

Operational performance—Customer



Customer

Roads and Maritime objective: The customer is at the centre of everything we do

Roads and Maritime provides a range of services to customers such as vehicle and vessel registration and licensing, supplying up-to-date and accurate travel time information, and delivering traffic alerts and updates. Roads and Maritime strives to engage with customers and the community to understand their needs and consider these when making decisions.

Enhanced services

Capturing customer feedback

A pilot Customer Liaison Team was established in early 2013.

The team deals directly with customers and local communities and engages relevant divisions and external organisations, such as councils and local MP offices, to find solutions for our customers enquiries and concerns. Roads and Maritime uses the customer feedback to help inform decision making.

Live Traffic website

The Live Traffic website was developed to provide Roads and Maritime customers with access to the latest information about incidents, road works, major events, fires, floods and alpine conditions. Access to camera images, travel times and trip planning helps motorists plan their journeys and make informed travel decisions.

In March 2013, a new Live Traffic iPhone application was released, which provides customers with access to the site and personalised alerts for frequently travelled routes.

Real time information services

The travel time information service displays real travel time information on variable message signs to road users to help them to plan their trip and choose the best way to travel.

The service was expanded in 2012-13 to the Newcastle Freeway (F3), Westlink M7 and Western Motorway (M4).

Table 10. Roads and Maritime website statistics 2012-13

Website	No of page views	No. of unique visitors ^[1]	Top five pages viewed
Roads	79,660,930	10,691,633	Home, Practice Driver Knowledge Test, Online Services, Licensing, Registration
Road Projects	2,903,015	287,297	Home, Pacific Highway, Browse Projects, Pacific Highway - Port Macquarie to Coffs Harbour, Hunter Expressway
GEARED (young driver)	1,002,238	240,831	Home, Licence, Rules for L and P Plate drivers, Getting your Ls, Getting your P2 licence
Maritime	3,859,345	660,698	Home, Boating Knowledge Quiz, Boat Licences, Web Camera Trial, Boat Registration

[1] Unique visitors: This is the number of unduplicated (counted only once) visitors to the website over the course of a specified time period.

Passenger transport information services and systems (PTIPS)

In November 2012, an SMS service that provides bus passengers with real time bus arrival information was launched. This information is provided by PTIPS, a Roads and Maritime system that gives priority to buses at traffic signals by altering the sequencing and timing of the signals.

The success of the SMS service led to the provisioning of real time bus data to the public to support smartphone applications, which were developed by selected commercial developers. As of 30 June 2013, there were a total of seven smartphone applications, with more than two million downloads combined.

Maritime alerts

The Maritime alert system helps boat owners and rock fishermen in their trip planning and preparation. The free online email subscription service delivers weather alerts and expiry date reminder emails for important safety gear such as marine flares, emergency position indicating radio beacons and inflatable lifejackets.

As of 30 June 2013, 2032 people had subscribed to the Maritime alert service.

Online transactions

Roads and Maritime launched its refreshed Online Services website in June 2013 to replace myRTA.com and make it easier for customers to interact with the agency.

As the leading transactional government website in NSW, the Online Services website allows customers to access a range of services and complete transactions online. Transactions completed

online through the Roads and Maritime Online Services website significantly reduce operational costs associated with manually processing transactions in registries.

In December 2012, Roads and Maritime launched the NSW Rego iPhone Application that allows customers to look up the registration status of a vehicle, the location of a vehicle safety inspection station, renew their vehicle registration and set a registration reminder in their calendar. As of 30 June 2013, there had been more than 83,000 downloads of the NSW Rego iPhone Application, over 523,000 registration searches carried out and almost 27,000 registration renewals.

In May 2013, a redeveloped online Test Booking System was launched. The system incorporates customer recommended usability improvements, including a new booking availability search function and the provision of maps and directions to registries.

In 2012-13, 50.3 per cent of eligible transactions (up from 44.9 per cent in 2011-12) were completed through the Roads and Maritime Online Services website. This equates to 5.3 million transactions and \$1.55 billion of payments.

In the same period, the Maritime Division processed over 50,000 renewal transactions online, which equates to 11.8 per cent of all online renewal transactions and \$7.09 million in revenue.

Improved access maps

In response to customer feedback, Roads and Maritime improved access maps, including Restricted Access Vehicle interactive maps, Intelligent Access Program Higher Mass Limits maps.

This information assists in improving the efficiency and productivity of the freight industry.

Integration of Maritime Customer Service Centres

Roads and Maritime successfully managed the integration of all 29 Maritime Customer Service Centres into registries by December 2012.

Maritime customers can now complete boat licence and vessel registration transactions and motor vehicle transactions at any of these registries.

Taxi licences

Roads and Maritime issued 57 annual taxi licences by tender for Sydney and the Richmond/Windsor fringe area.

Service NSW

Service NSW is the new organisation that will make it easier for customers and businesses to access government services. In 2012-13 Roads and Maritime worked closely with Service NSW to prepare for the transition of a number of services.

Photo ID scheme

The NSW photo card is a voluntary card for people who do not hold a current NSW Driver Licence, or other form of photo identification, to prove who they are. It may be used to help access a number of everyday services such as sending or receiving international mail, opening bank accounts and entering licensed premises.

Roads and Maritime introduced the free NSW Photo Card to NSW Senior Card Holders and Carer Allowance recipients in November 2012.

myPlates services

To better meet the needs of myPlates customers, Roads and Maritime introduced alternative payment channels for myPlates transactions and secure, direct delivery of personalised myPlates products.

Aboriginal Driver Education Program

Roads and Maritime developed and distributed a new communication resource specifically designed for the Aboriginal community.

The Aboriginal Driver Knowledge Test, *Listen and Learn*, booklet and audio CD have been disseminated to all NSW registries, NSW Aboriginal Medical Service centres, Local Aboriginal Land Council offices, TafeNSW institutes, community employment organisations and various government agencies, including the Department of Family and Community Services.

Overseas driver licences

In February 2013, Roads and Maritime added nine countries to the list of recognised countries for converting to a NSW driver licence under the experienced driver category.

Improve tolling services

In 2012-13, Roads and Maritime offered customers a second and third E-Toll tag with no tag deposit to pay.

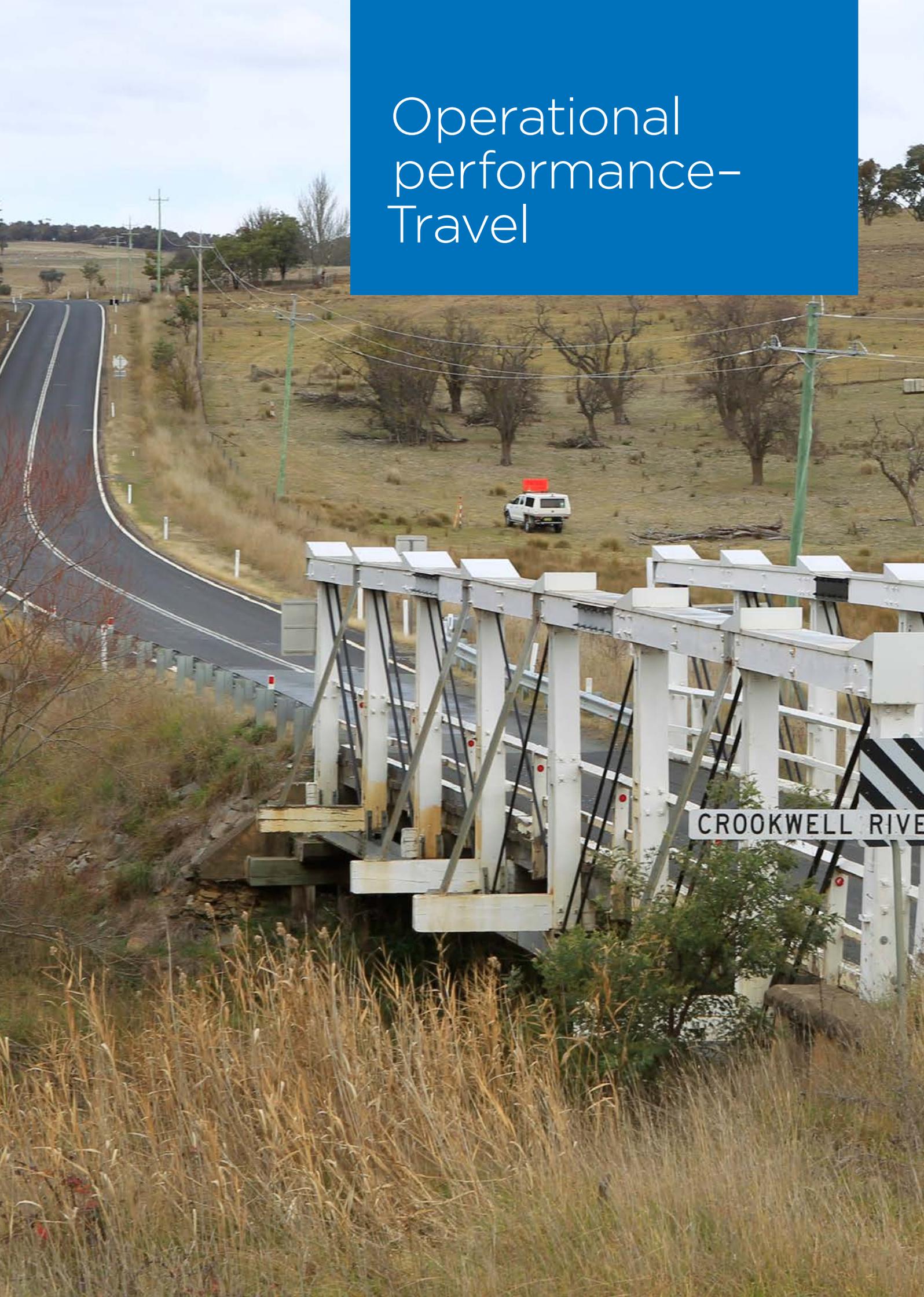
This initiative was developed to help customers who travel in a number of different vehicles to get ready for 'No Tag Fees' that are passed on to customers from 1 June 2013.

