	1	1	1
Level 6	2	2	2
Level 5	4	4	4
Level 4	8	7	7
Level 3	15	14	14
Level 2	14	16	14
Level 1	0	0	1
Other	0	0	1
<b>Total</b>	<b>44</b>	<b>44</b>	<b>44</b>

# CEO position is listed under S.11A *Statutory and Other Officers Remuneration Act 1975*.

Note: Number of positions occupied by women in the current year is three. The number of positions occupied by women in the previous year was also three.

## APPENDIX 07 // CONTROL MANAGEMENT SERVICES

The primary objective of the RTA's Control Management Services (CMS) Branch is to provide a reasonable level of assurance to the Chief Executive and senior management that the operations of the RTA exist in an appropriately controlled environment.

To achieve this, CMS coordinates and integrates a range of functions including internal audit, investigations and a variety of risk management initiatives.

When these functions are performed well, the CE and senior management are provided with the support and advice they need to meet the greater levels of accountability required to properly manage the RTA's operations.

### INTERNAL AUDIT

The internal audit function has four sections.

#### The audit of the Licensing and Vehicle Management business

A major focus of the current year was a review of an operational risk management process implemented in this area. The review examined the development and implementation of a suite of registry information and control reports.

#### IT audit

IT audit focused on general IT Audits, IT security and e-commerce audits and an IT Risk Assessment Facilitation Service. General IT audits cover systems being purchased and installed within the RTA, systems under development and systems in production. IT security and e-commerce audit focuses on operating systems (access and permissions security, audits of systems under development or purchased with e-commerce application and audits of business continuity plans). IT audit also facilitates risk assessment for new IT system purchases and developments.

#### Other financial and operational aspects

This includes the RTA's support functions (such as finance and human resources) and the Road Safety and Traffic and Transport businesses. While the audit's main focus was to identify major operational risks and ensure that they were being properly controlled, compliance with RTA policies and procedures was also reviewed.

A range of systems, activities and asset categories identified as high risk were targeted during the year and major reviews included:

- Cash management.
- Inventory management.
- Accounts receivable.
- Salaries payroll.
- Accounts payable.
- Superannuation administration.
- Drink driving program.
- Enhanced enforcement program.
- E-toll administration.
- Administrative support functions conducted by a number of regional administration centres.

#### Engineering audit

Engineering audit undertook system and project-based reviews of activities in Road Network Infrastructure, Traffic and Transport, Client Services and Operations directorates. These reviews assessed the appropriateness, effectiveness, compliance and efficiency of delivery. In consultation with line management and the Project Management Office, the audits have identified significant opportunities for improvement to current practices.

Some major reviews completed included:

#### System audits

- Follow up of recommendations from the Ministerial Inquiry into Management of Contractors Health and Safety on RTA Construction Projects.
- Bridge Information System.
- Traffic Management Policy and Guidelines.

#### Compliance audits:

- Project Management Scope and Costs.
- Regional Block Grant Agreement.

### INVESTIGATIONS

The Investigation Section has two units: internal investigation and external fraud.

The Internal Investigation Unit assesses reported allegations of corruption committed by staff members. Where appropriate, matters are investigated and outcomes forwarded to RTA senior management to consider whether disciplinary action is required. Recommendations are made to line management to address any weaknesses or areas of concern relating to policies, procedures or controls highlighted by the investigations.

The External Fraud Unit addresses allegations of external fraud (fraud committed by members of the public) which impact the Licensing and Vehicle Management business. Outcomes from these matters are primarily referred to the NSW Police for investigation and prosecution and, as appropriate, to RTA senior management to address any policy, procedure and control issues identified by the investigations.

This unit also addresses matters referred by law enforcement agencies (such as identity fraud and motor vehicle rebirthing).

### CORRUPTION RISK MANAGEMENT

The Corruption Risk Management Section focuses on minimising the risk of corrupt activity by RTA staff. Highlights of its activities during the year included:

- The development and piloting of a corruption risk assurance program directed at strengthening the direct control of corruption risks by line management in RTA businesses/functions. Development and implementation of this strategy is ongoing. Feedback from staff involved in the pilot was very positive.
- Conducting seminars with new and existing staff as part of induction and at other appropriate times. These seminars reinforce the corruption resistant culture of the RTA.
- The provision of corruption risk related information through the RTA's intranet and quarterly updates to staff.
- Providing advice to staff and management on a broad range of corruption risk, ethical, probity and policy issues.

### RISK MANAGEMENT

To facilitate their management, risks inherent in the operations of the RTA are identified and broken down into two categories: Organisational Strategic and Business.

While responsibility for the identification and management of these risks lies with the appropriate level of RTA management, CMS provides a range of services to assist them in this task.

In regard to Organisational Strategic risks, CMS has developed and implemented a framework to monitor and report to executive management on how these risks are being managed.

In regard to Business risks CMS is working with the owners of the RTA's businesses/functions to identify major strategic and operational risks and establish a control environment to address these risks.



APPENDIX 08 // RISK MANAGEMENT

INSURANCE PROGRAM

Principal Arranged Insurance

In October 2001 the RTA arranged, via its insurance broker, a Principal Arranged Insurance program (for works and third party liability) for all construction and maintenance related contracts. The program covers the RTA, its contractors and their sub-contracts.

Treasury Managed Fund

The RTA has insurance cover through the Treasury Managed Fund, operated by the NSW Treasury, which includes workers' compensation, motor vehicle accident, property damage, legal liability and miscellaneous (including fidelity guarantee and travel) insurance covers.

WORKERS' COMPENSATION

Frequency of claims has decreased from the level of 10 per 100 employees in 1999-2000. The incident rate rose marginally to 9.9 in 2002-03 from the five-year low of 8.7 in 2003-04. Based on current estimates and projections of claim costs, there is a continuing reduction in premium costs. This is because the RTA is expecting rebate on the deposit premiums paid in 2000-01 which have not been included in the attached graphs. This excellent outcome results from the commitment of RTA management and staff to improve workplace safety.

MOTOR VEHICLE

The number of claims per 100 vehicles has fallen from 14.3 in 1999-2000 to a low of 10 in 2002-03. The number of claims per 100 vehicles has increased by 10 per cent for the 2003-04 year, compared to 2002-03.

PROPERTY

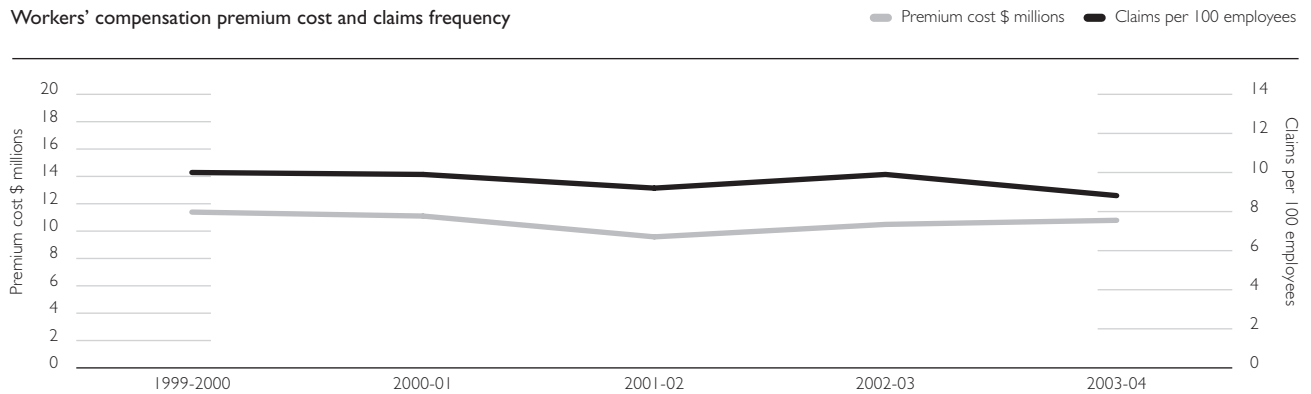
The 2003-04 premium increased by 15 per cent compared to 2002-03. This increase is mainly due to an increase in a number of bridge claims caused by third parties and an increase in the asset values in the cover provided through the Treasury Managed Fund.

LIABILITY INSURANCE PREMIUM

The 2003-04 premium increased by 40 per cent compared to 2002-03. The Treasury Managed Fund reinsurance cost increased by 27 per cent compared to 2002/03. RTA small claims (<\$250K) increased by 17 per cent and large claims increased by 27 per cent compared to 2002-03. Claim costs and premiums are expected to level out this year.

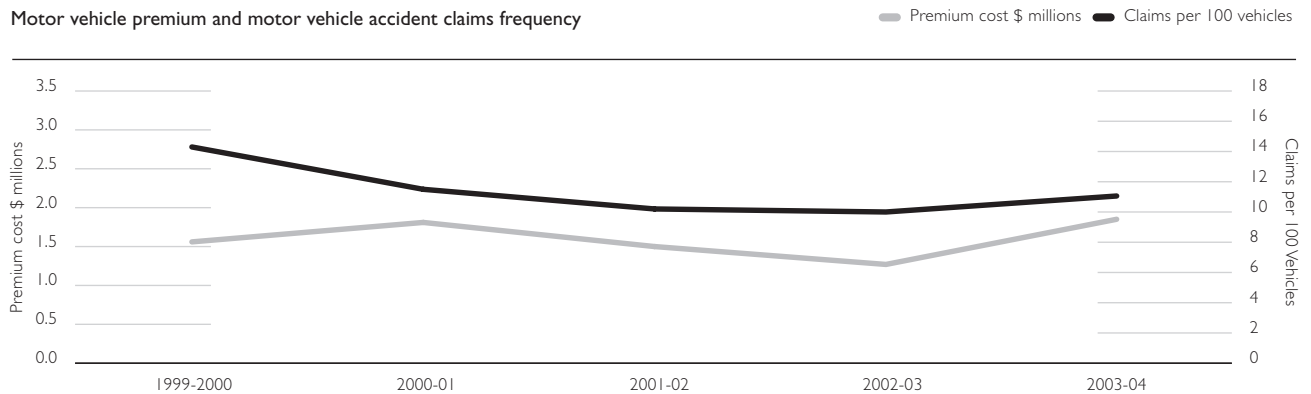
Note: In relation to all the above Treasury Managed Fund insurances, premium costs are expressed as constant 2003-04 dollars using Sydney CPI.

Workers' compensation premium cost and claims frequency

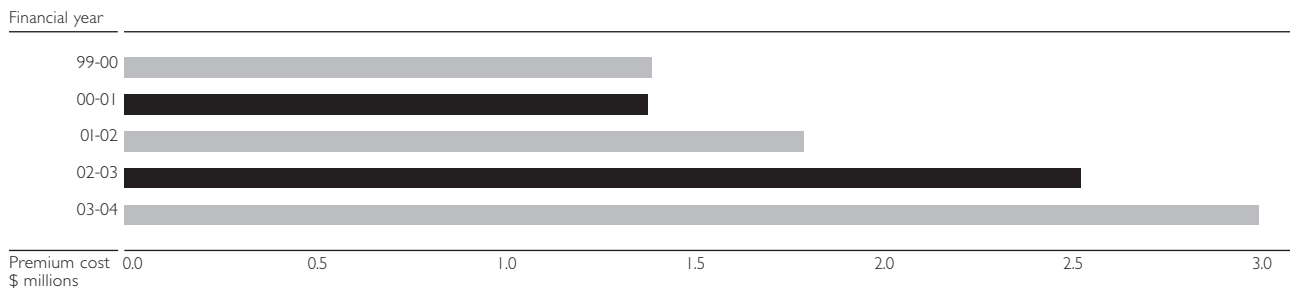
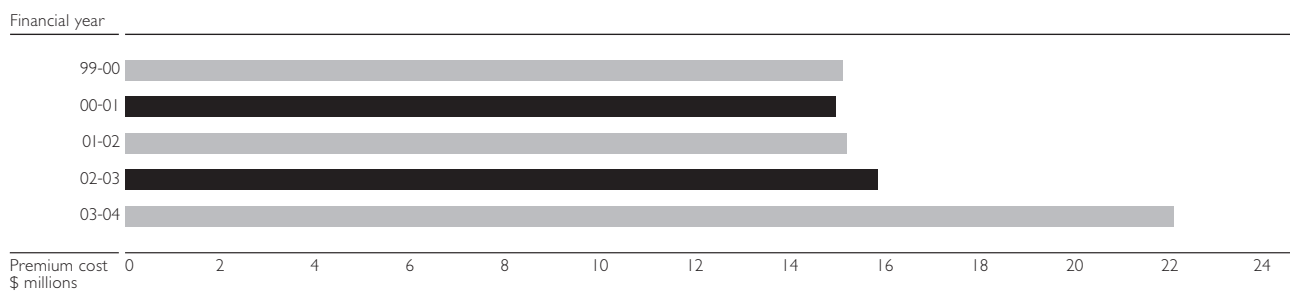


Note: - 2000-01, 2001-02 & 2002-03 premium cost is the initial premium deposit paid.

Motor vehicle premium and motor vehicle accident claims frequency



Note: - 2003-04 premium is an estimate based on claims incurred.

**Property premium cost****Liability insurance premium cost****APPENDIX 09 // CODE OF CONDUCT AND ETHICS**

The RTA's Code of Conduct and Ethics was revised and re-issued in a more concise format. The code sets out the ethical principles and professional standards that RTA staff are expected to adopt. In line with statutory requirements, the complete code is reprinted here.

**INTRODUCTION**

The RTA Code of Conduct and Ethics sets out the ethical principles and professional standards of conduct that you are expected to adopt in the course of your employment with the RTA and in the performance of your duties. The Code is not intended to be a comprehensive set of rules but rather a set of principles that will form an ethical framework for your conduct and behaviour in the workplace.

It provides guidance on how to:

- Carry out your duties in a lawful and ethical way.
- Interact with other RTA staff and members of the public in a fair and courteous manner.

The key principles that all RTA staff, as public sector employees, should aspire to are:

- Serving public above private interests.
- Accountability.
- Leadership.
- Openness and objectivity.
- Honesty.
- Courage.

All RTA permanent, temporary and casual staff are required to comply with the RTA Code of Conduct and Ethics and approved RTA policies. If you have any concern or are uncertain about your own responsibilities or the lawfulness or appropriateness of an RTA policy, practice or direction you should discuss your concern with a more senior member of staff. Alternatively, you can call the RTA Ethics Hotline on 1800 043 642 for a confidential discussion.

While your concern is being handled you should, as far as practical, comply with the policy or practice in question, unless it would be unsafe to do so.

At the conclusion of the Code is a list of policies that cover specific areas addressed within this Code. These policies expand on your responsibilities, provide further information and contain guidelines and procedures for dealing with matters covered within this Code.

**PERSONAL RESPONSIBILITIES**

You must act in a way that promotes public trust and confidence in the integrity of the RTA's operations and administration. You need to be aware that the reputation of the RTA can be affected by your actions when at work, and, in certain circumstances, by your conduct outside the workplace where there is an impact on your duties or on the RTA.

This means you are required to:

- Behave in a lawful manner and comply with any relevant legislative, industrial and administrative requirements.
- Conduct yourself in a professional and ethical manner at all times while at work and not bring the RTA into disrepute.
- Be prepared to take personal responsibility and be accountable for your own conduct, actions and omissions.
- Act within your delegated authority and in accordance with approved RTA policies and procedures.
- Co-operate with and obey lawful requests, directions or instructions given to you in the course of your employment by any person having the authority to do so.
- Keep up to date with advances and changes in your area of expertise and in the RTA in general.
- Disclose to your manager or supervisor any charge or conviction, that may adversely affect your capacity to carry out your duties (e.g. loss of driver's licence).
- Report behaviour that breaches RTA policy.

