

2015-16

Annual Report



Transport
Roads & Maritime
Services

Roads & Maritime Services
1
Volume 1



Letter to the Ministers

The Hon. Duncan Gay
Minister for Roads, Maritime and Freight

The Hon. Andrew Constance
Minister for Transport and Infrastructure

52 Martin Place
Sydney NSW 2000

Dear Ministers

I am pleased to submit Roads and Maritime Services' Annual Report for the financial year ended 30 June 2016 for presentation to the Parliament of New South Wales. It has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983*.

A handwritten signature in black ink, appearing to read 'K. Kanofski', is positioned above the typed name.

Yours sincerely

Ken Kanofski
Chief Executive
Roads and Maritime Services



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NSW Maritime employees on patrol on Sydney Harbour

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From the Chief Executive

The NSW Government committed a record \$7.5 billion in 2015-16 to support the NSW roads, maritime and freight infrastructure portfolio. Roads and Maritime Services has delivered a successful program to build and upgrade critical road, maritime and freight networks across NSW.

The massive program of more than 4,000 infrastructure projects provided a range of challenges that we addressed through innovation, smarter technologies and collaborating with our industry partners.

We continued to work hard to improve safety outcomes for our customers, our employees and our partners.

Key achievements in 2015-16



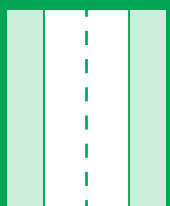
WestConnex

The design, development and delivery of the \$16.8 billion WestConnex project continued. In 2015-16 construction continued on the M4 Widening project (between Parramatta and Homebush), construction started on the King Georges Road Interchange Upgrade (in Beverly Hills), planning approval was achieved for the M4 East (Homebush to Haberfield) and the New M5 (Beverly Hills to St Peters), and planning started on the M4-M5 Link and Sydney Gateway.



NorthConnex

Tunnelling commenced under Pennant Hills Road for the \$3 billion NorthConnex project, which will link the M1 Pacific Motorway at Wahroonga and the Hills M2 Motorway at West Pennant Hills with twin nine kilometre tunnels.



Pacific Highway

Work to upgrade the Pacific Highway between Hexham and the Queensland border continued, with about 43 kilometres of four-lane divided highway opened to traffic. This included the 26.5 kilometre Frederickton to Eungai project bypassing the 1989 Clybucca bus crash site - one of two major bus crashes that prompted the highway upgrade program. As of 30 June 2016, about 66 per cent, or 437 kilometres, of the estimated final 657 kilometre upgraded highway was complete, with another 116 kilometres in construction.



St Helena twin tunnels – Pacific Highway upgrade – Tintenbar to Ewingsdale. The Pacific Highway upgrade is the largest road project in the Southern Hemisphere.



Princes Highway

This year Roads and Maritime continued investigation work for the proposed Berry to Bomaderry Princes Highway upgrade and progressed the \$580 million Foxground and Berry bypass. Our teams also completed the \$345 million Princes Highway upgrade at Gerringong.



Great Western Highway

Significant investment was made to improve safety on the Great Western Highway and cater for expected growth along the corridor. In July 2015 the Bullaburra upgrade opened, completing a multi-decade program of works to provide a four-lane highway to Katoomba. Work continued on the 2.4 kilometre four-lane upgrade between Stockland Drive and Ashworth Drive, Kelso, with the completion of the southern half of Boyd Creek Bridge in July 2015.



Supporting Sydney's growth and development

Work is progressing on a suite of road projects fast tracked to support the planned airport at Badgerys Creek. Construction continued on Bringelly Road and the Werrington Arterial and started on the first stage of the \$1.6 billion upgrade of The Northern Road to improve safety and reduce congestion along the critical north-south corridor. Planning for the future M12 Motorway continued.

The final stage of the Camden Valley Way upgrade in south-west Sydney was opened in December 2015. Major work has started on the third and final stage of the \$340 million Schofields Road upgrade to improve capacity along the east-west corridor.



Developing regional networks and infrastructure

The delivery of the \$210 million Bridges for the Bush program moved forward with the completion of the Tulladunna Bridge in May 2016, the Kapooka Bridge on the Olympic Highway and the Bemboka Bridge on the Snowy Mountains Highway in June 2016.

Roads and Maritime continues to improve roads in regional NSW with upgrade works to the Newell Highway progressing. The bypass at Moree was completed and realignment work commenced at Grong Grong and Trewilga. These and future upgrades will deliver major improvements to the longest highway in NSW, enhancing the road and freight backbone of inland NSW.

From the Chief Executive



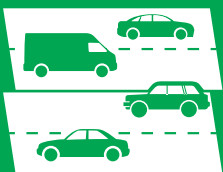
Upgrading commuter wharves

Roads and Maritime completed major upgrades on the commuter ferry wharves at Pyrmont and Meadowbank, and started work on McMahons Point Wharf as part of the wharf upgrade program to improve ferry services for customers. These upgrades are being delivered as part of the NSW Government's Transport Access Program – an initiative to deliver modern, safe and accessible transport infrastructure.



Maintaining a high quality road network

This year \$1.46 billion was invested in the maintenance and repair of roads and bridges across the State. We resurfaced more than 10 per cent of our road network, placing 11.5 million square metres of new bitumen seals and 1.1 million square metres of new asphalt. We also delivered more than \$15 million in efficiency savings through our Sydney stewardship maintenance contract program, under which three major providers have accountability for more than 2,700 kilometres of roads across Sydney.



Easing congestion and improving journeys

Roads and Maritime invested \$62 million in 59 initiatives to ease congestion and optimise the reliability, safety and efficiency of journeys on Sydney's road network. Key projects included installing seven variable message signs and 22 closed circuit TV cameras, as well as implementing engineering solutions at 12 pinch points around the city.

As part of our Sydney Clearways Strategy, we established 90 kilometres of clearways across 18 road corridors. Our ongoing focus on pedestrian safety and protection also saw vehicle red time extended at 193 signalised intersections, as part of our Safer Roads Program.

Roads and Maritime implemented 'real-time' travel information on key corridors including the M1 Motorway, Eastern Distributor, Lane Cove Tunnel, Gore Hill Freeway, Warringah Freeway and M4 Motorway.

In December 2015 the Regional Traffic Operations Centre started 24/7 operations to manage the twin tunnels at St Helena. The centre uses advanced tunnel safety and road transport technologies to improve regional traffic operations for holiday traffic, events and incidents.



St Helena twin tunnels – Pacific Highway upgrade – Tintenbar to Ewingsdale. The Pacific Highway upgrade is the largest road project in the Southern Hemisphere.



Improving the customer experience

We continued to focus on timely and effective communication and engagement with the communities in which we work. Our employees engaged with more than 26,000 community members and stakeholders at more than 400 events to ensure our customers had a say, helping us shape the roads and maritime networks for the people of NSW.

More than 2,236 media releases and traffic alerts were distributed and our websites supported more than 10 million customer visits throughout the year.



Partnering with stakeholders and industry

Roads and Maritime continued to engage with stakeholders and industry to improve the delivery of our work program. We held the Major Projects 2020 Forum in July 2015 to communicate our forward work program to more than 200 senior industry leaders.

Several other program and project industry briefings and initiatives were held across the year to keep industry engaged with our program. This included holding a Chief Executive round table to discuss how we can better work together to ensure our workers are kept safe while delivering our projects.

We have continued to work with industry to introduce new delivery models and streamline our procurement methodology and processes.

I would like to acknowledge Roads and Maritime employees and our delivery partners whose ongoing commitment to innovation and delivery is highlighted by the achievements in this annual report.

Roads and Maritime will continue to enable safe and efficient journeys for the people of NSW in the year ahead.

Ken Kanofski
Chief Executive
Roads and Maritime
Services



SECTION



About us

Kapooka Bridge, Olympic Highway, which was funded through the Bridges for the Bush program



1.1 Who we are

Roads and Maritime Services is a NSW Government delivery agency within the Transport cluster. The agency was established on 1 November 2011 under amendments to the *Transport Administration Act 1988*.

Transport for NSW is at the centre of the Transport cluster with responsibility for setting the strategic direction and guiding an extended network of public and private service delivery agencies to provide improved transport outcomes.

Roads and Maritime provides agreed outcomes across the road and maritime networks within the context of an integrated transport strategy.

We deliver projects and programs to reliably and safely improve the movement of people and goods by various transport modes, including through the road and freight network, NSW waterways, the public transport network and active transport such as cycling and pedestrian networks.

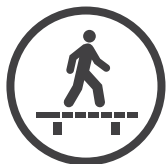
We manage and maintain:



More than 18,000 km of State Roads including more than 4,000 km of National Land Transport Network



Around 3,000 km of regional and local roads in the unincorporated area of NSW



46 commuter wharves



5,570 bridges



28 road tunnels



12,847 km² of navigable waterways and 2,137 km of coastline



4,087 traffic signal sites and around 12,000 other traffic facilities, systems and corridor assets



More than 24,000 active moorings, including more than 200 courtesy moorings and more than 3,700 maritime aids to navigation

1.2 What we do

Our purpose

Enabling safe and efficient journeys throughout NSW

Role

- 1 To build, manage and maintain the state road and waterway networks and assets
 - 2 To maximise the customer benefits and service potential of our networks
 - 3 To integrate our networks with private motorways, local roads and the broader transport system
 - 4 To use our networks to facilitate economic and social development and growth in NSW
-

Our vision

To be the leader in the management and delivery of safe, efficient and high quality services and infrastructure to the community and businesses of NSW

Our values



Customer focus

We place the customer at the centre of everything we do



Collaboration

We value each other and create better outcomes by working together



Solutions

We deliver sustainable and innovative solutions to NSW's transport needs



Integrity

We take responsibility and communicate openly



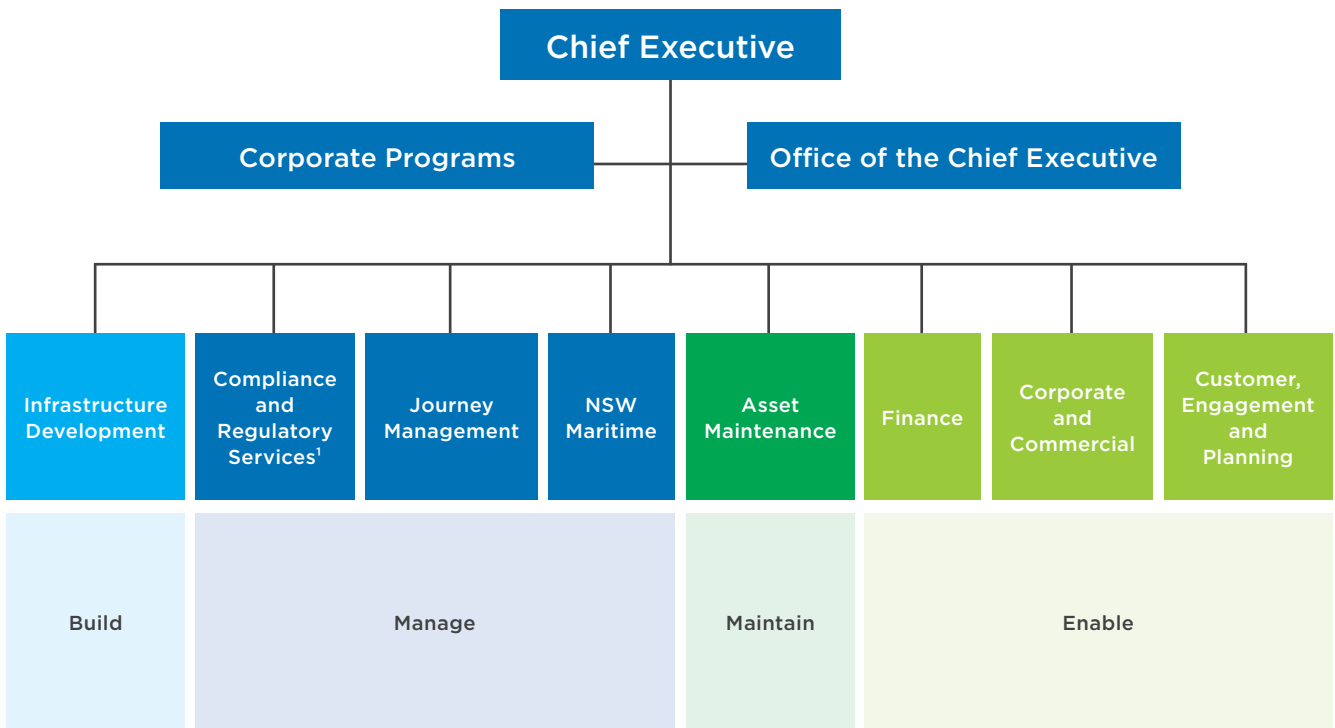
Safety

We prioritise safety for our people and our customers

1.3

Our organisational structure

Figure 1:
Roads and Maritime Services organisational structure



1 Compliance and Regulatory Services has combined the former Safety and Compliance and Regulatory Reform divisions.

1.4

Roads and Maritime operations

The Roads and Maritime structure aligns our core businesses to the build, manage, maintain and enable pillars.

Build infrastructure

Roads and Maritime delivers new road and maritime infrastructure to optimise the safety, efficiency and effectiveness of our networks. This involves design, community engagement and construction work including:

- new privately-financed motorway projects and enhancements to existing motorways
- new road and maritime capital infrastructure
- enhancements to road and maritime capital infrastructure
- replacement or rebuilding of road and maritime infrastructure.

traffic management and asset sustainability through design, stakeholder engagement, civil construction work and the delivery of maintenance services. This includes:

- routine maintenance of roads, roadsides, bridges, wharves and navigational aids
- resurfacing, resealing, rehabilitation and repair of roads
- complex and minor improvement work on roads and bridges
- management of council grant programs, including natural disaster relief.

Manage journeys

Roads and Maritime ensures the road and waterway networks are optimised for customer journeys in the most effective and relevant way including:

- delivering solutions to maximise the efficiency of the existing road and waterway networks
- providing support to ensure motorists, vehicles and vessels are safe and compliant
- delivering solutions to execute road and maritime safety policies and regulation
- delivering asset protection and ongoing network operations solutions to allow for the efficient movement of people and goods
- managing incident response, and traffic and waterways for major special events
- asset maintenance planning
- asset information collection, analysis and distribution.

Support, advisory and enabling services

The Enable areas of Roads and Maritime provide support to every part of the agency. These services include:

- the provision of expert technical advice across a range of environmental, planning and assessment disciplines to support projects and activities
- the provision of customer information on projects, activities and services, and responses to enquiries
- local community and stakeholder engagement activities
- financial management, information management, information technology, human resources and work health and safety support
- governance mechanisms to deliver efficient, effective and transparent outcomes
- leadership and advisory services in risk management
- working across government to implement Service NSW and other cluster-wide initiatives.

Maintain assets

Roads and Maritime plans and delivers maintenance programs for road and maritime infrastructure to optimise safety,



Our Customer Charter

Roads and Maritime is committed to putting customers at the centre of everything we do. This is underpinned by our Customer Charter, which articulates our commitments.

Our commitments



We will listen and take action

- We will use your feedback to continually improve services
- We will actively manage your matter from start to finish
- We will be contactable in ways that work for you.



We will consult and collaborate

- We will consult with you regularly on projects and matters that impact you
- We will include communities in our decision-making processes
- We will use your insights to inform our decisions and outcomes.



We will make safety our priority

- We will work to maximise safety on our roads and waterways
- We will provide a safe environment for the community and our employees
- We will work to ensure vehicles and vessels are registered, licensed and operated safely.



We will keep you informed

- We will provide you with information to make safe and efficient travel choices
- We will minimise disruption to your travel through appropriate diversions and relevant information
- We will communicate future plans for NSW roads and waterways.



Our services

Providing services

- Supporting 5.4 million motor vehicle licence holders and 512,599 boat and watercraft licence holders
- Registering 6.5 million vehicles and 225,657 recreational vessels
- Servicing almost 1.5 million E-Toll customers who record more than 135 million trips on motorways annually
- Delivering Aboriginal Driver Licensing Access programs across 37 communities, resulting in 502 learner licences and 312 provisional licences being issued
- Conducting more than 9,300 personal watercraft, 2,000 commercial vessel and 43,000 recreational vessel inspections
- Developing interactive mapping of approved routes for the transportation of agricultural commodities. Individuals, businesses and councils in regional NSW have access to a high quality digital service with real-time updates.

Engaging the community

- Preparing more than 2,236 media releases to communicate events, updates and Roads and Maritime achievements
- Consulting on more than 4,000 projects and holding in excess of 26,927 engagement activities with local residents or community stakeholders
- Hosting 436 stakeholder or community regional events
- Partnering with 12 Aboriginal Community Controlled Health Services in regional and remote NSW to deliver 17 workshops, and providing 600 child safety seats to support the program
- Providing website access for more than 10 million customer visits.

Responding to our customers

- Servicing more than 17,500 customer enquiries, including compliments, complaints and suggestions
- Completing more than 8,500 briefings, correspondence items and parliamentary support matters
- Actioning 1,575 applications for information through the *Government Information (Public Access) Act 2009*
- Improving the relevance and timeliness of our customer information by publishing more than 3,000 project, stakeholder and general updates on our website
- Establishing alternative engagement platforms and providing social media updates for more than 26,700 followers.

SECTION

2

Financial overview

Lizard Tree Bridge on the Hume Highway near Wagga Wagga, which was funded through Rebuilding NSW



2.1

Roads and Maritime finances

Funding

Roads and Maritime sourced revenue primarily came from Sydney Harbour Bridge and Tunnel tolls, rental income, external commercial services, fees for services provided, special number plate sales, advertising, maritime services and electronic tag revenue.

State funding includes motor vehicle weight taxes and direct cash allocations, Housing Acceleration Fund and Restart NSW.

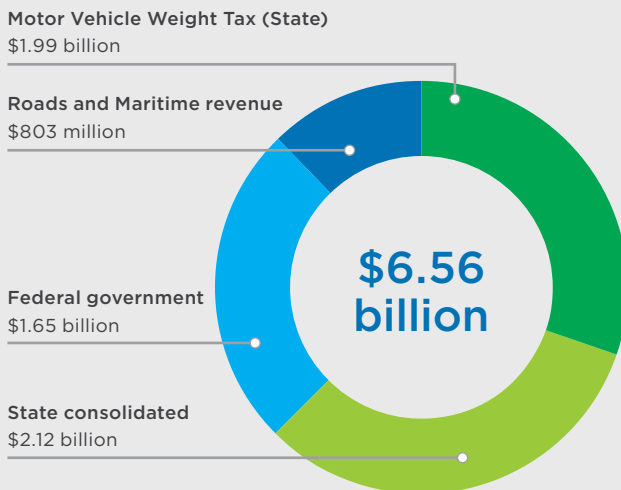
Federal funding was received from the Nation Building Program and the Building Australia Fund.

Table 1: Funding sources

Funding	2015-16 (\$'m)
Motor vehicle taxes (State)	1,991
State consolidated fund allocation	2,120
State government	4,111
Federal government	1,649
Roads and Maritime revenue	803
Total	6,563

* Non-cash revenue has been excluded

Figure 2: Revenue July 2015 to June 2016



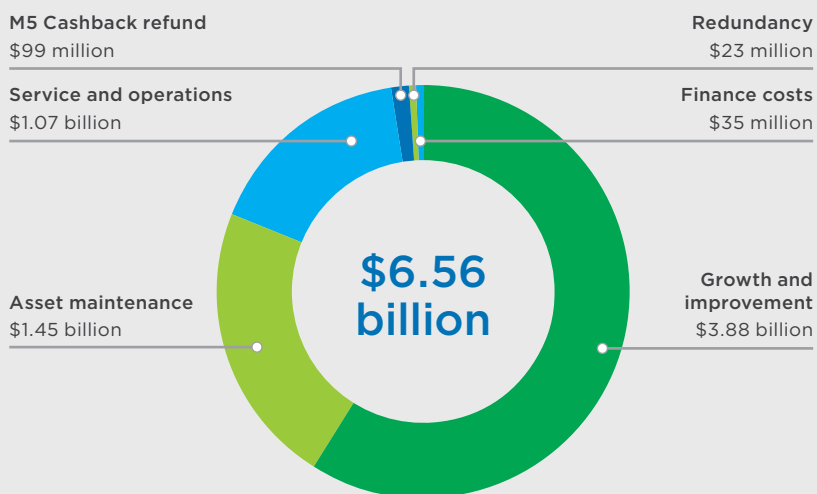
Expenditure

Expenditure consisted of operational expenses, excluding non-cash items, incurred to achieve Roads and Maritime's transport objectives, and capital investment to enhance the value of the road network and maritime assets.

Table 2: Expenditure

Expenditure	2015-16 (\$'m)
Growth and improvement	3,883
Asset maintenance	1,449
Services and operations	1,074
M5 cashback refund	99
Finance costs	35
Redundancy	23
Total	6,563

Figure 3: Expenditure July 2015 to June 2016



Roads and Maritime's approved budget for 2016-17 is \$7.2 billion.

SECTION

3

Achievements

Pacific Highway upgrade, Banora Point – view north through the main cutting





Delivering our infrastructure program

Roads and Maritime has delivered a record infrastructure budget this year as we move towards a peak forecast in 2017. The agency is delivering a significant number of major road transport projects and programs across NSW, including the Pacific Highway upgrade, WestConnex, NorthConnex, Western Sydney Infrastructure Plan, Easing Sydney’s Congestion and Bridges for the Bush. Major upgrades and improvements are taking place on the Central Coast, Great Western, Newell, New England, Riverina, Silver City and Cobb Highways.

Completed infrastructure projects

- The \$165 million reconstruction of the Central Coast Highway intersection with Brisbane Water Drive and Manns Road at West Gosford was completed ahead of schedule in November 2015.
- Major intersection upgrades were completed on Broke and McDonald roads in the Hunter Valley in September 2015. As part of the upgrade, large sections of both roads were rebuilt to improve traffic flow and shared paths have been provided between the two new roundabouts to improve pedestrian and cyclist safety.
- A \$25 million upgrade to improve traffic flow on Terrigal Drive was completed in January 2016. The work included road widening and installing new traffic lights to reduce peak hour traffic queues.

Newell Highway

- Work continued during 2015–16 on the Moree town centre bypass on the Newell Highway. The bypass was opened to traffic in August 2016. The bypass included the construction of 1.8 kilometres of new road and has greatly improved road safety, travel times and the efficient movement of freight on the Newell Highway. Before the bypass 1,700 heavy vehicles a day travelled through Moree’s town centre.

Pacific Highway upgrades

- The \$675 million Frederickton to Eungai Pacific Highway upgrade opened in May 2016. The 26 kilometre upgrade links with the Kempsey bypass in the south and the existing four-lane divided highway north of Eungai Rail. It marks a significant milestone in the Pacific Highway upgrade program by achieving 66 per cent of duplicated highway.
- The Sancrox Road Interchange opened in November 2015 as part of the 37 kilometre Oxley Highway to Kempsey upgrade. A key feature of the interchange is a new overpass located 600 metres south of the intersection, which crosses the Pacific Highway.
- The \$4.36 billion, 155 kilometre upgrade of the Pacific Highway between Woolgoolga to Ballina progressed under the delivery partner model. Achievements during 2015–16 included: 84 procurement packages invited to tender and 71 contracts awarded; Pimlico Road to Teven Stage 2 early works completed; the commencement of soft soil early works on a number of sections; and the commencement of construction of the Corindi floodplain bridge as part of the Woolgoolga to Glenugie section.