Elimination of registration stickers for light vehicles

In 2013, registration stickers for light vehicles were abolished. Customers continue to receive renewal notices prior to registration expiry as per the previous process, but were no longer required to display a label on their vehicle from 1 January 2013. The objectives of the progressive change were to increase efficiencies and respond to customer needs.

As a result, online transactions increased by 15 per cent.

Operational performance- Travel



Travel

Roads and Maritime objectives: The door-to-door movement of people and goods is efficient and reliable

Roads and Maritime delivers a range of travel solutions to optimise the movement of people and goods throughout the road and maritime networks. This includes enhancing the existing networks, improving on these networks by putting new infrastructure in place and by working to optimise operations. Roads and Maritime also supports road-based public transport solutions to move people by the most efficient and sustainable means.

Improving infrastructure

Roads and Maritime is providing new and improved road and waterway infrastructure to enable the safe and efficient movement of people, goods and services.

In 2012–13, major road projects included:

- Pacific Highway
- Great Western Highway
- Hume Highway
- Princes Highway
- Central Coast Highway
- Hunter Expressway
- WestConnex.

Construction also commenced on:

- Camden Valley Way, Bringelly Road to Oran Park Drive
- Richmond Road, Bells Creek to Townson Road
- Schofields Road, Windsor Road to Tallawong Road.

Roads and Maritime opened the following projects to traffic:

- Pacific Highway bypasses of Kempsey and Bulahdelah
- M2 upgrade, Windsor Road Ramps

- Great Western Highway upgrades at Lawson and Wentworth Falls.

Environmental impact assessments

Roads and Maritime completed the environmental impact assessment determination for eight projects in Sydney and the Central Coast:

- Schofields Road Stage 2, Tallawong Road to Veron Road
- The Northern Road, Camden Valley Way to Bringelly
- Alford's Point Road, Brushwood Drive to Georges River
- Old Wallgrove Road, M7 Motorway to Erskine Park Link Road
- Werrington Arterial Stage 1, M4 Motorway to Great Western Highway
- Pacific Highway/Wyong Road intersection upgrade
- Sparks Road, new intersection to support Warnervale town centre
- Terrigal Drive, Charles Kay Drive intersection upgrade.

Great Western Highway

In 2012–13, Roads and Maritime completed the environmental impact assessment determination for the Forty Bends upgrade near Lithgow.

Construction of the final project required to complete a four-lane highway between Emu Plains and Katoomba commenced at Bullaburra.

Work on the Bullaburra to Wentworth Falls and Woodford to Hazelbrook projects continued and the Lawson upgrade and Wentworth Falls East project was opened to traffic.

Hume Highway

The Hume Highway between Sydney and Melbourne is a major interstate corridor, carrying 20 million tonnes of freight every year.

The duplication of the Hume Highway included the construction of 26 major bypasses in NSW, which reduced noise and other traffic impacts on communities, by removing large trucks from local roads and towns.

In June 2013, Roads and Maritime celebrated the imminent completion of the Hume Highway with a community day at the Holbrook Bypass.

Upgrade to the Princes Highway from Gerringong to Bomaderry

At June 2013, construction activities including relocation of utilities, bridge piling and superstructures, haulage roads, side tracks, retaining walls and drainage culvert construction works were under way on the Gerringong upgrade.

The public display of the Foxground and Berry Bypass environmental assessment was completed in December 2012.

Central Coast

In February 2013, the recommended route for the Narara to Lisarow upgrade, Manns Road to Railway Crescent was announced and construction continued on the Central Coast Highway, Matcham Road to Ocean View Drive.

The following projects were opened to traffic in 2012-13:

- Central Coast Highway, Carlton Road to Matcham Road
- Pacific Motorway/Wyong Road interchange upgrade
- Central Coast Highway and Wisemans Ferry Road intersection upgrade.

Hunter

The Hunter Expressway project involves the construction of a four-lane freeway link between the Pacific Motorway near Seahampton and the New England Highway, west of Branxton. The new expressway will provide a new east-west connection between Newcastle and the Lower Hunter and is the biggest road infrastructure project to be built in the Hunter region.

In 2012-13, the following ancillary work was completed for the Hunter Expressway project:

- Intersection widening at Cameron Park Drive – opened to traffic in April 2013
- Lake Road and Douglas Street intersection upgrades – opened to traffic in June 2013.

In September 2012, Roads and Maritime undertook and completed a feasibility study for a New England Highway bypass of Singleton. The preliminary feasibility study was released by the Minister for Roads and Ports in June 2013.

Northern NSW

In January 2012, the government announced a short list of six options for rebuilding the Grafton Bridge.

The recommended preferred option was announced in December 2012 and displayed for public comment until March 2013. The Minister for Roads and Ports announced the preferred route in April 2013.

WestConnex

WestConnex is one of the NSW Government's major infrastructure projects. It will include a 33 kilometre link between Sydney's west and the airport and Port Botany precinct. It is a NSW Government commitment to deliver WestConnex for Sydney in response to the recommendations from Infrastructure NSW in its State Infrastructure Strategy and it is provided for in TfNSW's Long Term Transport Master Plan.

In 2012-13, work on transport planning, urban renewal, infrastructure development, environmental assessment, commercial and finance and communications commenced for the WestConnex business case.

Improving the efficiency of the road network

Bus infrastructure priority projects

Roads and Maritime plays a critical role in maximising the efficient use of road space and encouraging greater use of buses.

Together with TfNSW, Roads and Maritime is working on 43 strategic bus corridors across the Sydney metropolitan area. Bus priority measures such as continuous red bus lanes and bus priority at traffic lights are being implemented on priority corridors. This will improve the reliability of bus services and reduce bus journey times.

In 2012-13, the following projects in the bus priority program were completed:

- Pittwater Road, Bus Lane Maintenance
- Pittwater Road and Warriewood Road, Warriewood, intersection improvements
- Epping Road and Balaclava Road, Marsfield, intersection improvements
- Balaclava Road, Agincourt Road to Epping Road, Marsfield, Northbound Bus Lane
- Church Street, By Street to Pennant Hills Road, North Parramatta, Southbound Bus Lane
- Windsor Road, Hammers Road to Thomas Street, Northmead, Northbound Bus Lane and Bus Bay.

Planning studies were carried out on the following bus corridors:

- Sydenham, Mosman via CBD – Metrobus 30 route

- Burwood, Bondi Junction via Sydney Airport – Corridor 29
- Chatswood, Dee Why via Frenchs Forest – Corridor 15.

Pinch Point Program

The Pinch Point Program was established to improve traffic flow and ease congestion on the road network.

Corridor studies initiated in 2012–13 include Parramatta Road, Hume Highway, Pennant Hills Road, James Ruse Drive, Canterbury Road, Henry Lawson Drive, Woodville Road, Concord Road and Taren Point Road.

All 2012–13 projects scheduled for construction have been completed including:

- Hume Highway and Campbelltown Road (Casula) – intersection improvements
- Parramatta Road, Concord – variable message sign
- Parramatta Road and Frederick Street – extension of right turn bay
- Cumberland and Hume Highways, Liverpool – localised road widening of Cumberland Highway to extend the left turn slip lane and provide three right turn lanes – opened to traffic December 2012
- Hume Highway and Liverpool Street – widen Hume Highway to provide right turn bay into Liverpool Street – opened to traffic December 2012
- Hume Highway and The Horsley Drive – improvements to the left turn lane to allow safer turning of heavy vehicles – opened to traffic November 2012
- Old Windsor and Powers Roads – widen Powers Road to provide additional dedicated left turn lane – opened to traffic December 2012
- Parramatta and Concord Roads – extended eastbound right turn bay into Parramatta Road – opened to traffic December 2012
- F3 Motorway and Pacific Highway – widen southbound exit ramp to provide triple left turn into Pacific Highway – opened to traffic December 2012
- Princes Highway, Forest Road and Wickham Street, Arncliffe – implementation of tidal flow scheme – opened to traffic January 2013
- Cumberland Highway – widen southbound carriageway between Great Western Highway and M4 Motorway to provide increased capacity in Cumberland Highway at the M4 Motorway – opened to traffic March 2013
- Hume Highway and Hoxton Park Road, Liverpool – extension of right turn bay into Hoxton Park Road – opened to traffic April 2013.

Driver Aid Services

Driver Aid Services patrol major roads and Motorways in the Sydney Metropolitan area, responding to unplanned incidents on the road network and providing Traffic Emergency Patrol services to clear incidents and maintain reliable traffic flow.

In 2012–13, Driver Aid Services crews attended a total of 21,653 incidents.

Alpha-numeric route numbering

In 2012–13 the NSW Government made a significant improvement to how motorists can find their way across NSW. Roads and Maritime began implementing a new system of alpha-numeric route numbering, which will make it easier for road users to plan their trip, and will bring NSW into line with Queensland and Victoria who are already using the nationally-agreed system.

The existing 'shield' route markers are being replaced with a combination of a letter and a number – either an M (motorway), A (route of national significance) or B (route of state significance).

Case study: Pacific Highway upgrade

The Pacific Highway corridor connects Sydney and Brisbane and is a major contributor to Australia's economic activity. The road is a vital piece of the nation's infrastructure and is a key link in the National Land Transport Network.

Since 2008-09, the Australian and NSW governments have agreed on a \$7.92 billion program of work to upgrade the Pacific Highway to four-lane divided road standard.

The \$7.92 billion of funding will:

- Complete Priority 1 works (Newcastle to Port Macquarie, Ballina to the Queensland border and near Coffs Harbour)
- Complete Priority 2 works (Port Macquarie to Raleigh, near Coffs Harbour)
- Complete planning, land acquisition, preliminary investigations and some enabling works for Priority 3 works between Woolgoolga and Ballina.

At the end of June 2013, about 56 per cent of the final length of highway between Hexham and the Queensland border is now a four-lane divided road.