The RTA has a responsibility to bring to your attention the relevant policies and procedures that you are required to comply with and you have a responsibility to familiarise yourself with them and to co-operate in implementing them. You also have a responsibility to make appropriate enquiries on your own behalf where you are unsure about actions you can take.

## Appendix 09 (continued)

### MANAGER AND SUPERVISOR RESPONSIBILITIES

An essential function of all managers and supervisors is the fair and effective management of staff under their supervision. If you are a manager or supervisor you are expected to model high standards of ethical conduct in your own behaviour and lead by example.

- Be accountable for the actions or omissions of yourself and your staff particularly where those acts or omissions are sufficiently serious, repeated or widespread enough that you should have been aware of and corrected them.
- Be fully informed on the matters you deal with.
- Record and give reasons for your decisions and actions to those people who are affected.
- Ensure appropriate procedures and practices are established in your area, complied with, and regularly reviewed.
- Ensure your staff are informed of their duties and responsibilities, and receive adequate information, instruction and training to perform them effectively, efficiently and safely.
- Inform staff of the performance standards and results expected and provide your staff with constructive feedback on their performance.
- Share information with your staff and encourage open communication and staff participation in the business of the workplace through individual and team consultation.
- Make sure the workplace is free from all forms of harassment, discrimination and workplace bullying and resolve workplace disputes and grievances in a fair and timely manner.
- Treat your staff courteously and fairly and consider different views.
- Promote and acknowledge excellence and innovation and deal fairly and effectively with instances of under-performance.
- Ensure work practices take account of the diversity of staff members and customers including those from different ethnic backgrounds and those with a disability.
- Ensure adequate supervision so all tasks are developed, performed and completed safely and with regard to the safety of others.

### WORKING ETHICALLY

No matter what position you hold in the RTA, you make decisions and take actions every day while performing your work and when dealing with other staff and members of the public. How do you know if your decision or action is an appropriate one?

Regardless of the type of decision or action, you should ask yourself if you could say "YES" to all of the following questions:

- Is the decision or action lawful?
- Is the decision or action consistent with Government policy and approved RTA policies or procedures?
- Will the decision be made honestly, fairly and impartially?
- Has only relevant information been taken into account?
- Has the effect of the decision or action on others been given careful consideration?
- Can the decision or action be justified in terms of the public interest and would it withstand RTA and public scrutiny?
- Has the potential for a conflict of interest or private gain at public expense been addressed?

If you answer "NO" to one or more of the above questions you need to discuss and resolve the issues with your manager or other appropriate person in the RTA before taking the decision or action.

### RESPONSIBILITY TO THE GOVERNMENT AND PEOPLE OF NSW

The people of NSW elect the NSW Government to put into practice the policies the people believe to be in the best interests of the wider community. As a member of the community you have a right to enter into public debate on political and social issues, however, consistent with your employment in the NSW public sector you are required to:

- Implement the policies and decisions of the Government of the day in an impartial, efficient and effective manner.
- Provide impartial and accurate advice.
- Put the interests of the public above your personal interests or the interests of another individual or group.
- Ensure that any participation in party political activities does not conflict with your RTA duties.
- Ensure there is no likelihood that your comment on public issues could be interpreted as being official RTA comment made in your capacity as a staff member, unless you are authorised to make such public comment.
- Direct all media enquiries to the Director, Communications and Corporate Relations and do not speak to the media without prior and written authorisation.
- Observe any requirements to resign or take leave if standing for election to State or Federal Parliament.

### CORRUPT CONDUCT AND UNLAWFUL CONDUCT

Corrupt or unlawful conduct by a staff member in the course of their duties is not acceptable and will not be tolerated. Corrupt conduct includes any dishonest or improper use of position or information or a breach of public trust by a staff member. Corrupt conduct also includes any action by a member of the public to influence you to act corruptly when carrying out your duties. Certain types of corrupt conduct may amount to a breach of NSW or Commonwealth law and may be referred to the Police for investigation.

Corrupt and unlawful conduct in the course of employment may include, but is not limited to:

- Theft and misappropriation of RTA material or financial resources.
- Offering or accepting bribes, commissions or secret payments.
- Accepting a gift or benefit that is intended to, or is likely to cause you to act in a partial manner.
- Fraudulent or criminal conduct.
- Forgery, and making false or fraudulent claims.
- Misuse or unauthorised disclosure of information or material owned, held or maintained by the RTA.
- Wilful or negligent damage to RTA or other resources.
- Discriminatory behaviour.
- Assault or other forms of unlawful violence against a person.

All staff have an obligation to report any suspected corrupt conduct, maladministration and serious and substantial waste of public resources. Reports may be made to your manager or supervisor; your Director or other senior manager; the General Manager Control Management Services, or the Chief Executive. The RTA operates an Ethics Hotline (Free Call 1800-043-642) where reports can be made confidentially. Reports may also be made to external bodies such as the Independent Commission Against Corruption (corruption), the Ombudsman (maladministration) or the Auditor-General (waste of public resources).

The RTA will support you, if you:

- Report any suspected wrongdoing in accordance with the above reporting system.
- Deal properly and quickly with reports you receive of suspected wrongdoing.

The *Protected Disclosures Act 1994 (NSW)* affords protection against victimisation or discrimination to people who report suspected corrupt conduct to one of the persons or agencies specified above. The RTA may take disciplinary action against any staff member found to have taken detrimental action against a person making a report of suspected corrupt conduct.

### CONFLICT OF INTEREST

A conflict of interest exists when it is likely that a staff member could be influenced, or may appear to be influenced, by a personal interest (financial or otherwise) in carrying out their RTA duties. A conflict of interest that leads to partial or biased decisions may constitute corrupt conduct.



Some related interests that may give rise to a conflict of interest include:

- Where you have a financial interest or you are aware that a family member, relative, friend or associate has a financial interest in a matter you deal with or the RTA deals with.
- Personal relationships with the people you or the RTA deals with that go beyond the level of a professional working relationship.
- Secondary employment that conflicts with your duties or the work of the RTA.
- Party political activities or making adverse public comments that relate to RTA work or affect your capacity to undertake your duties effectively and in an impartial way.
- Misusing your position to secure future employment advantages outside the RTA.

You may often be the only person aware of the potential for conflict. To ensure that your honesty and integrity is not questioned, it is your responsibility to:

- Recognise and disclose any actual or potential conflict of interest to your immediate manager or other senior staff member.
- Take appropriate steps to resolve the conflict of interest in accordance with policy and prior to engaging in the affected work.
- Seek approval from your Director prior to embarking on any proposed private employment, while giving employment with the RTA primary consideration.
- Not misuse your position or make decisions that may, or may appear to, obtain a benefit of any kind for yourself, family members, relatives, close friends or associates.

If you are uncertain whether a conflict exists, you should discuss the matter with your manager:

#### RESPECT FOR PEOPLE

The RTA is committed to creating an environment where staff members can enjoy rewarding and fulfilling professional working relationships with each other and where differences are respected. Administrative decisions are to be based on sound management principles and on respect for people.

As a member of staff, or as a manager or supervisor, you are required to:

- Treat other staff, customers or members of the public fairly and with courtesy and respect.
- Not discriminate against, harass, intimidate, bully or threaten other staff or members of the public.
- Not give preferred treatment or favours to certain staff, customers or members of the public compared to other staff, customers or members of the public.
- Commit to resolving personal or work-related disputes or differences in a constructive and co-operative manner.
- Not use the internet or email to access, create, store or distribute offensive documents or images including material that may be discriminatory, harassing, offensive or pornographic. Any inappropriate email inadvertently opened by you should be deleted or reported immediately.
- Be sensitive to and respect the culture of the indigenous community of Australia.
- Be sensitive to and respect the diverse ethnic and cultural background of staff, customers and the public.
- Report to an appropriate person instances of intimidation, bullying, discrimination or harassment that come to your attention.

Harassment or discrimination on the grounds of sex, marital status, pregnancy, age, race, ethnic or national origin, carers' responsibility, physical or intellectual impairment, transgender status, or homosexuality may be an offence under the *Anti-Discrimination Act 1977*. In addition, staff must not harass or discriminate against others on the grounds of political or religious conviction.

Instances of harassment, discrimination or workplace bullying that come to your attention should be reported to your manager or other senior manager. All such reports must also be referred to the General Manager; Human Resources.

#### CUSTOMER SERVICE

The people of NSW and other RTA staff have a legitimate expectation that the service they receive from RTA staff is of the highest standard that can be achieved with the available resources. In order to achieve a high level of customer service, the RTA, and you as an individual, are required to:

- Deliver services in the most efficient and timely way.
- Strive to improve standards of service.
- Treat customers with respect, fairness and courtesy.
- Listen to and understand what the customer wants and give them an opportunity to express their opinion.
- Provide clear and accurate information and advice that is up to date and complete.
- Explain why, if you cannot provide the service requested, and where possible, enquire if the service can be provided in future.
- Respond to customer complaints sensitively, appropriately and without undue delay.

#### WORKING EFFICIENTLY

The RTA is entrusted with managing substantial public financial and material resources by the Government of the day for the benefit of the people of New South Wales.

It is the responsibility of all staff, whether involved in the planning or carrying out of work to:

- Ensure that your work is performed in an efficient, economical and effective manner and to a standard acceptable to the RTA.
- Be conscientious in carrying out your duties and make the most productive use of your time while on duty.
- Work co-operatively and effectively within a team environment.
- Look for ways to improve the way work is performed and services are delivered.
- Ensure value for money is provided in all RTA activities including services provided by or purchased from other public and private sector organisations.
- Avoid waste in the use of RTA financial, material and human resources.
- Use RTA resources efficiently and effectively and for official purposes only, unless personal use is approved within policy guidelines.

#### OFFICIAL AND PERSONAL INFORMATION

All staff members must take care to maintain the integrity and security of RTA records and information including personal information concerning staff and members of the public held by the RTA.

As a general rule, you may only disclose RTA information or records that are normally given to members of the public seeking that information.

You may only disclose other RTA information or records:

- Where your duties require you to do so.
- When proper authority has been given.
- When required or authorised to do so by law.
- When called to give evidence in court.

In respect of personal information, you are required to:

- Only collect personal information for a lawful and authorized purpose and where it is required as part of the exercise of your duties.
- Only use personal information for the purpose for which it is collected or held, unless authorized to do otherwise.
- Not access or disclose or allow others to access personal information without proper authority.
- Not alter personal information held by RTA without authorisation.

Misuse of official information is specifically included in the definition of corrupt conduct in the *Independent Commission Against Corruption Act 1988*. The corrupt use or disclosure of personal information that an RTA staff member has access to in the exercise of their duties is an offence under the *Privacy and Personal Information Protection Act 1998*.

## Appendix 09 (continued)

### ENVIRONMENTAL AWARENESS

The RTA is committed to respecting the built and natural environment in the planning, design, construction and maintenance of the physical infrastructure it provides and for which it is responsible.

To ensure that RTA activities are consistent with ecologically sustainable development you are required to:

- Respect and comply with all relevant environmental legislation, regulations and Government policies.
- Adhere to all approved environmental guidelines and standards applicable to your area of work.
- Minimise pollution and environmental impacts as a result of RTA activities.
- Where appropriate, involve the community in planning and implementation decisions.
- Be responsive to and take seriously the environmental issues expressed by the public and interested or affected parties.

### WORKPLACE SAFETY

The *Occupational Health and Safety Act 2000* and Regulations impose obligations on the RTA to provide a safe workplace for its staff and other persons who may visit RTA premises and work sites. Equally, the Act imposes an obligation on all staff to take reasonable care of other persons at the workplace and to co-operate with the implementation of safe systems of work.

To ensure a safe workplace you are required to:

- Follow all safety instructions and approved safe methods of work, including the wearing of safety clothing and equipment provided to you.
- Be familiar with and follow policies and procedures for the safety and security of staff, customers and RTA premises, plant and equipment.
- Report any unsafe work practices or situations with potential to harm or injure staff or members of the public.
- Take swift and appropriate action, to the best of your ability and expertise, to protect and ensure the safety of staff and the public in the event of an accident or incident.
- Take reasonable care for the health and safety of people at an RTA place of work who may be affected by your conduct.
- Ensure you are not impaired by drugs or alcohol while at work or while carrying out your duties.
- Participate, when required, in workplace health and safety consultation and training.
- Assist in identifying risks at work and eliminating or controlling risks where requested to do so.
- Not damage or destroy any information, materials, plant or equipment that are designed to ensure safety in the workplace.

The RTA also has reporting obligations under Occupational Health and Safety legislation. Where an accident has occurred at work or on RTA premises, the RTA must report the incident to the WorkCover Authority.

As a consequence, you are required to:

- Report any accidents or injuries at work in accordance with approved procedures.
- Direct any enquiries relating to incidents at work or on RTA premises to your supervisor or manager.

### ROAD SAFETY

The RTA has a primary responsibility for implementing the Government's *Road Safety 2010* program. You can contribute to the safety on our roads by:

- Driving RTA vehicles and operating RTA plant safely, in accordance with the law and the RTA Safe Driving Policy.
- Not driving RTA vehicles and operating RTA plant while impaired by drugs or alcohol, including prescribed or patented medicines.
- Where required, ensuring that appropriate traffic control plans and other road safety procedures and protocols are established and followed on RTA roadwork sites.

### BREACHES OF POLICY

Breaches of the Code of Conduct and Ethics or approved RTA policies and practices may result in disciplinary action being taken, up to and including dismissal.

This Code does not affect your rights as an employee under common law, relevant legislation, and industrial awards and agreements.

### RELATED POLICIES

The policies listed below provide further information on, and procedures for dealing with, the issues addressed in this Code. These policies and the Code of Conduct and Ethics can be accessed from the Ethics site on the RTA intranet home page.

- Corrupt Conduct and Maladministration.
- Bribes, Gifts and Other Benefits.
- Conflict of Interest.
- Secondary Employment.
- Harassment, Discrimination and Workplace Bullying.
- Grievance Resolution.
- Private Use of RTA Resources.
- Use of Internet and Email.
- Protection of Personal Information and Official Records.
- Community and Political Participation.
- Safe Driving.

## APPENDIX 10 // INDUSTRIAL RELATIONS

### Awards/enterprise agreements

All industrial instruments covering salaried and wages staff in the RTA are due for renegotiation in 2004-05.

### Communication and consultation

An agreed consultative process with all unions was implemented in 2003-04. This includes both ongoing and issue-based forums and committees.

### Movements in salaries, wages and allowances

All staff received a 5 per cent increase in salaries and wages from the first full pay period after 1 July 2003.

### Industrial relations policies and practices

The Wages Classification Structure project is in the final stage of implementation. Training needs for individual staff have been identified through Personal Development Plans. It is estimated that by the end of 2004-05 all training needs will be addressed and the project completed.

A new Grading and Salary Structure was introduced for Professional Engineers. The new structure is aligned with the Unified Salary Scale and the grades are based on a set of descriptions that appropriately describe the requirements for each grade of Engineer.

### Industrial Relations Commission

Five dispute notifications were lodged with the Industrial Relations Commission of NSW. Four were withdrawn, one was settled in conciliation and one remains outstanding.

Three unfair dismissals were lodged. One was withdrawn by the applicant before hearing and two are pending.

### GREAT APPEALS

#### Promotional

Eighteen promotional appeals were lodged with the Government and Related Employees Appeal Tribunal (GREAT). Three appeals were withdrawn, 14 were dismissed and one decision is pending.