CASE STUDY

Tintenbar to Ewingsdale

The 17 kilometre Tintenbar to Ewingsdale project, near Byron Bay on the north coast of NSW, is part of the larger Pacific Highway upgrade program. Partially opened to traffic on 18 December 2015 and fully opened in March 2016, the project provides the missing link in the four-lane divided highway between Ballina and the Queensland border.

The upgrade has significantly improved the travel experience for far north coast road users by providing a better highway alignment, improved road safety, uninterrupted highway traffic flow and easy access on and off the highway for local traffic.

The increased speed limit in this section is also reducing travel times for road users. A Regional Traffic Operations Centre manages the operations of the St Helena twin tunnels 24 hours a day, seven days a week.

The upgrade has also seen a reduction in the number of traffic incidents in the area. The local Tintenbar fire brigade noted that road incidents during wet weather were a regular occurrence before the upgrade but the fire brigade had not received a single call-out in the six months since the project opened in December 2015.

The flowing alignment, dramatic tunnel entrances and iconic ocean views over Byron Bay make this an enjoyable road to travel.

Silver City Highway

The \$3.1 million upgrade to the Silver City Highway at Shannon's Creek, including a 1.5 kilometre long airstrip to support the Royal Flying Doctor Service base in Broken Hill, was completed in July 2015. The road/airstrip is operational and safe to use 24 hours a day in all weather conditions. It allows residents living on properties in the area who had previously travelled up to two-and-a-half hours to a hospital to receive medical attention faster.

Royal Flying Doctor Service landing on the Shannon's Creek airstrip, which was funded through Restart NSW



Previously the Royal Flying Doctor Service had to land on unsealed airstrips on isolated properties. The newly sealed stretch of the Silver City Highway provides a safer and more reliable solution.

Cobb Highway

A major milestone was reached in February 2016, with work starting on the first stage of the highway upgrade at Eurella, as part of a \$5.15 million project funded under the Restart NSW Western Freight Productivity Program. The upgrade will seal 10.3 kilometres of highway about 28 kilometres north of Ivanhoe and is expected to be completed in February 2017.

This upgrade will provide significant benefits for road users, helping to improve safety by increasing traction and reducing travel times and wear on vehicles.

3.1

Delivering our infrastructure program

CASE STUDY

Western Sydney Infrastructure Plan

Western Sydney’s population of three million is expected to grow by 50 per cent by 2031. With Western Sydney being Australia’s third largest economy and contributing nearly one third of Sydney’s gross regional product, major infrastructure investment that supports regional movement, the expanding economy and sustainable local job creation is paramount.

In response, the Australian and NSW governments are funding the 10 year, \$3.6 billion Western Sydney Infrastructure Plan (WSIP) to improve road reliability, capacity and connectivity ahead of future traffic demand. WSIP provides 61 kilometres of new and upgraded roads, of which half are now under construction or at tender.

WSIP roads will form the backbone of an enhanced regional network that supports and enables development of the new Western Sydney airport as well as new employment, priority growth and priority land release areas. Each of these plays a critical role in planned and progressive economic and residential growth.

Work is already underway on the new Werrington Arterial Road and the first stages of The Northern Road upgrade and the Bringelly Road upgrade. The remaining sections of The Northern Road upgrade and the new M12 Motorway are being planned.

WSIP includes a \$200 million Local Roads Package that supports the region’s councils to deliver critical road improvement projects. To date, local councils have received approval for \$94.4 million to address specific local transport issues.

WSIP is expected to create around 4,000 direct and indirect jobs. Local business has benefited from more than \$23 million worth of contracts awarded to Western Sydney enterprises.

Working hand-in-hand with the federal and NSW planning agencies, Roads and Maritime is improving connections for people and for commerce. By removing barriers to development, we are enhancing the opportunities for economic growth and the liveability of the region.

Bringelly Road, Camden Valley Way and Cowpasture Road intersection, Horningsea Park, funded through the Western Sydney Growth Roads program



Princes Highway

- The Princes Highway upgrade at Gerringong opened to traffic in August 2015 and duplicated the 7.5 kilometre section to two lanes in each direction between Mount Pleasant and Toolijooa Road. The \$345 million project includes two new interchanges with access to Gerringong and Gerroa and the new Omega Bridge.
- The realignment of the Princes Highway at Termeil Creek opened to traffic in May 2016. Completed work includes the building of a new wider bridge and realignment of the highway approaching the new bridge.

Sydney

- The \$68 million Great Western Highway Bullaburra East upgrade opened in July 2015, completing a program of work spanning four decades to upgrade the section of highway between Emu Plains and Katoomba to a minimum of four lanes.
- The first stage of the \$114 million Narellan Road upgrade was completed in March 2016. Features of Stage 1 include new traffic lights at the Narellan Road and M31 Hume Motorway interchange, a widened southbound exit ramp, and a new incident response facility that allows crews to immediately respond to incidents on the Hume Motorway and surrounding areas.

Princes Highway upgrade, Gerringong – the highway alignment maintains views of the surrounding landscape



Bridges

- The new Tangaratta Creek Bridge on the Oxley Highway near Tamworth was opened to traffic in July 2015. In addition to replacing the bridge, the \$5.9 million project included realigning the highway both north and south of the new bridge to improve travel conditions for all road users.
- The Dalgety Bridge, which spans the Snowy River at Dalgety, was allocated \$2.5 million to extend the life of the bridge and its heritage value. Rehabilitation work was completed in February 2016 and included the installation of 126 metres of new decking, new road approaches and general maintenance.
- In a major boost for pedestrians and cyclists in Sydney's inner west, the Iron Cove Creek Bridge was reopened in October 2015, with more than \$2 million in NSW Government funding set aside to improve links to the new bridge.
- The Tulladunna Bridge over the Namoi River near Wee Waa was completed in May 2016 and provides a continuous 400 kilometre route between Bourke and Narrabri for freight trucks.
- The \$55 million Kapooka Bridge on the Olympic Highway south of Wagga Wagga opened in June 2016, removing one of the most notorious pinch points in regional NSW. This bridge is built across the main Sydney to Melbourne railway line and has been constructed with future freight rail use in mind, high enough to allow the passage of double stacked container trains.



Delivering our infrastructure program

CASE STUDY

Barham Bridge maintenance

Barham Bridge is a key community link between Barham and Koondrook that required extensive maintenance. The maintenance was a large scope of work, which posed significant risks to workers from traffic. However closing the bridge would have had a significant effect on the local community and road users.

The community gave clear feedback that they wanted to find ways to do the work without affecting connectivity between the two towns. Several options were examined and it was concluded that installing a temporary bridge located immediately upstream was the best way to minimise disruption to the communities while eliminating the risk of working near traffic.

Without the temporary bridge, the cost to the community associated with additional travel time and delays was estimated at \$6 million including:

- approximately two years to finish the restoration work compared to 12–15 months
- up to 15 days of bridge closures, including night works affecting local residents and the hospitality industry
- a detour of around 56 kilometres during closures adding another 40 minutes to a road user's journey
- ongoing delays of up to 20 minutes on most days
- traffic controls in place 24 hours a day.

The cost of the temporary bridge was \$2.3 million and demonstrated a net community benefit with the work completed 12 months earlier, resulting in savings of approximately \$1 million and eliminating the risk of maintenance workers working near traffic. The savings come from a more efficient work program, reduced safety risks, less traffic control, and significantly less economic cost to the community through less disruption and delays.

In addition to the economic benefits of installing a temporary bridge, the decision to locate the temporary crossing upstream yielded additional benefits, including:

- improved suitability for heavy vehicles
- reduced traffic through residential streets
- fewer road works and intersection upgrades required
- increased safety for pedestrian access.

Most importantly, the temporary bridge allowed the community to carry on as usual, minimising economic impacts and maintaining the close connection between the Barham and Koondrook communities.

WestConnex

Roads and Maritime is the Government client for the WestConnex motorway. In this capacity, Roads and Maritime has entered into a contractual arrangement with Sydney Motorway Corporation to design, build, own and operate the motorway on behalf of the NSW Government.

WestConnex is innovatively financed through partnering with the private sector. Under the current arrangements government is contributing just a third of the total value of the project. The NSW Government's contribution includes \$1.8 billion from Restart NSW, with the Australian Government providing \$1.5 billion in addition to a concessional loan of up to \$2 billion. The NSW Government is currently exploring a range of options to fund the third stage of the project, the M4-M5 Link.

- WestConnex is the largest transport project in Australia. It will widen and extend the M4, duplicate the M5 and join them together to form a continuous, free-flowing motorway with connections to the city, airport and port.
- In July 2015 construction work started on the King Georges Road Interchange Upgrade project.
- In November 2015 the first of 240 girders was moulded for the new motorway viaduct, as part of ongoing construction of the WestConnex M4 Widening.

- In November 2015 the updated strategic business case for WestConnex was publicly released and Sydney Motorway Corporation achieved financial close for the WestConnex New M5, securing private sector debt finance and a Commonwealth concessional loan for the project.
- In January 2016 consultation with key stakeholders started on the WestConnex M4-M5 Link and the State Significant Infrastructure Application Report was lodged with the Department of Planning and Environment. This marked the start of the planning approvals process.
- WestConnex M4 East State planning approvals were granted in February 2016, and construction work started in March 2016, marking the beginning of the first tunnelled section of WestConnex.
- In April 2016 State planning approvals were received for the New M5.

NorthConnex

The NorthConnex project commenced in 2015 and will deliver twin nine kilometre tunnels linking the M1 Pacific Motorway at Wahroonga to the Hills M2 Motorway at West Pennant Hills. Tunnelling commenced in March 2016. This major construction project is progressing to schedule and is due to be completed in 2019.

NorthConnex southern interchange compound at Pennant Hills Road and the Hills M2 Motorway



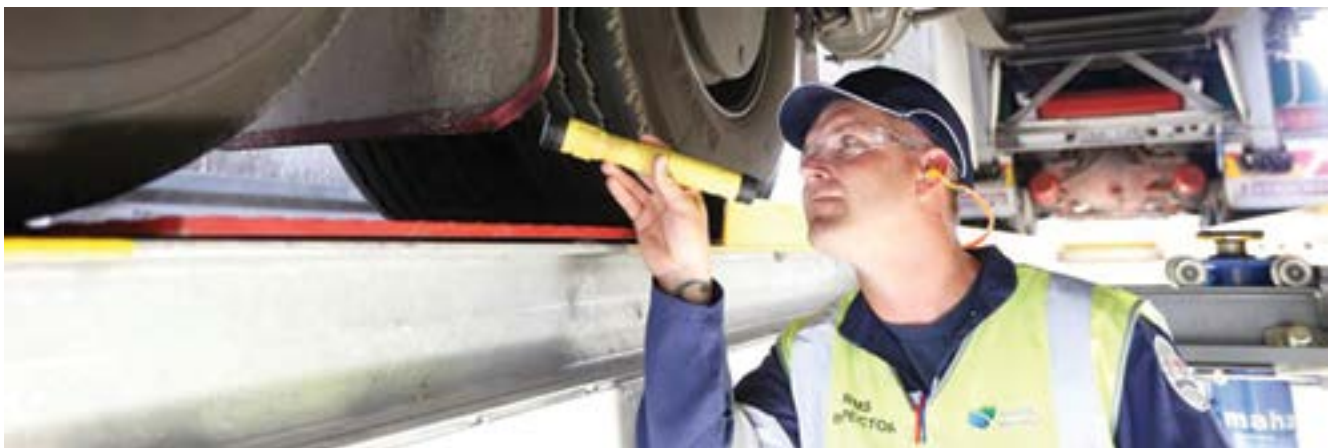
3.2 Making safety paramount

At Roads and Maritime, safety is our priority and defines every activity we undertake. We will work to reduce the road toll, boating fatalities and workplace occurrences. We will ensure our workplaces and networks are safe and healthy for our customers, workers and industry partners.

Road safety

- As part of our commitment to reduce crashes on NSW roads, 182 projects were completed through the Black Spot Program.
- Roads and Maritime worked closely with service providers and councils throughout the State to deliver 124 projects in the Safer Roads Program.
- A road upgrade to the Old Pacific Highway at Mooney Mooney, Mount White and Bar Point on the Central Coast is improving motorcycle and motorist safety. Completed in August 2015, the \$1.3 million upgrade is part of the Safer Roads Program.
- Extra walk time for pedestrians was provided at 193 intersections.
- Delivery of the Behavioural Road Safety program, which included supporting 70 councils with Road Safety Officers for 265 projects.
- There were 116 heavy vehicle compliance operations conducted that targeted a range of safety issues including speed limiter compliance, fatigue management, roadworthiness and distribution centre inspection to address safety, risks and hazards on NSW roads.
- Roads and Maritime managed 462 compliance enforcement sites including enforcement cameras (bus lane and T-way, red light speed camera, point-to-point, smoke and mobile speed camera enforcement) to improve road safety, congestion, the environment and protection of assets.
- Eight workshops were hosted for civil construction and transport industry representatives on safe and compliant transport operations. The workshops were aimed at informing and educating industry on Chain of Responsibility obligations under the Heavy Vehicle National Law.

Roads and Maritime employee undertaking heavy vehicle safety checks at a heavy vehicle safety station



CASE STUDY

Heavy Vehicle Operator Safety Information Program

Roads and Maritime is implementing the Heavy Vehicle Operator Safety Information Program to improve the exchange of information between Roads and Maritime, drivers and heavy vehicle operators, and to assist heavy vehicle operators to better manage their legislative obligations.

Heavy vehicle operators often employ multiple drivers and the existing online Driver Licence Check system only allowed single driver checks. The system was administratively complex resulting in it being underutilised.

Analysis by the NSW Centre for Road Safety suggests that unauthorised drivers are more likely to be involved in fatal road crashes. To address this risk, road transport legislation including the *Road Transport Act 2013* and Road Transport (Driver Licensing) Regulation 2008 imposes an obligation on employers to ensure that the drivers employed are properly licensed. Properly licensed drivers are critical to enabling safe transport operations.

The changes to the Heavy Vehicle National Law to be introduced in 2018 will also impose a general duty on all parties in the supply chain and require broad-based safety management systems to ensure transport operators fully comply with the legislation.

To facilitate increased compliance with regulatory requirements, Phase 1 of the program introduced improvements to the Driver Licence Check system. These improvements allow operators to undertake multiple driver licence and demerit points checks efficiently to determine that all their drivers are properly licensed.

Roads and Maritime worked closely with the Office of the NSW Privacy Commissioner to ensure the design of the system accounted for the privacy principles and complied with privacy legislation.

Phase 1 of the Heavy Vehicle Operators Safety Information Program was released on 4 July 2016.

3.2

Making safety paramount

CASE STUDY

NSW Safer Roads Program

The Safer Roads Program is an important initiative that aims to reduce the number of casualties on NSW roads and reduce the severity of injuries when a crash does occur. This targeted infrastructure program improves the existing road network by implementing low cost engineering treatments and countermeasures at high-risk locations. It also protects vulnerable road users, such as motorcyclists, cyclists and pedestrians.

In 2015–16 a record \$66.9 million was allocated to the program and 145 projects were delivered or developed for future delivery. Key projects included:

\$1.7 million towards upgrading a 2.9 kilometre section of O’Connell Road north of Oberon

Between July 2008 and June 2013, five crashes involving injuries were recorded at this location due to road users failing to navigate the road correctly. Safety improvements implemented included:

- widening the road shoulders, extending the clearway and removing obstacles
- installing wire rope barriers to protect motorists from steep drops offs
- realigning tight curves, making them easier to navigate.

\$2.6 million to improve selected curves on Putty Road, Putty

Safety improvements were undertaken on Putty Road, which has a history of motorcycle crashes. Works included widening road shoulders, road resurfacing and improving safety barriers. New signage and line markings were also installed to reduce the risk of crashes at curves.

Safety improvements at Stacey Street and Griffiths Avenue, Bankstown

Between July 2008 and June 2013, 27 right-through crashes occurred at the intersection of Stacey Street and Griffiths Avenue, with 17 crashes resulting in injuries. To combat this problem, the median and right turn bays were closed and traffic was diverted onto an alternate safer route. The intersection of the alternate route at Stacey Street and South Terrace also received safety improvements including linemarking and signage to accommodate for increased traffic volumes from motorists wanting to access Griffiths Avenue.

Stage 1 of the \$11 million upgrade of the Riverina Highway, east of Albury

Stage 1, from Sandy Creek to Hume Weir Village, started in October 2015, and involved widening the road, installation of guardrails, providing new and improved signage, improved drainage and a new road surface. Stage 2, from the Hume Weir Village to Bethanga Bridge, is expected to start in late 2016.

Hume Highway and Picton Road intersection traffic lights

In the five years to December 2015, 45 crashes were recorded at this intersection including one fatality and 18 injury crashes. New traffic lights were installed at the interchange in March 2016 to remove confusion about who has right of way.

Major events

Roads and Maritime played an integral role in ensuring major events were carried out safely, including:

- Sydney Hobart Yacht Race
- New Year's Eve celebrations
- Australia Day celebrations
- Sydney Extreme Sailing Series
- the International Boat Show
- Vivid 2016.

Safety on our waterways

- 2015-16 saw a 28 per cent increase in vessel safety compliance checks and a 25 per cent increase in educational interactions compared to 2014-15.
- Fatalities and serious injuries from boating accidents reduced by 26 per cent and 34 per cent respectively compared to 2014-15.
- A new statewide boating safety education and compliance campaign model was developed. This resulted in a 315 per cent increase in the number of checks conducted each day during the compliance phase of a campaign when compared to 2014-15. Focused use of resources created a high visibility, compliance saturation outcome at high waterway use locations.
- During 2015-16 Boating Education Officers conducted 2,445 boat ramp visits and were present at 366 special events and field days, completing 53,437 engagement activities.

CASE STUDY

Boating Safety and Education Program

Roads and Maritime undertook seven statewide safety, education and compliance campaigns under the Operation Boatsafe banner during 2015-16:

- **Operation Boatsafe: Be Prepared** kicked off the start of the boating season in September 2015, with an emphasis on season preparation, vessel maintenance, safety equipment and compliance. A total of 2,660 vessel safety checks were conducted that resulted in 174 penalty notices, 161 official cautions, and 121 marine random breath tests conducted by police officers.
- **You're the Skipper You're Responsible** saw 1,042 vessel safety checks conducted, 32 penalty notices and 57 official cautions issued.
- **Wear a lifejacket** made 1,729 safety checks, issued 81 penalty notices and 110 official cautions.
- **Remember the rules** resulted in 1,891 vessel checks, 86 penalty notices and 98 official cautions.
- **Take care - be aware** resulted in 1,629 safety checks and 104 penalty notices. Just over 100 official cautions were also issued.
- **What to know before you go** resulted in 1,004 vessel safety checks, with 54 penalty notices and 44 official cautions issued.
- **Navigate Safely** was the final statewide campaign held during 2015-16 and undertook 737 education interactions and 1,611 vessel safety checks across the State at strategically focused waterways.

There were 11,566 vessel inspections conducted as part of the campaign program, with an additional 5,783 client interactions with Boating Education Officers.

3.2 Making safety paramount

School zone safety

- The School Zone Alert System Program was completed during the year, with 3,266 new flashing light signs installed at 1,741 schools. This program aims to provide every school in NSW with at least one set of school zone flashing lights. The school zone flashing lights program is one of the vital road safety programs funded through speed and red light camera fines by the Community Road Safety Fund.
- A new training package was developed for the School Crossing Supervisor Program. The training package aims to improve education, training and technology for the School Crossing Supervisors to ensure the safety of schoolchildren, the community and employees.

School zone flashing light, Orara Upper Public School, Upper Orara



3.3

Meeting customer and community needs

Our role is to evaluate the options available to manage the growing demands for the road and waterway networks and implement solutions to fulfil the needs of our customers. We will engage with customers to understand how to improve the network.

Boating Infrastructure Development Program

During 2015–16 Roads and Maritime provided \$5.9 million to councils and community groups through the Better Boating Program and the Boating Now Program for new and improved boating facilities. Projects completed during the year included:

- the replacement of an old boat ramp with a new single lane ramp and car park upgrade at Kingston Place, Tomakin
- the upgrade of the car park at Old Punt Road Boat Ramp, Batemans Bay
- the replacement of the recreational boating pontoon in Georges River at Revesby
- the extension of the boat ramp at Copeton Waters Holiday Park at Copeton Dam
- the construction of a new two-lane concrete boat ramp, new centre ramp pontoon, refurbishment of the adjacent wharf and car park improvements at Apex Park, Narooma
- the redevelopment of the existing Huskisson Wharf facility including the installation of a new pontoon on the eastern wharf and new decking
- the construction of a kayak/canoe access point at Colo.

Active Transport

Roads and Maritime is committed to increasing opportunities available to the public for cycling and walking to create healthy, connected and engaged communities. More than 400 projects were constructed or developed in 2015–16 under the \$40 million Active Transport Program. Projects implemented under the program during the year included:

- the development, design and delivery of more than 18 kilometres of regional strategic cycleway network through the commencement of 31 projects statewide
- the delivery of two kilometres of strategic cycleway network in Sydney.

Grain Harvest Management Scheme and NSW Livestock Loading Scheme

The NSW Grain Harvest Management Scheme (GHMS) and NSW Livestock Loading Scheme were established following consultation with farmers, receivers and local councils to promote safety, improve productivity and protect infrastructure. Both schemes have been very successful with weight and dimension concessions now granted to heavy vehicles transporting agricultural commodities across NSW. Maps showing approved routes are available to all drivers via wireless devices. These initiatives have resulted in fewer vehicle trips, with all vehicle trips now occurring on designated routes. In June 2016 the GHMS was extended for a further five years to 30 June 2021.



Meeting customer and community needs

Bus priority infrastructure

Three projects were delivered under the Bus Priority Infrastructure Program, which aims to make bus travel services faster and more reliable. Projects implemented were on Victoria Road at Rydalmere, Wilson Street at Erskineville and Wilson Street at Gladesville. Design work on other projects is continuing.

Traveller information services

- Traveller information services were rolled out to a number of locations on Sydney motorways. Motorists using the M5 South-West, the Hills M2, the Lane Cove Tunnel, Gore Hill Freeway, Warringah Freeway and the Eastern Distributor are benefiting from the implementation of real-time travel information.
- Two new road and public transport comparison apps, Commute and Commuter NSW, are now available. They use real-time road data to give users all the information they need to make the best trip planning decisions. They provide comparison information on driving and public transport travel times, the best route options and optimum time to leave. They also inform users of incidents along their planned route and find alternatives to avoid congestion and delays.

Easing congestion

- Under the \$21 million Sydney Clearways Strategy, 18 new and extended clearways were delivered covering 90 kilometres of Sydney's road network.
- A number of cycleway, bus infrastructure and capacity improvements were delivered to align with ongoing light rail construction. Roads and Maritime worked collaboratively with Transport for NSW, councils and stakeholders to manage the road network impacts of the Sydney City Centre Access Strategy and Sydney Light Rail.

Pinch points

The Pinch Point program spent more than \$59.9 million in 2015–16 in delivering 41 projects and initiatives to address congestion issues and improve the operational efficiency of Sydney's road transport network.