Key infrastructure opened between January and June 2013 includes:

- The 14.5 kilometre Kempsey Bypass
- The 8.5 kilometre Bulahdelah upgrade
- The Woolgoolga Creek Road, Bark Hut Road and Headlands Road overpasses on the Sapphire to Woolgoolga upgrade.

Two major traffic switches were completed between Sapphire and Woolgoolga which opened about 12 kilometres of new highway to two-way traffic.

Case study: The Kempsey Bypass

The 14.5 kilometre Kempsey Bypass project is part of the 40 kilometre Kempsey to Eungai project, which extends from the existing dual carriageway south of Kempsey to the existing dual carriageway at Eungai Rail.

The Kempsey Bypass project was approved by the Minister for Planning in July 2008, and as part of the Building Australia Fund, the Australian Government announced that it would provide \$618 million for construction.

Roads and Maritime formed the Kempsey Bypass Alliance with Leighton Contractors, AECOM and Coffey Geotechnics to build the bypass. Abigroup was awarded a separate contract to design and construct the 3.2 kilometre Macleay River and floodplain bridge.

The Kempsey Bypass was opened to traffic in March 2013, a year ahead of schedule. The bridge over the Macleay River and floodplain is 3.2

kilometres long, making it the longest bridge in Australia. Since opening to traffic on 27 March 2013, the Kempsey bypass has significantly improved safety and travel time for road users and communities.

Bypassing Kempsey and Fredrickton delivered safety and amenity improvements for local road users, pedestrians and cyclists by removing heavy vehicles and highway traffic from town centres. Morning and afternoon peak travel times on the bypassed highway in Kempsey improved by about seven minutes.

The Kempsey Bypass Alliance has been recognised with major environmental accolades including the NSW Office of Environment and Heritage Sustainability Leadership Award and the Civil Construction Federation Earth Award.

Operational performance- Asset



Asset

Roads and Maritime objective: Transport infrastructure meets acceptable standards

Roads and Maritime delivers maintenance and upgrade programs to ensure that infrastructure and assets are maintained in a sustainable, safe manner and to an appropriate standard. This includes regulating the access to Roads and Maritime networks to provide balanced, sustainable outcomes for all users.

Road assets

Road asset management achievements

The extended wet weather impacted a number of road maintenance programs. Additional funding was redirected to heavy patching works to keep roads open and safe during the extended period of wet weather. Total expenditure on road maintenance in 2012-13 was \$933.2 million. A further \$243.2 million was spent on restoration of natural disaster damage on state, local and Crown roads across 104 council areas.

Key achievements in road asset management in 2012-13 include:

- Resurfaced 3.42 per cent of the asphalt pavement network
- Resealed 9.32 per cent of the sprayed sealed network
- Rebuilt 1.1 per cent of the State Road network.

Maintenance of state bridges, including 28 major repairs, replacement of eight bridge size structures and the replacement of Beemery Bridge over Bogan River, accounted for \$232.6 million. A further \$154.9 million was spent on corridor maintenance.

Pavement rebuilding program

In the past year, Roads and Maritime delivered the \$176 million Pavement Rebuilding Program, including the reconstruction of:

- Pacific Highway at Houston Mitchell Drive, Lake Cathie turnoff – completed in November 2012
- Great Western Highway, east of Reserve Road at Marrangaroo – eastbound lane completed in May 2013
- Newell Highway at Deniliquin Road roundabout, Tocumwal – roundabout opened to traffic June 2013.

Road maintenance

Key asset maintenance services delivered include:

- Painting projects for the Sydney Harbour Bridge southern approach
- Upgrades for the Sydney Harbour Bridge Electronic Lane Control System
- Construction of three overtaking lanes on the Newell Highway, north of Narrabri
- Pavement strengthening works on Houston Mitchell Drive in the Port Macquarie area.

Infrastructure condition and performance

Roads and Maritime has changed the time of year that it collects condition data for the road pavements it manages to ensure the best possible allocation of funds across the state and between work activities.

This report contains estimated results for 2013, actual results will be published on the Roads and Maritime website in early 2014.

- **Ride quality** – Measured using vehicle-mounted laser technology. Smoother roads provide a more comfortable ride and reduce the damage caused to the road by heavy vehicles. Smoother roads also cause less damage to vehicles and save fuel.
- **Pavement durability** – This measures the amount of surface cracking on the road. Cracks let water in, which can soften the underlying road pavement and lead to premature deterioration.

Figures 3 to 6 show ride quality and pavement durability performance for urban and rural State Roads. Pavement durability (Figure 5) on the rural network has been relatively stable over the past eight years with the extent of road cracking remaining at very low levels. Greater attention is required to minimise cracking on rural roads, which are more susceptible to variations in moisture. Urban roads (Figure 6) in general, display a higher level of

cracking than rural roads but tend to be more resilient as they are made of manufactured materials such as asphalt. The durability of urban roads has improved significantly over the past few years.

Roads and Maritime carried out significant asset maintenance works on the State Road network during 2012–13, including:

- 611 lane kilometres of road pavement rebuilding

- 466 lane kilometres of asphalt resurfacing
- 3420 lane kilometres of sprayed seal resurfacing.

Figure 3. Ride quality (per cent 'smooth') on rural State Roads

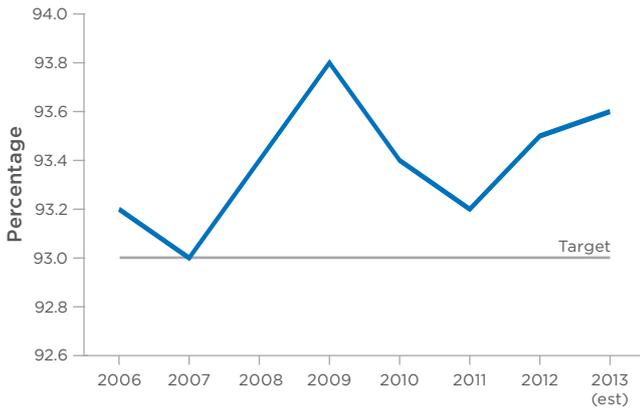


Figure 4. Ride quality (per cent 'smooth') on urban State Roads

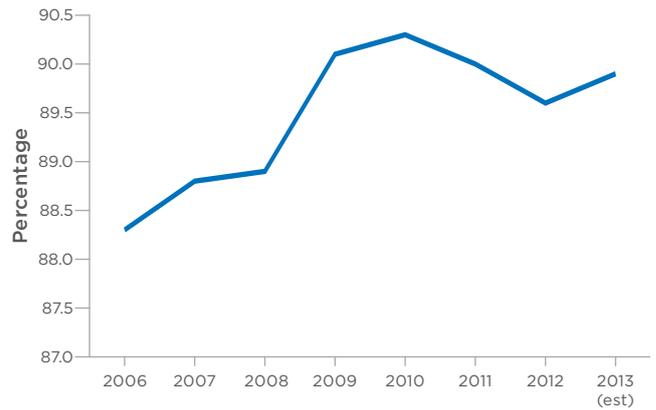


Figure 5. Pavement durability (per cent 'good' durability) - rural State Roads

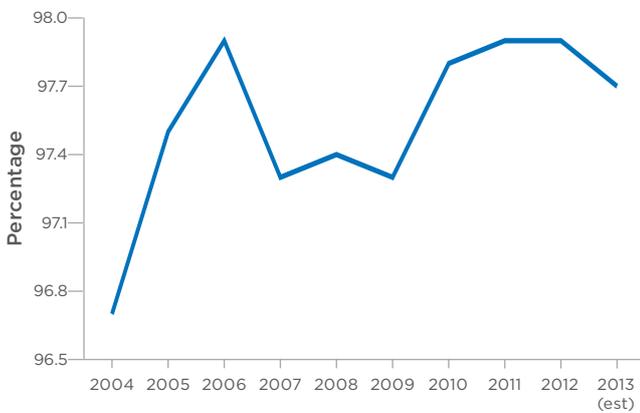


Figure 6. Pavement durability (per cent 'good' durability) - urban State Roads

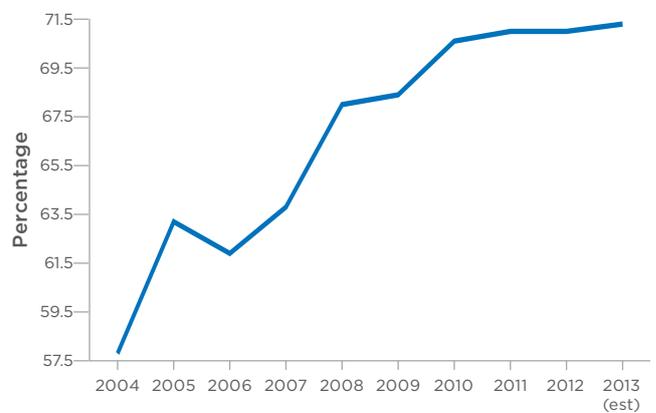
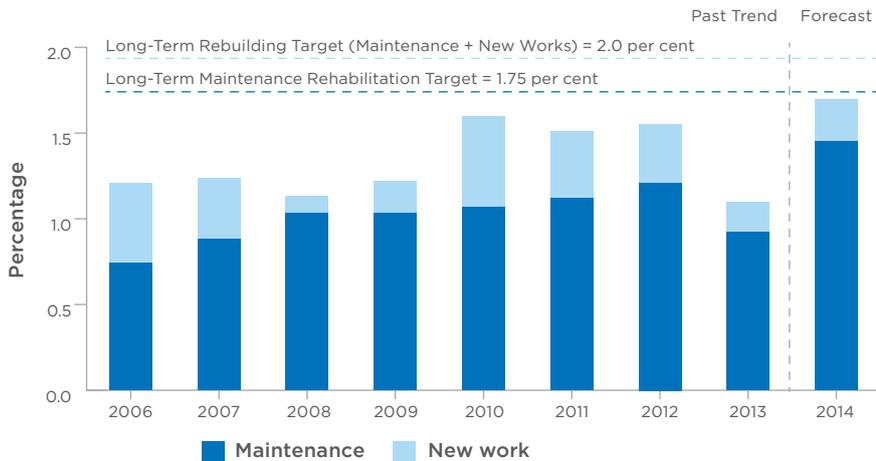


Figure 7 shows the recent level of pavement rebuilding activity. This indicator consists of rebuilding contributions from both the major infrastructure program (new works) and the asset maintenance program. Due to significantly increased funding, Roads and Maritime expects to achieve an improved level of pavement rebuilding in 2013–14.