#### Disciplinary

No disciplinary matters were heard before GREAT.

#### Reinstatement applications

No reinstatement applications were heard before GREAT.

### STAFF NUMBERS 2000-01 to 2003-04

Year	Salaried staff	Wages Staff	Casual Staff	Total Staff
2000-01	4489	1780	195	6464
2001-02	4685	1647	155	6487
2002-03	4797	1629	92	6518
2003-04	5225	1636	46	6907*

The RTA employs part-time, full time and casual staff.

\* From 2003-04 the equivalent full-time (EFT) count now includes additional time worked by part-time motor registry staff. There has been no increase in head count in this inclusion. The inclusion has had a major impact on overall EFT numbers.

## APPENDIX 11 // OHS POLICY AND COMMITMENT STATEMENT

The RTA Occupational Health and Safety (OHS) Policy statement is reviewed annually and displayed prominently throughout RTA workplaces. The statement commits the RTA to developing a safety culture based on ongoing communication and awareness raising, active reporting of hazards and incidents, continuous learning from experience and flexible decision-making in managing workplace risks.

The RTA OHS Strategic Plan sets priorities for:

1. Strengthening the foundations of the RTA's OHS management through:
  - Monitoring and reporting of performance to facilitate targeting of initiatives and resources.
  - Consultative arrangements to allow participation in decision-making impacting on health and safety.
  - Systematic management of OHS in accordance with RTA standards and specifications.
2. Establishing drivers for OHS improvement through:
  - Processes to identify and eliminate or minimise risk.
  - Systems of inspection and audit.
  - Targets for injury prevention and management.
3. Providing support to managers and employees to meet OHS requirements through:
  - Training.
  - Awareness promotion.
  - Practical guidance.

The key corporate initiatives set out in the OHS Strategic Plan 2003-2008 are:

1. Achievement of a partnership arrangement with WorkCover to manage regulatory compliance.
2. Annual self-assessment against the RTA OHS management standard.
3. Integration of OHS improvement plans into directorate business plans.
4. Adoption of best practice arrangements for consultation and communication with staff and contractors on OHS issues.
5. Compulsory OHS training for all RTA staff.
6. Implementation of claims management strategies in identified high claims business units.

### Chief Executive's statement

In my 2003 staff presentations I announced that I would be establishing an Executive OHS Committee to drive a renewed focus on health and safety for everyone at the RTA. The RTA Executive accepts that we have both a legal and a moral responsibility to provide a safe and healthy workplace. We recognise that we need to work in partnership with staff and managers to achieve this. The Executive OHS Committee meets monthly at different locations around NSW to review OHS performance and drive improvement initiatives. By meeting locally the Executive is able to see and hear first-hand from managers and staff about local OHS initiatives and demonstrate our leadership and support.

## APPENDIX 12 // EQUAL EMPLOYMENT OPPORTUNITY

## EEO STATISTICAL INFORMATION – BENCHMARKS

Trends in the representation of EEO groups <sup>(1)</sup>

EEO Group	% of total staff <sup>(2)</sup>		
	Benchmark*	RTA 2003	RTA 2004
Women	50%	29%	30%
Aboriginal people & Torres Strait Islanders	2%	2.1%	2.2%
People whose language first spoken as a child was not English	20%	17%	19%
People with a disability	12%	13%	11%
People with a disability requiring work related adjustment	7%	4.5%	3.9%

EEO Group	Distribution Index <sup>(3)</sup>		
	Benchmark*	RTA 2003	RTA 2004 <sup>(4)</sup>
Women	100	95	76
Aboriginal people & Torres Strait Islanders	100	78	89
People whose language first spoken as a child was not English	100	98	93
People with a disability	100	91	105
People with a disability requiring work related adjustment	100	83	95

Notes: 1. Staff numbers as at 30 June 2004.

2. Excludes casual staff.

3. A Distribution Index of 100 indicates that the centre of the distribution of EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by Office of Employment Equity and Diversity (OEED).

4. The remuneration levels used to determine the Distribution Index have increased since 2003: as such this has changed the index for some categories.

\* The benchmark is set by OEED.

## EQUAL EMPLOYMENT OPPORTUNITY (EEO)

The RTA's commitment to equity and diversity is reflected in strategic, workforce and business plans. The RTA's major EEO outcomes for 2003-04 are as follows:

- A full range of flexible options are available to staff, and policies are published on the RTA's intranet.
- The new Employee Self Service (ESS) module, as part of the Human Resources Information System, enables staff to update their EEO data, thus ensuring improved privacy and confidentiality. ESS presentations have been completed and there has been a steady increase in the use of ESS online transactions.
- The RTA's Code of Conduct and Ethics has been reviewed and relaunched. It directly addresses issues of harassment, discrimination and workplace bullying.
- A review of the RTA Grievance Policy and associated Grievance Contact Officer Network resulted in the appointment of 25 Grievance Contact Officers. The Grievance Policy provided a structured mechanism for dealing with interpersonal conflict in the workplace.
- Seven additional staff supported the business and service goals through their community language capability.
- Six trainee placements were created for people with disabilities and 16 for Aboriginal people and Torres Strait Islanders.
- Aboriginal employment was encouraged through the creation of a one year temporary employment position for an Aboriginal Project Officer and an Aboriginal Program Consultant, employment of an Aboriginal Apprentice Plant Mechanic and through the construction contracting process.
- Participated in the migrant career development program by offering a nine month employment opportunity to a female candidate.

- The Wages Classification Structure Assessment project is a formal workplace assessment of competencies aligned to jobs. It ties career development to performance and skills to ensure equity in employment. The project instruments and processes were designed to maintain reliability and fairness whilst making adjustments to meet individual needs. The assessors undertook training in equity issues and staff had access to an Indigenous assessor, an assessor from a non-English speaking background and interpreters. The resulting design meant that a candidate's gender, ethnicity, disability or work location had no impact on the assessment outcomes. As a means of reducing anxiety, several assessments occurred in the presence of a non-participating support person.
- As human resources policies are reviewed and revised, multiple communication methods are used to ensure all staff and managers are aware of changes.

The RTA's key outcomes for 2004-05 are:

- Development of an employer of choice strategy which will focus on work and life balance issues, a workplace culture based on respect for others and include activities to identify and remove structural barriers to employment and career progression for EEO groups.
- Progression towards the benchmarks for EEO collection.
- Information from the staff survey will be used in the development of strategic, workforce and business plans, particularly to identify and address issues for EEO groups.
- Implementation of the reviewed exit questionnaire, which will collate more relevant and useful data, to provide the RTA with a better understanding of working conditions that may impact upon EEO groups.

## APPENDIX 13 // NSW ACTION PLAN FOR WOMEN

The NSW Action Plan for Women is grounded on the principles of equity, access, rights and participation. The action plan addresses the daily experiences of women: paid and unpaid work; health and housing; violence and safety; justice and legal equality; child care, education and training; decision-making and leadership; and access to information.

The RTA supports the NSW Government's aim for a society in which women have full and equal access to every benefit and opportunity in the

community, where women's needs are recognised and addressed in government policies and services.

The nature of the RTA's business is to service all people of NSW. The needs of all EEO groups, including women, are addressed in the RTA's policies and programs to ensure equity of access to all people of NSW.

The RTA's Diversity and Equity Plan identifies a range of actions to achieve equity of representation for women and all other EEO groups.

## APPENDIX 14 // ETHNIC AFFAIRS PRIORITY STATEMENT AND PLAN

The RTA provides products and services to people and organisations in the most culturally diverse State in Australia. The RTA serves all road users and will continue to ensure easy access and use of services.

The following is the RTA's progress in implementing the EAPS in 2003-04.

- The Driver Knowledge Test, Hazard Perception Test and Driver Qualification Test are provided in electronic and audio modes, and the accompanying handbooks are provided in electronic and written modes, in a number of community languages (Arabic, Chinese, Croatian, Greek, Japanese, Korean, Serbian, Spanish, Turkish and Vietnamese).
- Interpreters will continue to be engaged through the Community Relations Commission to provide interpreting services for the computer-based licence tests, without cost to licence applicants. In 2003-04 approximately \$303,000 was spent providing interpreter services to licence applicants. These services are available in 56 languages at motor registries in NSW.
- An information campaign announcing the introduction of the new zero alcohol law was conducted throughout May 2004 in 14 community languages.
- The RTA will continue to spend above the required 3 per cent in future electronic advertising campaigns.
- As the naming rights sponsor of the RTA Big Ride and RTA Cycle Sydney, the RTA will continue to request that the organiser promote the events through the ethnic press.
- An M5 East Transport Access Guide was produced in Arabic, Bosnian, Chinese, Fijian, Indonesian, Italian, Korean, Samoan, Spanish and Tongan for the ethnic communities accessing the Canterbury-Bankstown Migrant Resource Centre.
- The pamphlet, *Wear the Hardware*, continues to be available in Arabic, Vietnamese, Italian, Chinese, Spanish and Greek.
- All Early Childhood Road Safety Education materials developed include images of children, parents and carers from a wide range of ethnically diverse backgrounds.
- A new catalogue, poster and stickers, featuring students from culturally diverse backgrounds, were developed for the Move Ahead with Street Sense program.

- The Move Ahead with Street Sense Translations CD-ROM was distributed free of charge to all NSW primary schools and council road safety officers. The CD provides information for parents, carers and school communities in English, Arabic, Bengali, Bosnian, Chinese, Croatian, Filipino, Greek, Hindi, Indonesian, Italian, Khmer, Korean, Macedonian, Persian, Punjabi, Samoan, Serbian, Somali, Spanish, Tongan, Turkish and Vietnamese. The information focuses on safe travel to and from schools, bicycle safety, safe school bus travel and information for parents about safe practices near school (eg parking and parking fines, observing 40km/h school zones and safety around school buses). Information for inclusion in school newsletters is included.

### Key EAPS strategies for 2004-05

- Continue to fund the Youthsafe Young Driver Project. This project will have facts sheets about young driver issues and information for parents/carers. The project's media and communications strategy uses the ethnic press to target ethnic parents of learner drivers.
- Conduct a study on the feasibility of interpreters translating the computer-based licence tests to applicants through a 'tele-conferencing' system.
- Develop an Early Childhood Road Safety resource targeting families, parents and carers from rural and remote areas, including ethnic and Aboriginal communities.
- Develop the new *Cycling Skills Manual* for distribution (on request) to NSW primary and secondary schools and CARES facilities.
- Develop Youthsafe Young Driver Project information in Arabic and Chinese for parents.
- Enhance the multilingual computer-based licence tests and include new test questions.
- Make available the new version of the *Road Users' Handbook* in 10 languages.
- Further review the Community Language Allowance Scheme (CLAS), finalise CLAS language needs, call for an Expressions of Interest and select new CLAS recipients.

## APPENDIX 15 // DISABILITY ACTION PLAN

The RTA's responsibilities for the provision of accessible transport services for customers and employees is addressed in the Transport NSW Accessible Transport Action Plan (2002) for all NSW transport agencies.

Community outcomes outlined in the RTA's corporate plan, *The Journey Ahead 2003-08*, impact on the people of NSW, including people with a disability and older people.

### Progress in implementing disability plan

- Online services provide the community with convenient access to registration and licensing information and services, reduce waiting times in motor registries and help people who find it difficult to get to registries.
- Hearing loops are provided at all RTA motor registries. Customers who have a tele-typewriter can conduct conversations with staff via the phone lines using their typewriter keyboards. Customers, including those with speech impairment, can also contact the call centre by SMS. A deaf sign interpreter is provided free of cost to hearing and/or speech impaired applicants who

wish to undertake a road rules knowledge test for a drivers license. Motor registries are fitted with writing slopes that allow people in wheelchairs to complete forms at a comfortable writing height.

- The Driver Knowledge Test (DKT) and Hazard Perception Test (HPT) incorporate features designed to assist applicants with disabilities, including touch screen computers, provision of an audio facility, and use of graphics and animations to enhance comprehension of questions.
- Graphics and animations in the Driver Knowledge Testing program are such that vision and colour-impaired persons are not disadvantaged.
- 98 per cent of motor registries are accessible. In 2003-04 the RTA improved disability access at Lismore, Moree, Wyong, Penrith and Castle Hill motor registries.
- The Pedestrian Safety Action Plan has specific strategies for people with a disability, older people and children.

### Appendix 15 (continued)

- From January 2004, all Mobility Parking Authority Scheme holders receive automatic renewal notices.
- Six new Pedestrian Access Mobility Plans were completed in 2003-04. The RTA continues to assist local councils to implement pedestrian facilities based on these plans.
- 73 per cent of traffic lights in NSW are now fitted with audio-tactile push buttons. High visibility road markings are used on at least 90 per cent of the State Road network.
- A standard design process for rest areas ensures disability accessibility. During 2003-04 rest areas were constructed at various sites including Lowesdale, Tongaboo and Sandstone. These rest areas provide toilets with access ramps, handrails and basins, accessible parking and lighting and access to picnic tables.
- The RTA Design Guide stipulates that the requirements of people with disabilities (location and height) be considered when installing emergency roadside telephones. About 580 of the RTA's roadside help phones are suitable for use by people with a hearing impairment and have been successfully tested for use by a person with legal quadriplegia.
- All road safety education program videos are made available in supertext.

### APPENDIX 16 // OVERSEAS TRAVEL BY RTA OFFICERS

From 1 July 2003 to 30 June 2004, RTA officers travelled overseas on 32 occasions to undertake official duties for the RTA and the NSW Government.

There were 10 visits by officers from the RTA's Traffic Systems Branch to Hong Kong, Singapore and New Zealand in connection with the technical support, testing, reviewing and upgrading of the RTA's Sydney Co-ordinated Adaptive Traffic System (SCATS) which is used in these places. All associated costs incurred by the RTA on the SCATS visits are fully recoverable along with a margin of profit.

Also, at no cost to the RTA, overseas visits were made by:

- A Bitumen Sprayer Inspector to Papua New Guinea for the testing and calibrating of bitumen sprayers.
- The Crash Barrier Manager to Gunmar City, Japan, to audit the preparation, conduct and data analysis of a vehicle crash test for the Australian New Car Assessment Program.

Visits during 2003-04, for which all or part of the costs were met by the RTA, were as follows:

- The A/Manager, Community and Interagency Programs, travelled to Wellington and Auckland, New Zealand, to provide the New Zealand Land Transport Safety Authority with information on the Local Government Road Safety Program and community based road safety programs.
- The Traffic Facilities Asset Manager travelled to Auckland, New Zealand, for a road marketing seminar.
- A delegation comprising the Director, Communications and Corporate Relations, the General Manager, Motorway Services, and the General Manager, Environment, travelled to Japan to investigate Japanese tunnel ventilation technologies and practices.

- The Senior Project Officer, Project Design, and the Survey Systems Officer, Survey Section, travelled to Rotorua, New Zealand, to attend and report on the latest developments in MX (main civil design) software.
- The Chief Executive, General Manager, Private Infrastructure, and General Manager, Motorway Services, attended the XXIIInd PIARC World Road Conference in Durban, South Africa.
- The Manager, Vehicle Emissions Management Program, travelled to Manila, Philippines, to attend and make a presentation at the Better Air Quality 2003 Conference.
- The Surveillance Officer (Steel), Bridge Technology, travelled to Thailand on two occasions for surveillance of fabrication of modular beam expansion joints for the Karuah Bypass project.
- The Senior Manager, Bridge Design Projects, travelled to Hong Kong to attend a High Performance Stay Cable Conference.
- The Survey Systems Officer and two Senior Project Designers travelled to Los Angeles and Orlando, USA, to attend the 2004 Bentley Conference, sponsored by the Bentley Institute (provider of CADD road and bridge drafting and design software).
- The A/Director, Motorways, travelled to France to attend the PIARC Technical Committee and meet with the French Ministry of Transport.
- A Project Manager, Traffic Projects, attended a course at the Australia New Zealand School of Government in Wellington, New Zealand.
- A Contract Manager, Sydney Project Management Services, travelled to Singapore to attend the World Tunnel Conference.