Point-to-point transport reforms

Following the Government's announcement of the reforms to the point-to-point transport sector on 18 December 2015, Roads and Maritime implemented a number of regulatory amendments and streamlined services resulting in improved compliance among rideshare drivers, contributing to the safety of customers and the community:

- in collaboration with Transport for NSW, Roads and Maritime is developing the regulatory framework to support the establishment of the new Point-to-Point Transport Regulator
- streamlined processes to improve the driver authority application processing turnaround times for taxi, private hire car and rideshare drivers
- from 18 December 2015 to 30 June 2016, Roads and Maritime conducted 227 compliance activities on taxis, private hire cars and rideshare services in the Sydney metropolitan area to ensure drivers and vehicles were compliant, ensuring the safety of customers and the community.

3.4

An organisation that delivers

A strategic priority for Roads and Maritime is to continue to develop as an organisation, to operate in a more efficient and responsive way, and to further develop its employees and systems to add value to the services and major infrastructure projects that the organisation delivers each year.

Service NSW Transition Program

This program is implementing the transition of Roads and Maritime's customer-facing product and service distribution to Service NSW. Service NSW has been established to provide a one-stop-shop for customers and businesses to interact with all departments and agencies of the NSW Government. As at 30 June 2016, the program successfully:

- transitioned services from 84 motor registries and Maritime annexes, and the Roads and Maritime Newcastle Contact Centre to Service NSW
- established 62 service centres, two Service NSW Contact Centres, a digital channel and more than 25 Service NSW council agencies
- established a dedicated Driver Test Centre at Silverwater, which is helping to further reduce driver testing waiting times across the State
- established a digital channel that enables customers to perform online services relating to driver licensing and vehicle registration.

Country Bridge Solutions

Country Bridge Solutions is a modular bridge system developed to deliver a simple, economical solution for NSW local government to address the replacement of its ageing timber bridges. Roads and Maritime constructed the first trial bridge at Bookookoorara Creek for Tenterfield Shire Council to test the design and constructability elements of the project. Construction of the three span, 30 metre long, pre-cast, pre-stressed concrete bridge was completed in June 2016.

Roads and Maritime plans to make standard designs and guides for investigation, design, construction and maintenance available to local councils should they wish to consider this as an option to replace their ageing regional bridges.

Tidy Road Summit

Litter reduction is one of the NSW Premier's 12 priorities in the NSW State Plan. Roads and Maritime regularly carries out maintenance work including roadside clean-ups during off-peak travel times to reduce the impact on motorists and to ensure the safety of workers. This results in nearly one tonne of rubbish collected each year for every kilometre of the 18,000 kilometre NSW road network.

On 17 June 2016 Roads and Maritime held its inaugural 'Tidy Roads Summit' to initiate and lead a conversation about how government, councils and industry can work together to drive actions that will contribute to the achievement of the Premier's target to reduce the volume of litter by 40 per cent by 2020. The summit identified a series of actions that Roads and Maritime will partner with the Environmental Protection Agency, councils and industry to deliver.

Construction of a modular bridge at Bookookoorara Creek, Mount Lindesay Road, which was funded equally by the state government, federal government and council



3.4

An organisation that delivers

CASE STUDY

New corporate headquarters at Milsons Point

During 2016 Roads and Maritime moved into a new head office at Ennis Road, Milsons Point. The Ennis Road site is located within the road network as part of the Sydney Harbour Bridge precinct. The site was originally a viaduct of the Sydney Harbour Bridge. Shortly after the bridge opened in 1932, the viaduct was walled in and a building created. It has served many uses over the decades including as a laboratory for roadwork.

The site was vacant for many years and is now newly refurbished to work as our corporate office, featuring state-of-the-art technology, within a new, more flexible and agile work environment. This new environment focuses on technology as an enabler, supporting a more engaging and collaborative culture, with the physical space facilitating that approach.

Technology is the key. It is simple, wireless and everyone has access to the same technology. There is wi-fi across the building, allowing wireless connections in meeting rooms. This simple, but effective approach is being rolled out across our network, so employees can communicate with other sites using this technology.

By moving into a building already owned by the agency, Roads and Maritime can better utilise our existing space, while also promoting sustainable work practices and meeting the government's commitment for a reduction in Sydney Central Business District leased office space.

Throughout the building, many original features are apparent, including the original blue and clear stained glass windows. The elegant art deco windows are a constant element to all workspaces, accentuated in the design through the white walls and dark grey finish. To the west, the traffic streaming past reminds us of our purpose - we are in our network.

While we have taken the time and care to restore this heritage site, this new facility is also a blueprint for our new approach to working. High quality technology and flexible workspaces provide increased collaboration, supported by on site IT support services.

Roads and Maritime's new head office at Ennis Road, Milsons Point





Enhancing economic and social outcomes

Roads and Maritime aims to be a high-performing socially and environmentally responsible agency. We have an obligation to deliver infrastructure that is value for money, while minimising our impact on the environment. In 2015–16 we have worked hard to improve the performance of our networks and enhance the economic and social benefits of living in NSW.

Environmental management

- Roads and Maritime delivered a Sydney Harbour cleaning program in 2015–16 to reduce the impacts of marine pollution, debris and hazards to navigation by:
 - removing 2,053 cubic meters of litter and debris from Harbour waters and public foreshores, equating to 128 rubbish trucks
 - collecting 14.2 million litres of sewage at Sydney Harbour commercial and recreational vessel sewage pump-out facilities, equating to 5.5 Olympic swimming pools
 - removing 2,605 navigational hazards from Harbour waters.
- During the week of Clean Up Australia Day, Roads and Maritime dedicated three Environmental Services vessels, one Maritime patrol vessel, five Environmental Services Officers and one Boating Safety Officer to clean up 20 cubic metres of rubbish.

Regional Road Block Grant program

The NSW Government provides financial assistance to all councils in NSW for the maintenance of regional roads in recognition of their importance to local communities and businesses. This is carried out through the Regional Road Block Grant program, which Road and Maritime administers. The program is a State contribution towards the maintenance of regional roads, with supplementary funding available for high merit projects from the REPAIR program. Roads and Maritime also

administers natural disaster funding on behalf of the Office of Emergency Management to assist councils to restore roads and bridges damaged by declared natural disasters to their pre-disaster condition.

Aboriginal road safety programs

A key commitment under the NSW Road Safety Strategy is to improve Aboriginal road safety through a range of actions that will reduce the risk and severity of crashes faced by Aboriginal people on NSW roads. Under the NSW Aboriginal Road Safety Action Plan 2014–2017, Roads and Maritime delivers road safety education initiatives to influence behaviour change among Aboriginal people to prevent road crashes and protect themselves, their kin and their community. Some of the initiatives Roads and Maritime conducted during 2015–16 included:

- The delivery of road safety infrastructure projects in Aboriginal communities across the State. Ten projects in Western Region, one in Kempsey and one in Ballina were accepted and are under development by councils. Planning commenced for ten Aboriginal road safety projects in Moree Plains, Walgett and Bourke Shire councils, worth more than \$770,000.
- The NSW Aboriginal Health and Medical Research Council was engaged to deliver the 2015–16 Child Restraint Program in 12 locations across the State, with 600 restraints delivered as part of the program.
- Sixty bike safety programs were delivered to 50 communities throughout the year.

3.5

Enhancing economic and social outcomes

- A Roads and Maritime panel of 18 providers was established to deliver licensing programs to disadvantaged Aboriginal people and other disadvantaged communities. Eight providers were engaged to deliver driver licensing access services in 37 communities.
- The NSW Aboriginal Rugby League Knockout is an annual event held over the long weekend in October. Approximately 15,000 people attend the event over four days. Many Aboriginal people travel long distances from parts of NSW, Queensland and the Australian Capital Territory to attend this event. Roads and Maritime attended the event to deliver key messages about drink driving and having a Plan B, as well as the dangers of driving when fatigued.

Trainee wins Inspiring Excellence Award

Gerard Dennis was awarded the TAFE Illawarra Transport Student Award and the Nicholas Cowley Prize for Maritime.

Gerard joined the agency as an Aboriginal Maritime Services Trainee in 2014. The two-year traineeship provides employment opportunities for Aboriginal people to gain knowledge, understanding and experience in the boating industry.

The program involves a combination of on the job experience and the completion of Certificates I and II in Transport and Distribution.



NSW Aboriginal Rugby League Knockout



SECTION

4

Business results

Roads and Maritime employees undertaking compliance activities at a Heavy Vehicle Safety Station



4.1 Business results

The following table provides Roads and Maritime's key performance indicators as at 30 June 2016.

Table 3: Business results 2015-16

Measure	2012-13	2013-14	2014-15	2015-16 target	2015-16 actual
Making safety paramount					
Road fatalities per 100,000 population	5.1 ¹	4.6 ¹	4.1 ¹	≤4.4	5.1
Total recordable injury frequency rate	25.6	28.9	21.9	≤19.7	14.9
Operational uptime of fixed digital speed cameras (%)	97.9	96.7	96.5	≥94.5	96.9
Operational uptime of red light speed cameras (%)	96.3	97.4	97	≥94.5	95.9
Operational uptime of point-to-point cameras (%)	94.7	95.2	96.2	≥94.5	98.1
Operational uptime of bus lane cameras (%)	98.6	99.3	98.4	≥94.5	94.8
Mobile speed enforcement hours delivered against program targets (%)	98	110	100	≥97	99
Delivering our infrastructure program					
Roads and Maritime Delivery Plan deliverables that are on track (%)	82	85	90	≥90	91
Budget Paper 2 announced projects to be completed on time and on budget (%) ²	N/A	N/A	N/A	100	100
Meeting customer and community needs					
Journey time reliability – peak travel on key routes is on time (%) ^{2,3}	N/A	N/A	N/A	≥90	86
Avg. incident clearance time (for 98% of incidents on Principal Routes, mins)	38.15	37.56	38.11	≤40	38.68
State Road network available to Higher Mass Limit Vehicles (%)	96	98	96	N/A	96

1 Calendar year results.

2 New performance indicator in 2015-16.

3 Percentage of journeys that are achieved on time. An 'on time' journey is defined as one that is completed within a set reference time, drawn from historical data.

Table 3: Business results 2015-16

Measure	2012-13	2013-14	2014-15	2015-16 target	2015-16 actual
An organisation that delivers					
Sprayed resealing delivery (1,000,000m ²)	12.0	11.1	11.2	11.4	11.5
Asphalt resurfacing delivery (1,000,000m ²)	1.4	2.2	1.9	1.3	1.1
Pavement rehabilitation delivery - concrete and flexible (1,000,000m ²)	1.8	3.4	3.4	2.1	2.1
NSW State Roads meeting national road smoothness standards (% smooth travel)	91.3	92.6	93	≥93.2	94.3
Urban State Roads meeting national road smoothness standard (% smooth travel)	89.9	92.6	92.2	≥92.4	94.3
Rural State Roads meeting national road smoothness standards (% smooth travel)	93.6	93.7	94.2	≥94.3	94.3
Number of qualifications on agency annual financial accounts signed off by the Auditor-General	0	0	0	0	0
Enhancing economic and social outcomes					
Major projects with a benefit to cost ratio of greater than 1 (%)	88	91	90	≥85	89
Waste removed from Sydney Harbour (cubic metres)	2,259	1,923	2,394	N/A	2,053
Sydney Harbour commuter wharves compliant with disability standard for accessible public transport (%)	43	52	57	N/A	59

Angus Mitchell, Director NSW Maritime, with Boating Safety Officers at Roads and Maritime's Newcastle office



SECTION

5

Our people

Top right: Boating Safety Officers at work

Top left: Roads and Maritime Boating Education Officers attend a training day

Bottom right: A safety briefing for Roads and Maritime staff and contractors working on WestConnex

Bottom left: Members of Roads and Maritime's Young Professional Network



5.1 Our employee profile

Roads and Maritime is committed to the achievement of its delivery outcomes through deploying the right people, with the right skills, at the right time.

Table 4: Total full time equivalent (FTE) employees by category

Year	Salaried employees	Wages employees	Casual employees	Total employees
As at 30 June 2016	4,502	1,410	18 ¹	5,930
As at 30 June 2015	4,793	1,010	249	6,052
As at 30 June 2014	5,223	1,051	241	6,515
As at 30 June 2013	5,562	1,703	206	7,472
As at 30 June 2012	5,810	1,768	95	7,673

¹ With the introduction of our Enterprise Resource Planning software, some staff members who were previously recorded as casuals are now recorded as wages staff. The casual employee headcount at 30 June 2016 was 169.

5.2 Contemporary workforce

In 2015-16 Roads and Maritime delivered a People Plan aligned to the Transport cluster People Plan 2015-16. The plan focused on:

- building a contemporary fit-for-purpose workforce
- driving high performance, diversity and engagement
- enabling and supporting leaders to deliver.

The organisation supported people leaders and employees to transition to activity-based working environments that encourage collaboration, technology-based working and flexibility.

This occurred through workshops and capability sessions to support the transition of more than 2,000 employees to new offices in Rozelle, Parramatta, Milsons Point and Wagga Wagga by May 2016.

5.3 People performance

The Performance Development and Review (PDR) programs have been continued across the organisation with:

- training on how to conduct a PDR provided to 130 wages employee supervisors
- one thousand frontline employees now have a PDR in place
- an online system for employee development, 'Success Factors', has been procured as part of the Enterprise Resource Management System implementation, which will be fully implemented in 2016-17.

The Roads and Maritime Executive endorsed an Employee Recognition Framework to focus on external, internal and informal recognition opportunities.

The organisation also continued to build on the People Matter Employment Survey 2014 results. The 2016 survey yielded a 73 per cent response rate from employees, up from 40 per cent in 2014.

5.4 Leadership

The agency continues to drive change and encourage values-based leadership through its support of Transport for NSW's Drivelt leadership development programs.

More than 120 Roads and Maritime employees participated in the leadership development program this year with an average 13.5 per cent positive shift in capability assessed through evaluation of pre and post training responses.

The high performance programs were delivered with a 50:50 ratio participation of women and men to align these leadership initiatives with the Diversity and Inclusion Action Plan.



Diversity and inclusion

Roads and Maritime is committed to building a diverse and inclusive culture; a culture that plans for and encourages diversity, recognising the benefits that such an approach brings for our employees and customers.

Diversity relates to age, gender, ethnicity, cultural background, sexual orientation, religious belief, disability and carer responsibilities. It also applies to other differences, such as educational level, life experience, work experience, socio-economic background, personality and marital status. Inclusion refers to the achievement of a work environment where differences and diversity of thought are valued.

The Transport for NSW Diversity and Inclusion Strategy articulates the approach for the entire Transport cluster. Roads and Maritime has also developed, launched and started the implementation of its own Diversity and Inclusion Action Plan. Roads and Maritime has two diversity and inclusion priorities that align with the wider public sector priorities set by the Premier. It is our intention to reach our targets by the end of December 2017. Our priorities are:

- Women in Senior roles – 24.8 per cent representation across Senior Service roles
- Aboriginal representation – 1.94 per cent Aboriginal representation across all workforce.

Key workplace diversity measures are outlined in Table 5 and have largely remained stable over the past year. Representation of women in Senior Service roles increased in 2015-16, reflecting the agency's work towards the Premier's 10-year target of 50 per cent of women holding senior executive positions.

Roads and Maritime recognises the importance of flexible working arrangements as an enabler in driving the creation of a diverse workforce. To enable flexibility, activity-based working has been introduced as part of a wider flexibility strategy and, in 2016-17, core hours will be removed to introduce a more modern flexible working arrangement for salaried employees. Other key programs that Roads and Maritime will be rolling out in 2016-17 are:

- Conscious Inclusion training for all people leaders
- Flexibility Works, which supports managers to effectively implement and support flexible work practices and arrangements with staff
- Staying Connected, which provides adequate support to men and women returning from extended parental leave to help staff transition back into the workplace.

Table 5: Representation of equal employment opportunity groups

Equal employment opportunity groups	Target	2012-13 (%)	2013-14 (%)	2014-15 (%)	2015-16 (%)
Women	50.0% by 2025	35.4	34.0	33.3	32
Women in Senior Service roles	24.8% by 2017	29.1	20.3	20.6	22
Aboriginal and Torres Strait Islander peoples	1.94% by 2017	1.4	1.0	1.7	1.7
Staff members whose first language is not English	19.0%	9.1	8.3	8.4	9.8
Staff members with a disability	N/A	3.3	2.1	2.8	2.9
Staff members with a disability requiring adjustment	1.5%	0.9	0.9	0.8	0.9

Increasing the employment and development of Aboriginal people

Roads and Maritime is committed to improving the recruitment, development and retention of Aboriginal people across our workforce. In 2015-16 we:

- Undertook targeted recruitment campaigns utilising a dedicated email contact address that received regular enquiries from individuals and job service centres and acts as a distribution network for roles for Aboriginal people.
- Worked in partnership with the Aboriginal Education Consultative Group NSW and supported 13 HSC scholarships for Year 11 and 12 Aboriginal students studying relevant subjects. The program has now been expanded from engineering to all disciplines across Transport for NSW.
- Continued with the Aboriginal Maritime Services Traineeship Program, which commenced in 2014. Currently four trainees are completing their Coxswain qualification. Another four trainees will commence next year.
- Had three cadets placed within Roads and Maritime as part of Transport for NSW's Aboriginal VET Cadetship Program, which commenced in 2015.
- Sponsored six awards for Aboriginal students in Years 11 and 12 who excelled in Science, Technology, Engineering and Maths (STEM) at the University of Wollongong High Schools STEM Annual Awards Night in November 2015.
- Continued to roll out an Aboriginal Cultural Education Program that aims to build internal relationships, provide support to managers and Aboriginal employees and improve service delivery to Aboriginal customers and stakeholders. More than 200 employees attended the 17 workshops held across NSW.



Roads and Maritime employees participate in activities for NAIDOC week



Senior Executive overview – Levels 2 to 6

In 2015-16 the percentage of total employee related expenditure relating to Senior Executives was 5.5 per cent. This compares to 3.9 per cent in 2014-15¹.

Table 6: Numbers and remuneration of senior executives

Transport Senior Service Level ²	Female	Male	Total	Average of total remuneration package
Senior Service Level 2				
2014-15	12	40	52	\$224,804
2015-16	18	44	62	\$230,967
Senior Service Level 3				
2014-15	2	16	18	\$275,387
2015-16	3	18	21	\$289,950
Senior Service Level 4				
2014-15	1	3	4	\$283,847
2015-16	1	5	6	\$305,148
Senior Service Level 5				
2014-15	2	6	8	\$368,312
2015-16	4	5	9	\$370,092
Senior Service Level 6				
2014-15	0	1	1	\$553,490
2015-16	0	1	1	\$569,704
2015-16 Total	26	73	99	

1 Figures exclude skilled hire contractors and redundancies.

2 Although reported in Roads and Maritime's Annual Report, the Senior Service staff members within Roads and Maritime are employees of the Transport Service of New South Wales.

Chief Executive – Peter Duncan

Level

EXEC (SS6)

Period

1 July 2015 – 30 June 2016

Qualifications

Cert L&ESD, Grad. Cert Traffic Eng, A.Dip Land Studies, G.Dip Mgt.

Note: Peter Duncan held the position of Chief Executive from 31 October 2011 to 14 August 2016. Ken Kanofski was formally appointed to the position of Chief Executive on 15 August 2016. Ken Kanofski previously held the position of Chief Operating Officer within Roads and Maritime.

The Chief Executive manages Roads and Maritime's activities for the people and Government of NSW. The Chief Executive's role is to provide strategic direction and leadership ensuring the customer is at the centre of all our operations across the agency.

The Chief Executive is accountable to the NSW Minister for Roads, Maritime and Freight, and is appointed by the Secretary of Transport for NSW. Key responsibilities for the Chief Executive include:

- leadership of Roads and Maritime towards delivery of its goals and targets under the State and Premier's Priorities, the Long Term Transport Master Plan and the Roads and Maritime Services 2015-16 Delivery Plan

- driving delivery of significant road and maritime network infrastructure projects, including work on the Pacific Highway, Princes Highway, Great Western Highway, WestConnex, NorthConnex and Sydney Harbour wharves
- establishing effective partnerships and networks with all levels of government, industry and key stakeholders to ensure effective delivery of programs
- overseeing the implementation of the Roads and Maritime Work Health and Safety Strategy 2015-19 to improve the management of risks and enable safe and healthy workplaces across the Roads and Maritime networks
- driving delivery of road and waterway safety programs, including Black Spot treatments, enforcement and regulation, education, boating safety and the School Zone Flashing Light program.

Chief Financial Officer – Fiona Trussell

Level
SS5

Period
1 July 2015 – 30 June 2016

Qualifications
BEc (Accounting), CA, GAICD

The Chief Financial Officer for Roads and Maritime leads the Finance Division. The role of the Finance Division and the Chief Financial Officer is to provide group financial reporting and services including:

- statutory accounting, management accounting and financial reporting
- preparation of financial budget and annual financial statements
- management and control of financial risk
- governance of capital and operational expenditure
- provision of financial management framework
- business partnering and financial advisory to Roads and Maritime business divisions.

Director Office of the Chief Executive – Jim Peachman

Level
SS4

Period
1 July 2015 – 30 June 2016

Qualifications
BBus

Note: From 1 July 2015 to 3 June 2016, Jim Peachman was additionally Acting Director Customer, Engagement and Planning.

The Office of the Chief Executive provides timely executive advice and support to the Chief Executive. Accountabilities include:

- providing strategic research, briefing papers, reports and correspondence to support decision making and enable the Chief Executive to meet obligations
- developing plans that drive achievement of agreed Roads and Maritime goals, such as the Corporate Strategy and Delivery Plan
- maintaining systems for consistent and accurate performance reporting
- undertaking critical analysis of information to distil and synthesise key issues, consolidating advice and providing recommendations for the Chief Executive's consideration
- coordinating consultative processes across the agency.



Senior Executive overview – Levels 2 to 6

Director Infrastructure Development – Jeff McCarthy

Level

SS5

Period

1 July 2015 – 30 June 2016

Qualifications

BE (Elec Hons), M Com, GAICD

The operational focus of the Infrastructure Development Division is to deliver approved major infrastructure projects across NSW to meet defined transport needs and project outcomes. Key responsibilities include:

- integrated planning for development and delivery of major infrastructure programs and projects, including preparation of project business cases
- execution of project delivery of detailed design and construction of the build projects portfolio
- community and stakeholder consultation, environmental impact assessments, urban design and land acquisition
- development and delivery of new or enhanced maritime capital infrastructure, such as Sydney commuter wharf upgrades
- development and delivery of highway upgrade programs, such as on the Pacific, Great Western and Princes highways
- development and delivery of regional projects, including major bridge replacements
- development and delivery of road upgrades to support employment and residential growth areas, such as the Western Sydney Airport roads infrastructure program and the Central Coast road program
- infrastructure project and contract management, including management of systems and capability.

Director Asset Maintenance – Greg Evans

Level

SS5

Period

1 July 2015 – 30 June 2016

Qualifications

BE, CPEng, FIEAUST, GAICD

The Asset Maintenance Division is responsible for delivering maintenance, minor works and engineering services to ensure NSW roads, bridges and maritime assets remain at a high standard, providing safe and efficient travel for people in NSW. Key responsibilities include:

- comprehensive road, bridge, traffic facility and maritime maintenance
- response to emergencies and major events across NSW
- regional infrastructure maintenance and delivery
- engineering services (bridge engineering, road design, survey and pavement/geotechnical engineering)
- management of maintenance contracts in Sydney
- management of critical infrastructure and security.