Figure 7. Rebuilding of road pavements



- Completion of 28 bridge rehabilitation projects
- Replacement of Beemery Bridge over Bogan River
- Complete reconstruction of Dunmore Bridge in Hunter Region
- Painting of Wardell Bridge on the Pacific Highway
- Maintenance painting of Patterson River Bridge and Beryl Bridge
- Building a new ferry wharf for Wymah Crossing.

Managing a large asset base

The 185,477 kilometre NSW road network is a significant public asset, providing access across NSW for commuters, travellers, business and freight.

The road system can be divided into four categories:

- 18,036 kilometres of Roads and Maritime-managed State Roads including 4317 kilometres of the National Road Network, for which the Australian Government provides a funding contribution, and 147 kilometre of privately-funded toll roads
- 2970 kilometres of Roads and Maritime-managed Regional and Local Roads in the unincorporated area of NSW
- 18,259 kilometres of council-managed Regional Roads, which receive significant state grant funds administered by Roads and Maritime
- 146,212 kilometres of council-managed Local Access Roads, funded by local ratepayers and Australian Government programs such as the Financial Assistance Grants and the Roads to Recovery Program.

Roads and Maritime is also responsible for maintaining and operating:

- 2330 school zone flashing light signs
- 3945 traffic signal sites
- 10,000 street lights
- 5287 bridges and major culverts and 26 tunnels
- 7 automated tidal flow systems
- 56,000 kilometres of longitudinal linemarkings and other pavement markings
- 2 million reflective raised pavement markers
- 71,698 guide signs for major structures and 84,192 parking, 66,018 regulatory and 39,181 warning signs
- 9 vehicular ferry crossings
- Intelligent traffic systems including 300 variable message signs, 141 variable speed signs and 864 CCTV cameras.

Bridge maintenance

Over \$232 million was invested in bridge maintenance and the rehabilitation of state bridges. Program delivery included:

Sydney Harbour Bridge

Around 13,250 m² of the bridge was repainted in 2012-13. Work carried out included paint removal and repainting of 8150 m² of southern approach spans and painting of 5100 m² of the main arch.

ANZAC Bridge

Maintenance work started on the ANZAC Bridge in November 2011 and will take around two years to complete.

Bridge assessments

Roads and Maritime continues to evaluate the load carrying capacity of its bridges to determine which structures can safely take specific heavy vehicle types. As a result of these ongoing assessments a further 12 structures were made available for Higher Mass Limits (HML) access, resulting in greater efficiency and productivity for the heavy vehicle freight industry.

Bridges for the Bush

The Bridges for the Bush Program was announced by the NSW Premier in October 2012. The program is focused on improving freight productivity and road

safety through the replacement and upgrade of key bridges in regional areas.

The program consists of 17 bridge projects.

In October 2012, the first Bridges for Bush project, the upgrade of the Dunmore Bridge, was completed and opened to traffic.

Construction on the Crookwell and Holman Bridges and the upgrade of Carrathool Bridge also commenced.

Road corridor maintenance

The total maintenance expenditure on corridor assets (including capital works) in 2012-13 was \$154.9 million.

Roads and Maritime delivered \$107.4 million of routine maintenance for roadside assets, this represents a 7.3 per cent increase in expenditure in 2012-13. Routine corridor maintenance includes maintenance of drainage, slope, rest area, noise wall, safety barrier and fencing assets and also vegetation management, litter and graffiti removal, incident response, road sweeping and snow and ice removal. Heavy rainfall led to prolific growth of roadside vegetation, weakening and scouring of slopes, an increase in the number of road incidents, additional culvert blockages and occasional culvert failures.

Slope stability

Roads and Maritime remediated 34 road cuttings, embankments and retaining walls at a cost of \$21.5 million to stabilise road slopes which had failed, or were at risk of failure. Significant slope repairs undertaken during the year included:

- Slope stabilisation and rock revetment to protect against wave action along a section

of Lawrence Hargrave Drive, immediately north of the Seacliff Bridge

- In April 2012, a landslide on the Kings Highway, East of Braidwood, brought rocks and trees down onto the roadway. Subsequently Roads and Maritime undertook a detailed investigation and carried out extensive preventative maintenance works to minimise the risk of further landslides
- Two slope failures in difficult terrain along the Oxley Highway were completed allowing lanes to be reopened and speed restrictions lifted.

Other slope stability works were undertaken at various sites throughout NSW, including the Sydney-Newcastle Freeway (M1), Pacific Highway, Great Western Highway, Galston Road, Barrenjoey Road, Golden Highway, the Alpine Way, Mount Ousley Road and Summerland Way.

Risk assessments were carried out on 503 slopes across the state to help prioritise future slope stability remediation works.

Culverts

The program to assess the condition of culverts on the state road network was progressed with a further 1721 of the highest priority culverts being risk assessed. An additional 1868 culverts were identified and added to the inventory.

In 2012-13, Roads and Maritime rehabilitated 67 culverts across the state.

Other works

Work carried out within the road corridor programs in 2012-13 included:

- Replacement of nine kilometres of aging chain-wire fence with steel guardrail safety barriers
- Rehabilitation of 385 kilometres of table drains to improve road drainage.

Road maintenance delivery

Roads and Maritime continued detailed planning to contest the delivery of road maintenance and other minor improvement works in the Sydney region to complement the existing long-term maintenance contract that is already operating in North Sydney. During 2012-13 extensive planning work and industry consultation was carried out and a Request for Proposal for new long-term contracts with private sector providers in the south zone and west zone of Sydney was released in June.

Roads and Maritime continued to work with 78 rural councils carrying out the maintenance of sections of State Road network in regional areas.

Funding assistance to local councils

Roads and Maritime provides grants to local councils for works on Regional Roads under a number of programs.

Under the Block Grant Program \$139.5 million was provided to councils for the general management and maintenance of Regional Roads.

A further \$27.5 million was allocated to the Repair and Improvement of Roads (REPAIR) program, under which councils apply for additional assistance on a 50:50 funding basis for major rehabilitation and development works on Regional Roads. Projects are selected for

funding on the basis of merit through the Regional Council Consultative Committee process.

Natural disaster repairs

The NSW Government funds repairs to Roads and Maritime-managed State Roads damaged by declared natural disasters. It also provides significant financial assistance to local councils to restore local and Regional Roads and bridges to their pre-disaster condition.

Since late 2009, there have been an unprecedented number of natural disasters throughout NSW, with some communities impacted on a number of occasions by separate disasters. In 2012-13, 104 of 152 local government areas experienced natural disasters.

During the year, Roads and Maritime allocated \$243.3 million of NSW Government funds to repair damage arising from declared storms and floods.

The extensive nature of a number of these events means that restoration works will continue into 2013-14 in some cases.

National Heavy Vehicle Regulator (NHVR)

The Heavy Vehicle (Adoption of a National Law) Bill 2013 was introduced into NSW Parliament on 29 May 2013 and assented on 25 June 2013.

Roads and Maritime continues to work with Commonwealth, State and Territory agencies towards the implementation of the NHVR, which is expected by early next year.

Maritime assets

Wharf Maintenance Program

The wharf inspection and maintenance program continued during 2012-13. This includes general monthly inspections, comprehensive structural assessment, as well as electrical and lighting, sewerage and hydraulic inspections. This program involves regular inspections of more than 100 maritime structures located in Sydney, Newcastle and Port Kembla harbours, together with necessary maintenance work.

Significant maintenance works completed in 2012-13 include:

- Refurbishment of the old Huntleys Point Wharf
- Repairs to the substructure of the Manly Wharf ramp
- Refurbishment of the Manly East wharf
- Ongoing repairs to the Circular Quay wharves and southern promenade concrete and timber
- Replacement of the Bayview Park pontoon
- Rebuilding of the Heritage section of the Balmain (Thames Street) ferry wharf.

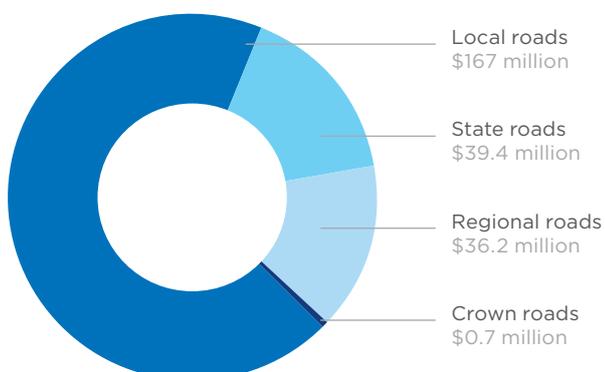
Case study: Dunmore Bridge opening

The Bridges for the Bush Program involves removing a number of significant freight pinch points or bottlenecks caused by deficient bridges at key locations.

Eleven bridges will be replaced or upgraded over the next five years so that they can handle larger and heavier freight vehicles. A further six timber truss bridges will be upgraded to improve safety for current traffic.

In October 2012, the first Bridges for the Bush project, the upgrade of the Dunmore Bridge was completed and opened to traffic.

Figure 8. Natural disaster expenditure 2012-13



Operational performance- Access



Access

Roads and Maritime objective: The accessibility of transport options is aligned to the needs of the community and economy

Roads and Maritime delivers initiatives to support access to public transport solutions such as buses, taxis, walking and cycling. Roads and Maritime also works to ensure our infrastructure meets the needs of customers, such as providing suitable access for mobility impaired travellers.

Public transport

Bicycle infrastructure

Bicycle riding is growing in popularity in NSW, with 1.05 million people riding their bikes each week.

Roads and Maritime continued the development and delivery of the NSW bicycle network with the northern section of the Prospect to Blacktown cycleway opening and the completion of a revised Stage 1 concept design for the Naremburn to Neutral Bay cycleway.