### APPENDIX 17 // FREEDOM OF INFORMATION

In 2003-04 the RTA received 1376 requests for information under the *Freedom of Information Act 1989*, compared with 1374 in 2002-03. Two hundred and one applications were brought forward into the current period, compared to 91 in 2002-03. Two hundred and twenty-three applications were not completed at the end of the 2003-04 reporting period.

FOI requests continued to be received for access to internal documents concerning decisions made, details of the history of motor vehicles, the names and addresses of certain Authorised Inspection Stations (AIS), the sources of complaint letters, accident reports on motor vehicles, documents relating to the planning, construction, maintenance and funding of roads and records relating to maintenance of the road system.

The use of FOI by legal practitioners and finance company investigators has continued to increase significantly. The majority of these applicants use FOI to obtain the identity and address of registered operators of motor vehicles they are trying to trace. The tightening of the availability of registration and licensing data in other jurisdictions, the increasing awareness of the rights of

access under FOI and the progressive introduction of privacy legislation is believed to be a contributing factor in the increase in applications lodged with the RTA. At the same time there has been a significant decrease in the number of people wanting access to their own records.

Of the 1346 requests completed, 955 were granted in full, 60 in part, and 233 were refused, four were transferred to other agencies, nil were deferred and 101 were withdrawn. Of the 220 applications refused in full or in part, 13 were refused on the grounds that the information was otherwise available, 175 were refused as the documents were not held by the RTA and 45 were refused as the applicant did not pay the necessary fees.

Of those requests not granted in full, six applicants sought an internal review of the decision (compared with 13 in 2001-02) and one took the matter to the Ombudsman (compared with one in 2002-03).

There was one appeal to the Administrative Decisions Tribunal this year (compared with two last year).



Seven hundred and eighty-nine applications required consultation with a total of 980 third parties outside the RTA (537 applications required a total of 822 consultations in 2002-03).

Processing FOI requests cost an estimated \$44,113.25 (\$86,902.50 in 2002-03) and fees received totalled \$56,620 (\$58,425.65 in 2002-03). The fees received include application fees of \$37,036. This means that the RTA only received \$19,584 of the estimated \$44,113.25 it cost to process the applications. There were no requests for amendments to personal records (none in 2002-03). There were two requests for notations to personal records (none in 2002-03) and no Ministerial certificates have ever been issued.

A total of 742 applications were finalised after the statutory 35-day processing period. One of the contributing factors for this was the continuing high number of applications. In 2001-02 there was a 70.5 per cent increase in applications over the previous period. This was followed by a further 156 per cent increase in applications in 2002-03 and an increase of approximately 15 per cent in 2003-04. In 2003-04 the RTA continued to review the resources available to the area responsible for Freedom of Information, Privacy and contract reporting. This resulted in the approval to second two additional staff to the unit to deal with these vital functions. The total number of staff now stands at nine. The RTA will continue to monitor the area over the next 12 months.

The RTA continued with the identification, computerised recording and the provision of policy documents in accordance with the requirements of the FOI Act. The RTA's Summary of Affairs is published on its website ([www.rta.nsw.gov.au](http://www.rta.nsw.gov.au)).

#### FOI APPEALS TO THE OMBUDSMAN

There was one new appeal to the Ombudsman in 2003-04 and one matter carried over from the previous reporting period.

In the first case, on 28 November 2001 the applicant applied for copies of documents regarding the contract with BridgeClimb Australia, and other relevant details in relation to the contract, excluding any financial details. The RTA consulted with the third party. On 21 January 2002 the RTA determined to release part of the documentation, but withhold some documents on the grounds that they contained information relating to the third party's business affairs and that the release of the information would be exempt, under Clause 7, Schedule 1, of the FOI Act.

On 25 February 2002 the third party lodged an Internal Review against the RTA's determination. The RTA's Internal Review determination varied the original determination, but refused to withhold all the documents the third party objected to releasing. On 27 July 2002 the third party lodged an appeal with the NSW Ombudsman's office. On 29 April 2004 the NSW Ombudsman's Office advised that it had decided not to take any further action about the complaint. On 15 June 2004 the applicant was advised that the RTA had refused the application on the grounds that the applicant no longer met the requirements of Section 17 of the FOI Act (which sets out the criteria for a valid application and includes a requirement that the applicant nominate an Australian mailing address).

In the second case, on 21 July 2003 an application was made for the name and address of the current registered operator of a motor vehicle. The third party was consulted and objected. On 29 August 2003 the RTA determined that the applicant would be provided with the requested documents.

The third party lodged an Internal Review application on 30 September 2002. On 10 October 2003 the RTA advised both parties that the Internal Review upheld the original determination.

The applicant lodged an appeal to the Ombudsman on 23 January 2004. The Ombudsman's Office advised the applicant, on 11 February 2004 that it had decided not to take any further action about the complaint.

The third party appealed to the NSW Administrative Decisions Tribunal on 13 April 2004. The third party sought a number of adjournments and the matter had not been before the tribunal prior to 30 June 2003.

#### FOI APPEALS TO THE ADMINISTRATIVE DECISIONS TRIBUNAL (ADT)

There were four appeals to the ADT in 2003-2004.

The first application was originally referred to in the previous annual report, but was not finalised as at 30 June 2003. The application had been lodged on 4 December 2002 and related to an application for an extensive number of

documents relating to a range of RTA functions. The RTA estimated that it would take 11,800 hours and \$354,000 to process the application.

On 13 December 2002 the applicant was asked to review and modify his application in order to avoid a determination that the application was refused on the grounds of an unreasonable diversion of resources. On 8 January 2003 the applicant varied his application and the estimate was reduced to 190 hours and \$5700. Therefore, on 20 January 2003, the RTA declined to continue with the application on the grounds that it would require an unreasonable diversion of resources.

The applicant lodged an Internal Review on 30 January 2003 and, at the same time modified his application for the second time. As a result the estimate was reduced to 57 hours and \$1700. An advance deposit of \$760 was requested.

The applicant lodged an appeal to the ADT on 24 February 2003. After preliminary meetings on 28 March 2003 and 14 May 2003, the Judicial Member of the ADT directed that the RTA should reconsider the application as a result of a further revision of the application by the applicant.

Fresh estimates were obtained and, on 16 June 2003, the applicant was advised that the estimate was now approximately 109 hours plus at a cost of at least \$3285 and an advance deposit of \$2190 was requested. The applicant paid an advance deposit of \$540 and the RTA commenced processing the application until it was estimated that the \$540 had been expended.

On 10 July 2003 the RTA was advised on that applicant had lodged a fresh appeal with the ADT. The RTA attended a fresh planning meeting on 26 August 2003. The meeting was held before a different Judicial Member and a formal hearing was heard on 14 November 2003.

On 10 March 2004 the Judicial Member determined the ADT did not have the jurisdiction to hear the appeal. She also determined that the applicant should have lodged a fresh Internal Review (which had not been done). The ADT also pointed out that the RTA could extend the period for the lodgement of an Internal Review. Alternatively, the applicant could pay the advance deposit requested, make a fresh application or appeal the Judicial Member's decision. As of 30 June 2004, the applicant had not taken any further action in relation to this matter.

The second appeal resulted from an FOI application lodged on 27 March 2003, for documents confirming the ownership of a tip truck in the name of a husband and wife in relation to an accident that occurred in 1998. The RTA wrote to the applicant on 13 May 2003 and determined that the documents requested were exempt under the personal affairs exemption, Clause 6, Schedule 1, of the FOI Act.

The applicant lodged an Internal Review on 10 June 2003. On 19 June 2003, the RTA advised the applicant and the third parties that it upheld the original determination.

The applicant lodged an appeal with the ADT on 27 August 2003. A preliminary meeting was held on 23 September 2003. At the hearing, additional documentation was produced by the applicant and, as a result and at the request of the RTA, the Judicial Member issued a Direction under Section 65 of the ADT Act to allow the RTA to reconsider its decision to claim an exemption.

Following consultations with the third parties and the applicant, the third parties withdrew their objection and the information was released by way of consent order under Section 87 of the ADT Act.

The circumstances relating to the third appeal are set out in case number two under appeals to the NSW Ombudsman.

The fourth appeal resulted from an application by a council for documents concerning the Option Feasibility Assessment for the M4 East Options Study - Overview Report, December 2003. On 28 May 2004 the RTA determined that the documents were exempt as Internal Working documents, under Clause 9, Schedule 1 of the FOI Act.

However, unbeknown to the RTA, the council had lodged an appeal to the ADT on 20 August 2004 on the grounds of a deemed refusal, as the RTA had not made a determination within the statutory time period.

Representatives from the RTA and the council appeared at a preliminary meeting on 29 June 2004 and the circumstances were explained to all parties. As a result the council lodged an Internal Review with the RTA on the same day (29 June 2004). As of 30 June 2004 the matter had not been finalised.

## Appendix 17 (continued)

## FOI REQUESTS

	Personal		Other		Total	
	2002-03	2003-04	2002-03	2003-04	2002-03	2003-04
New (including transferred in)	117	11	1162	1365	1279	1376
Brought forward (incomplete requests from previous year)	4	10	91	191	95	201
Total to process	121	21	1253	1556	1374	1577
Completed	106	18	986	1223	1092	1241
Transferred out	0	0	0	4	0	4
Withdrawn	4	2	73	99	77	101
Total processed	110	20	1059	1326	1169	1346
Unfinished (carried forward)	10	1	194	222	204	223

## RESULTS OF FOI REQUESTS

	Personal		Other			
	2002-03	2003-04	2002-03	2003-04		
Grant in full			67	9	704	946
Grant in part			14	2	60	58
Refused			23	6	191	214
Deferred			0	0	0	0
Completed			104	17	955	1218

## BASIS OF DISALLOWING OR RESTRICTING ACCESS

	Personal		Other	
	2002-03	2003-04	2002-03	2003-04
Section 19 (application incomplete, wrongly directed)	0	0	0	0
Section 22 (deposit not paid)	0	1	42	44
Section 25 (1) (a1) (Unreasonable diversion of resources)	0	0	0	2
Section 25 (1) (a) (exempt)	4	3	58	26
Section 25 (1) (b), (b1), (c), (d) (otherwise available)	4	2	11	11
Section 28 (1) (b) (documents not held)	2	2	124	173
Section 24 (2) (deemed refused, over 21 days)	0	2	0	12
Section 31 (4) (released to medical practitioner)	0	0	0	0
Totals	10	10	235	268

## DAYS TO PROCESS

	Personal		Other	
	2002-03	2003-04	2002-03	2003-04
0-21	37	2	296	329
22-35	34	2	349	160
Over 35	34	13	307	729
Over 21 (Out of time)	0	0	0	0
Over 35 (Out of time)	0	0	0	0
Totals	105	17	952	1218

## HOURS TO PROCESS

	Personal		Other	
	2002-03	2003-04	2002-03	2003-04
0-10	105	17	975	1209
11-20	1	0	2	5
21-40	0	0	1	2
Over 40	0	0	3	3
Totals	106	17	981	1219



## TYPE OF DISCOUNT ALLOWED ON FEES CHARGED

	Personal		Other	
	2002-03	2003-04	2002-03	2003-04
Public interest	0	0	0	2
Financial hardship – Pensioner/Child	4	2	4	25
Financial hardship – Non profit organisation	5	1	5	149
Totals	9	3	9	176
Significant correction of personal records	0	0	0	2

## GROUNDS ON WHICH INTERNAL REVIEW REQUESTED

	Personal				Other			
	Upheld		Varied		Upheld		Varied	
	2002-03	2003-04	2002-03	2003-04	2002-03	2003-04	2002-03	2003-04
Access refused	0	0	0	0	0	0	0	0
Deferred release	0	0	0	0	0	0	0	0
Exempt matter	0	0	0	0	6	4	4	0
Unreasonable estimate of charges	0	0	0	0	0	0	0	0
Charges unreasonably incurred	0	0	0	0	0	0	1	0
Amendment	0	0	0	0	0	0	0	0
Totals	0	0	0	0	6	4	5	0

## APPENDIX 18 // OMBUDSMAN

In 2003-04, the RTA responded to five complaints referred by the Ombudsman to the RTA for investigation. This compares to one complaint referred for investigation in the previous financial year.

The complaints were received from the Ombudsman are outlined below.

A complaint was received in mid-July 2003 from solicitors on behalf of clients regarding the construction of a roundabout outside their place of business. The Ombudsman sought detailed responses to a number of questions in order to determine whether the matter warranted investigation. The questions were in relation to the RTA's decision to construct a roundabout and noise issues associated with construction. The RTA was also asked to put forward any suggestions that may help resolve the issue. The RTA provided detailed answers to all of the Ombudsman's questions. In late August 2003, the Ombudsman wrote again asking further questions about noise monitoring undertaken by the RTA. In response, the RTA advised that a final report by an external acoustic consultant would be forwarded when complete. In addition, all correspondence between the RTA and the complainant was provided. The report was subsequently sent to the Ombudsman and the RTA suggested a meeting between all parties to find a mutually acceptable solution. A meeting was held and an offer of noise attenuation was made. Following a further offer of a lump sum payment as an alternative, the Ombudsman's office indicated that it did not intend to pursue the matter further.

A complaint was received in early September 2003 from a person about the recall of his number plates on the grounds that they were considered offensive. The Ombudsman reviewed the RTA's decision and concluded that there was no evidence of maladministration or unreasonable conduct. However, the Ombudsman had some concerns about the RTA's Custom Plates Policy/Procedures. The Ombudsman offered some suggestions and the RTA advised that they would be considered as part of its review of number plate policy.

In January 2004, the RTA received a complaint from a person about its requirement that the person's driver licence be endorsed with the condition 'Must wear artificial leg'. The person in question also brought this matter to the attention of the Anti-Discrimination Board. The Ombudsman asked the RTA to provide answers to a number of questions before deciding whether there was sufficient evidence of improper, unreasonable or wrong conduct justifying further action. The RTA provided detailed answers to all the Ombudsman's questions. The Ombudsman subsequently advised that no further action would be taken on this matter.

A complaint was received in mid June 2004 regarding the RTA's process for permitting B-Doubles on the Pacific Highway within Byron Shire as published in the *NSW Government Gazette* on 5 August 2002. The Ombudsman also raised concerns about the Route Assessment Guidelines for Restricted Vehicles. A detailed response was provided to the Ombudsman answering a number of questions and advising that the guidelines were to be revised. The Ombudsman subsequently advised the RTA that the matter would not be the subject of an investigation under the *Ombudsman Act 1974*.

The Ombudsman wrote to the RTA in relation to a reportable allegation involving a former school crossing supervisor with the RTA. The Ombudsman decided to monitor this matter in accordance with a section of the *Ombudsman Act* which requires it to determine whether reportable allegations were properly handled and appropriate action was taken. After reviewing the report provided by the RTA on this issue, the Ombudsman advised that it considered some aspects of the RTA's investigation were not handled satisfactorily at the time. However, the Ombudsman did not require the RTA to take any further action at that time and determined that the action taken by the RTA at the conclusion of its investigation was satisfactory.