Director Corporate Programs – Paul Hesford

Level

SS5

Period

26 October 2015 – 30 June 2016

Qualifications

BSc (Hons), FCA (ICAEW)

The Corporate Programs Division was created to implement two main programs of work:

- deployment of the new Enterprise Resource Planning program, Transport Equip, in Roads and Maritime
- introduction of Activity-Based Working at Rozelle, Milsons Point and Parramatta, including the associated building works for these offices and managing the move out of the head office in North Sydney.

Director NSW Maritime – Angus Mitchell

Level

SS4

Period

1 July 2015 – 30 June 2016

Qualifications

BEd (Hons)

The NSW Maritime Division is responsible for marine safety (specifically the regulation of commercial and recreational vessels and their operations) and the protection of the environment in connection with the use of vessels in State waters. These functions include:

- boat safety education, policies, regulations and enforcement
- administering vessel moorings across the State
- improving and supporting recreational boating infrastructure across the State
- administering maritime licences
- enforcing of maritime related environmental laws
- licensing all aquatic events
- domestic commercial vessel regulation under delegation from Australian Maritime Safety Authority (AMSA)
- planning, preparedness and response for oil spills under National and State arrangements.



Senior Executive overview – Levels 2 to 6

Director Safety and Compliance – Peter Wells

Level

SS5

Period

1 July 2015 – 25 January 2016

Qualifications

BSC, MScMed, GAICD

Note: From 27 January 2016 to 30 June 2016, Joanne Treacy was Acting Director Safety and Compliance

The Safety and Compliance Division managed compliance with legislation, rules and policies for the use of the road network. The key responsibilities included:

- accreditation of schemes in NSW
- enforcement and compliance for camera programs, vehicle standards and heavy vehicles
- customer and support services for the community, motor registry services and back office support
- operational access policies for heavy vehicles and industry education
- enforcement and compliance of the bus, taxi and hire car industries
- managing of School Crossing Supervisors
- managing and providing prosecution and related services for vehicles.

Director Regulatory Reform – Melinda Bailey

Level

SS5

Period

8 February 2016 – 30 June 2016

Qualifications

B Com (Hons), FCPA, FAICD

The Regulatory Reform Division was established in February 2016 and is accountable for working with employees across the organisation to improve regulatory services and transform our organisation into an agile, outcomes-focused and risk-based regulator. The division's three priority programs are:

- The Regulatory Transformation Program encompasses our transition to a contemporary regulatory approach, which is guided by the NSW Government's Quality Regulatory Services framework. The program is focused on providing an improved service to customers by providing greater clarity and transparency and by delivering regulatory services that are risk-based and outcomes-focused. The program is consistent with the NSW Government's priorities of increasing the competitiveness of doing business in NSW and improving transparency of government services.
- Point-to-point transport reforms: Roads and Maritime is working in collaboration with Transport for NSW to develop and implement a new regulatory framework for point-to-point transport providers, which includes taxis, hire cars and rideshare services.
- The Service NSW Transition Program is responsible for the transition of Roads and Maritime's customer facing product and service distribution to Service NSW, which has been established to provide a one-stop-shop for customers and businesses to interact with all departments and agencies of the NSW Government.

Director Corporate and Commercial - Jane Ridley

Level

SS5

Period

12 January 2016 – 30 June 2016

Qualifications

Dip. Teach, Grad Cert Management, MAICD

Note: Paul Hesford was Director Corporate and Commercial until appointed to the role of Director Corporate Programs.

The Corporate and Commercial Division provides quality corporate and commercial advice and services to the wider Roads and Maritime. This is achieved by maintaining and growing the trust and confidence of our stakeholders, while consistently delivering efficient and effective outcomes by having the right people, with the right skills, at the right time.

The Division consists of eight branches that are committed to working together to achieve the best outcomes for Roads and Maritime.

The branches include:

- audit, assurance and risk advisory services
- commercial revenue generation
- human resources and workforce management
- legal and general counsel
- procurement processes, policies and systems
- management of property assets, leases, acquisition and disposal of surplus assets and properties
- work health and safety across the organisation and workforce
- information technology systems and infrastructure.

Director Customer, Engagement and Planning - Angela Fiumara

Level

SS4

Period

6 June 2016 – 30 June 2016

Qualifications

BA Communications, majoring in Public Relations and Marketing

Note: Angela Fiumara commenced in the position of Director Customer, Engagement and Planning on 6 June 2016. Jim Peachman was Acting Director Customer, Engagement and Planning from 1 July 2015 to 3 June 2016. The activities listed below provide an overview of initiatives delivered by the Customer, Engagement and Planning Division throughout 2015-16.

Customer, Engagement and Planning provides leadership in customer and stakeholder engagement to enable planning approval and to deliver Roads and Maritime's projects and services. The division provides professional services and advice including:

- communication, stakeholder engagement and internal communication
- environment management and technical environmental services
- ministerial and parliamentary services
- digital solutions and information and data analysis
- branding and corporate positioning
- Aboriginal culture and employment programs.



Senior Executive overview – Levels 2 to 6

Chief Operating Officer (Director Journey Management)- Ken Kanofski

Level

SS5

Period

1 July 2015 – 30 June 2016.

Qualifications

BBus, MBA, FCPA, AICD

Note: Ken Kanofski was appointed to the position of Chief Executive on 15 August 2016.

Journey Management's purpose is to make road transport in NSW safer, more efficient, more reliable and better integrated with the overall transport system. The division has full accountability for the road network and performs the role of client to the Asset Maintenance, Infrastructure Development and Compliance and Regulatory Services divisions as well as the Sydney Motorway Corporation and private motorways.

The division also drives all road and Waterways Fund investment allocation and planning, and is the primary interface to Transport for NSW with respect to Roads and Maritime strategy and funding. Key responsibilities include:

- leading all investment prioritisation, funding and planning within Roads and Maritime
- assessing current and future road network performance to identify problems and propose solutions
- managing and operating the statewide road network and assist in formulating policy to enable safe and efficient journeys

- planning and managing the delivery of asset maintenance, traffic and safety programs
- providing grants, advice, guidance and oversight to local government
- facilitating the design, development and construction of transport projects and integrating major projects into the broader transport system
- managing and operating NSW traffic control systems to optimise road network performance and provide incident response assistance
- planning, developing, procuring and managing information technology systems to improve road transport management capability and traveller information services
- managing private motorway contracts
- coordinating tolling policy, compliance services and regulation across Sydney toll roads.

5.7

Industrial relations and policy

Communication and consultation

Communication and consultation in relation to employee and industrial related matters takes place either through regular forums with professional associations and unions representing salaried and wages employees throughout the year, or on an ad hoc basis such as through the reform process. Meeting on a monthly basis, the Peak Consultative Committee is the primary point of consultation between Roads and Maritime and the salaried employees' associations and unions. Meeting on a quarterly basis, the Single Bargaining Unit is the peak negotiation and consultation forum for wages employees.

Human Resource policies

In 2015-16 Roads and Maritime continued to work closely with Transport for NSW and other cluster agencies to coordinate and deliver an aligned suite of policies.

Roads and Maritime has also initiated a three-phase review of its HR policy and procedure suite to improve content and usability. This project's final phase will be delivered in December 2017.

Award negotiations and movements in salaries and wages

In 2015-16 the following industrial instruments applied to Roads and Maritime Services:

- Roads and Maritime Services (Wages Staff Award) 2015
- Roads and Maritime Services (Traffic Signal Staff) Award 2015
- Roads and Maritime Services School Crossing Supervisors Award 2015
- Roads and Maritime Services Consolidated Salaried Award 2014.

Staff members employed under these awards received annual increases of 2.5 per cent from 1 July 2015. The Superannuation Guarantee rate first increased to 9.5 per cent from 1 July 2014 (the 2014-15 year) and remained at 9.5 per cent for the 2015-16 year. A new Roads and Maritime Services Consolidated Salaried Award 2016 applies from 1 July 2016.

Participation in industrial action

The number of days lost due to employee participation in industrial action for 2015-16 was 132.56 days.

SECTION

6

Work health and safety

Roads and Maritime employees at the Bringelly Road upgrade (Stage 1) -
between Camden Valley Way, Leppington and King Street, Rossmore



6.1 Work health and safety

Roads and Maritime is leading better practice in work health and safety in partnership with industry. Our vision is to create a workplace where everyone goes home safe and healthy every day.

In 2015-16 we focused on delivering the objectives and associated benefits of the Work Health and Safety Strategy 2015-19. We worked closely with industry partners to address the shared risks we face as duty holders.

Safety is one of our five strategic priorities and underpins every activity we undertake. We will work to reduce the road toll, boating fatalities and workplace occurrences. We will ensure our workplaces and networks are safe and healthy for our customers, workers and industry partners through:

- effective management of road and waterway networks to enable customers to make safe decisions to reduce incidents and crashes
- innovation and a safety focus in operations and maintenance
- partnering with industry to improve work health and safety risk assessment, designing and delivering safer roads and waterways
- regulation and compliance that is effective, efficient, and transparent to improve compliance and safety management for all road and waterway users including the road freight and logistics sector
- working within Transport for NSW and with industry partners to develop innovative solutions that improve safety.



Roads and Maritime’s WHS Vision – driving health and safety outcomes



Highlights of Roads and Maritime 2015–16 work health and safety

The Safety Risk Management Program

Our Safety Risk Management Program provided our managers with a better understanding of the foreseeable risks associated with our operations. In addition, a full review of our high-risk 'hazardous events' and their controls was completed. These reviews allow managers to target their investment in improving risk controls.

Safety assurance

Safety assurance is about providing confidence that safety risks, processes and behaviours are managed and controlled to acceptable levels through appropriate measures that identify potential threats to safety.

Roads and Maritime has a duty to seek assurance about how safety risks are managed. The safety assurance program enables managers to ask the right questions to obtain the level of assurance appropriate to the safety risk profile of our operations.

In 2015–16 the first phase of assurance activities focused on Roads and Maritime's three highest-risk activities – working near traffic, working with mobile plant and working near utilities.

Working Near Traffic Program

Working near traffic is one of our key work health and safety risks and this program has continued to emphasise our policy objective of seeking to eliminate safety risk, both to workers and road users, as much as possible before seeking to minimise it; 'elimination before minimisation'.

We now seek to close roads to traffic to carry out maintenance campaigns as our first option wherever it is feasible. The benefits of this approach include improved safety, productivity, efficiency, quality and less overall disruption to road users and the community.

In 2015–16 we delivered maintenance campaigns under planned road possessions on sections of the Hume Highway, the Great Western Highway, the M1 Pacific Motorway, Mount Ousley Road and several other locations across the network. Our Southern Region maintenance operation has published a road possession schedule and continues to work with the community and keep them informed well in advance.

We have taken a leadership role, in partnership with industry, to work towards a nationally consistent approach for how to manage this risk.

Roads and Maritime Safety Management System

In 2015–16 we consulted widely with workers and industry partners on the design of the OneRMS Safety Management System.

The system is designed to promote contemporary better practice and to achieve consistency within the agency and alignment with industry partners. This will set a consistently high standard of work health and safety. The system sets out principles and guidance on how we, in collaboration with our industry partners, will continue to manage risk more effectively.



Highlights of Roads and Maritime 2015–16 work health and safety

Work health and safety key performance measures

Reporting hazards and occurrences (incidents) is a critical part of eliminating risk in the future. We had a 57 per cent increase in hazard and occurrence reporting during 2015–16. There was a 29 per cent increase in reporting from industry partners.

Table 7: Work health and safety performance 2012–2016

Performance indicator	Financial year			
	2012-13	2013-14	2014-15	2015-16
Near misses and hazards reported	2,390	1,843	2,380	3,742
Lost time injuries	160	155	101	62
All other injuries (including first aid and no treatment)	959	904	764	819
Other occurrences reported (including asset or property damage)	742	643	789	875
Total occurrences reported (including hazards)	4,251	3,545	4,034	5,498
Number of near misses per injury	2.1	1.74	2.75	4.25
Compensable workplace injuries	327	315	228	196
Total claims costs (\$ million)	2.15	2.03	2.15	1.64

Since 2014–15 there has been a significant reduction in the rate of recordable injuries:

- Total Recordable Injury Frequency Rate (TRIFR) reduced by 32 per cent to 14.93 injuries per million hours worked (recordable injuries includes lost time and medical treatment)
- Lost Time Injury Frequency Rate (LTIFR) reduced by 39 per cent to 5.68 injuries per million hours worked (one or more missed shifts due to worker’s injury or illness)
- Medical Treatment Injury Frequency Rate (MTIFR) reduced by 26 per cent to 9.25 injuries per million hours worked (worker received treatment from a medical practitioner).

Prosecutions

Roads and Maritime was not a party to any prosecutions either commencing or continuing under the *Work Health and Safety Act 2011* during 2015–16.

Collaboration with industry, regulators and our stakeholders for safer networks

The collaboration program included Roads and Maritime’s Chief Executive hosting roundtable forums with 38 chief executives and leaders from industry, regulators, maritime and freight associations as well as enforcement agencies. These forums were designed to further strengthen collaboration between Roads and Maritime and industry to achieve our common health and safety objectives. Commitments were made to collaborate and share safety information, seek assurance about risk control effectiveness, build safety culture through leader-led initiatives, and leverage technology for safety in design. We continue to collaborate with a wide range of partners to achieve consistent and better safety practice through a range of safety improvement programs and forums.

CASE STUDY

New solutions

McFarlane heritage bridge maintenance

McFarlane Bridge was built in 1906 and plays a key role in connecting the communities of Maclean, Woodford Island and Lawrence, as well as offering an alternative route to the Pacific Highway between Maclean and Grafton.

The bridge has significant state and local heritage value as one of only three metal bascule-type bridges remaining in NSW that uses a rolling counterweight. The massive counterweight rolls down a curved track to balance the span when the bridge platform is raised to allow boats to pass.

McFarlane Bridge needed major restoration work, including the removal of lead paint on the bridge's central tower, which was to be sandblasted and repainted.

After consulting with the local community, it was clear they wanted the bridge closed as little as possible while the work was carried out.

When it came to sandblasting and repainting the tower, Roads and Maritime decided to remove the whole structure and take it to nearby Ashby Ferry dry dock, which has a containment shed.

The tower was removed by crane and loaded onto a modified ferry for transport to Ashby, where it was disassembled for sandblasting then reassembled and repainted. This work was undertaken at ground level to eliminate the risk to workers of working at height, and without the risk of working over water or near traffic.

To allow traffic to continue to use the bridge while that work was going on, two temporary large steel girders were constructed to take the weight of the bridge while the tower structure was absent. These two strategies meant traffic could continue to use the bridge with minimum interruption and eliminated several safety risks for maintenance teams.

McFarlane Bridge tower removal



Restoration work underway



A suspended scaffold is floated into position for below deck works



SECTION



Sustainability and environmental performance

Water sensitive urban design at Leppington Station



7.1 Our Environment Policy

Roads and Maritime is committed to carrying out its business in an environmentally responsible manner by effectively identifying and managing any risks that may potentially affect our environment.

Roads and Maritime takes all reasonably practical steps to ensure there is continuous improvement in environmental performance, including ongoing communication and awareness, active reporting of environmental incidents and continuous learning from experience.

The agency is also committed to environmental management being an essential element of effective road and waterway related infrastructure planning, construction, maintenance and operations, which must be properly considered and integrated into all phases of Roads and Maritime projects.

Our Environmental Sustainability Strategy

In 2015-16 Roads and Maritime updated its Environmental Sustainability Strategy as part of our ongoing commitment to environmentally sustainable practices. This strategy will guide environmental sustainability initiatives across the organisation over the next five years. It aligns to the priorities in the Roads and Maritime 2020 Strategy and outlines our key focus areas and sustainability objectives.

The highlights of our sustainability and environmental performance in 2015-16 under the strategy are outlined below.

7.2 Key environmental achievements in 2015-16

- Carried out around 800 environmental inspections on 161 separate construction and maintenance projects and continued the program of environmental performance reviews on complex projects across the State.
- Provided strategic environmental management advice and specialist support for State significant infrastructure projects including WestConnex, NorthConnex and Pacific Highway upgrade projects.
- Reviewed and updated the Review of Environmental Factors procedure.
- Delivered more than 40 training sessions to more than 500 participants to improve environmental outcomes across a range of environmental management areas.

7.3

Climate change resilience

- Participated in the Office of Environment and Heritage's enabling regional adaptation project.
- Developed draft guidelines for climate change adaptation that will be used to facilitate a consistent approach to assessing climate change risk and the need for adaptation across Roads and Maritime's road projects.

7.4

Air quality

- Amended the Roads and Maritime plant general specification to require minimum air emission performance standards for new mobile non-road diesel plant and equipment used on Roads and Maritime infrastructure projects as per the NSW Government Resource Efficiency Policy requirements.
- Amended the Roads and Maritime environmental protection specification G36 to require construction contractors to report on compliance of non-road diesel construction plant and equipment to relevant United States Environmental Protection Agency and European Union standards or approved equivalent emission standards.
- Continued to support the Advisory Committee on Tunnel Air Quality chaired by the NSW Chief Scientist and Engineer.

7.5

Biodiversity

- Entered into a strategic assessment agreement with the Federal Minister for the Environment under the *Environmental Protection and Biodiversity Conservation Act 1999* (EPBC Act). This agreement streamlines federal government approval processes for projects approved under Part 5 of the *Environmental Planning and Assessment Act 1979* provided high environmental and public participation standards are maintained.
- Supported the Koala Expert Advisory Committee chaired by the NSW Chief Scientist and Engineer.

7.6 Pollution control

- Delivered new construction noise guidelines to improve Roads and Maritime's management of construction and maintenance noise issues.
- Provided training to more than 200 employees and consultants to improve their knowledge and management of community noise issues.
- Delivered erosion and sedimentation training to more than 70 engineering and environment employees and contractors to improve their management of stormwater on construction and maintenance sites.
- Continued to implement the monitoring and evaluation program for the Homebush Bay remediation project that was completed in 2008. This included collaborating with the NSW Environment Protection Authority, NSW Office of Environment and Heritage and NSW Fisheries to undertake further sampling and analysis.

Noise Abatement Program

The Noise Abatement Program delivered noise mitigation for dwellings and noise sensitive land uses, such as schools, hospitals and churches that are exposed to high levels of road traffic noise.

In 2015–16 Roads and Maritime:

- invested \$9.8 million on architectural treatments to properties and a further \$7.7 million on noise walls
- treated 273 properties in the Sydney region and 96 properties across other parts of NSW. This included acoustically treating or upgrading windows, doors and seals
- built new noise walls at three locations, two in Sydney and one in Kiama.

Marine pollution response

NSW Maritime continued to build capability for marine pollution response through:

- conducting more than 27 marine pollution response training courses and exercises for 185 Roads and Maritime employees
- certifying two Maritime employees as Marine Pollution Aerial Observers
- conducting two regional marine pollution response exercises:
 - South Coast oil spill exercise in September 2015
 - equipment deployment exercise at Plantation Point, Jervis Bay, in March 2016.
- participating in three multi-agency exercises:
 - State exercise in June 2016 as State Marine Pollution Controller
 - equipment deployment exercise at Rathmines at Lake Macquarie
 - NSW and Victoria cross-border exercise held at Lakes Entrance with Gippsland Ports.

NSW Maritime managed the impact on the marine environment and navigation safety following the major weather event and storms on the NSW coast in June 2016, including marine pollution response operations in Coffs Harbour and Camden Haven River.

7.7

Liveable communities

Roads and Maritime’s Centre for Urban Design provides urban design advice on all projects to ensure they fit sensitively into environments, provide good connectivity and accessibility throughout urban areas, and lead to high quality built environments for customers and the community.

The centre also services the Transport cluster and acts as a leader in the NSW Government sector by participating in NSW transport projects, advising on an all-of-government urban design group, and producing and updating guidelines and standards for use across the government sector. For example, Bridge Aesthetics, the Landscape Guideline and the Noise Wall Design Guideline.

In 2015–16 the Centre for Urban Design:

- provided training in Roads and Maritime urban design policy ‘Beyond the Pavement’
- published ‘2016 Achievements in Road and Maritime Infrastructure Projects’
- contributed to the planning and design of new wharves in Sydney Harbour such as McMahons Point
- contributed to the Pacific Highway upgrade, Western Sydney projects, Freight and Regional projects, Greater Sydney projects, Easing Sydney’s Congestion projects and Motorway projects
- published a guideline on Water Sensitive Urban Design, to improve the quality and sustainability of stormwater drainage
- updated the Noise Wall Design Guideline
- updated the Shotcrete Design Guideline
- developed an Urban Design Framework for the New England Highway
- contributed to the design of WestConnex
- convened design review panels with the Government Architect’s Office for example, the Grafton Bridge project
- contributed to the planning, design and implementation of projects on the Sydney Harbour Bridge including the lift access projects and the Ennis Road refurbishment.

Moree town centre bypass, Stage 2 heritage precinct, which was funded through Rebuilding NSW



7.8 Sustainable procurement

- Incorporated environmental requirements in the 'Roads and Maritime Procurement Manual' including minimum standards for electrical equipment and water using appliances
- Included environmental sustainability performance requirements in fit-out specifications for the refurbishment of the Roads and Maritime offices located at Rozelle and Ennis Road.

7.9 Energy and carbon management

- Reduced energy consumption by six per cent and greenhouse gas emissions by eight per cent over the past year. This was achieved by continuing to decrease the electricity used in our traffic signals and buildings and the amount of fuel used in our light and heavy vehicle fleets.
- Purchased six per cent GreenPower electricity to contribute to a reduction in greenhouse gas emissions¹.
- Published the 2014–15 Roads and Maritime statement of compliance for the NSW Government Resource Efficiency Policy, which outlines how we are on track to meet the energy efficiency targets of the policy.
- Three of our five assessed office buildings achieved better than a 4.5-star rating under the National Australian Built Environment Rating System (NABERS). The NSW Government Resource Efficiency Policy requires a minimum of a 4.5-star rating to be achieved by 2017.

¹ GreenPower is renewable energy sourced from the sun, wind, water and waste that energy companies purchase on behalf of businesses and households.