Road transport

Over-height vehicle program

Special conditions apply to over-height vehicles to reduce risk to other road users, heavy vehicle drivers and road assets.

New height signage was installed on critical bridge structures, including five sites in Sydney and six in the Northern and Hunter regions in 2012-13.

NSW Road Freight Industry Council

The NSW Road Freight Industry Council was formed by the Minister for Roads and Ports to focus on operational and customer service issues. The first meeting of the Council was held in September

2012 and was attended by key industry, community and government stakeholders.

High Productivity Vehicles

High Productivity Vehicles (HPVs) are a combination of a truck and trailer that shift more freight more efficiently with greater environmental and safety performance.

In 2012-13, Regional Freight Industry working groups were established to promote and achieve access improvements for HPVs.

Since July 2012, Roads and Maritime has been working to improve access on local council roads for HPVs.

All six Livestock and Bulk Carriers Association priority routes have undergone assessment or have been granted council approval.

NSW Livestock Loading Scheme

The NSW Livestock Loading Scheme was established to enhance productivity and protect jobs in the NSW meat and livestock industry. The Scheme includes measures to minimise road pavement wear, protect vulnerable bridges and reduce the incidence of livestock vehicle rollovers.

The NSW Government approved the Scheme in September 2012 and enrolments opened in November 2012. The Scheme commenced

on Higher Mass Limits routes on 1 December 2012, and by February 2013, the driver training course was finalised. There are 14 trainers approved to deliver the course, and the Scheme was extended to all NSW State Roads on 1 March 2013.

Roads and Maritime initiated data collection to identify priorities for extending the NSW Livestock Loading Scheme to local roads and for funding for local council bridge sign-posting program. By 30 June, about 50 per cent of councils (152) had responded to the bridge data request.

Maritime infrastructure

Better Boating Program

Since 1998, the Better Boating Program has delivered more than \$40 million in funding to support more than 670 projects across the state, including boat ramps, public wharves and pontoons, dinghy storage and sewage pump-out facilities.

In January 2013, the Minister for Roads and Ports announced a package of successful grants to support access to boating facilities for the amount of \$4.45 million and in May 2013, grants of \$0.44 million were approved for the Sharing Sydney Harbour Access Program.

In 2012-13, 72 projects were offered Better Boating Program grant funds, amounting to \$4.9 million in total.

Upgrades to commuter wharves

Wharf upgrades were completed for the following commuter wharves:

- Neutral Bay Wharf - Wharf rebuild completed August 2012
- Rose Bay Wharf - Wharf construction completed September 2012
- Balmain Thames Street Wharf - New wharf completed February 2013
- Huntleys Point Wharf - Wharf rebuild completed April 2013.

Case study: Sydney Harbour Commuter Wharf Upgrade Program

The NSW Government is progressively upgrading ferry wharves across Sydney Harbour to improve ferry services for customers. Four upgrades were successfully completed in 2012-13. The new wharf facilities provide better:

- Safety with upgraded lighting, safety gates, rescue equipment and emergency help points
- Ramps, gradients and turning space for people using mobility aids
- Views to and from the wharves and a design that complements the harbour outlook
- Comfort through undercover passenger waiting areas with seating and protection from the sun, wind and rain
- Access for passengers, as they can now board and disembark more quickly and efficiently, particularly at low tide.

Neutral Bay, Rose Bay, Balmain Thames Street and Huntleys Point wharves were completed in 2012-13.

Operational performance- Safety

WORKERS ON
USE CAUT

Campanile
To Sydney
EXIT



Safety

Roads and Maritime objective: The safety and security of the transport system is maximised

Roads and Maritime manages important compliance schemes and initiatives to promote safe behaviours of users on our networks and to deliver safe transport outcomes.

Delivering safer roads

Safer Roads Program

Analysis and site inspections were conducted to inform safety works and upgrade identified black spots. Work carried out in 2012–13 included:

- Vehicle activated safety signs for Nambucca to Urunga
- New England Highway, Howards Road Curve Realignment was completed
- New England Highway, Whittingham, construction of road widening
- Golden Highway at Ballimore, a turning lane was constructed and opened to traffic in August 2012
- CENWEST (Great Western Highway, Mitchell Highway and Mid-Western Highway). An expression of interest was issued in June 2013 to review intersections, delineation and barriers to inform safety across the Central West.

Point-to-point cameras

Point-to-point enforcement measures the amount of time it takes a heavy vehicle to drive between two points and then calculates the average speed of the vehicle. If the vehicle's average speed is higher than the speed limit for the length of the road, the driver will be fined for speeding.

Point-to-point cameras continue to be installed to enforce restrictions on heavy vehicle speeding in NSW. This technology is also being used to enforce speed limits over long stretches of road.

As of June 2013, 21 lengths were operating with four additional lengths under construction.

Red Light Speed Camera Program

Safety cameras are installed to make intersections safer by enforcing both speeding and red light compliance. As of June 2013, red light speed cameras were operating at 108 intersections.

School zone flashing lights

School zone flashing lights improve safety for children by warning motorists to slow down as they enter 40km/h school zones.

Initially, flashing lights were to be installed at 179 school zones in 2012–13. In March 2013, the NSW Premier announced an additional \$2.5 million commitment to install flashing lights to an additional 101 school zone sites by the end of June 2013.

These additional sites were also delivered, bringing the total to 280 for the year.

Five Star Trucking Safety Rating System

The Five Star Trucking Safety Rating System was designed to encourage best driving practice and reward those operators who foster safe driving.

In 2012–13, Roads and Maritime drafted a project mandate for a trial of the Five Star Rating System.

Heavy vehicle compliance and enforcement program

Roads and Maritime continued to work closely with NSW Police to monitor heavy vehicle speed compliance throughout NSW. This included providing a 24-hour access point for NSW Police personnel to report instances of heavy vehicle speed non-compliance.

In 2012, combined efforts targeting heavy vehicle speeding resulted in a 79 per cent fall in the number of heavy vehicles detected speeding at more than 105 km/h. This reduction was a result of concerted efforts to educate the heavy vehicle industry about the social and economic costs of speeding and effective compliance campaigns.

Multi-jurisdictional operations involving the interception, checking and monitoring of heavy vehicles are ongoing as part of Roads and Maritime's efforts to ensure heavy vehicle speed and safety compliance.

In 2012–13, there were nine special operations undertaken. As a result of these operations 6480 heavy vehicles were intercepted of which 128 were found to have non-compliant speed limiter devices (Engine Control Modules).

Roads and Maritime implemented the Heavy Vehicle Inspection Scheme (HVIS), which targets vehicles on-road and at Heavy Vehicle Checking Stations (HVCS), to ensure vehicles are registered and meet safety standards.

In 2012–13, the following interceptions and inspections were carried out:

- HVCS vehicle intercepts 143,767
- HVIS vehicle inspections 104,669
- On-road intercepts 62,256
- Inter-agency and targeted 31,677

Roads and Maritime has coordinated 10 heavy vehicle special operations with NSW Police to promote vehicle compliance, improve road safety, and protect the environment and road assets. As part of these operations, NSW Police conducted Random Breath Tests and drug tests on drivers intercepted for a compliance check and have shared the results with Roads and Maritime. In the 2012–13 operations, 2247 drug tests were completed with 16 positive drug tests, equating to less than one per cent of drivers being detected for drug use.

Black Spot Program

The Nation Building Black Spot Program was introduced as part of the Australian Government's commitment to reduce crashes on Australian roads.

In 2012–13, 90 projects were completed under the Federal Black Spot Program and a further 68 were completed under the State Black Spot Program.

Industry training program and code of practice in the tow truck industry

Roads and Maritime introduced a new tow truck driver training program and code of practice on 1 May 2013. Six Registered Training Organisations have been engaged to deliver the program. The program contains new safety procedures aimed at reducing incidents, particularly on high speed roads.

Electronic work diaries

An Operational Pilot of Electronic Work Diaries and Speed Monitoring Systems for Heavy Vehicles was established in 2010 as an alternative to the written work diaries used for monitoring compliance with heavy vehicle fatigue regulations. Funding of more than \$5 million was provided under the NSW Road Toll Response Package.

The project was led by Roads and Maritime, for the NSW Centre for Road Safety, and Transport Certification Australia was contracted to conduct the pilot.

The pilot was completed in 2013 and found that electronic work diaries are feasible from technical, operational and regulatory perspectives, and have the potential to generate safety and productivity benefits.

The pilot has been recommended for adoption and further development.

Maximising boating safety

National System for Domestic Commercial Vessel Safety

The National System for Domestic Commercial Vessel Safety aims to simplify commercial vessel safety requirements by replacing existing state and territory laws with a common National Law. During 2012–13, Roads and Maritime completed preparations for implementation of the National System on 1 July 2013 in liaison with the Australian Maritime Safety Authority (AMSA), the National Regulator of domestic commercial vessels. Activities included training and administrative changes to enable Roads and Maritime to operate as a NSW delegate for AMSA and enforce the new laws.

Boating safety compliance

The number of vessel safety compliance checks carried out by Roads and Maritime Boating Safety Officers in 2012–13 was 45,348, a decrease of some 3100 checks when compared with the previous period in 2011–12.

The minor decrease in compliance checks may be partially attributable to a number of temporary organisational factors, including the rollout of a new on-water system for capturing compliance information and the associated training and implementation phase of the project. In addition, organisational change and the recruitment and training of new boating safety officers has had an impact on compliance checks. It is anticipated that compliance checks will increase over the next financial year, as new staff and systems are bedded in.

A total of 2004 penalty notices were issued throughout NSW in 2012–13 for a range of offences.

State-wide and regional education and compliance campaigns

For the 2012–13 boating season, Roads and Maritime conducted six state-wide education and compliance campaigns. All campaigns included a lifejacket and safety equipment compliance component.