In addition to these complaints, the RTA investigated and responded directly to a number of complaints from correspondents who had been advised by the Ombudsman to raise their issues of concern directly with the RTA in the first instance.

## APPENDIX 19 // CUSTOMER FEEDBACK

The following table collates the number of complaints received by the RTA

Issue	1999 – 2000	2000 – 01	2001 – 02	2002 – 03	2003 – 04
Business systems	9	2	12	5	25
Driver licensing	103	151	207	125	132
Vehicle registration	100	150	120	69	324
Customer service	384	481	310	164	330
Organisational direction – management	26	56	34	10	19
Olympics	-	6	-	2	1
Road asset provision – environment	86	146	251	178	34
Noise	227	227	325	35	451*
Transport efficiency	45	208	186	67	33
Road safety	1078	2303	2300	1208	1537

\* Complaints relating to Noise Abatement Program for existing roads

## APPENDIX 20 // LEGAL CHANGE

LEGISLATION ADMINISTERED BY THE RTA  
ON BEHALF OF THE MINISTER FOR ROADS (2003-04)

*Transport Administration Act 1988* No 109 (Part)

*Transport Administration (General) Regulation 2000* (Part 4)

*Transport Administration (Staff) Regulation 2000* (Part)

*Roads Act 1993* No 33

*Roads (General) Regulation 2000*

*Road Transport (Mass, Loading and Access) Regulation 1996*

*Road Transport (General) Act 1999* No. 18

*Road Transport (General) Regulation 1999*

*Road Transport (General) (Penalty Notice Offences) Regulation 2002*

*Road Transport (Safety and Traffic Management) Act 1999* No. 20

*Road Transport (Safety and Traffic Management) (Road Rules) Regulation 1999* (which picks up the Australian Road Rules) *Road Transport (Safety and Traffic Management) (Driver Fatigue) Regulation 1999*

*Road Transport (Vehicle Registration) Act 1997* No 119

*Road Transport (Vehicle Registration) Regulation 1998*

*Road Transport (Driver Licensing) Act 1998* No 99

*Road Transport (Driver Licensing) Regulation 1999*

*Motor Vehicles Taxation Act 1988* No.111

*Motor Vehicles Taxation Regulation 2003*

*Road Transport (Heavy Vehicles Registration Charges) Act 1995* No 72

*Road Transport (Heavy Vehicles Registration Charges) Regulation 2001*

*Driving Instructors Act 1992* No 3

*Driving Instructors Regulation 2003*

*Sydney Harbour Tunnel (Private Joint Venture) Act 1987* No 49

*Campbelltown Presbyterian Cemetery Act 1984* No.19.

## NEW LEGISLATION FROM 1 JULY 2003 – 30 JUNE 2004

## New Acts

The *Road Transport (Safety and Traffic Management) Amendment (Alcohol) Act 2004* (No. 17) commenced on 3 May 2004 and amends the *Road Transport (Safety and Traffic Management) Act 1999* by prohibiting learner drivers and provisional licence holders from driving with any alcohol present in their blood.

The *Driving Instructors Amendment Act 2002* (No. 127) was assented to on 16 December 2002 and commenced on 1 September 2003. The Act amends the *Driving Instructors Act 1992* to make further provision with respect to the licensing of driving instructors, including the insurance of

motor vehicles used for driving instruction and the reporting of alleged misconduct by driving instructors.

The *Road Transport Legislation Amendment (Interlock Devices) Act 2002* (No. 72) was assented to on 25 September 2002 and commenced on 8 September 2003. The Act amends the *Road Transport (General) Act 1999* to enable a court to order the use of breath alcohol interlock devices fitted to motor vehicles as a partial alternative to disqualification for drivers convicted of certain alcohol-related driving offences. The Act also amends the *Road Transport (Driver Licensing) Act 1998* to enable the regulations made under that Act to provide for the issue of conditional licences restricting their holders to driving motor vehicles fitted with breath alcohol interlock devices and to provide for the installation, removal, maintenance and use of such devices.

The *Road Transport Legislation Amendment (Public Transport Lanes) Act 2004* (No. 22) commenced on 16 April 2004 (the date of its assent). The Act amends the *Road Transport (Safety and Traffic Management) Act 1999* in order to allow the use of approved traffic lane camera devices to detect offences involving vehicles driven in traffic lanes dedicated primarily for the use of public transport. The new Act also amends the *Road Transport (General) Act 1999* in order to introduce operator onus enforcement of those offences. [It is anticipated that the new Act will become operational in the near future.]

## UNCOMMENCED ACTS (AS AT 30. 6. 04.)

The *Road Transport (Safety and Traffic Management) Amendment (Blood Sampling) Act 2000* (No. 78) was assented to on 9 November 2000 and will commence on a date to be proclaimed (suitable to NSW Police and NSW Health). The Act adopts as far as road transport legislation is concerned, new procedures for blood collection and analysis relating to any motor vehicle driver who may have been under the influence of alcohol or some other drug.

The *Road Transport (General) Amendment (Licence Suspension) Act 2004* was assented to on 6 July 2004 and will commence on a date to be proclaimed. The Act amends the *Road Transport (General) Act 1999* and entitles police to suspend readily the driver licences of offenders who have committed a serious offence that comes within a specified range of driving offences. The new Act repeals the uncommenced provisions of the *Road Transport (General) Amendment (Operator Onus Offences) Act 2002* (No. 11) and will also make provision with respect to the content of statutory declarations where the identity of the driver of a vehicle cannot be ascertained in relation to a parking offence or camera recorded offences.

The *Road Transport (General) Amendment (Operator Onus Offences) Act 2002* (No. 11) was assented to on 22 April 2002 and had partially commenced (before the repeal of its uncommenced provisions). Amendments that commenced on 1 August 2003 relate to sections 43(5), 47(2) -(3) and Schedule 2 of the *Road Transport (General) Act 1999* and included the extension from six months to one year for proceedings to be taken for traffic infringement notices in respect of operator onus offences and an increase in penalty for a corporation. Amendments that commenced on 1 September 2003 and which

relate to new sections 43(4A) and 46(7A) of the *Road Transport (General) Act 1999* and provide for rebuttable presumptions that service of a penalty notice by post is effected after 21 days and that an evidentiary certificate is proof of the specified date of posting of a penalty notice to a specified person.

## NEW REGULATIONS

The *Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Safety) Regulation 2003* commenced on 11 July 2003 and creates offences not only relating to holders of learner and provisional licences driving without wearing a seatbelt or driving with passengers who are not appropriately restrained, but also relating to drivers of certain motor vehicles where a person is in or on the boot of the vehicle.

The *Road Transport (Driver Licensing) Amendment (Learner Licences and Demerit Points) Regulation 2003* commenced on 11 July 2003 and not only specified demerit points for some novice driver related offences for non-use of seatbelts but also provided for further circumstances in which the RTA may cancel or suspend a learner licence.

The *Driving Instructors Regulation 2003* commenced on 1 September 2004 and replaces the repealed *Driving Instructors Regulation 1993*. The new Regulation sets minimum standards of competency, probity and character for driving instructors. The Regulation also is designed to minimise the potential for corruption and inappropriate behaviour and promotes safety and protection for learner drivers.

The *Road Transport (General) Amendment (Interlock Devices) Regulation 2003* commenced on 8 September 2003 and removes a right of appeal where the RTA cancels an interlock driver licence. However, the Regulation confers a right of appeal on any approved interlock installer or approved interlock service provider whose approval has been revoked by the RTA.

The *Road Transport (General) (Penalty Notice Offences) Amendment (Interlock Devices) Regulation 2003* commenced on 8 September 2003 and removed the enforcement option of a penalty notice where an offence of failing to comply with a condition of a driver licence applies to an interlock driver licence.

The *Road Transport (Driver Licensing) Amendment (Interlock Devices) Regulation 2003* commenced on 8 September 2003 and facilitates the issue of interlock driver licences and the use of approved interlock devices.

The *Motor Vehicles Taxation Regulation 2003* commenced on 1 September 2003 and it remakes, without substantial changes, the former *Motor Vehicles Taxation Regulation 1998*. This new Regulation provides for the amount of motor vehicle taxes that may be refunded on surrender of registration, to be calculated on the basis of the number of whole days of unexpired registration.

The *Road Transport (General) (Penalty Notice Offences) Amendment (Authorised Officers) Regulation 2003* commenced on 1 October 2003 and allows authorised officers employed in the Office of State Revenue, NSW Treasury, to issue penalty notices under road transport legislation and other legislation (following the transfer of functions of the Infringement Processing Bureau, NSW Police, to that Office).

The *Road Transport (Driver Licensing) Amendment (Medical Examinations) Regulation 2003* commenced on 1 October 2003 and replaces the existing separate publications setting out standards for the conduct of medical examinations to determine the medical fitness of persons to hold licences to drive heavy and lighter vehicles with a single publication covering drivers of all vehicles.

The *Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Mobility Parking Scheme) Regulation 2003* commenced on 29 September 2003 and provides for the issue and use of mobility parking scheme authorities by or for persons with disabilities.

The *Road Transport (General) Amendment (Mobility Parking Scheme) Regulation 2003* commenced on 29 September 2003 and inserts provisions relating to the giving of notices to, or the service of notices on, unincorporated associations of persons in respect to applications for mobility parking scheme authorities.

The *Road Transport (General) (Penalty Notice Offences) Amendment (Mobility Parking Scheme) Regulation 2003* commenced on 29 September 2003 and the Regulation not only increases the penalty payable if a penalty notice is issued for the offence of stopping in a parking area for people with disabilities without a permit, but also prescribes offences relating

to mobility parking scheme authorities to be penalty notice offences.

The *Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Drinking While Driving) Regulation 2003* commenced on 13 October 2003 and creates the offence of consuming alcohol while driving a motor vehicle on a road.

The *Road Transport (General) (Penalty Notice Offences) Amendment (Drinking While Driving) Regulation 2003* commenced on 13 October 2003 and prescribes the offence of consuming alcohol while driving a motor vehicle on a road to be a penalty notice offence.

The *Road Transport (Driver Licensing) Amendment (Drinking While Driving) Regulation 2003* commenced on 13 October 2003 and prescribes the relevant demerit points incurred for the offence of consuming alcohol while driving a motor vehicle on a road.

The *Road Transport (Safety and Traffic Management) Amendment (Default Urban Speed Limit) Regulation 2003* commenced on 1 November 2003 and decreases the default speed limit applying to a length of road in a built-up area (where no speed limit sign applies) from 60 to 50 kilometres per hour.

The *Road Transport (General) Amendment (Impounding Fee) Regulation 2003* commenced on 17 October 2003 and increases the daily fee payable for the storage of an impounded vehicle.

The *Roads (General) Amendment (Lane Cove Tunnel Declarations) Regulation 2003* commenced on 21 November 2003 and declares the RTA to be the roads authority for specified public roads, being part of Epping Road that extends from the south eastern bank of the Lane Cove River to Mowbray Road West, Lane Cove West, and part of Mowbray Road West that extends from Epping Road to a point approximately 290 metres east of Epping Road, Lane Cove West.

The *Road Transport (Vehicle Registration) Amendment (Inspection) Regulation 2003* commenced on 24 November 2003 and alters the manner in which vehicles are classified for RTA inspection, from a vehicle's tare mass limit (unloaded weight) to its gross vehicle mass (weight when carrying maximum load). The Regulation also provides for the charging of a further inspection fee when a registrable vehicle is not presented for an inspection in accordance with an agreement between the registered operator of the vehicle and the RTA.

The *Road Transport (Driver Licensing) Amendment (Christmas – New Year 2003-2004 Demerit Points) Regulation 2003* technically commenced on 19 December 2003 but only ensured that specified offences committed over the Christmas–New Year 2003-04 period (24 December 2003 until 4 January 2004 inclusive) accrued extra demerit points for offending driver licence holders.

The *Road Transport (General) Amendment (Driver Licence Appeals) Regulation 2004* contained a commencement date of 30 April 2004 and was to clarify the situation with appeal rights against both a decision not to grant an application for issue or variation of a driver licence (where the applicant had been licensed and he or she would be liable to have his or her licence cancelled because such an applicant had accumulated 12 or more demerit points) and a decision to suspend a driver licence because 12 or more demerit points had been incurred by the licence holder. NOTE: This Regulation was disallowed by the Legislative Council on 29 June 2004.

The *Road Transport (Vehicle Registration) Amendment (Lights) Regulation 2004* commenced on 30 April 2004. It addresses matters such as specifying any larger number plate is to be attached to the rear of the vehicle, removing an outdated reference to manuals, prohibiting the use of blue lights on vehicles other than police vehicles and certain emergency vehicles, not requiring police vehicles and RTA vehicles to have a light mounted on top of the vehicle, and indicating that requirements relating to visibility of warning lights on oversize vehicles and pilot and escort vehicles contained in the *Road Transport (Mass, Loading and Access) Regulation 1996* prevail over inconsistent requirements in the *Road Transport (Vehicle Registration) Regulation 1998*.

The *Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Children's Crossings) Regulation 2004* commenced on 30 April 2004 and extends the authorised children's crossings schemes to include pedestrian crossings as well as children's crossings.

The *Road Transport (Safety and Traffic Management) (Road Rules) Amendment (University of Wollongong) Regulation 2004* commenced on 16 February 2004 and declares the University of Wollongong as a parking authority with its

## Appendix 20 (continued)

specified area of operations so that the organisation can establish and operate pay parking schemes (under Part 4 of the *Road Transport (Safety and Traffic Management) (Road Rules) Regulation 1999*) and issue parking permits (under Part 6 of the *Road Transport (Safety and Traffic Management) (Road Rules) Regulation 1999*).

The *Road Transport (Mass, Loading and Access) Amendment Regulation 2004* commenced on 30 April 2004 and provides that an ultra-low floor bus is no longer required to be a complying bus (a complying bus is defined in the *Road Transport (Mass, Loading and Access) Regulation 1996* and is required to meet certain Australian Design Rules that are not appropriate in the case of an ultra-low floor bus because of its low centre of gravity and low floor height).

The *Roads (General) Amendment (Alpine Way Declaration) Regulation 2004* commenced on 17 May 2004 and declared the RTA to be the roads authority for parts of the Alpine Way and Kosciuszko Road within the Kosciuszko National Park.

The following additional regulations (gazetted on 27 June 2003) commenced on and from 1 July 2003 and they also increase fees and fix penalties (payable pursuant to a penalty notice) generally in line with the 2.9% movement in the CPI except in the case of the last listed regulation:

The *Road Transport (Driver Licensing) Amendment (Fees) Regulation 2003*

The *Road Transport (General) Amendment (Fees) Regulation 2003*

The *Driving Instructors Amendment (Fees) Regulation 2003*

The *Road Transport (Mass, Loading and Access) Amendment (Fees) Regulation 2003*

The *Road Transport (Vehicle Registration) Amendment (Fees) Regulation 2003*

The *Road Transport (Safety and Traffic Management) (Driver Fatigue) Amendment (TFMS Fee) Regulation 2003*

The *Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Tow-away Charge) Regulation 2003*.

The *Roads (General) Amendment (Penalty Notice Offences) Regulation 2003*.

The *Road Transport (General) (Penalty Notice Offences) Amendment (Penalties) Regulation 2003*.

*Road Transport (Heavy Vehicles Registration Charges) Amendment Regulation 2003* (all fees were indexed by 3% from 1 July 2003 in the case of this Regulation).