Roads and Maritime's newly refurbished regional office in Wagga Wagga; the office when rated is expected to achieve better than a 4.5-star rating under NABERS



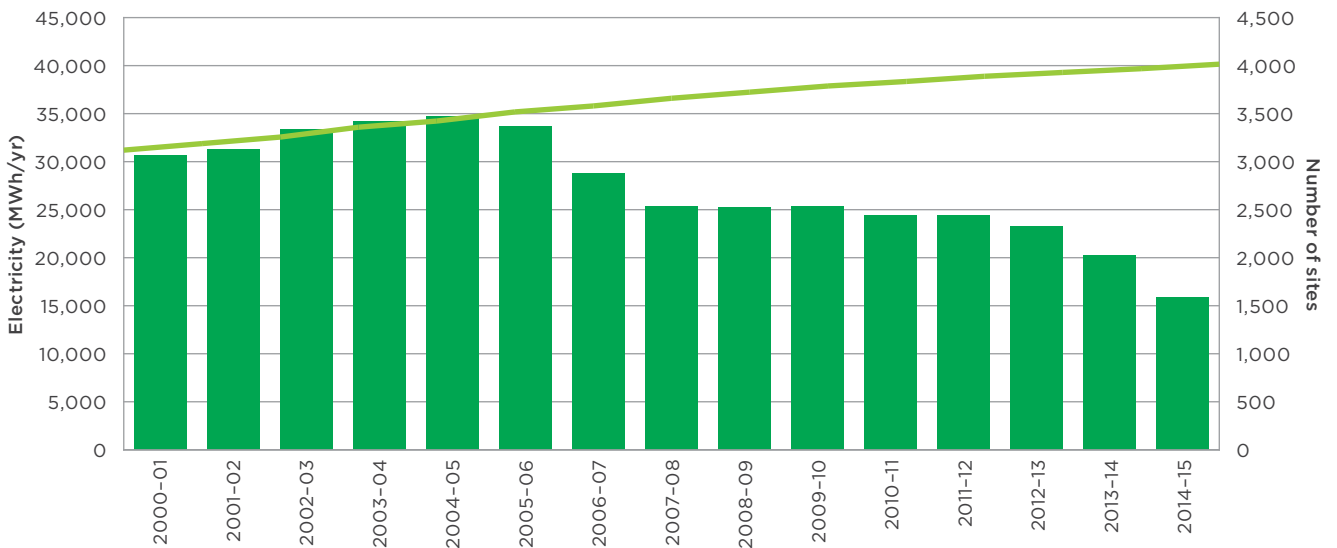
7.9

Energy and carbon management

Traffic signals

During 2014-15 the operation of traffic signals consumed 15,840 MWh of electricity. This was less than half the energy used ten years ago and is the result of installing LED traffic signal lamps.

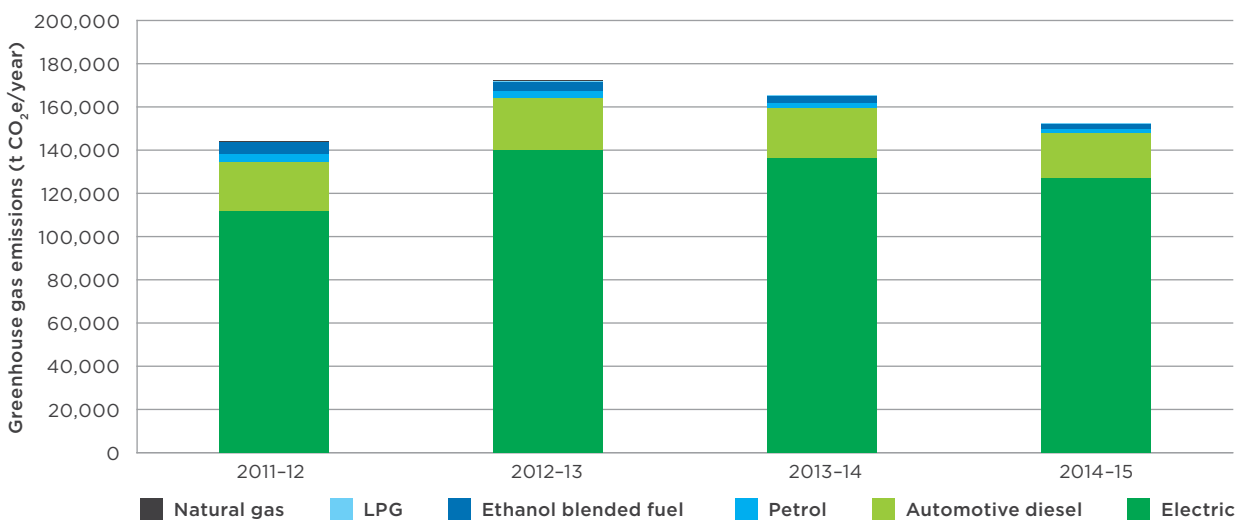
Figure 4: Electricity use in traffic signals



Greenhouse gas emissions

Roads and Maritime’s 2014-15 greenhouse gas emissions were 152,610t CO₂. Roads and Maritime has effectively reduced greenhouse gas emissions by about eight per cent over the past year and 11 per cent over the past two years. This has been achieved by consistently reducing electricity use in our traffic signals and buildings, and reducing liquid fuel use (diesel, petrol, and ethanol-blended petrol) in our light and heavy vehicle fleets.

Figure 5: Greenhouse gas emissions¹



¹ Roads and Maritime energy and greenhouse accounts include operation of the M5 East Tunnel from December 2011 onwards.

7.10 Waste reduction

Construction and maintenance

Roads and Maritime purchases and uses large quantities of raw and manufactured materials and non-construction related goods and services, the manufacture and use of which can have an impact upon our environment. Our objective, as outlined in the Roads and Maritime Environmental Sustainability Strategy 2015-19, is to reduce this impact by minimising the use of non-renewable resources and the quantity of waste disposed to landfill.

The NSW Waste and Resource Recovery Strategy sets a NSW target of recycling 80 per cent of construction and demolition waste by 2021-22. Table 8 shows the waste recovery rates for the three main waste streams generated as part of the Road Maintenance Program during 2015-16. Our waste recovery rates continue to exceed the NSW Government’s waste recovery targets.

Roads and Maritime continues to develop fact sheets and other guidance material to assist our employees and contractors to better understand how materials can be reused or recycled. In 2015-16 we developed a technical guide for the management of road construction and maintenance wastes. This guide will assist employees and contractors understand Roads and Maritime’s requirements for managing waste. It promotes early planning to minimise waste generation and maximise the potential for reuse and recycling.

Vessel waste recovery

To protect the marine environment from the impact of sewage pollution from vessels and encourage the responsible disposal of vessel waste, Roads and Maritime maintains pump-out facilities at King Street Wharf and monitors three additional pump-out facilities at Wharf 6 White Bay, Blackwattle Bay and Birkenhead Point. During 2015-16 14.21 million litres of untreated sewage waste was pumped out from vessels through these facilities. This represented an eight per cent increase on the previous financial year.

Table 8: Waste recovery rates

Waste type	Roads and Maritime waste recovery rates 2015-16 (%)	Roads and Maritime target (%)	NSW Government waste recovery targets by 2021-22 (%)
Virgin excavated natural material/fill	92	95	80
Concrete	86	90	80
Asphalt	97	90	80

7.11 Paper use

Print paper used in Roads and Maritime offices has been steadily decreasing. In 2015-16 164 tonnes of print paper was used, which was approximately 35 per cent lower than four years previously.

In 2015-16 the proportion of print paper purchased containing recycled content was 95 per cent and remains above our corporate 85 per cent target.



Heritage

Roads and Maritime considers the impact of our activities on both Aboriginal and non-Aboriginal heritage as part of our environmental assessment processes. We aim to minimise impacts through awareness of the diversity of heritage values, sound investigation methods and best practice assessment guidelines for all our operations.

Roads and Maritime works with regulatory agencies and the NSW community, including Aboriginal people, to ensure we achieve best practice conservation outcomes.

During 2015–16 environmental assessments with significant heritage components included WestConnex M4 East and New M5, the Pacific Highway upgrade (particularly Woolgoolga to Ballina) and freight network upgrades.

Heritage management on projects

Roads and Maritime's heritage role is to ensure that it minimises adverse impact to heritage places and values through early identification and assessment of potential heritage impacts, consultation with the community, stakeholders and regulators and making sure that heritage is considered throughout the planning, design and construction process. Some examples of this include:

- working with the Aboriginal community to 'return to country' cultural objects collected during the Gerringong to Bomaderry Upgrade. The objects were reburied on 11 March 2016 on land agreed with the Aboriginal community. A traditional cultural smoking ceremony was conducted to ensure the cultural values of the objects were protected. The Office of Environment and Heritage commended Roads and Maritime on the substantial community consultation that led to the reburial
- the Pacific Highway upgrade at Wyong where we worked closely with the community and the council to ensure the project maintained significant heritage values in a constrained and sensitive space between the town and the railway station

- retrieving high quality original architectural features from houses acquired for WestConnex at Haberfield and Concord. These will be used in the urban design and landscaping solution for the project and made available to local community members for building conservation and reconstruction.

Heritage and Conservation Register

Roads and Maritime manages its Section 170 Heritage and Conservation Registers (S170 Register), in accordance with the *Heritage Act 1977* (NSW). At present the Maritime and Roads registers are separate.

The Section 170 registers list 449 items, comprising 372 in the Roads and 77 in the Maritime registers. The main categories represented are:

- bridges – 278, including all remaining timber truss bridges in Roads and Maritime ownership, examples of all other bridge types used in the public road network, and iconic bridges such as the Sydney Harbour Bridge and Lansdowne Bridge on the Hume Highway
- wharves – 33, including the Walsh Bay precinct, ferry wharves and a number of individual wharves reflecting two centuries of Sydney's working maritime heritage
- real estate – 40, including properties acquired to facilitate expansion of the road network.

7.12 Heritage

In addition to these categories, Roads and Maritime also lists archaeological sites and structural remains on land and under water on the maritime title of Sydney Harbour, survey and navigation marks, memorials and monuments and movable heritage.

Aboriginal cultural heritage consultation and management

Through its new road construction and maintenance activities Roads and Maritime has the potential to impact on Aboriginal heritage, including archaeological sites, objects and places of cultural significance throughout NSW. Consultation is a key element in determining the importance of such places to Aboriginal communities, and Roads and Maritime undertakes consultation in accordance with our Procedure for Aboriginal Cultural Heritage Consultation and Investigation. This sets out how Roads and Maritime will meet the requirements of the *NSW National Parks and Wildlife Act 1979*. By integrating assessment of Aboriginal cultural heritage into early design stages, Roads and Maritime can avoid or minimise many impacts. Where Aboriginal cultural heritage impacts cannot be avoided, we work with Aboriginal stakeholders to minimise and mitigate our impacts by salvage archaeology and additional documentation.

Timber Truss Bridge Strategy

The Heritage Council of NSW endorsed the Roads and Maritime Timber Truss Bridge Conservation Strategy on 13 August 2012, providing a basis for the long-term management of the timber truss bridges owned by Roads and Maritime.

During 2015–16 the following major bridge activities took place in accordance with the strategy:

- Barham Bridge – Section 60 lodged for upgrade works
- Cobram Bridge – placed on the State Heritage Register listing
- Tabulam Bridge – removed from the State Heritage Register.

Roads and Maritime Heritage Committee

The Heritage Committee meets quarterly to discuss issues relating to the management of heritage assets and policy development for heritage conservation. The committee includes representatives from:

- Engineers Australia
- Heritage Division, Office of Environment and Heritage
- the National Trust of Australia (NSW)
- the Royal Australian Historical Society.

Four meetings were held in 2015–16 and the committee's specialist expertise contributed to improved outcomes for:

- facilitating better access to the Sydney Harbour Bridge
- movable heritage collection assessments
- digitisation of Roads and Maritime photographic collection
- heritage interpretation guidelines development.



The environmental planning framework

The *Environmental Planning and Assessment Act 1979* (EP&A Act) establishes the process for environmental impact assessment and approval of infrastructure and development projects. Roads and Maritime activities are assessed in accordance with the requirements of the EP&A Act (either under Part 5.1 for State significant projects or under Part 5 of the Act for other projects and maintenance activities).

Roads and Maritime has also developed comprehensive Environmental Impact Assessment Guidelines that provide a framework to ensure that environmental assessments are of high quality and meet community expectations.

Managing environmental requirements for projects of State significance

During the reporting period environmental assessments were finalised and approvals for State significant projects were received from the Minister for Planning, including:

- NorthConnex Hornsby Quarry (Part 5.1)
- WestConnex M4 East (Part 5.1)
- WestConnex New M5 (Part 5.1)
- Stage 2 Northern Beaches Hospital Connectivity and Network Enhancements Project (Part 5.1).

Before they were approved, all projects were exhibited for public comment, with Roads and Maritime preparing detailed submissions for consideration by the Department of Planning and Environment. Modification applications to existing approved projects were also granted, including for the Pacific Highway upgrade to allow additional on-ramps at North Macksville.

Managing environmental requirements for Part 5 projects

The majority of Roads and Maritime activities are not of sufficient scale or potential impact to be assessed as State Significant Projects. Instead, these activities are assessed in accordance with the requirements of Part 5 of the EP&A Act. For these projects Roads and Maritime is the proponent and prepares a comprehensive Review of Environmental Factors report prior to determining whether the project should proceed.

The report examines the potential environmental impacts of activities, assesses whether the potential impacts would be significant, and identifies measures to avoid, minimise, mitigate and, in some cases, offset impacts. As part of our Environmental Impact Assessment Guidelines, Roads and Maritime has procedures with supporting templates and guidance notes to ensure quality assessment of work carried out under Part 5 of the EP&A Act. During the year, the Project Review of Environmental Factors procedure was reviewed and updated.

During 2015-16 Roads and Maritime prepared and determined Reviews of Environmental Factors for 53 projects and more than 250 routine and minor works activities.



The environmental planning framework

A number of Reviews of Environmental Factors were publicly exhibited for community input, including for:

- Katoomba to Mount Victoria Road Safety upgrades
- Airport North Precinct
- The Northern Road/Bringelly Road Interchange, Bringelly
- Newell Highway realignment, Grong Grong
- Wyong Town Centre
- Mona Vale Road East.

In addition, Roads and Maritime completed Reviews of Environmental Factors and provided community information for a number of ferry wharf upgrades as part of an ongoing program to improve access for ferry service customers. This included the upgrade of Meadowbank Wharf and McMahons Point Wharf.

Projects requiring Commonwealth environmental approvals

Roads and Maritime projects must also satisfy environmental assessment and approval requirements under the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act), including for nationally listed threatened species and communities.

EPBC Act strategic assessment approval

The Roads and Maritime strategic assessment approval under the EPBC Act commenced in September 2015. The approval requires Roads and Maritime to report any project that has been assessed under that process. As at 30 June 2016, Roads and Maritime has not exhibited any Environmental Impact Statements or Reviews of Environment Factors using the strategic assessment approval.

NSW bilateral agreement

NSW is signatory to an EPBC Act bilateral agreement with the federal Department of Environment in relation to environmental assessments.

The bilateral agreement commenced on February 2015. One project was subject to the bilateral agreement in 2015–16. The New M5 was referred to the Commonwealth Department of the Environment as potential impacts to matters of national environment significance triggered assessment under the *Environment Protection and Biodiversity Conservation Act 1999*.

The Northern Road upgrade between Mersey Road, Bringelly and Glenmore Parkway, Glenmore Park was determined to be a controlled action due to impacts on Commonwealth land. This project is being assessed outside the bilateral agreement, as the bilateral agreement does not cover impacts to Commonwealth land.

7.14

Threatened species recovery plans

In accordance with section 70(1) of the NSW *Threatened Species Conservation Act 1995*. Roads and Maritime includes in its annual report actions we have taken to implement measures identified in a recovery plan.

Table 9: Threatened species recovery

Measures	Actions taken by Roads and Maritime
Cumberland Plain Threatened Species Recovery Plan (January 2011)	
Action 1.5 In circumstances where impacts on the threatened biodiversity are unavoidable, as part of any consent, approval or licence that is issued, ensure that offset measures are undertaken within the priority conservation lands where practicable.	Roads and Maritime routinely offsets the residual impacts of road development in accordance with planning approvals.
Action 2.3 Manage, to best practice standards, any lands which are under their ownership or for which they have care control and management.	Roads and Maritime ensures actions carried out on these lands are consistent with any relevant approvals and standards including those contained in the recovery plan.
Acacia pubescens (Downy Wattle) Recovery Plan (February 2003)	
(12.3) Identify existing and potential threats (for example, weed invasion, hybridisation and reducing access to sites) to the population at Beverly Hills/Narwee (adjacent to the M5, north of Windarra Street).	Roads and Maritime employees visited the site and mapped the area of the population in 2000.
(12.3) Develop and implement threat and habitat management programs for the population at Beverly Hills/Narwee (adjacent to the M5, north of Windarra Street).	The population was included in the relevant roadside corridor management plan.
(12.3) Monitor populations on a regular basis to assess the effectiveness of threat and habitat management programs for the population at Beverly Hills/Narwee (adjacent to the M5, north of Windarra Street).	Nil inspections were carried out in 2015-16.
(12.3.2) Developments and activities are assessed with reference to this recovery plan, environmental assessment guidelines and any future advice from the National Parks and Wildlife Service regarding the distribution, threats, biology and ecology of <i>A.pubescens</i> .	Developments and activities near <i>A.pubescens</i> are assessed with reference to the recovery plan, environmental assessment guidelines and any advice from the Office of Environment and Heritage regarding the distribution, threats, biology and ecology of <i>A.pubescens</i> .
(15.3.2) When planning decisions are made that affect populations of <i>A.pubescens</i> , this information will be forwarded to the National Parks and Wildlife Service. This includes information on decisions that protect habitat, as well as those that lead to reduction of habitat and/or individuals.	Roads and Maritime informs the Office of Environment and Heritage of projects where there are impacts to <i>A.pubescens</i> as a standard project requirement.

7.14 Threatened species recovery plans

Measures	Actions taken by Roads and Maritime
National Recovery Plan for Angus’s Onion Orchid <i>Microtis angusii</i> (2010)	
<p>(5.1) Roads and Maritime will ensure that roadworks and road maintenance at the known location at Ingleside, in potential habitat and in any newly discovered sites, will not cause the destruction or degradation of any part of a <i>M.angusii</i> population, its habitat or potential habitat.</p> <p>Roads and Maritime will achieve this by: (a) assessing and carrying out all activities with reference to the recovery plan and any future advice regarding the distribution and ecology of <i>M.angusii</i>, (b) ensuring that all relevant environmental and site personnel are familiar with the location of known <i>M.angusii</i> and potential habitat.</p>	<p>Roads and Maritime carries out all activities with reference to the recovery plan and any advice regarding the distribution, ecology and potential habitat of <i>M.angusii</i>.</p> <p>The planning and assessment for Mona Vale Road continued in 2015–16.</p> <p>Roads and Maritime continues to liaise with Warringah Council, the Office of Environment and Heritage, and the Botanic Gardens to ensure the proposal would avoid or minimise destruction or degradation to <i>M.angusii</i> at Ingleside.</p>
<p>(6.3) Roads and Maritime will notify the Office of Environment and Heritage of any new sites and populations of <i>M.angusii</i> located through both targeted survey (for example, for environmental assessment purposes) and other sightings.</p>	<p>Consultants working for Roads and Maritime routinely submit records for all threatened species including <i>M.angusii</i> to the NSW Office of Environment and Heritage.</p>

7.15 Biodiversity projects

Table 10: Biodiversity projects in 2015–16

Activity	Purpose	Progress
Research partnership with Department of Primary Industries and University of Queensland	A three-year research project to investigate optimal design for culverts to promote fish passage.	In 2015–16 the University of Queensland completed the laboratory component of a number of studies into the swimming performance of native fish. This work is now being combined with engineering studies to identify options to improve fish passage through culverts.
Biodiversity performance reviews	Designed to identify key issues for the future development of policy, guidelines and training, and as a way to promote ways to minimise impacts on biodiversity.	A biodiversity performance review was conducted as part of the Termeil Creek Project in Shoalhaven. This was supported by four training sessions at Parramatta, Grafton, Parkes and Woy Woy designed to build organisational capacity to manage biodiversity during road construction activities.
Biodiversity offsets	Strategies designed to offset unavoidable biodiversity impacts.	Roads and Maritime continues to implement biodiversity offset strategies for a range of projects.
NSW Wildlife Council	An annual contribution to manage wildlife on roads.	Roads and Maritime continues to provide an annual contribution of \$25,000 to the NSW Wildlife Council to help rescue and rehabilitate sick and injured wildlife in NSW.



Koala using a newly constructed underpass under the Pacific Highway; the underpass improves fauna connectivity and wildlife safety



View through a recently constructed fauna underpass structure, Pacific Highway

SECTION

8

Corporate governance

The reception at Roads and Maritime's new headquarters at Ennis Road, Milson Point



8.1 Chief Executive

The Secretary, Transport for NSW appoints the Chief Executive of Roads and Maritime with the approval of the Minister for Roads, Maritime and Freight. 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, Maritime and Freight, and in accordance with any direction of Transport for NSW.

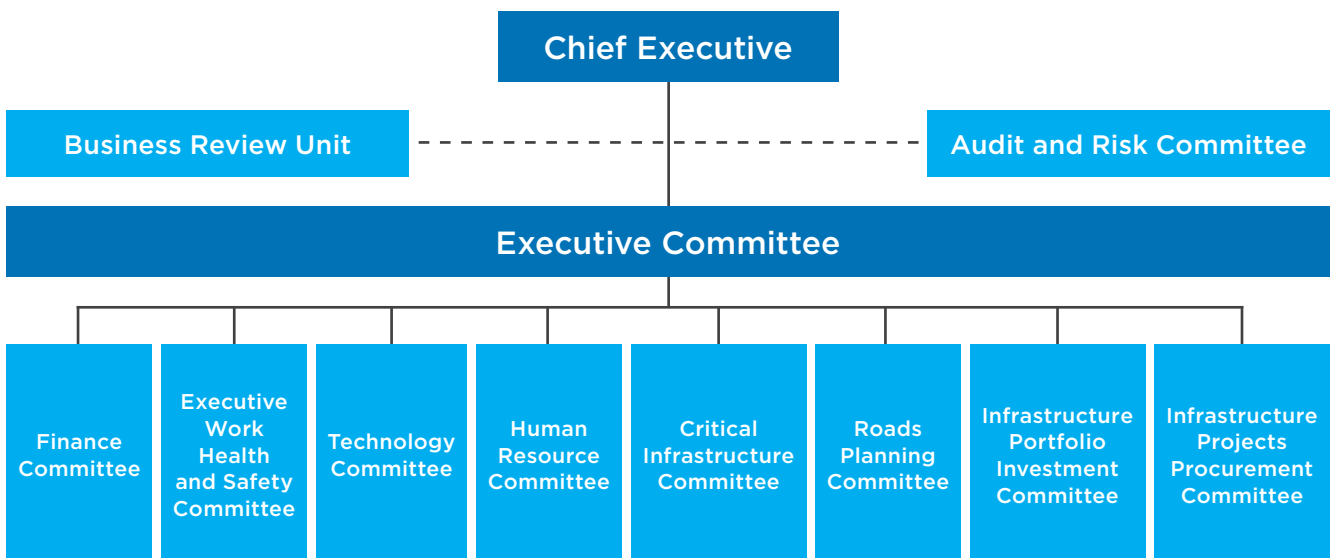
8.2 Executive framework

The Roads and Maritime Executive Committee meets once a month to support the Chief Executive in the management and oversight of Roads and Maritime operations. The Chief Executive chairs the Committee, which includes the Chief Operating Officer, Chief Finance Officer, Directors and the General Counsel. The Chief Executive and the Roads and Maritime Executive are supported by several committees organised around function, as shown below.

In addition to the governance committees in place, additional committees have been established by the Chief Executive to advise on significant initiatives within Roads and Maritime.

The Chief Executive has established a Business Review Unit to review proposals for new non-infrastructure projects or business initiatives. The scope of the unit includes advising the Chief Executive on procurement issues, professional service contract usage and contingent workforce utilisation.