The primary focus of each campaign was:

- Ramp checks – promoting a safe boating culture by educating boaters on the importance of pre-season checks to ensure compliance with safety equipment requirements
- Alcohol – to educate boaters on the potential effects of alcohol when boating and reduce alcohol-related incidents
- Towing – to ensure compliance with towing requirements and raise awareness among boaters with regard to the potential for propeller strike injuries
- Offshore operations – including bar crossings, offshore safety equipment and communication requirements
- Navigation lights – to educate boaters on navigation light requirements when operating at night or in restricted visibility
- Commercial vessels – to educate boaters on the new national law system.

Lifejacket education

Compliance with lifejacket requirements remained the primary boating safety message for the year and was a theme of all campaigns, as was general compliance with safety equipment.

Marine Compliance Taskforce and reforms

The Marine Compliance Taskforce was formed in April 2013 to progress a series of reforms to help agencies with an on-water compliance function work together and ensure more effective use of assets and resources. The Taskforce is responsible for driving strategic direction of the State's on-water compliance activities, ensuring effective and efficient use of assets and resources and oversight of performance goals and audits.

The Taskforce, which meets monthly, is led by an Independent Chair and comprises members from Roads and Maritime, the Department of Primary Industries, NSW Police, the Office of Environment and Heritage and the State Emergency Service.

Since formation the Taskforce has:

- Started preparation of a two-year strategic plan of reforms to identify what needs to be done to assist agencies achieve the changes necessary for the better use of assets and resources including staff skills, equipment and vessels
- Developed a consultation program for actively engaging staff and unions throughout the reform process, including consultation on development of the strategic plan
- Launched a Taskforce webpage as a central repository for information on Taskforce activities
- Commissioned a scope of works to facilitate an integrated agency colocation trial at Botany Bay
- Established a sub-committee of subject matter experts to consider appropriate vessel types and procurement opportunities.

Case study: Reduction in excessive speeding by heavy vehicles

The Speed Limiter Compliance Program was delivered as part of the joint Speed Limiter Compliance Program by Roads and Maritime Heavy Vehicle Inspectors and the NSW Police to reduce excessive speeding of heavy vehicles in NSW.

The program has produced a radical and unprecedented 79 per cent reduction in trucks speeding above 105km/h across NSW and is an excellent interim compliance and enforcement result.

The Speed Limiter Compliance Program has been promoted to the National Heavy Vehicle Regulator as a national model of joint cooperation and compliance to target national road safety and road transport competitiveness.

Roads and Maritime and the NSW Police are now working towards joint training, coordination and investigations in relation to Heavy Vehicle speeding and future enforcement operations. This will improve the use of resources and improve information sharing and education.

Operational performance– Environment



Environment

Roads and Maritime objective: The impact of transport on the environment is minimised

Roads and Maritime supports and drives sustainable and compliant environmental management practices and behaviours to ensure that the impact of our works on the environment is minimised.

Noise management

Noise abatement program

In 2012–13, \$7.75 million was invested in the noise abatement program to reduce the impact of high level transport-generated noise in residential areas.

Heavy vehicle noise

TfNSW and Roads and Maritime have been working with other states and territories and the National Transport Commission to implement a national in-service standard for engine brakes.

To enable implementation of the standard, Roads and Maritime developed noise camera technology capable of detecting vehicles that emit excessive engine brake noise. This technology has been trialled at Mt Ousley and Woolgoolga on the north coast and NSW will lead the implementation. A relocatable noise camera system has also been developed and trialled.

Marine pollution response

Roads and Maritime is the combat agency responsible for marine incident and pollution response in NSW waters from Port Stephens to the Queensland border and from Gerroa to the Victorian border.

Roads and Maritime prepared pollution response contingency plans for its areas of responsibility, which were endorsed by their respective Regional Emergency Management Committee.

Responding to marine oil and chemical spills

During the reporting period, Roads and Maritime staff responded to five minor pollution incidents. These included:

- The pollution response and salvage of a grounded vessel at Kiama
- Assisting Fire and Rescue NSW following vessel fires in Coffs Harbour
- The grounding and salvage of a commercial fishing vessel at Harrington
- The pollution response and salvage of a sunken fishing vessel at Crowdy Head marina
- The pollution response and salvage of a sunken commercial fishing vessel from Newcastle Harbour.

Staff training

During the reporting period, the Maritime Division provided refresher training to 99 employees, more than 70 per cent of identified staff who can be called upon to assist in the event of an incident.

In 2012–13 pollution response training was delivered to 87 employees for the first time (more than 50 per cent of identified staff).

Infrastructure

Protecting biodiversity

Roads and Maritime is committed to the protection of biodiversity in road reserves and considers biodiversity issues carefully during route selection and road design for all infrastructure projects.

Biodiversity protection is achieved through the following:

- Regular environmental inspections of construction sites
- Development, review and implementation of environmental impact assessments
- Compliance with policies, guidelines and procedures
- Environmental specifications
- Environmental awareness training for Roads and Maritime staff and council workers.

Roads and Maritime contributed to a number of Threatened Species Recovery Plans prepared by the NSW Office of Environment and Heritage in accordance with Part 4 of the *Threatened Species Conservation Act 1995*. Refer to Appendix 6 for full details.

Roadside environment

Roads and Maritime continued to support the Roadside Environment Committee (REC) and funded the Committee's secretariat and meeting costs in 2012-13. The committee is a multi-agency advisory body that promotes the management of linear reserves to balance environmental, social and economic values.

Key achievements in 2012-13 for the REC included:

- Providing advice for the Roadside Vegetation Implementation Project
- Hosting the NSW Linear Reserve Environmental Management Forum on 30 October 2012. The forum provided an opportunity for land managers and other interested people to learn and discuss operational and strategic issues facing linear reserves in NSW
- Mapping the status of Roadside Vegetation Management Plans
- Sponsoring the Roadside Environmental Management Award as part of the 2012 Local Government Excellence in the Environment Awards
- Providing funding to the Sydney Weeds Committees to conduct a pilot study to better manage weeds in linear reserves.

Environmental performance improvements

In 2012-13, the regional environment team undertook more than 700 inspections on 200 separate construction and maintenance projects being carried out by 42 separate contracting companies.

Strategic environmental performance reviews were conducted on complex projects across the state.

Land and water management

DVD: *Erosion and Sediment Control Principles - examples from road construction*

Erosion and sediment control is a critical environmental compliance risk to Roads and Maritime on road construction sites, and currently accounts for more than one third of serious environmental incidents.

To assist the industry in managing this issue, Roads and Maritime developed and released an awareness video that covers the key principles for effective erosion and sediment control. The video was distributed to construction partners and Roads and Maritime offices across the state.

Internet based map of compensatory habitat lands

Roads and Maritime created a package of web-based maps and tables showing compensatory habitat lands acquired by Roads and Maritime for conservation purposes.

These maps and tables are available on the Roads and Maritime website.

Erosion and sedimentation control training

Roads and Maritime delivered a two-day erosion and sedimentation training session across all regions to 74 attendees, including Roads and Maritime and contractor staff. The training is designed to improve the management of erosion and sedimentation control on all Roads and Maritime-contracted road construction sites.

Urban design

Roads and Maritime continued to produce design excellence in its projects in accordance with the award winning urban design policy, *Beyond the Pavement*. These included, among many others, the ANZAC Bridge Strengthening project, the Epping Road Pedestrian Bridge at Marsfield, the Balmain Wharf upgrade, the Pacific Highway Kempsey Bypass and Banora Point upgrade, the M2 upgrade and the Hunter Expressway.

In addition, a number of initiatives were completed this year:

- The 'Guideline for Landscape Character and Visual Impact Assessment' was updated and improved. Procedures were streamlined, methodologies improved and project examples updated
- The guideline, '*Contributing to Liveable Communities: Roads as Links and Places*' has been updated and finalised. The guideline applies generally to projects that affect low speed roads in town centres. It sets out a number of principles so that the liveability of these centres is taken into consideration as well as the transport benefits of any work.
- Urban design review and input has been provided to:
 - The WestConnex project including the urban renewal opportunities for Parramatta Road
 - Rail transport projects including the Inner West Light Rail extension and the North West Rail Link project
 - The noise abatement program, with the production of an Urban Design Strategy for the Program and design input on noise walls at Sexton Place in Cammeray

- Syd Einfeld Drive at Woollahra
- A range of pedestrian bridge projects including the Heathcote Bridge project, the Nepean River Green Bridge project at Penrith and Beecroft pedestrian bridge are under development.

Keeping waters clean

In 2012-13, a total volume of 2258 cubic meters of rubbish was removed from Sydney Harbour.

Clean Safe Wharf Initiative

The Clean Safe Wharf Initiative is being conducted in phases. Since September 2011, a phased Three E's (Education, Enforcement, Exclusion) approach to ensuring commuter wharf cleanliness and safety has been in operation.

Roads and Maritime also encourages all stakeholders to provide feedback about the initiative through a number of communication methods, including email, telephone, mail and verbal feedback. Complaints about cleanliness have decreased by 85 per cent and complaints about anti-social behaviour decreased by 91 per cent, on the previous year.

In December 2012, Roads and Maritime implemented a 24/7 hotline through agreement with Local Area Command Burwood, to use the Police hotline for reporting anti-social behaviour on wharves.

Operational performance– Business results



Business results – Engagement

Community, partners and stakeholders are consulted and informed about transport issues

Roads and Maritime is committed to engaging with service users, members of the community, partners and stakeholders to ensure that they are informed and up-to-date on matters that impact them.

Roads and Maritime uses a diverse range of communication methods to ensure our community, business and industry partners can access the information they need, when they need it. We also actively seek and consider customer feedback through a range of channels.

In 2012–2013, Roads and Maritime worked to improve engagement with industry, particularly when undertaking major works. By investigating and assessing business community and industry feedback, and reviewing and updating tender assessment policy and guidelines, we are delivering better outcomes for our stakeholders.

We worked closely with TfNSW on the development and implementation of an organisational values program that supports interaction and drives greater collaboration across the cluster.