The following regulations were (first) published in the NSW Government Gazette on 1 July 2004 and commenced on 1 July 2004 and adjust fees and fixed penalties payable pursuant to a penalty notice in accordance with movement in the CPI (averaged at 2.44% and rounded to the nearest dollar):

The *Driving Instructors Amendment (Fees) Regulation 2004*.

The *Road Transport (Mass, Loading and Access) Amendment (Fees) Regulation 2004*.

The *Road Transport (Safety and Traffic Management) (Driver Fatigue) Amendment (Fees) Regulation 2004*.

The *Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Tow-away Charge) Regulation 2004*

The *Road Transport (Vehicle Registration) Amendment (Fees) Regulation 2004*.

The *Road Transport (Driver Licensing) Amendment (Fees) Regulation 2004*.

The *Roads (General) Amendment (Penalty Notice Offences) Regulation 2004*.

The *Road Transport (General) (Penalty Notice Offences) Amendment (Penalties) Regulation 2004*.

The following regulation was published in the NSW Government Gazette on 25 June 2004 and commenced on 1 July 2004 and increases annual registration charges for heavy vehicles by 0.3% in accordance with a direction of the Australian Transport Council (of which the Minister for Roads (NSW) is a member):

The *Road Transport (Heavy Vehicles Registration Charges) Amendment Regulation 2004*.

## SUBORDINATE LEGISLATION ACT 1989

There were no departures from the *Subordinate Legislation Act 1989*.

## JUDICIAL DECISIONS AFFECTING THE RTA

### Ryan v Pledge & Ors; Pledge v RTA & Ors [High Court, 11 March 2004]

In July 1994 the Plaintiff was struck by a motor vehicle and suffered serious injuries. She sued the driver of the other vehicle, the RTA and the Blue Mountains City Council on the grounds of negligence for the injuries she suffered and recovered a verdict against all three Defendants. The RTA and the Council appealed against the decision and the Court of Appeal held the failure on the part of the RTA and the Council to clear the vegetation by one metre from the kerb did not contribute to the collision.

The Plaintiff appealed to the High Court, which delivered its judgment on 11 March 2004 upholding the appeal in part. The High Court held that the NSW Court of Appeal was in error in exculpating the RTA and Council on a number of grounds including its view that the bushes did not contribute to the accident. Accordingly, the High Court remitted the matter to the NSW Court of Appeal for reapportionment of liability between the driver of the vehicle, Mr Pledge (represented by his CTP insurer), the RTA and Council.

### Wilson v RTA & Anor [(2003) NSWCA279 – Ct of Appeal, 3 October 2003]

Mr Wilson exceeded the relevant number of demerit points and elected to be of good behaviour. During this period of good behaviour he incurred further demerit points. The RTA suspended Mr Wilson's licence. Mr Wilson appealed to a Local Court and the Magistrate dismissed the appeal.

Mr Wilson successfully appealed to the NSW Supreme Court, which held the Magistrate had erred. In response the RTA appealed to the NSW Court of Appeal against that decision. The NSW Court of Appeal held that Mr Wilson had no right of appeal against anything but a decision. At no stage did any person make any decision to suspend the licence within the meaning of section 16 (9) of the *Road Transport (Driver Licensing) Act 1998* NSW, because, pursuant to that provision, the suspension occurred automatically on incurring the demerit points. As there was no decision, there was nothing to appeal against.

### RTA v Hillyard & Anor [(2003) NSWca284 – Ct of Appeal 3 October 2003]

In this case Mr Hillyard incurred 10 demerit points for various driving offences and then three more were incurred when the driver of the car disobeyed traffic lights. He was not the driver of the car at the time. The matter proceeded for hearing in the Local Court when the offence was proved, but no conviction was recorded on the grounds that Mr Hillyard was not the driver of the car. However, the three demerit points accumulated on Mr Hillyard's licence. The RTA suspended the licence. He appealed and the Local Court allowed the appeal. The RTA appealed to the Supreme Court, which dismissed the RTA's appeal, upholding the Local Court's decision. The RTA appealed to the Court of Appeal. The Court of Appeal noted that no question was taken on the jurisdiction of the Local Court as both parties argued the case on the assumption it existed. "The assumption is doubtful, if not erroneous, but is made for the purposes of this case only." The Court of Appeal held on this assumption there was no error to be detected in the Magistrate's decision. All that the Magistrate did was to decide that, notwithstanding the commission of a traffic offence and the incurring of three demerit points, the suspension should be quashed.

The essential element of the RTA's case was that the Magistrate examined all the circumstances of the offence in coming to that decision. The RTA considered this was contrary to the provision of the Regulation that the Court cannot consider the guilt or innocence of the person concerned or the imposition of a penalty or the level of a penalty imposed.

The Court of Appeal considered that the action of the Magistrate in considering the circumstances of the offence did not amount to a review of the guilt or innocence of the person concerned.

**RTA v Castrodes & Anor [(2003) NSWSC990 – Supreme Court, 3 November 2003]**

Mr Castrodes was the driver of a motor vehicle, which was on the incorrect side of the road when it collided with another vehicle travelling in the opposite direction. As a result, Mr Castrodes was charged with negligent driving occasioning grievous bodily harm.

The RTA advised Mr Castrodes that it considered he was not medically fit to safely drive a motor vehicle and his licence was suspended on the grounds that he was not fit and proper to hold a licence because he occasioned grievous bodily harm to a person as a result of having become incapable of controlling the motor vehicle.

The charges against Mr Castrodes were dismissed. Although the RTA suspended Mr Castrodes' licence on 10 March 2003, he did not lodge an appeal against the RTA's suspension of his licence until 17 July 2003, which was outside the period of 28 days provided by the *Road Transport (General) Regulation 1999*.

The Supreme Court held the legislation did not provide for an extension of time in which to appeal. The Supreme Court also commented that the onus is on the plaintiff to satisfy clause 7A of Schedule 2 to the *Road Transport (General) Regulation*.

**RTA v Weir [(2004) NSWSC154 – Supreme Court, 12 March 2004]**

In this matter Mr Weir incurred 12 demerit points for four offences, six of which were for an offence that occurred on 1 January 2003.

In respect of those offences, the Defendant elected to have those matters dealt with by a Local Court. The Court found the Defendant guilty of the offences, but dismissed the proceedings without recording a conviction, pursuant to section 10 of the *Crimes (Sentencing Procedures) Act 1999* NSW. The RTA nevertheless recorded the six demerit points as the court, although not recording a conviction, had found the Defendant guilty.

The Magistrate suggested in his decision that a finding of guilt pursuant to section 10 of the *Crimes (Sentencing Procedures) Act 1999* may have not resulted in that person having been found guilty for the purpose of the demerit point provisions in the *Road Transport (Driver Licensing) Act 1998*. The Supreme Court held that a finding of guilt pursuant to section 10 of the *Crimes (Sentencing Procedures) Act 1999* does result in a person having been found guilty for the purposes of the *Road Transport (Driver Licensing) Act* so that

demerit points accrue. Hence the RTA was required to suspend the licence of the Defendant.

**Brown v RTA [(2004) NSWSC494 – Supreme Court, 29 April 2004]**

In this case the Plaintiff had entered into a good behaviour election, but subsequently committed an offence of exceeding the speed limit. Between the date of the election and the date of that offence, the points for that offence had increased and the RTA suspended the licence in accordance with the legislation. The Plaintiff alleged that alteration in the number of demerit points was such as to effect a right accrued by the Applicant at the time of entering into the election.

The Supreme Court held that there was no right or privilege acquired or accrued under the legislation in respect of any possible future increase in the number of demerit points applicable to any offence such that the Plaintiff might become immune from the affect of the increased penalty.

The Supreme Court also held that an earlier consent order made between the parties whereby the RTA and the Plaintiff agreed that the RTA would not suspend the licence pending the outcome of the substantive matters could not stand because RTA was not empowered under the legislation to enter into such an agreement and the Court could not displace the operation of an act of Parliament by making an order that was against the legislation.

**DPP v Greene [(2003) NSWSC613 – Supreme Court, 8 July 2003]**

In this case the Supreme Court upheld the decision of a Magistrate dismissing an information laid against a Defendant, Mr Greene, for the offence of driving a motor vehicle on a road whilst his licence was cancelled.

Mr Greene's licence was cancelled for non-payment of fines. Subsequently his licence expired. Later, the Defendant was apprehended by the Police and charged with the offence of 'drive on road whilst licence cancelled'. The Magistrate held that as the licence had expired, it could not be a cancelled licence, and therefore the Defendant was an unlicensed driver and not a driver whose licence had been cancelled.

After examining the relevant provisions and prior cases, the Supreme Court held that the Magistrate's decision was correct and dismissed the appeal.

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## APPENDIX 21 // LAND DISPOSAL

The RTA owns property for administrative purposes and acquires property for road construction.

Properties that are surplus to requirements are disposed of in accordance with Government policy.

During 2003-04 contracts were brought to account for the sale of 90 properties for a total value of \$26.758 million (net of GST). Of these, 14 properties were valued at more than \$0.5 million each, with a total value of \$22.191 million.

A property at George Street, Parramatta, was sold to the Landcom for \$6.6 million.

No properties were sold to people with a family or business connection between the purchaser and the person responsible for approving the disposal.

Proceeds from property sales are used to improve the State's road network infrastructure.

All documents relating to the disposal of properties are available under the *Freedom of Information (FOI) Act*.



## APPENDIX 22 // PUBLICATIONS

The RTA produces a wide range of publications to assist customers, to promote road safety and new technology, and to fulfil statutory requirements under annual reporting, environmental and freedom of information legislation. Publications on driver licensing, vehicle registration and road safety are available free from motor registries.

Technical and AUSTRROADS publications are available for sale from the RTA Information & Reference Services at Pod D, Level 1, Octagon Building, 99 Phillip Street, Parramatta (tel 02 8837 0151). The library's collection of books, journals and CD-ROMs includes extensive coverage in the areas of road and bridge engineering, road safety, environment and management.

The following new or substantially revised titles were issued during 2003-04.

### BICYCLES

- Cycling to work, works! For employees, for business and for the environment
- Off to work? On your Bike! A guide for easy and enjoyable cycling to work
- Sydney Cycleways map: Liverpool and Parramatta
- Sydney Cycleways map: Sydney and Parramatta
- Western Sydney cycleways network: A better future for cyclists

### CORPORATE

- Annual Report 2003 (hard copy and CD-ROM versions)
- Apprenticeship scheme
- Inside RTA - the intranet home page explained
- Looking for a career with drive? Graduate Recruitment and Development (GRAD) Program
- M4/M5 Cashback Scheme: Important Information on Claiming a Rebate
- M4/M5 Cashback Scheme: Request to pay M4/M5 Cashback rebate into your bank account
- SpeedBlitz Blues: speeding Z card
- The RTA celebrates 75 years - Parkes 1928-2003
- Traineeship scheme (careers brochure)
- Workforce Capability Plan 2003-2008
- The Journey Ahead 2003-08, RTA corporate plan

### DRIVERS AND VEHICLES

- A Guide for Older Drivers
- A guide to heavy vehicle competency based assessment
- Add a little colour to your car: New colour number plates
- Audit Points for Clean Fleet
- AUVIS Bulletins: A.I.S. Rules – Reminder
- AUVIS Bulletins: Reducing seating capacity in Toyota Troop Carriers
- Beyond Test Routes manual: Teaching low-risk driving manual
- Contacting Us - Four easy ways to access the RTA
- Demerit points: Encouraging safe driving
- Driving and your health
- Guide for international drivers: Licensing requirements for drivers from other countries (English printed and internet versions)
- Guide for international drivers: Licensing requirements for drivers from other countries (Chinese, Korean and Japanese internet version)
- Hazard Perception Test
- How to get your rider's licence
- How to prove who you are to the RTA
- Medical and driving tests
- Mobility Parking Scheme application
- National driver licence classes
- National Heavy Vehicle Accreditation Scheme (NHVAS)
- NSW Vehicle Registration Statistics (for June, July, Aug, Sept, Oct, Nov, Dec 2003 and Jan, Feb, Mar, Apr, May 2004)

- NSW Driver and Vehicle Statistics, (for 2002 and 2003)
- Purchasing and registering a heavy vehicle
- Safe-T-Cam: Managing heavy vehicle speed and fatigue
- Shame Flyers (Mobility parking scheme)
- Steps to download the RTA 'Road Users' handbook
- The risks of driving unregistered
- To check driver licence demerit points balance, go to myRECORDS at myRTA.com
- Vehicle Inspectors Bulletin: Inspection of vehicles operated by the Rural Fire Service
- Vehicle Inspectors Bulletin: Inspection procedures for draglinks on Sterling trucks
- Vehicle Inspectors Bulletin: Amendments to the Rules for Authorised Inspection Stations - Heavy Vehicles
- Vehicle Inspectors Bulletin: Changes to Heavy Vehicle Inspection Scheme and inspection of country taxi cabs with 'TC' number plates
- Vehicle Inspectors Bulletin: Brake tests for heavy vehicles
- Vehicle Inspectors Bulletin: Vehicle Compliance Certification Pilot Scheme (VCCPS)
- Vehicle Inspectors Bulletin: e-Safety Check - Revised hours for Online Systems Support on Saturdays
- What are diesel engine exhaust gas emissions?
- What you'll need to park (Mobility parking scheme)
- You'll need a new permit to park here from 1 August 2004

### ENVIRONMENT

- Annual Environment Report 2003 (hard copy and CD-ROM versions)
- Bridging the Murray River Albury to Swan Hill regions Heritage Drives: Self-guided Tours
- Greenhouse Gas Inventory
- Oral History - NSW Vehicular Ferries
- Oral History - Pavement Recycling and Stabilization (summary report and CD)
- Sydney Harbour Bridge Maintenance Cranes Oral History (CD)

### HEAVY VEHICLES

- 14.6 Metre Semi-Trailers
- 14.9 Metre Refrigerated Semi-Trailers
- 4.6 Metre High Truck Routes and Loading Requirements
- A truck driver's guide to managing fatigue on a long haul (Don't die for a deadline booklet for drivers)
- A truck driver's guide to the dangers of using drugs to stay awake
- B-Doubles (including 19 metre B-Doubles)
- Car Carriers (longer than 19 metres)
- Conditional Registration: Registration for vehicles with limited road access
- Controlled Access Buses (Buses longer than 12.5 metres)
- Converter Dolly Combinations
- Getting a heavy vehicle driver's licence
- Heavy vehicle competency based assessment: Assessor's Log Book
- Heavy vehicle competency based assessment: Learner's Log Book
- Permit Notice for the Operation of B-Doubles, Road Trains & 4.6m High Vehicles
- Road Trains
- Seatbelts save truckies too
- Three Strikes and You're Out! Managing heavy vehicle speed
- Truck and Dog Trailers over 42.5 tonnes

- Useful contacts: Heavy vehicle (contact cards)
- Working with or around trucks? Free test voucher