The collective role of Roads and Maritime governance committees is to provide oversight and assurance to the Chief Executive that the agency is managing decisions, risks and performance effectively and efficiently and in alignment with Roads and Maritime’s 2020 Strategy, Delivery Plan and the NSW Government’s reform objectives.



8.3

Audit and Risk Committee

The Audit and Risk Committee is an integral component of Roads and Maritime's governance arrangements. The Committee provides advice to the Chief Executive on audit, risk and governance matters.

Responsibilities include review and oversight of the following areas for Roads and Maritime and any controlled entities:

- internal controls
- risk management
- corruption and fraud prevention
- external accountability (including the financial statements)
- applicable laws and regulations
- internal and external audits.

8.4

Internal audit

Internal audits are used to provide independent assurance to the Chief Executive about the controls in place to manage priority risk areas. The Chief Audit and Risk Officer oversees the internal audit function, which is jointly accountable to the Audit and Risk Committee and Chief Executive.

During 2015-16 internal audit reviews undertaken included an assessment of:

- authorised vehicle inspection scheme management
- Roads and Maritime Registry/Service NSW centre management
- boating safety compliance program
- Oxley Highway to Kundabung project
- Foxground and Berry Bypass project
- maintenance materials and equipment procurement
- Engineering Services procurement.

To ensure the internal audit function provides continued value to the Roads and Maritime Executive and supports ongoing compliance with legal and regulatory requirements, a three-year internal audit strategy to 2017-18 was initially established during 2015. The plan was reviewed and extended to cover the period to 2018-19 during the year. The Audit and Risk Committee endorsed the strategy and supporting annual work plan, which is reviewed annually to cater for changes in the Roads and Maritime operating environment.

8.5 Risk management

The Chief Audit and Risk Officer is responsible for advising the Chief Executive on the identification, recording and management of key risk areas across Roads and Maritime. The Chief Audit and Risk Officer provides regular reports on risk management to the Executive Committee and the Audit and Risk Committee.

The risk services team has been working across Roads and Maritime to identify and assess enterprise-wide, strategic, program and project related risks. As well as supporting risk identification and assessment within Roads and Maritime branches, the risk services team has supported functional risk assessments and control reviews across the organisation including those associated with:

- heavy vehicle chain of responsibility management
- Maritime business operations
- WestConnex project interface
- regulatory services accreditation schemes
- tolling system upgrade.

These risk assessments have contributed to improvements in business practice across the areas assessed.

Specialist risk and assurance functions coordinate risk management for work health and safety, information management and technology, contract and project management.

8.6 Insurance

Principal-Arranged Insurance (PAI)

Roads and Maritime continues to provide Principal Arranged Insurance via its broker AON. The major focus of PAI is on construction and maintenance works for roads, bridges, associated structures and professional service agreements/contracts. PAI is also available as specific cover for real estate works, ferries operated on behalf of Roads and Maritime by external contractors, and various arrangements such as the Vehicle Safety Compliance Certification Scheme. The scope of PAI coverage includes contract works, third party liability, material damage and professional indemnity.

Treasury Managed Fund

The Treasury Managed Fund is a NSW Government arranged indemnity scheme, operated by iCare self-insurer. The scheme covers the insurable risks of participating Government agencies arising from their own activities. The fund covers agencies for their exposure to loss or damage for workers compensation, motor vehicles, property, legal liability, fidelity guarantee and travel. In doing so it provides confidence that unforeseen losses and damages can be managed with minimal impact to the State budget.

Premium details and claim performance on the major insurance categories for the period 1 July 2015 to 30 June 2016 are as follows:

Table 11: Premium details and claim performance on major insurance categories

Insurance type	Premium (\$ million)	Claim performance
Workers compensation	\$7.5 million	4.3 claims per 100 employees
Motor vehicle	\$2.0 million	8.6 claims per 100 employees
Property	\$7.8 million	N/A
Liability	\$13.1 million	N/A

8.7

Corruption and fraud prevention

The Audit and Risk Branch oversees the Roads and Maritime corruption and fraud control framework. The branch receives and assesses allegations of corrupt conduct on behalf of the Chief Executive and determines the appropriate way to address them. The team is responsible for developing and promoting the Roads and Maritime fraud control framework designed to minimise the likelihood of fraud and corruption across the organisation and for managing public interest disclosures raised regarding

Roads and Maritime. Further information on public interest disclosures can be found in Appendix 9.

During 2015-16 the Audit and Risk Branch facilitated detailed fraud and corruption risk assessments across high-risk areas within Roads and Maritime including procurement, property management and asset maintenance functions.

8.8

Privacy protocols for DRIVES system

Roads and Maritime requires the NSW Police Force and the NSW Crime Commission to undertake audits of access to Roads and Maritime driver licence, photo cards and mobility parking scheme photos through the Driver Vehicle (DRIVES) system. The audits are performed in accordance with criteria specified in privacy protocols governing access.

The NSW Police Force submitted an audit report on 31 March 2016 and found that, for the period of 1 July 2015 to 31 December 2015, online access by NSW Police Force officers to Roads and Maritime driver licence photographs was made in accordance with the Privacy Protocol. The NSW Crime Commission submitted an audit report on 29 March 2016 and found that, for the period of 1 July 2015 to 31 December 2015, all accesses were found to be compliant with the Privacy Protocol.

8.9

Financial performance

For details of Roads and Maritime's financial performance for the period 1 July 2015 to 30 June 2016, refer to the financial statements in Volume 2.



Internal audit and risk management attestation statement

For the period ended 30 June 2016 for Roads and Maritime Services

I, Ken Kanofski, am of the opinion that Roads and Maritime Services has internal audit and risk management processes in operation that are, excluding the transitional arrangements described below, compliant with the eight core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

Core requirements	Status
Risk management framework	
1.1 The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal audit function	
2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee	
3.1 An independent Audit and Risk Committee with appropriate expertise has been established	In transition
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The chair and members of the Audit and Risk Committee are:

Title	Name	Term commenced	Term finishes
Independent Chair	Greg Fletcher	1 November 2011	31 October 2016
Independent Member	Allan Cook	4 December 2013	4 December 2016
Independent Member	Brian McGlynn	31 January 2016	31 January 2020
Non-independent Member	Greg Evans	31 January 2015	31 January 2017

Departures from core requirements

The internal audit and risk management processes for Roads and Maritime depart from the following core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector:

Departure	Reason for departure
In transition	
Core requirement 3.1	Roads and Maritime Services has retained a management representative on the Audit and Risk Committee during the transition to fully independent membership by 30 June 2017 as provided for by the transitional arrangements.

These processes demonstrate that Roads and Maritime Services is establishing and maintaining frameworks, including systems, processes and procedures for appropriately managing audit and risk.



Ken Kanofski
Chief Executive
Roads and Maritime Services



Digital information security policy attestation

For the 2015–16 financial year for Roads and Maritime Services

I, Ken Kanofski, am of the opinion that Roads and Maritime Services had an Information Security Management System in place during the 2015–16 financial year that is consistent with the core requirements set out in the NSW Government Digital Information Security Policy.

The controls designed to mitigate identified risks to the digital information and digital information systems of Roads and Maritime Services are adequate.

Risks to the digital information and digital information systems of Roads and Maritime Services have been assessed with an independent Information Security Management System (ISMS) certified in accordance with the NSW Government Digital Information Security Policy.

Roads and Maritime Services has maintained certified compliance with ISO 27001 Information Technology – Security techniques – Information security management systems – Requirements by an Accredited Third Party during the 2015–16 financial year.

The agency continues to provide innovative services while focussing on the protection and privacy of customers’ information.

Roads and Maritime Services will continue to enhance awareness of security requirements and the classification and labelling of information to ensure efficient and effective management of sensitive information.

Ken Kanofski
Chief Executive
Roads and Maritime Services



The new Pyrmont Bay Wharf upgrade opened on 8 September 2015 as part of the Transport Access Program

SECTION



Appendices

December 2015 opening of a new boat ramp at Governor Phillip Park, Windsor, which was funded through the Better Boating Program





Appendix 1: Community enquiries

Customer feedback

Roads and Maritime welcomes feedback on its products and services and enables customers to easily provide compliments, suggestions, complaints and other feedback through its website. During 2015–16 the agency received 17,500 online feedback submissions from customers.

When providing feedback online, customers have the option of self-selecting if their feedback is a complaint. The table below shows the nature and number of these complaints received this year.

Roads and Maritime centralised its feedback channels during the year to provide greater transparency of feedback received across the agency. This contributed to the increased number of recorded complaints received in 2015–16 compared to previous years.

In accordance with its commitment to use customer feedback to continually improve services, Roads and Maritime has implemented changes as a result of customer feedback. During 2015–16 improvements to the information provided to customers about our products and services were made on the Roads and Maritime website and on customer letter templates. Roads and Maritime is also reviewing a number of internal policies and procedures to improve service delivery to customers.

Table 12: Online customer complaints received in 2015–16¹

Nature of online complaint	Number of complaints
Road maintenance	2,092
Traffic congestion	1,445
Traffic management	810
Waterways management	513
Licence or registration	378
Major highways, regional roads and projects	183
Online services	150
Other	98
Environment	92
Safety cameras	79
Public passenger vehicles and drivers	79
Motorway maintenance	52
Maritime property, products and services	41
Mobility parking	21
Tolling	18
Cycling and cycleways	17
Commercial vessels	17
Heavy vehicles	11
Total	6,096

¹ Written feedback and complaints received through Ministerial, Chief Executive and other correspondence are not included in the above table.

Media statistics

The table below details the number of media related activities completed in 2015-16:

Table 13: Media statistics

Media activity	
Media enquiries	782
Proactive media releases	2,181
Proactive media events	101
Ministerial house folder notes	301



Roads and Maritime employees reviewing contract documentation

Ombudsman enquiries

Roads and Maritime welcomes enquiries from the NSW Ombudsman as part of our commitment to continually improving our service delivery to the public.

In 2015-16, 119 enquiries from the NSW Ombudsman were recorded, compared to 87 in 2014-15. The enquiries received represent informal requests for information and assistance in resolving matters, and more formal inquiries that are made when assessing a complaint. Roads and Maritime continues to work closely with the NSW Ombudsman to proactively resolve matters and further streamline service delivery to our customers.

Table 14: Ombudsman enquiries received by subject

Subject	Number of enquiries
Tolling	29
Registration	26
Licensing	22
Penalty infringement notices	14
Customer experience	7
Proof of identity	5
Policy	3
Major projects	2
Insurance claims	2
Towing	2
Privacy and online security	2
Number plates	1
Parking	1
Enforcement	1
Guidelines/regulations	1
Maintenance	1
Total	119

9.2

Appendix 2:
Major infrastructure projects

Table 15: Major infrastructure projects

Project description	Location	Status (as at 30 June 2016)	Announced completion date	Announced estimated total cost (\$'000)	2015-16 expenditure (\$'000)	Expenditure in previous years (\$'000)
Established Sydney roads						
Epping Town Centre Road Upgrades	Epping	Construction	N/A	N/A	4,489	6,879
Heathcote Road, Deadmans Creek Bridge Upgrade	Sandy Point	Complete	2015	19,000	5,326	17,262
Mona Vale Road, McCarrs Creek Road to Powder Works Road (planning)	Ingleside	Planning	N/A	N/A	1,174	7,043
Mona Vale Road, Manor Road to Foley Street (planning)	Mona Vale	Planning	N/A	N/A	2,279	4,371
Nepean River Bridge	Penrith	Construction	2018	49,000	2,244	5,684
Northern Beaches Hospital, Road connectivity and network enhancements	Frenchs Forest	Construction	2018	500,000	129,943	41,143
Prospect Highway and Blacktown Road Widening, Reservoir Road to St Martins Crescent (planning)	Prospect	Planning	N/A	N/A	2,943	6,419
Showground Road, Old Northern Road to Carrington Road	Castle Hill	Construction	2018	41,000	4,177	5,730
Windsor Bridge over Hawkesbury River Replacement (planning)	Windsor	Planning	N/A	N/A	2,250	14,803
Easing Sydney's Congestion						
Bus Priority Infrastructure (including Bus Rapid Transit planning)	Various	Construction	N/A	260,000	18,400	-
Easing Sydney's Congestion, Pinch Points and Clearways Packages 1 and 2	Various	Construction	N/A	246,000	56,867	89,600
Easing Sydney's Congestion, Pinch Points and Clearways Package 3 (planning)	Various	Planning	N/A	N/A	5,283	150
Gateway to the South Pinch Points (planning)	Various	Planning	N/A	N/A	3,542	-
Light Rail Enabling Road Works	Various	Construction	N/A	N/A	48,252	3,446

Project description	Location	Status (as at 30 June 2016)	Announced completion date	Announced estimated total cost (\$'000)	2015-16 expenditure (\$'000)	Expenditure in previous years (\$'000)
Northern Beaches Bus Rapid Transit	Various	Planning	N/A	N/A	6	8,400
Sydney City Centre Bus Plan	Various	Construction	N/A	N/A	-	24,800
Smart Motorways (planning)	Various	Planning	N/A	N/A	5,567	18,850
Sydney Motorways Real Time Travel Information	Various	Construction	N/A	N/A	2,039	1,339
WestConnex motorway enabling works						
Sydney Airport East, Wentworth Avenue Extension and Joyce Drive Widening (State and federal funded)	Mascot	Pre-construction	2018	N/A	11,879	15,773
Sydney Airport West, Marsh Street	Arncliffe	Construction	2017	34,000	8386	924
Sydney Airport North, O'Riordan Street Widening (planning)	Mascot	Planning	N/A	N/A	820	7,703
WestConnex (State and federal funded)	Various	Construction	N/A	N/A	699,488	415,592
NorthConnex						
NorthConnex, M1 to M2 Motorway Link (State and federal funded)	Various	Construction	2019	3,000,000 ¹	20,667	80,124
Sydney Motorways						
Bells Line of Road Castlereagh Connection Corridor Preservation	Various	Planning	N/A	N/A	3,272	535
F6 Extension (planning)	Various	Planning	N/A	N/A	8,029	6,396
Outer Sydney Orbital Corridor Preservation	Various	Planning	N/A	N/A	5,609	2,789
Western Harbour Tunnel and Beaches Link (planning)	Various	Planning	N/A	N/A	10,867	4,903
Western Sydney roads to support Sydney's second airport at Badgerys Creek						
Bringelly Road, Camden Valley Way to King Street (State and federal funded)	Leppington	Construction	2017	220,000	65,504	71,021
Bringelly Road, King Street to The Northern Road (planning) (State and federal funded)	Leppington	Pre-construction	2019	N/A	26,611	3,708
Mulgoa Road, Andrews Road to Glenmore Parkway (planning)	Penrith, Glenmore Park	Planning	N/A	N/A	1,763	184

1 Announced estimated total cost includes \$2 billion in privately funded works.

9.2

Appendix 2:
Major infrastructure projects

Project description	Location	Status (as at 30 June 2016)	Announced completion date	Announced estimated total cost (\$'000)	2015-16 expenditure (\$'000)	Expenditure in previous years (\$'000)
The Northern Road, Mersey Road to the M4 Motorway (planning) (State and federal funded)	Luddenham	Pre-construction	N/A	N/A	6,997	1,204
The Northern Road, Peter Brock Drive to Mersey Road (planning) (State and federal funded)	Bringelly	Pre-construction	2019	N/A	30,269	6,052
The Northern Road, Camden Valley Way to Peter Brock Drive (State and federal funded)	Oran Park	Construction	2018	86,000	14,916	6,601
Werrington Arterial Road, M4 Motorway to Great Western Highway (State and federal funded)	Claremont Meadows	Construction	2016	55,000	27,680	8,437
Western Sydney Airport Motorway, M7 to The Northern Road (planning) (State and federal funded)	Badgerys Creek	Planning	N/A	N/A	3,508	702
Western Sydney growth roads						
Bandon Road Link, Windsor Road to Richmond Road (planning)	Vineyard	Planning	N/A	N/A	1,056	317
Camden Valley Way, Bringelly Road to Ingleburn Road	Leppington	Complete	2015	94,500	22,867	70,137
Campbelltown Road, Camden Valley Way to Denham Court Road (planning)	Ingleburn	Pre-construction	N/A	N/A	3,920	7,708
The Horsley Drive, M7 Motorway to Cowpasture Road (planning)	Horsley Park	Planning	N/A	N/A	1,530	698
Jane Street and Mulgoa Road Infrastructure Upgrade (planning) (State and federal funded)	Penrith	Planning	N/A	N/A	1,299	1,262
Memorial Avenue, Old Windsor Road to Windsor Road (planning)	Kellyville	Planning	N/A	N/A	16,308	2,191

Project description	Location	Status (as at 30 June 2016)	Announced completion date	Announced estimated total cost (\$'000)	2015-16 expenditure (\$'000)	Expenditure in previous years (\$'000)
Narellan Road, Camden Valley Way to Blaxland Road (State and federal funded)	Narellan, Campbelltown	Construction	2018	114,000	27,231	29,260
Old Wallgrove Road, Erskine Park Link Road to M7 (Western Sydney Employment Lands)	Eastern Creek	Construction	2017	95,000	28,181	26,830
Richmond Road Stages 2 and 3, Townson Road to North of Garfield Road	Marsden Park	Construction	2016	96,000	38,747	49,577
Schofields Road Stage 2, Tallawong Road to Veron Road	Schofields	Construction	2017	135,000	32,641	85,318
Schofields Road Stage 3, Veron Road to Richmond Road via South Street	Schofields	Construction	2018	140,000	21,404	20,550
Central Coast roads						
Central Coast Highway, Brisbane Water Drive, Manns Road intersection upgrade	West Gosford	Complete	2015	165,000	8,742	151,623
Manns Road, Central Coast Highway to Narara Creek (planning)	West Gosford - Narara	Planning	N/A	N/A	791	0
Pacific Highway and Manns Road, Narara Creek Road, Narara to Parsons Road, Lisarow (planning)	Narara - Lisarow	Planning	N/A	N/A	3,773	12,705
Pacific Highway, Parsons Road, Lisarow to Ourimbah Street, Lisarow (planning)	Lisarow	Planning	N/A	N/A	4,065	3,050
Pacific Highway, Ourimbah Street, Lisarow to Glen Road, Ourimbah	Lisarow - Ourimbah	Construction	2018	70,000	3,480	15,135
Pacific Highway, Wyong Road intersection upgrade	Tuggerah	Construction	2018	84,000	24,790	17,038
Pacific Highway, Wyong Town Centre (planning)	Wyong	Planning	N/A	N/A	3,604	10,269
Pacific Motorway (M1) productivity package (planning) (State and federal funded)	Various	Planning and Pre-construction	N/A	N/A	27,265	17,847

9.2

Appendix 2: Major infrastructure projects

Project description	Location	Status (as at 30 June 2016)	Announced completion date	Announced estimated total cost (\$'000)	2015-16 expenditure (\$'000)	Expenditure in previous years (\$'000)
Terrigal Drive, Charles Kay intersection upgrade	Terrigal	Complete	2016	25,000	7,477	17,543
Warnervale Link Road, Albert Warner Drive to Pacific Highway (planning)	Watanobbi	Planning	N/A	N/A	353	0
Wyong Road, Enterprise Drive intersection upgrade	Chittaway Bay	Construction	2016	28,000	8,119	6,470
Wyong Road, Mingara Drive to Tumbi Road upgrade	Tumbi Umbi	Construction	2018	35,000	5,133	7,623
Great Western Highway and Bells Line of Road						
Bells Line of Road Corridor Improvement Program Stage 1	Various	Construction	N/A	N/A	21,505	15,244
Bells Line of Road Stage 2 (Chifley Road) (planning)	Various	Planning	N/A	N/A	3,147	634
Bullaburra, Ridge Street to Genevieve Road	Bullaburra	Complete	2015	68,000	2,253	65,334
Katoomba to Mount Victoria Safety Works (State and federal funded)	Various	Planning	N/A	N/A	2,839	8,803
Forty Bends and Hartley Valley Safety Improvements (State and federal funded)	Hartley	Construction	2017	130,000	63,211	26,116
Kelso, Ashworth Drive to Stockland Drive	Kelso	Construction	2017	94,000	36,143	41,009
Hunter roads						
Cormorant Road, Industrial Drive to Stockton Bridge (State and federal funded)	Kooragang Island	Construction	2018	N/A	6,301	5,831
Hunter Pinch Points (Planning)	Various	Planning	N/A	N/A	691	-
Newcastle Inner City Bypass, Rankin Park to Jesmond (planning)	Lambton	Planning	N/A	N/A	8,734	9,494
New England Highway, upgrade of Maitland roundabouts	Maitland	Construction	2016	51,000	16,334	29,387
New England Highway, Belford to Golden Highway upgrade (planning)	Belford	Planning	N/A	N/A	1,536	817

Project description	Location	Status (as at 30 June 2016)	Announced completion date	Announced estimated total cost (\$'000)	2015-16 expenditure (\$'000)	Expenditure in previous years (\$'000)
New England Highway, Singleton Bypass (planning)	Singleton	Planning	N/A	N/A	1,033	1,559
New England Highway, Gowrie Gates, widen rail underpass (planning)	Singleton	Planning	N/A	N/A	162	833
New England Highway, Muswellbrook Bypass (planning)	Muswellbrook	Planning	N/A	N/A	195	2,495
New England Highway, Scone Bypass and Rail Level Crossing Removal (planning) (State and federal funded)	Scone	Planning	N/A	N/A	2,296	3,234
Pacific Motorway (M1), extension to Raymond Terrace (planning)	Hexham	Planning	N/A	N/A	4,412	17,847
Pacific Highway						
Oxley Highway to Kempsey (planning and early works) (State and federal funded)	Port Macquarie, Kempsey	Complete	2015	N/A	12,911	112,728
Oxley Highway to Kundabung (State and federal funded)	Kundabung, Thrumster	Construction	2017	820,000	228,660	155,415
Kundabung to Kempsey (State and federal funded)	Kempsey, Kundabung	Construction	2017	230,000	73,447	25,972
Frederickton to Eungai (State and federal funded)	Clybucca	Complete	2016	675,000	76,872	467,107
Warrell Creek to Urunga (planning) (State and federal funded)	Macksville	Planning	N/A	N/A	3,208	88,504
Warrell Creek to Nambucca Heads (State and federal funded)	Macksville	Construction	2017	830,000	187,553	139,226
Nambucca Heads to Urunga (State and federal funded)	Urunga	Construction	2016	780,000	165,775	399,403
Coffs Harbour Bypass (planning) (State and federal funded)	Coffs Harbour	Planning	N/A	N/A	1,855	51,471
Woolgoolga to Ballina (State and federal funded)	Grafton, Maclean	Construction	2020	4,356,000	416,252	397,484