We also worked with TfNSW to guarantee the projects element of our website is class A for accessibility, to ensure information regarding all major infrastructure projects is accessible to the whole community. Roads and Maritime delivered three new web-based information services – in July 2012 the online community noticeboard was delivered for the Pacific Highway, live streaming of Dunmore bridge maintenance works was delivered in September 2012 and the Great Western Highway road safety review (Katoomba and Mount Victoria constraints mapping) was delivered in January 2013.

In June 2013, we implemented interactive Google maps on the road projects website. We also collated and reported on the volume and locations searched to determine the level of engagement.

Community engagement

In June 2013 an updated Community Consultation Manual was completed. The manual helps staff consider consultation strategies across online, face-to-face, print and mobile applications.

In 2012–13, Roads and Maritime undertook a range of community events to support our commitment to stakeholder engagement. We:

- Held more than 930 community and stakeholder meetings or information sessions
- Held or maintained around 170 staffed or static displays
- Issued around 200 community updates, including progress notices
- Undertook around 2000 letterbox drop campaigns to provide project information to the community
- Held more than 60 community events, including site tours and opening events
- Hosted New Year's Eve community event on the Cahill Expressway for more than 6000 people.

On-water event coordination

Roads and Maritime plays an important role in the licensing and on-water coordination of major aquatic events including the start of the Sydney to Hobart Yacht Race, Australia Day festivities and New Year's Eve celebrations on Sydney Harbour.

The events, which have attracted up to an estimated 2500 to 3000 spectator vessels, are managed in partnership with a number of government and private agencies including Sydney Ports Corporation, Sydney Water Police, Sydney Ferries and Marine Rescue NSW.

As part of this planning, Roads and Maritime carry out a range of engagement exercises to promote safe boating and to ensure that the boating and wider community is informed about events that may impact them.

This consultation includes the placement of marine notices in newspapers, information on the Roads and Maritime website, and the development and distribution of 16,000 annual aquatic events guides. The guides, which detail all major aquatic events planned for the coming year, are distributed via Boating Safety Officers, and to boating clubs, boating press, at boating ramps and to relevant organisations, including the water police and Marine Rescue NSW.

Business results – Governance

Effective governance is in place to deliver our results and services

Roads and Maritime ensures that formal governance mechanisms are in place and that it is held accountable to delivering agreed outcomes in an open and transparent manner to agreed levels of quality.

Financial performance

For details of Roads and Maritime’s financial performance for period 1 July 2012 to 30 June 2013, refer to the financial statements (see pages 46–146).

Chief Executive

The Chief Executive of Roads and Maritime is appointed by the Director General of TfNSW with the approval of the Minister for Roads and Ports. Under the governance arrangements of the *Transport Administration Act 1988*, the Chief Executive manages and controls the affairs of Roads and Maritime, subject to the control and direction of the Minister for Roads and Ports, and in accordance with

any directions of TfNSW. The Chief Executive also has a wider role in interacting with heads of other transport agencies in NSW, across Australia, and internationally. The Chief Executive is accountable to the Minister for Roads and Ports for overall performance.

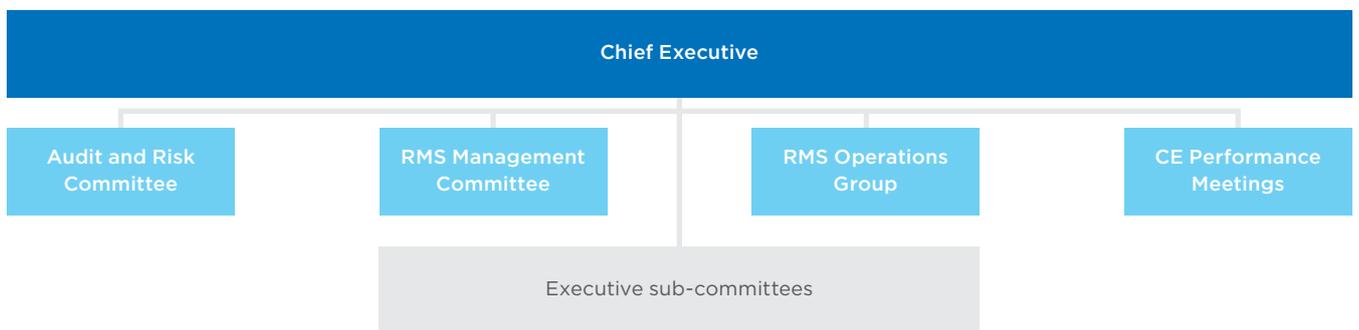
Executive framework

The Roads and Maritime executive charter, executive committee structure and committee management system were reviewed and revised to align with the new organisation. These outline how the Executive supports the Chief Executive in ensuring the effective governance of the organisation.

The Executive Management Committee focuses on the management of the organisation in the context of business and strategic priorities for the current period. The committee also monitors current performance, particularly any issues or risks that could affect the current delivery of its results and services.

The management of Roads and Maritime is also supported by a range of other executive committees that address key issues, such as reform and transformation, commercial development, Work Health and Safety, and the environment. These committees typically comprise Directors and other senior managers from across the organisation to ensure an integrated approach.

Figure 9. Roads and Maritime committee structure during 2012–13



Internal audit and risk management statement for 2012-13

I am of the opinion that Roads and Maritime has internal audit and risk management processes in place that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy.

I am also of the opinion that the Audit and Risk Committee for Roads and Maritime is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and members of the Audit and Risk Committee are:

- Greg Fletcher, independent chair (three-year appointment from 1 July 2011)
- Dr Elizabeth Coombs, independent member (three-year appointment from 1 July, 2010 and retired from the committee on 30 June 2013)
- Alexander Smith, independent member (three-year appointment from 15 January 2012)
- Peter Wells, Director Customer and Compliance, internal member (three-year appointment from 1 July 2010)
- Geoff Fogarty, Director Infrastructure Development, internal member (three-year appointment from 1 July 2010).

In addition, I note the following as per Section 1.2.8 of TPP09/05:

"The department head or governing board of the statutory body is required to set out which service delivery model for the Internal Audit function has been established in the department or statutory body, including the reasons for

establishing that model, in the annual Attestation Statement required by the Policy."

In this regard the Roads and Maritime Governance Branch has adopted a "co-sourced" service delivery model, as defined in the policy, i.e.:

"... co-sourced service delivery with in-house management, where the department or statutory body provides and manages internal audit services through a combination of in-house resources and contracted services delivered by an appropriately qualified third party provider."

A major reason for this is related to the diverse nature of Roads and Maritime's operations. They include a strong focus on large infrastructure projects as well as a significant front-line community presence in regard to, for instance, the licensing of road users and registration of vehicles for use on the roads. In conjunction with the current climate of rapid technological change this means that, to effectively manage its major risks, a wide range of technical engineering, financial and ICT audit and risk expertise is required. My view is that a co-sourcing model is the most effective and efficient way to procure this.

These processes provide a level of assurance that enables the senior management of Roads and Maritime to understand, manage and satisfactorily control the organisation's risk exposures.

As required by this policy, I have submitted an Attestation Statement outlining compliance with the policy to Treasury.



Peter Duncan | Chief Executive

Risk management

A set of key risk management principles provided the foundation and processes for developing, implementing, monitoring, reviewing and continually improving risk management in Roads and Maritime. The approach is based on ISO 31000, but is specifically tailored to the organisation and is integrated into existing systems and processes, and in particular business planning and reporting.

In this regard, Roads and Maritime implemented a high level risk management process as part of its business planning cycle. The outcome from this risk process was an organisation-wide Enterprise Risk Profile which is endorsed by the Executive and reviewed by the Audit and Risk Committee.

Each risk on the Enterprise Risk Profile is prioritised as either level 1 - for Executive monitoring, level 2 - for Director monitoring or level 3 - for General Manager monitoring. The level 1 risks are reported quarterly to the Executive the Audit and Risk Committee and the Director General of TfNSW.

Reports are prepared for the Audit and Risk Committee that seek to demonstrate the effective implementation of the Roads and Maritime risk management framework and process, and its alignment with ISO 31000. This report also provides evidence to support the annual attestation statement in compliance with NSW Treasury's TPP 09-5: *Internal Audit and Risk Management Policy for the Public Sector*.

Audit and Risk Committee

The Audit and Risk Committee meets at least once a quarter and one of its major objectives is to assess and provide an independent assessment to the Chief Executive on whether the Roads and Maritime risk and control management frameworks are operating effectively and whether critical related external accountability requirements are being met.

In terms of audit, the Audit and Risk Committee:

- Approves and monitors the implementation of the internal audit programs
- Reviews performance of internal and external audit functions
- Attests to the internal control framework assessed by Governance
- Approves related external reporting of financial information
- Reviews compliance with audit and finance related policies, procedures, central agency requirements and applicable laws and regulations.

In terms of risk management, the Audit and Risk Committee:

- Attests the organisation's risk management framework
- Assesses the Roads and Maritime Risk Profile
- Reviews compliance with risk management standards, policies, central agency requirements, relevant legislation and regulations.

Internal audit and assurance

Audits in the annual audit program are prioritised on the basis of the identification and analysis of risks and on the assessment of the control environment in place to address these risks. Audit outcomes were discussed with line management and resulted in the identification and implementation of a range of improvements to engineering operations, as well as other Roads and Maritime business operations.

The annual audit program is approved by the Audit and Risk Committee and aligns with current core Roads and Maritime initiatives to improve service delivery through a line-of-business based structure and centralisation of planning and policy functions within TfNSW.

Customer and regulatory services

Roads and Maritime carries out regular monitoring of customer service centre operations, other service delivery channels (such as Roads and Maritime websites) and back office functions that support the customer and compliance services business. During 2012-13, assurance activities resulted in improved controls used to manage business risks and improvements to business operations.

Information technology

Information Communication Technology (ICT) audits during 2012-13 covered areas such as ICT governance and project management and security. Advisory services to the business were also provided. This included auditors attending steering committees for major projects such as the SAP IMS Program and undertaking key milestone reviews.

Finance and operations

The Annual Financial and Operational Audit Program's coverage includes Roads and Maritime financial support functions and a range of activities in procurement, overtime and other back office services. The audit projects included an independent assessment of risks and compliance with policies, procedures and Treasury guidelines to provide assurance to the Chief Executive that related objectives were being met.