## INFRASTRUCTURE

- Additional crossing of Clarence River; Grafton, community update
- Additional crossing of Clarence River: Planning for a new bridge in the Grafton area
- Alstonville Bypass: Bruxner Highway, community update
- Bangalow to Helena - Upgrading the Pacific Highway, Representations Report
- Bangor Bypass: Modification to noise wall locations – Review of Environmental Factors
- Bangor Bypass: North-South Link, community update
- Bangor Bypass REF
- Bangor Bypass community fact sheet: Community liaison
- Bangor Bypass community fact sheet: Construction
- Bangor Bypass community fact sheet: Protecting the natural environment
- Bangor Bypass Seeking your opinion - Bardonia Road
- Banora Point Upgrade: Pacific Highway Upgrading Program, community update
- Bean Tree Bridge over Richmond River at Wiangaree, community update
- Bells Line of Road: Slope remediation program, community update
- Beyond the Pavement 2004 Update: RTA urban and regional design practice notes
- Bridge Aesthetics – Design guidelines to improve the appearance of bridges in NSW
- Bridge restoration – Hinton Bridge over Paterson River, community update
- Camden Valley Way Upgrade - Bernera Road to Westlink M7/M5 Motorway interchange, Prestons, community update
- Can you run a tight ship? RTA Vehicular Ferry contracts (Sydney)
- Can you run a tight ship? RTA Vehicular Ferry contracts (Northern Region)
- Coffs Harbour Highway Planning: Southern and Northern Sections, community update
- Concrete Roundabout Pavements – A Guide to their Design and Construction, Issue 3.0, guide
- Cowpasture Road upgrade: Hoxton Park Road to Camden Valley Way, community update
- Cowpasture Road upgrade: North Liverpool Road to Camden Valley Way, community update
- Cudgera Creek Road Upgrade, community update
- F3 Freeway to Branxton: National Highway link – Additional Aboriginal Heritage Assessment
- F3 Freeway to Branxton: National Highway link – Additional Flora and Fauna Assessment
- F3 Freeway to Branxton: National Highway link – Compensatory Habitat Assessment – Stage I
- Five Islands Road project, community updates
- Five Islands Road Project: Post Determination Modifications Report
- Frederickton Improvements – Pacific Highway, community update
- Galston Road slope remediation works, Galston Gorge, community update
- Great Western Highway Upgrade: Leura to Katoomba, community update
- Great Western Highway Upgrade: Safety improvements between Governors Drive, Lapstone and Mount Street, Glenbrook, community update
- Great Western Highway Upgrade: Station Street, Woodford to Ferguson Avenue, Hazelbrook, community update
- Great Western Highway Upgrade: Wentworth Falls East – Table Road to Station Street, community update
- Great Western Highway: Lawson Section I, community update
- Great Western Highway: Soldiers Pinch – scar tree signage
- Hoxton Park Road widening – Hill Road to Brickmakers Creek, community update
- Hume Highway – on and off ramps at Ingleburn, community update
- Hume Highway junctions with Towrang and Carrick roads, community update
- Hume Highway, Liverpool, community update
- Iron Cove Bridge maintenance - night work, community update
- Iron Cove Bridge maintenance, community update
- Lane Cove Tunnel alternative mid tunnel access sites/construction compounds: Environmental Overview report
- Lane Cove Tunnel Mid Point Access newsletter
- Lane Cove Tunnel Mid tunnel access sites: Comparative Assessment of Options report
- Lawrence Hargrave Drive - Clifton to Coalcliff
- Lawrence Hargrave Drive, community update
- Lawrence Hargrave Drive, History and Repair
- Lawrence Hargrave Drive: Preferred option for repairing the road - Review of Environmental Factors
- Lisarow to Ourimbah Stage I: Upgrading the Pacific Highway between Glen Road and Burns Road, community update
- M4 East options study, community update
- M4 East options study, Overview Report
- Main Road 92 Upgrade: Nowra to Nerriga Preferred Activity Report
- Main Road 92 Upgrade: Nowra to Nerriga Representations Report
- Main Road 92 Upgrade: Nowra to Nerriga Supplementary Species Impact Statement
- New crossing of Murray River between Cobram and Barooga Preferred Activity Report
- New crossing of Murray River between Cobram and Barooga Representations Report
- New Crossing of Murray River between Corowa & Wahgunyah, community update
- New Crossing of the Murray River between Corowa and Wahgunyah, community update
- Newell Highway Bypass of Moree Town Centre Preferred Activity Report
- Newell Highway Bypass of Moree Town Centre Representations Report
- Newell Highway: Coobang Upgrade, community update
- North Kiama Bypass: Panama Street Link and Northbound Off Load Ramp, Hutchinson Street - REF
- Old Windsor Road/Norwest Boulevard intersection, Bella Vista, community update
- Oxley Highway Upgrade Port Macquarie - Wrights Road to the Pacific Highway, community updates
- Oyster Channel Bridge Widening, community update
- Pacific Highway - Kempsey to Eungai Upgrade, community update
- Pacific Highway - Moorland to Herons Creek, community update
- Pacific Highway: Coffs Harbour Highway Planning Strategy Route Options for Coffs Harbour, community update
- Proposed improvements on The Entrance Road at Terrigal Drive, Erina
- Punchbowl Road rehabilitation works, community update
- Putty Road slope remediation works, Colo community update
- Shell Corner Upgrade: Albion Street to Watson Way, Katoomba, community update

**Appendix 22 (continued)**

- Sportsmans Creek Bridge, community update
- Sunnyholt Road upgrade – Garling Road to James Cook Drive at Kings Park, community update
- The Horsley Drive and Cowpasture Road north intersection, community update
- The Horsley Drive upgrade: Mimosa Road to Lily Street, community update
- Third Hunter River crossing: Planning for a new bridge in the Maitland/Morpeth area, community update
- Third Hunter River crossing: Planning for a new bridge in the Maitland area – Display of options, community update
- Tom Ugly's northbound bridge - repainting & maintenance works, community update
- Upgrading the Pacific Highway: Brunswick Heads to Yelgun Upgrade, community update
- Upgrading the Pacific Highway: Cudgera Creek Road Upgrade
- Upgrading the Pacific Highway program – Karuah Bypass, community update
- Upgrading Windsor Road: Acres Road to Old Windsor Road/Windsor Road intersection, Kellyville, community update
- Warringah Road slope remediation works, community update
- Windsor flood evacuation route – CE determination; Minister Infrastructure & Planning approval; Dir General Dept of IPNR
- Windsor Flood evacuation route – Planning approval

**OPERATIONS**

- RTA Operations Directorate newsletter; August 2003
- RTA Operations Directorate newsletter; December 2003
- RTA Operations Directorate newsletter; April 2004

**ROAD SAFETY**

- 50. There's a new default urban speed limit.
- Accident Reduction Guide manual
- Alcohol Interlock Program: Information package for criminal law specialists
- Alcohol Interlock Program: Information package for participants
- Alternative Late Night Transport Program (information card)
- Braking Habits pocket book
- Bring the Mob Home Safely, Aboriginal Road Safety Calendar
- Bring the Mob Home Safely: Carry a safe mob not a big mob
- Bring the Mob Home Safely: Helmets are cheap – Our kids are priceless
- Bring the Mob Home Safely: Look out for our kids
- Bring the Mob Home Safely: Slow down, Don't speed
- Bring the Mob Home Safely: You love me – keep me safe
- Child restraints save lives – Choose Right. Buckle Right. (Hunter campaign)
- Click clack front 'n' back (single bear sticker)
- Compliance and Enforcement Notices: Assessment of Car Carriers
- Compliance and Enforcement Notices: Interim registration labels
- Don't ignore the early warning signs of driver fatigue. (Driver Fatigue Western Region)
- Driving and medicines
- Driving hours regulations: Transitional Fatigue Management Scheme for heavy vehicle drivers
- Drugs and driving: Don't get smashed by driving on drugs
- LPP: The legal blood alcohol limit for your licence is ZERO
- Management of Skid Resistance Data Using SCRIM, Technical Procedure

- Motorcycle safety issues and countermeasures (brochure and CD-ROM)
- Move Ahead with Street Sense poster: Hold a grown-up's hand when you're on the footpath
- Move Ahead with Street Sense poster: My seat belt gives me a great big hug
- Move Ahead with Street Sense poster: Wear the hardware
- Move Ahead with Street Sense Stage One Road Safety stickers
- Move Ahead with Street Sense Stage One Safety stickers (wheels sticker sheets)
- Move Ahead with Street Sense Stage Three Road Safety stickers
- Move Ahead with Street Sense Stage Three Safety stickers (wheels sticker sheets)
- Move Ahead with Street Sense Stage Two Road Safety stickers
- Move Ahead with Street Sense Stage Two Safety stickers (wheels sticker sheets)
- Move Ahead with Street Sense Translations CD-ROM
- Move Ahead with Street Sense: Always wear a helmet when you ride or skate (poster)
- Move Ahead with Street Sense: Wait till the bus has gone, then use a safe place to cross (poster)
- Northern NSW Regional Road Statistics, community update
- NSW Sober Driver Program - Condensed Version (kits)
- Pacific Highway Safety Review community update
- Restraint Fitting Guidelines: Retractable lap/sash seatbelt installation for the centre rear seating position of various vehicles manual
- Road Environment Safety Update: Fatal Roadside Object Study
- Road Environment Safety Update: Flashing Lights at Fixed Locations in the Road Environment
- Road Environment Safety Update: Rest Area Best Practice Design Guide
- Road Environment Safety Update: Rural Road Crash Rates by Road Stereotype
- Road Environment Safety Update: Safety Barrier Terminal – MELT
- Road Environment Safety Update: The use of Crashcam for crash analysis and investigation
- Road Environment Safety Update: Wire Rope Safety Barrier Crash Test
- Road Risks: Your Choice – Road Safety Education Program Stage 4 (plastic box)
- Road Risks: Your Choice – Road Safety Education Program Stage 4 (teacher manual)
- Road Risks: Your Choice – Road Safety Education Program Stage 4 (CD-ROM)
- Road Risks: Your Choice – Road Safety Education Program Stage 4 (DVD)
- Road Risks: Your Choice – Road Safety Education Program Stage 4 (Video)
- Safe school travel, Tips for parents and carers
- School bus safety – How parents can help
- Stop. Revive. Survive. NSW road map with rest areas and Driver Reviver stops map
- Technical Direction for Road Safety Practitioners: Accident Reduction Guide
- Technical Direction for Road Safety Practitioners: Management of Skid Resistance Data Using SCRIM
- Technical Direction for Road Safety Practitioners: Non-reflective raised pavement markers for lane lines on freeways and dual carriageways
- Technical Direction for Road Safety Practitioners: Policy for Road Safety Audits of Construction & Reconstruction Projects



- The law and safety advice for bicycles, rollerblades, scooters and skateboards (Information for parents and carers about safety on wheels)
- Vehicle Standards Information No 14: LPG fuelled vehicles
- Vehicle Standards Information No 15: Engineering Signatories
- Vehicle Standards Information No 16: CNG fuelled vehicles
- Vehicle Standards Information No 18: Dimension and mass limits for vehicles and trailer combinations
- Vehicle Standards Information No 27: Mopeds and motor assisted bicycles
- Vehicle Standards Information No 36: Sectional repairs on mono-constructed vehicles
- Vehicle Standards Information No 4: Imported vehicles
- Vehicle Standards Information No 40: Registration of left-hand drive vehicles
- Vehicle Standards Information No 9: Guidelines for alternative wheels and tyres
- We always use the 'Safety Door' (parent note and sticker)
- Your business will feel the impact long after the crash. Make driver safety your business
- You're not the only one with your eyes on the road... (Animals on Country Roads)
- Railway Terrace and West Street, Petersham, community update
- Restricted parking area Version 2, July 2003, manual
- Technical Direction for traffic and transport practitioners: Motorbike parking
- Technical Direction for traffic and transport practitioners: Use of Class I Retroreflective sheeting on roadworks signs
- Technical direction: NSW bicycles guidelines
- Technical direction: Restricted parking areas
- Technical direction: Tourist signposting
- Technical direction: Traffic control at work sites
- Tourist signposting manual, cover only
- Traffic control at work sites Version 3 manual
- Traffic volume data 2002 - Sydney region Volume 1
- Traffic volume data 2002 - Sydney region Volume 2
- Traffic volume data 2002 - Western region
- Warringah Road bus corridor, community update
- Warringah Road bus corridor: Frenchs Forest to Chatswood Station, Sept 2003

#### TRAFFIC

- Cycling Guidelines manual
- E-Toll ... The easy way to pay: Now accepted on all Sydney and interstate toll roads
- Guide to Parking rules in NSW
- Hands on control: Sydney's Transport Management Centre, booklet
- Hands on Control: Sydney Transport Management Centre, brochure
- M5 Merge Safe Campaign
- Need a receipt for the Sydney Harbour Tunnel?

#### COST OF THIS ANNUAL REPORT

The external cost of producing this report was \$49,200. The report has been produced on CD-ROM and is available on the internet at [www.rta.nsw.gov.au](http://www.rta.nsw.gov.au) (click on Publications, statistics and forms).

## APPENDIX 23 // PAYMENTS TO CONSULTANTS

Details of the amount paid to consultants in 2003-04 are provided below.

Project	Consultant	\$
Probity audit in relation to the Lane Cove and Cross City tunnel projects	Paji Pty Ltd	13,184
Consultants individually costing \$30,000 or less	9	67,996
<b>Total</b>		<b>81,180</b>

The RTA also engages numerous contractors for professional services not classified as consultancies, including valuation, legal services, road and bridge design, investigation, construction supervision, preparation of Environmental Impact Statements, as well as contract agency services and personnel.

## APPENDIX 24 // REPORTING OF ALL RTA CONTRACTS WITH THIRD PARTIES

On 27 April 2000 the Government issued Premier's Memorandum 2000-11, which requires the disclosure of certain information on Government contracts (including panels) with the private sector. This applies to any case where there was an opportunity for a number of parties to tender or express interest in supplying the goods or services.

As a result the Chief Executive issued Corporate Policy Statement No.33, 'Disclosure of details of all RTA contracts with the private sector'.

Generally, contracts are categorised as follows:

- Up to \$100,000,
- \$100,000 to \$5 million
- More than \$5 million.

Specific information is required, depending on the value of the contract.

The Records Access Unit either records the information on its own database or, where the contract value exceeds \$100,000, arranges for it to be placed on the RTA's Internet site under the category **Doing Business With Us**.

To date the total value of reported contracts with the private sector exceeds \$463 million.

Any inquiries can be directed to the Privacy and Contract Reporting Co-ordinator on (02) 9218-3667.

## APPENDIX 25 // ACCOUNTS PAYMENT PERFORMANCE

## AGEING OF AMOUNTS UNPAID AT MONTH END

Quarter	Current	<30 days overdue	30-60 days overdue	60-90 days overdue	>90 days overdue
Sep 03	\$17,420,190.23	\$8,406,875.17	\$4,231,192.07	\$213,508.67	\$98,049.34
Dec 03	\$14,523,819.99	\$5,973,700.02	\$1,796,471.94	\$670,866.65	\$5,020,683.38
Mar 04	\$24,340,946.03	\$8,755,664.72	\$191,151.72	\$30,061.60	\$37,050.66
Jun 04	\$64,814,794.97	\$3,885,343.09	\$361,515.59	\$47,760.24	\$(213,658.49)*

\*Unallocated payment cleared in July.

## ACCOUNTS PAYABLE PAYMENT PERFORMANCE

Quarter	Total accounts paid on time			
	Target %	Actual %	\$	Total
Sep 03	.86%	.81.0%	205,706,324.27	224,828,736.08
Dec 03	.86%	.88.9%	198,351,384.88	210,046,939.86
Mar 04	.86%	.85.7%	203,654,112.60	207,679,248.66
Jun 04	.86%	.84.8%	334,935,635.80	344,564,645.64

- Overall performance for the financial year is only slightly behind the performance target.
- Payment performance in 2003-04 shows an improvement over previous years.

- The implementation of Imaging and Intelligent Character Recognition technology at the Sydney Business Services Centre is now complete and it is anticipated that increased use of this technology will further improve accounts payable payment performance.