 9.2

Appendix 2: Major infrastructure projects

Project description	Location	Status (as at 30 June 2016)	Announced completion date	Announced estimated total cost (\$'000)	2015-16 expenditure (\$'000)	Expenditure in previous years (\$'000)
Tintenbar to Ewingsdale (State and federal funded)	Bangalow	Complete	2015	922,700	113,367	797,808
Princes Highway						
Albion Park Rail Bypass (planning)	Yallah - Oak Flats	Planning	N/A	N/A	12,637	10,457
Burrill Lake Bridge replacement	Burrill Lake	Construction	2017	58,000	9,421	4,371
Gerringong upgrade, Mount Pleasant to Toolijooa Road	Gerringong	Complete	2015	345,000	10,540	333,911
Foxground and Berry Bypass, Toolijooa Road to South Berry	Berry	Construction	2018	580,000	177,753	198,937
Berry to Bomaderry upgrade (planning)	Berry - Bomaderry	Planning	N/A	N/A	14,091	22,301
Princes Motorway improvements, Bulli Tops to Picton Road (planning) (State and federal funded)	Cataract	Planning	N/A	N/A	893	1,109
Princes Motorway, interchange at Base of Mount Ousley (planning)	Mount Ousley	Planning	N/A	N/A	765	971
Nowra Bridge over Shoalhaven River (planning) (State and federal funded)	Nowra	Planning	N/A	N/A	1,001	3,836
Termeil Creek realignment	Termeil	Complete	2016	26,700	18,371	7,798
Dignams Creek realignment	Dignams Creek	Pre-construction	N/A	N/A	1354	7,940
Regional NSW Major Road upgrades						
Gocup Road Upgrade	Gundagai - Tumut	Construction	2019	70,000	11,755	7,597
Hume Highway Heavy Duty Pavement (planning) (State and federal Funded)	Marulan	Planning	N/A	N/A	746	490
Kings Highway, River Forest Road Realignment	Nelligen	Pre-construction	2017	12,270	5,921	569
Kosciuszko Road Overtaking Lanes and Safety Improvements	Cooma - Jindabyne	Planning	N/A	N/A	449	-
Main Road 54 Initial Sealing	Tuena	Construction	N/A	N/A	2,924	8,620

Project description	Location	Status (as at 30 June 2016)	Announced completion date	Announced estimated total cost (\$'000)	2015-16 expenditure (\$'000)	Expenditure in previous years (\$'000)
Mitchell Highway, Guanna Hill realignment	Molong	Construction	2018	40,000	1,697	4,881
Monaro Highway, Overtaking Lanes and Safety Improvements	Williamsdale - Cooma	Planning	N/A	N/A	874	-
New England Highway, Heavy Duty Pavement (planning)	Aberdeen - Willow Tree	Planning	N/A	N/A	1,189	-
New England Highway, Bolivia Hill Upgrade (planning) (State and federal funded)	Bolivia	Planning	N/A	N/A	2,960	2,941
Newell Highway, Grong Grong realignment	Grong Grong	Pre-construction	2017	N/A	2,293	1,041
Newell Highway, Moree Bypass Stage 2 (State and federal funded)	Moree	Complete	2015	30,000	4,233	23,848
Newell Highway, Trewilga realignment	Trewilga	Construction	2018	33,000	1,558	2,587
Newell Highway, upgrade at Parkes	Parkes	Planning	N/A	N/A	479	901
Newell Highway, West Wyalong Heavy Vehicle Bypass	West Wyalong	Construction	N/A	N/A	4,622	1,091
Newell Highway Overtaking Lanes	Various	Construction	N/A	N/A	8,402	71,443
Newell Highway, Mungle Back Creek to Boggabilla heavy duty pavement (State and federal funded)	Boggabilla	Planning	N/A	N/A	2,495	30
Newell Highway, improvements through Dubbo and duplication of the L.H. Ford Bridge (planning)	Dubbo	Planning	N/A	N/A	828	15
Oxley Highway, Tangaratta Bridge	Tamworth	Complete	2015	8,000	1,571	4,293
Oxley Highway Safety and Realignment Works (planning)	Various	Planning	N/A	N/A	318	-
Oxley Highway and Wrights Road Intersection Improvements	Port Macquarie	Construction	2018	10,000	455	139



Appendix 2: Major infrastructure projects

Project description	Location	Status (as at 30 June 2016)	Announced completion date	Announced estimated total cost (\$'000)	2015-16 expenditure (\$'000)	Expenditure in previous years (\$'000)
Queanbeyan Bypass, Ellerton Drive extension (State and federal funded)	Queanbeyan	Planning	N/A	N/A	1,330	1,079
Riverina Highway Safety Upgrade	Lake Hume Village	Construction	2018	11,000	5,884	349
Silver City and Cobb Highway seal extension	Various	Construction	N/A	N/A	12,015	11,074
Summerland Way, additional Clarence River crossing	Grafton	Pre-construction	2019	N/A	15,078	31,183
Bridges for the Bush						
Cobb Highway, New Bridge at Echuca-Moama (planning) (NSW contribution)	Echuca - Moama	Planning	N/A	N/A	959	3,378
Kamilaroi Highway, replacement of the Tulladunna Bridge over Namoi River	Wee Waa	Complete	2016	13,000	5,026	7,271
Olympic Highway, replacement of Kapooka Bridge and approaches (State and federal funded)	Kapooka	Complete	2016	55,000	19,986	21,625
Oxley Highway, Gunnedah Bridge over rail (planning)	Gunnedah	Planning	N/A	N/A	4,614	4,203
Snowy Mountains Highway, widen Bemboka River Bridge at Morans Crossing	Bemboka	Complete	2016	9,000	7,129	6,423

Planning – Strategic/concept/detailed design, approvals

Pre-construction – Planning complete and in delivery procurement stage

Construction – Construction commenced

Completed – Project completed (based on open to traffic date)

9.3

Appendix 3: Driver, vehicle and maritime statistics

NSW Maritime information

Table 16: NSW Maritime information by year

Outputs	2011-12	2012-13	2013-14	2014-15	2015-16
General boat driving licences (not including personal watercraft licences)	445,436	443,596	444,141	447,752	458,035
Personalised watercraft (PWC) driving licences	41,369	42,202	44,985	48,341	54,564
Recreational vessel registrations (not including personal watercraft registrations)	217,511	218,950	221,276	221,007	225,657
Personalised watercraft registrations	9,123	9,666	10,502	11,234	12,480
Aquatic licences issued	711	722	710	811	720
Environmental assessments for mooring and aquatic licences	3,153	2,784	2,967	1,422	2,680
Boating fatalities per 100,000 registered vessels (recreational and commercial)	8.1	11.3	2.9	6.7	4.6
Safety compliance rate: recreational vessels, including personalised watercraft (percentage)	90.8	91.0	90.8	91.2	88.96
Safety compliance rate: commercial vessels (percentage)	93.9	93.1	92.6	85.1	82.04

NSW boat licences

Table 17: NSW boat licences by class

Licence class	No. of licences	% of total
General boat licence	458,035	89
Personalised watercraft licence	54,564	11
Total	512,599	100

Table 18: Number of Maritime licences opted in to a combined licence card

Licence class	No. of licences	% of total
General boat licence	41,928	9
Personalised watercraft licence	4,225	8

Table 19: NSW boat licence holders by gender

Gender	General boat licences		PWC licences		Total boat licences	
	No. of Licences	% of total	No. of licences	% of total	No. of licences	% of total
Female	64,612	14.1	8,833	16.2	73,445	14.3
Male	386,610	84.4	43,894	80.4	430,504	84.0
Gender not recorded	6,813	1.5	1,837	3.4	8,650	1.7

9.3

Appendix 3: Driver, vehicle and maritime statistics

Table 20: NSW boat licence holders by age

Age group	General boat licences		PWC licences		Total boat licences	
	No. of licences	% of total	No. of licences	% of total	No. of licences	% of total
12-16	5,235	1.14	1,492	2.73	6,727	1.31
17-19	7,128	1.56	2,124	3.89	9,252	1.80
20-24	17,347	3.79	5,456	10.00	22,803	4.45
25-29	23,767	5.19	6,434	11.79	30,201	5.89
30-34	30,364	6.63	6,809	12.48	37,173	7.25
35-39	37,059	8.09	6,697	12.27	43,756	8.54
40-44	49,133	10.73	7,403	13.57	56,536	11.03
45-49	54,080	11.81	6,597	12.09	60,677	11.84
50-54	55,299	12.07	5,106	9.36	60,405	11.78
55-59	52,774	11.52	3,244	5.95	56,018	10.93
60-64	43,754	9.55	1,650	3.02	45,404	8.86
65-69	38,846	8.48	988	1.81	39,834	7.77
70-74	24,729	5.40	408	0.75	25,137	4.90
75-79	11,968	2.61	114	0.21	12,082	2.36
80-84	4,700	1.03	34	0.06	4,734	0.92
85+	1,852	0.40	8	0.01	1,860	0.36
Total	458,035	100	54,564	100	512,599	100

NSW drivers and riders

Table 21: NSW drivers and riders by age group as of June 2016

Age group	No. of licences	% of total
16-19	294,897	5.4
20-24	422,122	7.8
25-29	466,196	8.6
30-34	514,358	9.5
35-39	494,759	9.1
40-44	505,254	9.3
45-49	484,480	8.9
50-54	474,469	8.7
55-59	449,608	8.3
60-64	390,977	7.2
65-69	351,702	6.5
70-74	250,584	4.6
75-79	165,556	3.1
80-84	97,168	1.8
Over 84	62,713	1.2
Total	5,424,843	100

Table 22: NSW drivers and riders by gender as of June 2016

Age group	No. of licences	% of total
Female	2,634,743	49
Male	2,790,016	51
Gender not recorded	84	0
Total	5,424,843	100

Table 23: NSW drivers and riders by licence class as of June 2016

Licence class	No. of licences	% of total
C	4,855,090	81
HC	105,700	2
HR	205,052	3
LR	94,157	2
MC	25,280	0
MR	134,722	2
R	589,395	10
Total	6,009,396	100

NSW registered vehicles

Table 24: NSW vehicles registered by usage as of June 2016

Vehicle usage	No. of vehicles
Bus/tourist vehicle/charter used for hire	8,056
Business general	843,620
Federal interstate trade	2,869
General private	4,504,822
Pensioner concession	851,427
Primary producer concession	118,912
Rental vehicle	20,342
Taxi	6,921
Other	142,518
Total	6,499,487

Table 25: NSW vehicle registrations by type as of June 2016

Group	Vehicle type	No. of vehicles
Heavy	Bus	13,646
	Domestic trailers	2,144
	Goods vehicle - rigid truck	98,591
	Other trailers	48,673
	Passenger vehicles	11
	Plant	8,191
	Prime mover	24,118
Heavy total		195,374
Light	Articulated vehicles	2
	Bus	9,834
	Domestic trailers	885,913
	Goods vehicle - rigid truck	851,375
	Motorcycle	239,783
	Other trailers	47,440
	Panel van with windows and seats/side windows	541,077
	Passenger vehicles	3,726,141
	Plant	2,543
	Prime mover	5
Light total		6,304,113
Combined total		6,499,487

Table 26: NSW vehicles registered by manufacture year as of June 2016

Year of manufacture	No. of vehicles
1900-1949	3,953
1950-1959	5,675
1960-1969	23,874
1970-1979	116,658
1980-1989	315,027
1990-1999	818,390
2000	189,255
2001	195,100
2002	226,154
2003	262,645
2004	281,973
2005	300,362
2006	298,085
2007	331,640
2008	328,980
2009	310,173
2010	354,463
2011	345,477
2012	388,306
2013	406,021
2014	399,420
2015	432,841
2016	164,986
Unknown	29
Total	6,499,487

9.4

Appendix 4: Research and development

Roads and Maritime operates a research and development program that helps identify and develop innovative solutions to achieve business improvements.

The program helps ensure that professional and technical services groups support the core business needs of each division to develop and maintain corporate policy on: infrastructure provision and maintenance; and ensuring continuous, incremental improvement in technologies. Specialist Roads and Maritime employees carry out the work, with some projects conducted in collaboration with universities or outsourced to research groups.

Roads and Maritime invested \$10 million in the program in 2015–16. Roads and Maritime also contributes to research and development in conjunction with other agencies to apply new technologies at a national level.

Geotechnical

Study of low strength rock materials with the University of New South Wales (UNSW)

The design of cut batters in weak rock is often conservative due to difficulties in sampling and assessing material behaviour. This has resulted in costly cut batter treatments for highway developments, particularly in the Blue Mountains where weak rock occurs near the surface. By collaborating with UNSW, we are working towards developing an alternative rock strength model that industry can use to improve batter design and reduce construction costs. The Geotechnical Science group has provided the UNSW research team with weak rock samples for specialised testing. The weak rock program is now two-thirds complete.

Development of guidelines for acid sulfate rock in earthworks

Research commenced into the study of acid rock issues with earthworks and will continue into the 2016–17 financial year. The development of a technical direction is proceeding and is aimed at providing a better understanding of acid rock and guidance on how this naturally occurring material could be managed on site and in the R44 Earthworks specification.

Support and enhancement of REFRACT Seismic Refraction Software

REFRACT is a software developed by the Geotechnical Science group in Engineering Services to process sub-surface seismic velocities using geophysical techniques. Information obtained from these assessments is primarily used to evaluate rock excavation for road construction. The group is providing ongoing support and development to product users and has engaged a contractor to write a user manual and upgrade the software as necessary.



Appendix 5: Access to government information

Report under the *Government Information (Public Access) Act 2009*

Review of proactive release program

Under section 7 of the *Government Information (Public Access) Act 2009* (GIPA Act), agencies must review their programs to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Roads and Maritime continued to provide information on its website, including detailed reports on its infrastructure and maintenance projects and statistics. The website also provided a range of publications free of charge to assist customers wishing to use Roads and Maritime's services.

During the year, Roads and Maritime established a process to provide access to property files relating to wetland properties within Sydney Harbour and other maritime wetlands.

Roads and Maritime is an active member of the Corporate Proactive Release Committee, which was established across the Transport cluster during the year.

Number of access applications received – Clause 7(b)

During the reporting period, our agency received a total of 1,575¹ access applications (including withdrawn applications but excluding invalid applications).

Number of refused applications for Schedule 1 information – Clause 7(c)

During the reporting period, Roads and Maritime refused six access applications because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications, five were refused in full and one was refused in part.

¹ 1,575 applications were received in 2015–16, and 1,477 applications were completed during the financial year. One of these applications had more than one decision made against it and both decisions were recorded, resulting in 1,478 decisions.

9.5

Appendix 5: Access to government information

Statistical information about access applications – Schedule 2

Table 27: GIPA Act applications by type of applicant and outcome¹

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of total
Media	7	4	2	2	0	0	0	8	23	2
Members of Parliament	13	7	1	3	0	0	0	2	26	2
Private sector business	409	206	169	26	8	3	0	9	830	56
Not for profit organisations or community groups	8	1	37	16	0	0	0	2	64	4
Members of the public (by legal representative)	87	29	24	29	7	2	0	11	189	13
Members of the public (other)	166	31	66	65	5	1	0	12	346	23
Total	690	278	299	141	20	6	0	44	1,478	
% of total	47	19	20	10	1	0	0	3		

¹ As more than one decision can be made for a particular access application, each decision is recorded.

Table 28: GIPA Act applications by type of application and outcome¹

Table B: Number of applications by type of application and outcome										
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of total
Personal information applications ²	6	1	1	0	0	0	0	0	8	1
Access applications (other than personal information applications)	684	277	298	141	20	6	0	44	1,470	99
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0
Total	690	278	299	141	20	6	0	44	1,478	
% of total	47	19	20	10	1	0	0	3		

1 As more than one decision can be made for a particular access application, each decision is recorded.

2 A personal information application is an application by an individual under GIPA to access personal information (as defined in Clause 4 of Schedule 4 to the Act).



Appendix 5: Access to government information

Table 29: Invalid GIPA Act applications

Reason for invalidity	No. of applications	% of total
Application does not comply with formal requirements (section 41 of the Act)	153	100
Application is for excluded information of the agency (section 43 of the Act)	0	0
Application contravenes restraint order (section 110 of the Act)	0	0
Total number of invalid applications received	153	100
Invalid applications that subsequently became valid applications	138	90

Table 30: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of GIPA Act

	No. of times consideration used ¹	% of total
Overriding secrecy laws	0	0
Cabinet information	2	33
Executive Council information	0	0
Contempt	0	0
Legal professional privilege	3	50
Excluded information	1	17
Documents affecting law enforcement and public safety	0	0
Transport safety	0	0
Adoption	0	0
Care and protection of children	0	0
Ministerial Code of Conduct	0	0
Aboriginal and environmental heritage	0	0
Total	6	

1 When more than one public interest consideration applies to a particular access application, each consideration is recorded.

Table 31: Other public interest considerations against disclosure: matters listed in table to section 14 of GIPA Act

	No. of times consideration used ¹	% of total
Responsible and effective government	11	2
Law enforcement and security	4	1
Individual rights, judicial processes and natural justice	551	94
Business interests of agencies and other persons	20	3
Environment, culture, economy and general matters	0	0
Secrecy provisions	0	0
Exempt documents under interstate Freedom of Information legislation	0	0
Total	586	

1 When more than one public interest consideration applies to a particular access application, each consideration is recorded.

Table 32: Timeliness of GIPA Act decisions

	No. of applications	% of total
Decided within the statutory timeframe (20 days plus any extensions)	1,459	99%
Decided after 35 days (by agreement with applicant)	18	1%
Not decided within time (deemed refusal)	0	0%
Total	1,477	

Table 33: Number of applications reviewed under Part 5 of the GIPA Act by type of review and outcome

	Decision varied	Decision upheld	Total	% of total
Internal review	5	8	13	54
Review by Information Commissioner ¹	5	4	9	38
Internal review following recommendation under section 93 of the Act	0	0	0	0
Review by the NSW Civil and Administrative Tribunal	0	0	2 (both withdrawn)	8
Total	10	12	24	
% of Total	45	55		

1 The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data provided indicates the Information Commissioner has made a recommendation to vary or uphold the original decision.

Table 34: Applications for review under Part 5 of the GIPA Act by type of applicant

	No. of applications for review	% of total
Applications by access applicants	19	79
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	5	21
Total	24	

Table 35: GIPA Act applications transferred to other agencies

	No. of applications transferred	% of total
Agency-initiated transfers	13	93
Applicant-initiated transfers	1	7
Total	14	100

9.6

Appendix 6:
Overseas travel

Table 36: Overseas travel – paid or partially paid for by Roads and Maritime

Position	Countries/cities visited	Purpose of visit	Part or all costs met by Roads and Maritime
Manager, Design Review and Special Projects	Auckland, New Zealand	Austroroads Road Design Task Force meeting	All costs met by Roads and Maritime
Manager, Traffic Systems Application	California, USA	International Standards Organisation Technical Committee meeting	All costs met by Roads and Maritime
Leader, Network and Corridor Planning	Auckland, New Zealand	Institute of Professional Engineers New Zealand (IPENZ) Transport Conference	Part cost met by Roads and Maritime
Chief Executive	Seoul, Korea and Singapore	25th World Road Association World Road Congress (Seoul) and the Bus Industry Confederation National Conference (Singapore)	Part cost met by Roads and Maritime
Chief Operating Officer	Singapore, United Kingdom and Austria	Investigate Singapore's multi-lane free flow tolling, meet with tolling technology provider in Kapsch in Vienna to gain assurance on delivery of tolling technology for major road projects, and collaborate with Highways England as part of the Asset Maintenance Transformation and Smart Motorways projects	All costs met by Roads and Maritime
Principal Manager, Compliance Systems	Amsterdam, The Netherlands	Intertraffic (Amsterdam) Conference	Part cost met by Roads and Maritime
Manager, Investigations	San Diego, USA	Present at the International Boating and Water Safety Summit 2016	All costs met by Roads and Maritime
Bitumen Inspector	Papua New Guinea	Test and calibrate bitumen sprayers on a fee-for-service basis	Part cost met by Roads and Maritime
Pavement Technologist	England, France, Germany and Czech Republic	2016 Australian Asphalt Pavement Association study tour to Europe	All costs met by Roads and Maritime
Environment Officer	North Carolina, USA	International Conference on Ecology and Transportation	Part cost met by Roads and Maritime



Appendix 7: Legal change

Acts and subordinate legislation affecting Roads and Maritime

Minister for Transport and Infrastructure

Passenger Transport Act 1990

Passenger Transport (Drug and Alcohol Testing) Regulation 2010

Passenger Transport Regulation 2007

Passenger Transport Act 2014

Passenger Transport Regulation 2014

Minister for Roads, Maritime and Freight

City of Sydney Act 1988

(Part 4A and Schedule 2, jointly with the Minister for Transport; remainder, the Minister for Local Government)

Driving Instructors Act 1992

Driving Instructors Regulation 2009

Heavy Vehicle (Adoption of National Law) Act 2013

Heavy Vehicle (Adoption of National Law) Regulation 2013

Heavy Vehicle National Law (NSW)

Heavy Vehicle (Fatigue Management) National Regulation (NSW)

Heavy Vehicle (General) National Regulation (NSW)

Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW)

Heavy Vehicle (Transitional) National Regulation (NSW)

Heavy Vehicle (Vehicle Standards) National Regulation (NSW)

Marine Pollution Act 2012

Marine Pollution Regulation 2014

Marine Safety Act 1998

Marine Safety (General) Regulation 2009

Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001

Maritime Services Act 1935

Management of Waters and Waterside Lands Regulations - NSW

Port Authority - Land Traffic Control Regulations - NSW

Motor Vehicles Taxation Act 1988

Motor Vehicles Taxation Regulation 2008

Photo Card Act 2005

Photo Card Regulation 2014

Ports and Maritime Administration Act 1995

Ports and Maritime Administration Regulation 2012

Recreation Vehicles Act 1983

(Parts 4 and 6 - remainder, the Minister for the Environment)



Appendix 7: Legal change

Minister for Roads, Maritime and Freight

Road Transport Act 2013

Road Rules 2014

Road Transport (Driver Licensing) Regulation 2008

Road Transport (General) Regulation 2013

Road Transport (Mass, Loading and Access) Regulation 2005

(until 01.09.2015 when it was replaced by amendments to the Road Transport (General) Regulation 2013)

Road Transport (Vehicle Registration) Regulation 2007

Roads Act 1993

(except parts, jointly the Minister for the Environment, parts, the Minister for Local Government, and parts, the Minister of Natural Resources, Lands and Water)

Roads Regulation 2008

Sydney Harbour Tunnel (Private Joint Venture) Act 1987

Tow Truck Industry Act 1998

Tow Truck Industry Regulation 2008

Transport Administration Act 1988

Part 4A, Divisions 1 to 3, so far as it relates to Roads and Maritime Services, Part 6, and so much of the Act as relates to Roads and Maritime Services (remainder, the Minister for Transport and Infrastructure)

Transport Administration (General) Regulation 2013

(provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight)

Transport Administration (Staff) Regulation 2012

(provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight)

New and amended subordinate legislation affecting Roads and Maritime in the Minister for Transport and Infrastructure's portfolio

- Passenger Transport Amendment (Hire Cars in Rural Areas) Regulation 2015 (2015-477)
- Passenger Transport Amendment (Disclosure of Information) Regulation 2015 (2015 No 611)
- Passenger Transport Amendment (Transitional Appointments of Authorised Officers) Regulation 2015 (2015 No 639)
- Passenger Transport Amendment (Taxis and Hire Cars) Regulation 2015 (2015 No 822)
- Passenger Transport Amendment (Driver Indemnification) Regulation 2016 (2016 No 166)

New and amended Acts in the Minister for Roads, Maritime and Freight's portfolio

- *Statute Law (Miscellaneous Provisions) Act 2015* (2015 No 15)
- *Marine Safety Act 1998* (Act 1998 No 121) (Comm. Proclamation 2015-444)
- *Regulatory Reform and Other Legislative Repeals Act 2015* (No 48)
- *Crimes Amendment (Off-road Fatal Accidents) Act 2015* (No 61)
- *State Revenue Legislation Amendment Act 2015* (No 65)
- *Statute Law (Miscellaneous Provisions) Act (No 2) 2015* (No 58)
- *Fines Amendment Act 2016* (Act 2016 No 13) (Comm. Proclamation 2016-276)

Repealed Acts and subordinate legislation in the Minister for Roads, Maritime and Freight's portfolio during 2015-16¹

- Driving Instructors Amendment (Fees) Regulation 2015 (2015 No 217)
- Management of Waters and Waterside Lands Amendment (Fees) Regulation 2015 (2015 No 220)
- Marine Safety (General) Amendment (Fees) Regulation 2015 (2015 No 221)
- Photo Card Amendment (Fees and Penalty Notices Offences) Regulation 2015 (2015 No 222)
- Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2015 (2015 No 225)
- Roads Amendment (Penalty Notice Offences) Regulation 2015 (2015 No 226)
- Tow Truck Industry Amendment (Fees) Regulation 2015 (2015 No 227)
- Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2015 (2015 No 326)
- Ports and Maritime Administration Amendment (Wharf Access) Regulation 2015 (2015-447)
- Road Transport (General) Amendment (Mass, Loading and Access) Regulation 2015 (2015-449)
- Transport Administration (General) Amendment (WestConnex Delivery Authority) Regulation 2015 (2015-569)
- Road Transport (Driver Licensing) Amendment (Interlock Driver Licences) Regulation 2015 (2015 No 624)
- Road Transport (General) Amendment (Charles Stuart University) Regulation 2015 (2015 No 625)
- Road Transport (General) Amendment (TAFE Commission) Regulation 2015 (2015 No 626)
- Road Transport (Vehicle Registration) Amendment (Auxiliary Number-Plates) Regulation 2015 (2015 No 628)
- Road Transport Legislation Amendment (Release of Stored Photographs) Regulation 2015 (2015 No 627)
- Road Transport (Vehicle Registration) Amendment (Law Revision) Regulation 2015 (2015 No 674)
- Road Transport (General) Amendment (Parking at University of Western Sydney) Regulation 2015 (2015 No 720)
- Road Amendment (Approved Motor Bike Helmet) Rule 2015 (2015 No 752)
- Road Transport (Driver Licensing) Amendment (Demerit Points for Mobile Phone Offences) Regulation 2015 (2015 No 753)
- Heavy Vehicle National Amendment Regulation (2015 No 824)
- Road Amendment (Hire Cars) Rule 2015 (2015 No 823)
- Road Transport (Vehicle Registration) Amendment (Vehicle Standards) Regulation 2016 (2016 No 48)

¹ Excludes amendment Acts repealed under section 30C of the *Interpretation Act 1987*.