Key audits completed during 2012-13 included:

- Minor Infrastructure Contracts Administration Audit
- E-Toll Financial Accounting Audit
- Salaries and Waged Employees Overtime Audit
- Maritime Mooring Administration Audit
- Maritime Boating Incident Management Audit
- Skill Hire Audit
- Professional Service Contracts Audit.

The risk levels identified and embodied in the Roads and Maritime Enterprise Risk Profile are used to prioritise audits in the Finance and Operations projected five-year Audit Plan.

Business continuity

Roads and Maritime manages a diverse number of critical business activities, the robustness of which is supported by effective planning, preparation and response in the event of disruption.

In 2012-13, the yearly testing of the IM&IT business continuity plan was completed and key learnings were incorporated.

Corporate card and purchasing card

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

Investigations

Corruption and fraud risk management

In addition to the investigation of allegations of corruption and fraud, Roads and Maritime has a corruption and fraud control framework, for which the Corruption and Fraud Investigations Section has centralised oversight. This includes a range of tools, processes and initiatives aimed at minimising the risk of corrupt and fraudulent activity by staff and business partners. Examples of actions it involves include:

- Delivery of corruption and fraud and ethics seminars to staff across high risk business environments
- Provision of anti-corruption information through the Roads and Maritime intranet
- Provision of expertise and advice to staff and management on a wide range of corruption risks and ethical, probity and policy issues.

Operational complaints handling framework

In 2012-13, the Maritime Division consulted with the NSW Ombudsman's Office to develop training and procedural guidance for staff who deal with compliments, complaints and feedback.

Governance structure

In order to implement an investment decision-making governance approach for preparing the 2013-14 budget, a revised Roads and Maritime program structure was introduced in a number of areas. The 2013-14 Capital Budget was developed using the revised program structure in alignment with TfNSW requirements. The top tiers of the governance model have been established.

The realignment of Roads and Maritime's functions was completed in February 2013.

Business results – Value for money

Value for money is delivered within the integrated budget

Roads and Maritime ensures that resources are allocated to deliver best value for money and assesses new ways to deliver more with less.

Key savings initiatives

Roads and Maritime achieved savings of \$137 million against a target of \$98 million in 2012-13. Key initiatives contributing to the savings included accelerated property sales, procurement savings, maintenance contract management, reduction of leave provisions and other cost reduction.

Increase in online transactions

In 2012-13, 50.3 per cent of eligible transactions (up from 44.9 per cent in 2011-12) were completed through the Roads and Maritime Online Services website. This represented 5.3 million transactions and \$1.55 billion of payments.

In the 2012-13 financial year the NSW Maritime Division processed over 50,000 renewal transactions online, which equates to 11.8 per cent of all online renewal transactions and \$7.09 million in revenue.

Road Maintenance Contestability Program

The NSW Government committed to identifying potential opportunities for contestability in the provision of road maintenance to achieve solutions that provide improved value for money and optimum service delivery to road users.

Objectives of the Road Maintenance Contestability Reform Project include:

- Increasing contestability of road maintenance services in the Sydney Region
- Improving customer, network and asset outcomes
- Improving total asset management decision making
- Reducing the total cost of managing and maintaining assets.

Further to a recommendation from the NSW Commission of Audit, the Minister for Roads and Ports announced the establishment of a Project Management Office in October 2012. The business case for the Road Maintenance Contestability Program was approved in April 2013. Routine maintenance, renewal and improvement works were identified as potential areas in which improved value could be realised with greater involvement of the private sector. Four private sector proponents were invited to submit for Request for Proposals in June 2013.

Corporate and shared services reforms

Roads and Maritime worked with TfNSW to implement the corporate and shared services reforms and improve the quality of support services.

In 2012-13, Roads and Maritime also implemented cluster wide Transport Senior Service payroll capability via the Roads and Maritime SAP platform.

Business results – Safety (Work Health and Safety)

Work Health and Safety (WHS) is strengthened

Roads and Maritime focuses on a safe working environment for employees, those present on our sites, and those who work with us.

Reducing WHS risks

In 2012-13 the Roads and Maritime increased efforts with contracted construction entities and councils state-wide to address specific industry and project risks.

A series of risk reduction recommendations from working party reports were assessed and prioritised for delivery through the WHS Strategic Plan. Work commenced on many of the recommendations during 2012-13, with several changes having already been integrated into standard work practices.

The 'Worker on Foot' program was implemented across worksites managed and controlled by Roads and Maritime during 2012-13, to add strengthened controls to the separation of people and plant at worksites. Roads and Maritime will

continue to work in partnership with industry to ensure equivalent systems and controls are in place on major project sites.

Throughout 2012-13 Roads and Maritime sought to eliminate risks where practicable to do so. In June 2013, a combined 38 kilometre section of Mount Ousley and Picton Roads was closed on two successive weekend nights to carry out a range of construction and maintenance activities. This eliminated the risks associated with working near live traffic.

Prosecutions

Roads and Maritime was prosecuted by WorkCover for breach of section 10(1) of the *OHS Act* in relation to a fatality of a staff member on the F3 in 2009. The prosecution began against the then RTA on 7 June 2011. Judgment has been reserved.

WHS performance

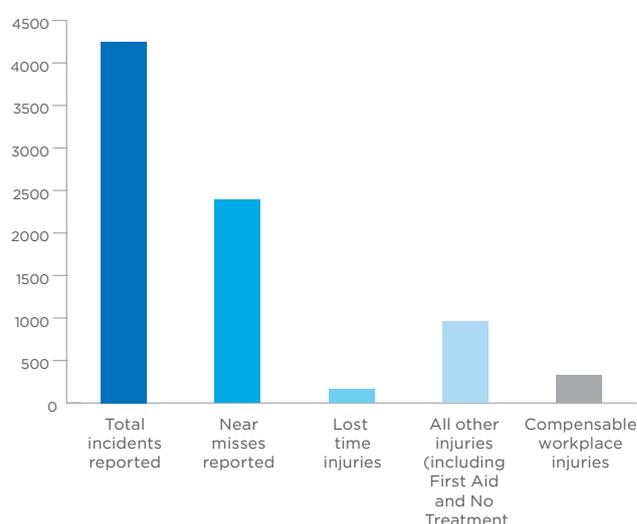
During 2012-13 the following serious incidents occurred on Roads and Maritime worksites:

- 26 occurrences of plant rollover
- Four occurrences of a worker being hit by moving plant
- 20 utility strikes
- Five incidents of a worker hit by a road vehicle.

Near miss reporting continued strongly in 2012-13 accounting for 56 per cent of all incidents reported. Lost time injuries accounted for 4 per cent and all other injuries a further 22 per cent. While the Lost time injury count showed a 16 per cent reduction on the previous year, Roads and Maritime will continue to work on further reducing the prevalence of incidents.

Table 11. WHS performance indicators 2012-13

Performance indicator	2012-13
Total incidents reported	4251
Near misses reported	2390
Lost time injuries	160
All other injuries (including First Aid and No Treatment)	959
Other incidents reported (including asset/property damage)	742
Number of near misses per injury	2.1
All compensable injuries (including journey claims)	334
Compensable workplace injuries	327
Total claims costs (\$ million)	2.15



Business results – Our people

Workforce commitment and capability is supported and developed

Roads and Maritime has a commitment to build a diverse workforce which is representative of our customers and communities.

Transport Diversity and Inclusion Strategy

To assist in the development of an integrated diversity and inclusion approach across the Cluster, the following actions were implemented:

- The consolidation of the following memberships in order to create a centralised resource centre located in TfNSW's Organisational Development Branch:
 - Australian Network on Disability
 - Diversity Council of Australia
 - Pride in Diversity
 - Carers NSW
 - NSW EEO Practitioners Association.
- Representation on the Transport Cluster's Diversity and Inclusion Working Group, which is responsible for overseeing the development and implementation of a Diversity and Inclusion Framework and Management Plan for TfNSW.

Paralympic Diversity Workplace Program

In 2012, Roads and Maritime was a Paralympic Employment Provider under the Paralympic Diversity Workplace Program. The program aimed to provide an entry point into mainstream employment in the public sector.

Roads and Maritime completed the program in 2012, as diversity and inclusion functions have been centralised within TfNSW.

Women in engineering

Roads and Maritime implements strategies to help attract women into non-traditional roles. In January 2013, Roads and Maritime sponsored the Women in Engineering Summit at the University of Wollongong and 45 women participated.

Targeted Employment Programs

On 1 December 2012, administration of the Roads and Maritime scholar, cadet and graduate programs were centralised in the TfNSW Talent Pipeline Programs. There are currently 432 graduates, cadets and scholars in the TfNSW graduate, cadet and scholarship programs.

As part of the Talent Pipeline Program, Roads and Maritime continued to directly sponsor positions for apprentices, paraprofessionals and trainees. In 2012-13, more than 90 people were recruited into a range of programs including nine apprentices across five trade groups, 73 trainees studying Civil Construction, Government Services or Business Services and nine in paraprofessional programs, including Road Designers in Training and Traffic Engineering Officers in Training.

Roads and Maritime currently has 255 employees undertaking some form of study and/or work experience supported through these programs, including 80 apprentices, 111 trainees and 64 paraprofessionals.

Employing people with a disability

People who have disclosed as having a disability currently represent 297 staff within Roads and Maritime. This figure has increased from 232 in 2011-12.

Aboriginal employment

Aboriginal Cultural Education Program

An Aboriginal Cultural Education Program has been delivered across the business through 22 workshops throughout NSW.

HSC Scholarships for Aboriginal students

Roads and Maritime sponsored learning resources for two continuing Year 12 Aboriginal students and ten additional Year 11-12 Aboriginal students. The sponsorships go towards future tertiary studies in engineering or related technical careers.

Mentoring Aboriginal people in the workplace

20 Aboriginal employees participated in training to obtain relevant knowledge and skills to enable the development of effective mentor/mentee relationships to be used prior to, and upon implementation of, the Aboriginal Mentor Program.