## APPENDIX 26 // FUNDS GRANTED TO NON-GOVERNMENT COMMUNITY ORGANISATIONS

Event	Description	Organisation	Cost	Performance Area
SunRace 2004	Sponsorship of SunRace – solar car race from Adelaide to Sydney (race deferred)	Sustainable Energy Enterprise Developments	\$25,000	Environment Branch
National Trust Heritage Festival	RTA participation in festival	N/A	\$25,000	Environment Branch/ Road Network Infrastructure Maintenance
Grant	Financial support for Roadside Environment Committee providing for an Executive Officer, committee costs, research and the annual award scheme.	Roadside Environment Committee	\$71,500 + \$25,000 for costs	Environment Branch
Roadside improvements	Trial in using volunteers in roadside environmental improvement	Conservation Volunteers Australia	\$50,000	Environment Branch
Coordination between wildlife carer groups	Preparation of manual	RSPCA	\$25,000	Environment Branch
Kyogle Youth Road Safety Project (Northern Region)	Develop a youth road safety action plan for Kyogle LGA	Adult Community Education	\$15,000	Client Services
Driver Reviver	The project fulfilled local Driver Reviver Committee needs July 2003-June 2004	New Italy Museum Inc	\$4607	Client Services
Driver Reviver	RTA contribution to assist in the connection of power lines to Macksville Driver Reviver	Macksville Driver Reviver Committee (payment made to Country Energy)	\$4523	Client Services
Walk to Work Day	Promoting walking	Pedestrian Council of Australia	\$25,000	Traffic and Transport
RTA Cycle Sydney	Promoting cycling	Bicycle NSW	\$125,000	Traffic and Transport
RTA Big Ride (Gloucester to Sydney)	Promoting safe cycling	Bicycle NSW	\$118,000	Traffic and Transport
Walk Safely to School Day	Promoting safe pedestrian behaviour around schools	Pedestrian Council of Australia	\$25,000	Traffic and Transport
Sydney to the 'Gong	Promoting cycling as a viable transport alternative	Multiple Sclerosis Society	\$103,000	Traffic and Transport

## APPENDIX 27 // PRIVACY

### PRIVACY MANAGEMENT PLAN

#### Statement of action taken by the RTA and results of reviews

Section 33(3)(a) of the *Privacy and Personal Information Protection Act* requires the RTA to provide a statement of the action taken in complying with the requirements of the Act.

In order to comply with the Act the RTA continues to:

- Identify and consider the requirements of the Act – principles, codes, public register provisions and internal reviews.
- Identify collections of personal information for which the RTA is responsible.
- Ensure measures are in place to provide an appropriate level of protection for personal information.
- Review the RTA's first Privacy Management Plan, which was placed on the RTA's website to ensure its availability to clients.
- Establish mechanisms to ensure RTA staff are aware of their obligations under the Act and appropriately trained to apply the information protection principles. The RTA is developing a training program which will incorporate privacy issues and be presented to all RTA staff. A series of internal memos have been distributed to staff to highlight the needs of the *Privacy Act*.

Part of the role of the Records Access Unit is to address the RTA's responsibilities under the *Privacy Act*. The Privacy and Contract Reporting Coordinator is responsible for processing any allegations of improper use of personal information. Such allegations are termed, under the *Privacy Act*, Reviews of Conduct.

The *Privacy Act* requires the Reviews of Conduct to be finalised within 60 days.

#### REVIEWS CARRIED OVER FROM 2002-03

There was one matter carried over from the financial year 2002-03. As at 30 June 2004 the matter was still before the Administrative Decisions Tribunal. As previously reported, on 6 September 2002 a customer asked the RTA to carry out a Review of Conduct, alleging an employee had obtained personal information about her without authorisation and presented the information to a Guardianship Tribunal hearing.

The RTA investigation concluded that the officer's purpose for accessing the personal information was not linked to a business transaction and she had engaged in inappropriate conduct. Disciplinary action was taken against the officer.

The customer was advised of the findings on 17 July 2003. The customer lodged an application with the NSW Administrative Decisions Tribunal on 16 September 2003. The complainant sought financial compensation and wanted further action taken against the staff member concerned.

#### REVIEWS 2003–04

Thirteen Requests for a Review of Conduct were received between the 1 July 2003 and 30 June 2004. Details of the matters addressed by the RTA are:

On 19 September 2003, a customer sought a review, believing that the RTA breached her privacy by releasing her name and address to the registered operator of a vehicle following a motor vehicle accident. Following an investigation, the RTA determined the customer's records had only been used to effect legitimate licensing transactions. There was evidence that NSW Police and ICAC staff had accessed the customer's records. Their access to the records was also justified. It was eventually confirmed the information the customer had been concerned about had been obtained from the NSW Police when the individual in question obtained a copy of the accident report. On 24 May 2004 the customer was advised of the RTA's determination. To date the customer has not lodged an appeal.

On 24 September 2003, a customer sought a review, believing that the RTA breached his privacy by issuing, to his former partner, a registration renewal notice carrying his new address. It was determined the registry services officer involved had complied with RTA policy and procedures when the transaction took place and the officer had not engaged in improper conduct. On 24 December 2003 the customer was advised of the RTA determination. On 10 February 2004 the customer lodged an appeal, which is currently before the NSW Administrative Appeals Tribunal.

On 24 October 2003, a customer sought a review, believing that the RTA breached his privacy by making his vehicle registration details available to his work mates. The RTA determined the only use of the customer's records had been to effect RTA transactions. On 17 November 2003 the customer was advised of the circumstances and the RTA determination. To date the customer has not lodged an appeal.

On 29 November 2003, a customer alleged the RTA breached his privacy by incorrectly changing his records with a change of address that should have been placed on another customer's records. Although it was determined the RTA had breached Information Protection Principle 11 and Section 18 of the Act, it was deemed the registry services officer involved had made an error and had not engaged in improper conduct. The RTA apologised to the customer and pledged that it would make every endeavour to ensure there would be no recurrence of the error. On 27 January 2004 the customer was advised of the RTA determination. To date the customer has not lodged an appeal.

On 7 January 2004, a customer sought a review, believing that the RTA breached her privacy when a Registry Services Officer, at a particular motor registry, had released her personal details to an unknown person who then harassed her. It was determined that the customer's RTA records had not been accessed by any RTA staff. The only accesses had been by the Infringement Processing Bureau (IPB) and other organisations. On 10 February 2004 the customer was advised of the RTA's determination. The customer originally stated that she did not want the non-RTA accesses investigated. However, on 11 March 2004 the customer again approached the RTA and asked to have the accesses investigated. As the IPB had been transferred to the State Debt Recovery Office (SDRO) from the NSW Police Force, this organisation was contacted to confirm the reasons for access. In the meantime, the Acting Privacy Commissioner intervened and recommended that all staff at the nominated motor registry be questioned. However, as of 30 June 2004, the matter had not been finalised.

On 20 January 2004, a customer sought a review, believing that the RTA breached his privacy when his former partner, a Registry Services Officer at a particular motor registry, had accessed his traffic offences record and released the information to her solicitor. It was determined that the customer's RTA records had not been accessed by his former partner: they had only been accessed to effect legitimate RTA transactions. On 6 February 2004 the customer was advised of the RTA determination. To date the customer has not lodged an appeal. However, the Acting Privacy Commissioner intervened and recommended that all staff at the nominated motor registry be questioned. These enquiries had not been finalised by 30 June 2004.

On 30 January 2004, two customers (husband and wife) sought a review, believing that the RTA breached their privacy when a RTA contracted employee used their personal information under improper circumstances. Because of the need to make enquiries with several NSW agencies, the matter had not been finalised by the 30 June 2004.

On 10 February 2004, a customer sought a review, believing that the RTA breached his privacy by releasing his name and address, under improper circumstances, to the registered operator of a vehicle with which his vehicle had collided. Due to the need to make enquiries with a NSW agency, the matter had not been finalised by the 30 June 2004.

On 24 February 2004, a customer sought a review, believing that the RTA breached her privacy by advising her parents that she is eligible to claim a pensioner concession on her registration. It was determined the RTA had breached Information Protection Principle 11 and Section 18 of the Act. However, it was deemed the registry services officer involved had made an error in judgement and had not intentionally engaged in improper conduct. On 28 June 2004 the customer was advised of the RTA determination. The RTA apologised to the customer, and pledged that it would make every endeavour to ensure there would be no recurrence of the error. To date the customer has not lodged an appeal.

On 21 April 2004, a customer sought a review, believing that the RTA breached her privacy when it allowed an unknown person to identify her as the registered operator of a motor vehicle. The customer believed the alleged breach led to her being harassed. It was determined that RTA staff had only accessed her personal information to conduct RTA business. On 23 June 2004 the customer was advised of the RTA determination. To date the customer has not lodged an appeal.

**Appendix 27 (continued)**

On 13 May 2004, a customer sought a review, believing that the RTA breached his privacy by releasing his name and address, as the registered operator of a vehicle, to the company authorised to issue infringement notices on behalf of the Sydney Airports Corporation. It was determined that the RTA had not disclosed the information to the company named by the customer. The information had been accessed by Sydney Airports Corporation in accordance with the requirements of the *Airports (Control of On-Airport Activities) Regulations 1997*, for the recovery of fines associated with parking infringements at Sydney Airport. On 21 June 2004 the customer was advised of the RTA determination. To date the customer has not lodged an appeal.

On 27 May 2004, a customer sought a review, believing that the RTA breached his privacy when it allowed another agency to access personal information about him without legitimate reason. Because of enquiries with a NSW agency, the matter had not been finalised by the 30 June 2004.

On 5 May 2004, the Acting NSW Privacy Commissioner sought a review on behalf of a person who had complained to Privacy NSW that incorrect advice given to her by a Registry Services Officer would have caused her to wrongly display her Mobility Parking Scheme parking authority in a way that would allow the public to learn her identity as the registered operator of her vehicle. The matter had not been finalised as of 30 June 2004.

Privacy NSW has been notified of the receipt of the matters received directly from customers. Five of the 13 matters were responded to within the statutory timeframe of 60 days. The system is being reviewed to reduce the response times and, in addition, representations are being made to those agencies that did not promptly respond to RTA requests for information regarding accesses to personal information held by the RTA.

**APPENDIX 28 // RESEARCH AND DEVELOPMENT**

The RTA encourages research and development activities to create innovative solutions to issues related to road construction and maintenance, traffic, road safety, environment impacts and to provide high quality service for its customers. In many projects, the RTA works with other research agencies that undertake related fields of research, such as the CSIRO.

In 2003-04, \$2.4m was invested in more than 25 strategic research projects. Examples of research and development projects carried out in 2003-04 include:

- Improving the long-term performance of asphalt in pavements.
- Multi-post breakaway (road) sign structure.
- The impact of bridges on estuarine environments.
- The development of collapsible sign structures to minimise casualties from vehicle impacts.

**APPENDIX 29 // DRIVER AND VEHICLE STATISTICS****NUMBER OF VEHICLES REGISTERED IN NSW AS AT 30 JUNE 2004  
BY YEAR OF MANUFACTURE**

Year of manufacture	No of vehicles
Pre-1960	8,610
1960 to 1964	9,787
1965 to 1969	20,705
1970 to 1974	71,734
1975 to 1979	151,611
1980 to 1984	303,824
1985 to 1989	605,128
1990 to 1994	875,754
1995 to 1999	1,271,829
2000	303,296
2001	293,437
2002	317,435
2003	339,574
2004	133,213
Unknown	66,745
<b>Total</b>	<b>4,772,682</b>

**NUMBER OF VEHICLES REGISTERED IN NSW AS AT 30 JUNE 2004  
BY VEHICLE TYPE**

Vehicle type	No of vehicles
Off road passenger vehicles	359,381
Passenger vehicles	2,822,435
Small buses	32,851
Buses	11,741
Mobile homes	8,184
Motorcycles	105,289
Light trucks	621,581
Heavy trucks	77,354
Prime movers	15,176
Light plant	6,756
Heavy plant	10,715
Small trailers	483,764
Trailers	216,902
Other vehicles	553
<b>Total</b>	<b>4,772,682</b>

**NUMBER OF VEHICLES REGISTERED IN NSW AS AT 30 JUNE 2004  
BY VEHICLE USAGE**

Vehicle usage	No of vehicles
Private .....	3,202,635
Pensioner Concession .....	601,206
Primary Producer Concession .....	97,621
Business General .....	716,641
Taxi .....	5,924
Public Bus and Coach .....	9,168
FIRS .....	2,658
Other Vehicle Usages .....	136,829
<b>Total</b>	<b>4,772,682</b>

**HEAVY VEHICLE OFFENCE TOTALS BY REGION 2003-04**

ITEM	Central West	North	South	Total
Defect Notices (Including HVIS activities)	20,977	12,967	19,115	53,059
Traffic Infringement Notices	3,026	4,989	10,267	18,282
Breaches (Weight and Longhand)	1,014	3,428	4,098	8,540

**NSW LICENSED DRIVERS AND RIDERS AS AT END JUNE 2004**

By sex	Number of licence holders	% of total
Female .....	2,070,759	47.7
Male .....	2,270,749	52.3
<b>Total *</b>	<b>4,345,070</b>	<b>100.0</b>

\* Including 0.08% cases where licence holders' sex was not recorded.

By age group	Number of licence holders	% of total
16 .....	41,800	1.0
17 .....	61,945	1.4
18-25 .....	565,708	13.0
26-29 .....	312,238	7.2
30-39 .....	896,665	20.6
40-49 .....	906,279	20.9
50-59 .....	741,513	17.1
60-69 .....	457,459	10.5
70-79 .....	286,308	6.6
80 & over .....	75,155	1.7
<b>Total</b>	<b>4,345,070</b>	<b>100.0</b>

**NSW DRIVERS' AND RIDERS' LICENCES ON ISSUE  
AS AT END JUNE 2004**

By licence class	Number of licence holders	% of total
C .....	3,790,084	79.8
LR .....	73,771	1.6
MR .....	108,541	2.3
HR .....	227,258	4.8
HC .....	128,551	2.7
MC .....	13,957	0.3
R .....	405,661	8.5
<b>Total</b>	<b>4,747,823</b>	<b>100.0</b>

- Aboriginal initiatives  
 .....19, **22**, 37, 48, **49**, 52, 55, 56, **67**, 68, 69, 138 139
- Action for Transport 2010 .....14, 33, 41
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- Driver licensing and tests  
 .....10, **21-23**, 24, 26, 45-47, 49, 50, 139
- e-Business .....11, 13, 45-47, 50, 71, 124
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**Customer Service/Motor Registries**

For information on vehicle registrations, drivers' licences, motor registry locations and opening hours call 13 22 13 from anywhere in NSW.

**Monday-Friday 8.30am-5pm**

**Saturday 8.30am-12pm**

For corporate and regional offices call 131 782 from anywhere in NSW.

**Monday-Friday 8am-5.30pm**

**Transport Management Centre**

25 Garden St

Eveleigh 1430

PO Box 1625

Strawberry Hills 2012

**Telephone** 02 8396 1400

**Fax** 02 8396 1425

**Monday-Friday 8am-5pm**

To report traffic incidents

131700 (24 hours)

Traffic inquiries 132 701 (24 hours)

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PO Box K198

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DX 520256 Parkes

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**Fax** 02 6861 1414

**Monday-Friday 8.30am-5pm**

**Pacific Highway Office**

21 Prince St

Grafton 2460

PO Box 546

DX 7610 Grafton

**Telephone** 1800 653 092

**Fax** 02 6640 1001

**Monday-Friday 8.30am-5pm**

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