Appendix 7: Legal change

- Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2016 (2016 No 56)
- Road Transport (General) Amendment (Authorised Officers) Regulation 2016 (2016 No 106)
- Road Transport Legislation Amendment (Bicycle Riders) Regulation 2016 (2016 No 107)
- Heavy Vehicle (General) National Amendment Regulation (2016 No 261)
- Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2015 (2015 No 326)
- Ports and Maritime Administration Amendment (Wharf Access) Regulation 2015 (2015-447)
- Road Transport (General) Amendment (Mass, Loading and Access) Regulation 2015 (2015-449)
- Transport Administration (General) Amendment (WestConnex Delivery Authority) Regulation 2015 (2015-569)
- Road Transport (Driver Licensing) Amendment (Interlock Driver Licences) Regulation 2015 (2015 No 624)
- Road Transport (General) Amendment (Charles Stuart University) Regulation 2015 (2015 No 625)
- Road Transport (General) Amendment (TAFE Commission) Regulation 2015 (2015 No 626)
- Road Transport (Vehicle Registration) Amendment (Auxiliary Number-Plates) Regulation 2015 (2015 No 628)
- Road Transport Legislation Amendment (Release of Stored Photographs) Regulation 2015 (2015 No 627)
- *Regulatory Reform and Other Legislative Repeals Act 2015* (No 48)
- Road Transport (Vehicle Registration) Amendment (Law Revision) Regulation 2015 (2015 No 674)
- *Crimes Amendment (Off-road Fatal Accidents) Act 2015* (No 61)
- *State Revenue Legislation Amendment Act 2015* (No 65)
- Road Transport (General) Amendment (Parking at University of Western Sydney) Regulation 2015 (2015 No 720)

New and amending subordinate legislation in the Minister for Roads, Maritime and Freight's portfolio

(Subordinate legislation made during 2015-16)

- Driving Instructors Amendment (Fees) Regulation 2015 (2015 No 217)
- Management of Waters and Waterside Lands Amendment (Fees) Regulation 2015 (2015 No 220)
- Marine Safety (General) Amendment (Fees) Regulation 2015 (2015 No 221)
- Photo Card Amendment (Fees and Penalty Notices Offences) Regulation 2015 (2015 No 222)
- Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2015 (2015 No 225)
- Roads Amendment (Penalty Notice Offences) Regulation 2015 (2015 No 226)
- Tow Truck Industry Amendment (Fees) Regulation 2015 (2015 No 227)

- Road Amendment (Approved Motor Bike Helmet) Rule 2015 (2015 No 752)
- Road Transport (Driver Licensing) Amendment (Demerit Points for Mobile Phone Offences) Regulation 2015 (2015 No 753)
- Heavy Vehicle National Amendment Regulation (2015 No 824)
- Road Amendment (Hire Cars) Rule 2015 (2015 No 823)
- *Statute Law (Miscellaneous Provisions) Act (No 2) 2015* (No 58)
- Road Transport (Vehicle Registration) Amendment (Vehicle Standards) Regulation 2016 (2016 No 48)
- Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2016 (2016 No 56)
- Road Transport (General) Amendment (Authorised Officers) Regulation 2016 (2016 No 106)
- Road Transport Legislation Amendment (Bicycle Riders) Regulation 2016 (2016 No 107)
- Heavy Vehicle (General) National Amendment Regulation (2016 No 261)
- *Fines Amendment Act 2016* (Act 2016 No 13)
(Comm. Proclamation 2016-276)

Significant judicial decisions

Roads and Maritime Services v Zraika [2016] NSWCA 51

Decision of Gleeson JA, Leeming JA and Simpson JA 22 March 2016

NSW Court of Appeal

Sharif Zraika commenced proceedings against Roads and Maritime following a motor vehicle accident on 16 November 2002. Mr Zraika was a foetus of approximately 25 weeks gestation in utero of Halima Zraika, the front seat passenger in the motor vehicle that collided with a second vehicle while exiting a shopping complex on Woodville Road, Villawood.

Mr Zraika sued various parties, including Ms Walsh (the driver of the second vehicle involved), Roads and Maritime as having traffic management powers over Woodville Road and Bankstown Council as the consent authority for the shopping complex.

The Supreme Court heard the matter in June 2014. On 30 April 2015, Justice Campbell gave his decision by finding three respondents negligent, apportioning liability at 25 per cent to each of Roads and Maritime and Bankstown City Council and 50 per cent to Ms Walsh. The Court found that Roads and Maritime was negligent in not installing a second 'all traffic left sign' at the intersection.

Roads and Maritime and Bankstown City Council appealed the decision on the basis that the Supreme Court did not properly decide the matter on causation and the statutory defences in the *Civil Liability Act 2002* (CL Act). Damages were agreed with Mr Zraika and an interim payment made with agreement between the defendants to repay the interim payment pending the outcome of the appeal.



Appendix 7: Legal change

The Appeal was heard in February 2016. The Court handed down its judgment on 22 March 2016, unanimously allowing Roads and Maritime's appeal and overturning the decision of the Supreme Court. The Court found that the statutory defence in the CL Act applied as a complete defence, as the power to install an 'all traffic left sign' was a 'special statutory power' within the meaning of the CL Act and Roads and Maritime's actions in not installing it until after the accident were not unreasonable.

Nolan v Kreidies Management Group Pty Ltd [2016] NSWSC 177

Decision of Adams J, 8 March 2016

NSW Supreme Court

On 1 November 2012 the load of a B-Double combination carrying scrap steel struck the Marsh Street entrance to the M5 Tunnel causing extensive damage to the tunnel infrastructure. The operator was identified as Kreidies Management Group Pty Ltd. The scrap steel was loaded onto the combination by Delta Pty Ltd. SIMS Metal Management Ltd purchased the scrap steel from Delta Pty Ltd and arranged for the transport.

Roads and Maritime commenced prosecution proceedings in the Supreme Court on 31 October 2014 against Kreidies Management Group Pty Ltd, SIMS Metal Management Ltd and Delta Pty Ltd for breach of a dimension requirement under section 56 of the *Road Transport (General) Act 2005* and sought an order for compensation for the damage caused as a consequence of the offence. The repair costs totalled \$222,000.

SIMS Metal Management Ltd and Delta Pty Ltd entered pleas of guilty and were sentenced in 2015 and ordered to pay \$55,494.85 and \$66,593.85 respectively.

Kreidies Management Group Pty Ltd, the transport operator, entered a not guilty plea and a defended hearing was listed on 20 October 2015.

Kreidies was convicted on 8 March 2016 and fined \$7200. Kreidies were also ordered to pay to Roads and Maritime compensation in the amount of \$99,890.75 and prosecutor's costs of \$75,000.

Roads and Maritime Services v Rockdale City Council & Ors [2015] NSWSC 1844

Decision of Black J, 4 December 2015

NSW Supreme Court

In the 1950s, two parcels of land were acquired by the then Cumberland County Council and transferred to Rockdale City Council (Council), subject to two trusts. The trusts obliged Council to hold the parcels until they were needed for a County Road under the County of Cumberland Planning Scheme Ordinance and, when needed, to make such land available without cost to the Commissioner of Main Roads (now Roads and Maritime) or any other constructing authority.

In 2015 Roads and Maritime requested that Council make available at no cost parts of the two parcels temporarily for construction purposes (by lease) and other parts of the parcels for permanent road purposes (by transfer) pursuant to the trusts. The land was needed to widen Marsh Street, Arncliffe (near Sydney Airport) and for the midway tunnelling construction compound site for the WestConnex New M5 project.

The Council refused to make the land available at no cost, based on:

- its interpretation of the trusts
- because it asserted it was not allowed to do so under the *Local Government Act 1993* (NSW) (LG Act) (which constrains Councils' abilities to deal with land classified as community land, which the parcels were).

Roads and Maritime commenced NSW Supreme Court proceedings seeking orders enforcing the trusts.

On 4 December 2015, Justice Black handed down judgment in Roads and Maritime's favour. The Court held that the LG Act did not stop Council from complying with the trusts, and that the terms of the trusts required the land be made available as required at no cost. His Honour held that Roads and Maritime could require all or any part of the two parcels of land, either temporarily or permanently, for road and/or ancillary road purposes (such as construction compounds).

Community Action for Windsor Bridge Inc V NSW Roads and Maritime Services & Anor [2015] NSWLEC 167

**Decision of Brereton AJ,
27 October 2015**

Land and Environment Court of NSW

On 20 December 2013, the Minister for Planning and Infrastructure granted conditional approval under section 115ZB of the *Environmental Planning and Assessment Act 1979* to Roads and Maritime for the Windsor Bridge replacement project. An environmental impact statement had assessed the project as State significant infrastructure under Part 5.1 of the Act.

The approval included pre-construction conditions (B1-B8) which required certain matters to be satisfied before starting pre-construction and construction activities. Condition B1 requires Roads and Maritime to submit a strategic Conservation Management Plan (CMP) to the Director-General of Planning for approval. The CMP must identify the heritage value of Thompson Square, develop heritage design principles for the project to retain the heritage significance of Thompson Square, specify mitigation measures for Thompson Square and provide for changes to the detailed design of the project to mitigate heritage impacts.

In March 2014 the applicant brought proceedings challenging the validity of the approval, claiming:

- the Approval lacked finality and certainty because conditions B1 to B8 required certain design changes but deferred consideration of these to other officials, instead of the Minister considering these before granting the approval
- the Minister failed to take into account as a relevant consideration the cultural heritage impact of the project
- the Minister's decision to approve the project was manifestly unreasonable.

His Honour held that the approval was valid for the following reasons:

- State significant infrastructure may be designed and approved with considerable generality and flexibility. It was neither possible nor desirable that every aspect of a project be determined prior to approval. It is appropriate to defer some matters of detail for determination by others, and the detailed design of a project can be varied within the boundaries set of the approval.
- Condition B1 allowed for variations of detailed design within the outer parameters of the project as approved and so the approval was not uncertain or lacking finality.
- The Minister had not failed to appreciate or take into account the adverse heritage impacts of the project.
- The Minister's decision to impose pre construction conditions, requiring further heritage assessment and measures to minimise adverse heritage impacts (including further refinements to design), was one of the rational decisions open to the Minister, and not unreasonable in the legal sense.



Appendix 8: Reporting of contracts with private sector entities

Under Part 3 of the *Government Information (Public Access) Act 2009 (GIPA Act)*, Roads and Maritime is required to maintain a register of government contracts that records information about each government contract to which Roads and Maritime is a party that has, or is likely to have, a value of \$150,000 (GST inclusive) or more.

The Premier's Memorandum No 2007-01 mandates the disclosure of particular information about invitations to tender.

Roads and Maritime's government contracts register and tender disclosure information is available on the Office of Finance and Services' eTender website at tenders.nsw.gov.au.

Roads and Maritime also maintains a separate register of government contracts that is available on its website and available for view by class of contract.

9.9

Appendix 9: Public Interest Disclosures report to Minister

In accordance with Section 31 of the *Public Interest Disclosures Act 1994*, Roads and Maritime is supplying the following information (as stipulated by Clause 4 of Public Interest Disclosures Regulation 2011) to the Minister for Roads, Maritime and Freight and the Minister for Transport. The Act came into effect on 1 January 2012 and the reporting period for this report is 1 July 2015 to 30 June 2016.

On 1 January 2014, the following three categories of Public Interest Disclosures (PIDs) were established:

- Public Interest Disclosures made by public officials performing their day-to-day functions
- Public Interest Disclosures made under a statutory or other legal obligation
- all other Public Interest Disclosures.

Table 37: Public Interest Disclosures

	PIDs made by public officials performing their day-to-day functions	PIDs made under a statutory or other legal obligation	All other PIDs	Total PIDs 2015-16
Number of public officials who made PIDs directly	5	0	10	15
Number of PIDs received	5	0	11	16
Of PIDs received, number primarily about:				
Corrupt conduct	5	0	11	16
Maladministration	0	0	0	0
Serious and substantial waste	0	0	0	0
Government information contravention	0	0	0	0
Local government pecuniary interest contravention	0	0	0	0

In 2015-16 Roads and Maritime finalised 20 Public Interest Disclosures that have been received since 1 January 2012.

In accordance with section 6D of the *Public Interest Disclosures Act 1994*, Roads and Maritime has a Public Interest Disclosures internal reporting policy in place.

The Chief Executive of Roads and Maritime has taken action to meet employee awareness obligations under Section 6E (1) (b) of the *Public Interest Disclosures Act 1994*.

The actions taken include:

- providing a policy briefing to senior managers
- publishing a statement of commitment on the agency's intranet site
- Public Interest Disclosure posters displayed in the workplace

- online Public Interest Disclosure reporting form established on the intranet
- reinforcement of Public Interest Disclosure reporting processes in 'One RMS News' and employees provided with a link to NSW Ombudsman's e-learning module
- information on Public Interest Disclosures is included in the Code of Conduct e-learning module completed by all new employees and is discussed at the face-to-face 'on boarding' day.
- Public Interest Disclosure incorporated in the Fraud and Corruption Prevention training provided by the Corruption Prevention and Investigation Section. During the year 21 training sessions were given at various locations around the state.



Appendix 10: Privacy Management Plan

Roads and Maritime updated its Privacy Management Plan in 2016.

The plan includes: information about the development of policies and practices to ensure the agency complies with the requirements of the *Privacy and Personal Information Protection Act 1998* (PPIP Act) and the *Health Records and Information Privacy Act 2002* (HRIP Act); the communication of those policies and practices to persons within Roads and Maritime; the procedures that the agency adopts in relation to any internal review under Part 5 of the PPIP Act; and other matters as are considered relevant by Roads and Maritime in relation to privacy and the protection of personal information held by the agency.

The plan is available on the Roads and Maritime website.

Roads and Maritime, along with the other agencies in the Transport cluster, has been working towards creating greater consistency in the management of personal information to achieve the best possible results for customers and the community.

This work is demonstrated in the review and development of the privacy management plans for transport agencies. The new plans are designed to provide the highest standard of information about compliance with the information protection and health records principles in the PPIP and HRIP Acts.

Roads and Maritime has published an updated Privacy Management Plan in 2016.

Questions, compliments or complaints about the management of personal and health information should be initially directed to the Privacy Officer at Transport for NSW, who will direct the inquiry to Roads and Maritime.

Post: The Privacy Officer
Information & Privacy Unit
Transport for NSW
PO Box K659
Haymarket NSW 1240

Phone: 02 8202 3768

Email: privacy@transport.nsw.gov.au

Privacy reviews

During 2015–16 Roads and Maritime conducted three internal reviews about conduct relating to the use, access or release of personal and/or health information. The internal reviews determined that no breaches had taken place.



Appendix 11: Multicultural policies and services

Roads and Maritime is committed to providing high quality service and support for the entire community, including those members from diverse cultural, linguistic and religious backgrounds.

Roads and Maritime has collaborated with Transport for NSW on a set of cluster-wide multicultural policies. These policies outline how the Transport cluster will respond to the government's multicultural objectives and incorporate multicultural principles into processes and systems.

Core objectives

Transport for NSW has identified five key objectives to enable us to meet our multicultural commitment:

1. able to confidently use transport services
2. able to equitably access transport services and information
3. satisfied with the quality of communications and cultural sensitivity of transport service and program delivery
4. able to have their views and concerns heard on policy and program development and service delivery
5. embed multicultural activity as a core function of the transport agencies.

Multicultural business practices

Roads and Maritime is represented at the cluster-wide steering committee to develop clear strategic drivers for implementing the principles of multiculturalism in core business practices across the Transport cluster. The Culturally and Linguistically Diverse Employee Resource Groups have been established with the aim of providing employees in the Transport cluster with the opportunity to provide input into policy and program development and service delivery.

Multicultural workplace events

Roads and Maritime continues to promote the principles of multiculturalism at all levels through internal communication, attendance at events and through community consultation sessions. Roads and Maritime held Harmony Day events across the State and carried out an employee poster campaign, which promoted the principles of multiculturalism to all employees. Posters were placed at employee entry and exit points, as well as the kitchens in all Roads and Maritime offices across the State. Flexible work practices enable employees to observe religious obligations and space is made available for religious observance in the majority of work locations.



Appendix 11: Multicultural policies and services

Community Language Allowance Scheme

Roads and Maritime has a Community Language Allowance Scheme aimed at encouraging and rewarding frontline employees who use their linguistic skills in service delivery. As part of the Roads and Maritime workforce speaks a language other than English as a first language, the organisation seeks to use this language and cultural diversity to provide a unique opportunity to enhance our multicultural service capabilities.

Interpreter and translator services

Roads and Maritime has a strong commitment to reducing barriers for people from culturally and linguistically diverse backgrounds. Several Roads and Maritime publications are translated into commonly used languages. These publications reflect the visual identity of people from different backgrounds. The Translating and Interpreting Service for non-English speakers is promoted clearly on the **transportnsw.info** website. Customers can call 131 500 and ask for an interpreter. Roads and Maritime's employee induction includes training on the multicultural values of our customers and the differing needs of our customers. Roads and Maritime also values the skills of employees with cultural and linguistic skills and has a register of employees with linguistic skills to assist in operational and customer service delivery.



Appendix 12: Disability Action Plan

Roads and Maritime is implementing initiatives to support objectives contained in the Transport for NSW Disability Action Plan 2012-2017.

The aims of the Disability Action Plan are to:

- eliminate, as far as practicable, direct and indirect discrimination in the provision of transport services to NSW residents and visitors
- reduce transport disadvantage experienced by people with a disability
- inform public transport planning and infrastructure development to ensure that compliance with the *Disability Discrimination Act* standards are met or exceeded within agreed timeframes
- provide better customer support and information services for people with a disability
- provide leadership in the development and implementation of initiatives that contribute towards inclusive environments, in partnership with other NSW Government agencies and local councils
- become an employer of choice for people with a disability.

To achieve these aims, the Disability Action Plan has six key outcome areas:

1. building an accessible transport network
2. reducing transport disadvantage
3. improving the journey experience of people with a disability
4. enhancing customer insight and engagement of people with a disability or limited mobility
5. supporting accessibility through partnerships
6. increasing employment opportunities for people with a disability in Transport for NSW agencies.

In 2015-16 Roads and Maritime contributed to the Disability Action Plan key outcomes by:

- developing road design standards to allow bus routes to cater for low floor buses where practical
- reviewing road network standards and signage to improve accessibility, including access to emergency roadside telephones and rest areas
- working with local councils to enhance compliance and enforcement of the Mobility Parking Scheme permits to maintain the integrity of the scheme
- working with local councils to review taxi ranks in their area to determine rank accessibility, and identify areas where improvements can be made
- providing enrolment training modules for Wheelchair Accessible Taxis Service to inform taxi drivers on appropriate arrangements for people with a disability
- continuing to license certifiers with the appropriate skills and experience to ensure the safety of vehicle occupants and other road users in relation to vehicles modified for drivers with a disability
- continuing to ensure that all commuter wharf upgrades review disability access requirements and that the upgrades are disability compliant where practical.

9.13 Appendix 13: Waterways Fund

Financial overview

Roads and Maritime administers the Waterways Fund, which was established under section 42 of the *Ports and Maritime Administration Act 1995*.

It accounts for all revenues and expenditures associated with the boating safety, maritime property management and infrastructure functions delivered in accordance with NSW marine legislation. An independently chaired Waterways Fund Management Committee provides oversight of the integrity and transparency of the Waterways Fund and provides advice to the Chief Executive as part of the Roads and Maritime governance framework.

The Waterways Fund is subject to financial controls and monitoring to ensure the Fund receives all revenue payable to it and that expenses met by the fund accord with the governing legislation.

The main sources of revenue are from maritime property, boat driver licensing, vessel registrations, mooring fees and commercial vessel fees for National Certificates of Survey, Operation and Competency.

The operating and capital costs of the fund are incurred in delivering safety, education and compliance services to the boating public and improved maritime infrastructure.

During 2015-16 Transport for NSW provided the maritime and boating strategic policy agenda and Roads and Maritime delivered safety and education services and programs.

Information relating to the Waterways Fund is aggregated within the broader Roads and Maritime Financial Statements contained within this Annual Report. The following provides summary information on Waterways Fund revenue and expenditure during 2015-16.

Building works and infrastructure upgrades

The Sydney Harbour Wharves Upgrade Program continued in 2015-16 at a cost of \$21.3 million. The remaining \$11.2 million included the Rozelle office refurbishment, Rose Bay seaplane terminal, Circular Quay ticket booth and other minor works.

Figure 6: Waterways Fund revenue 2015-16

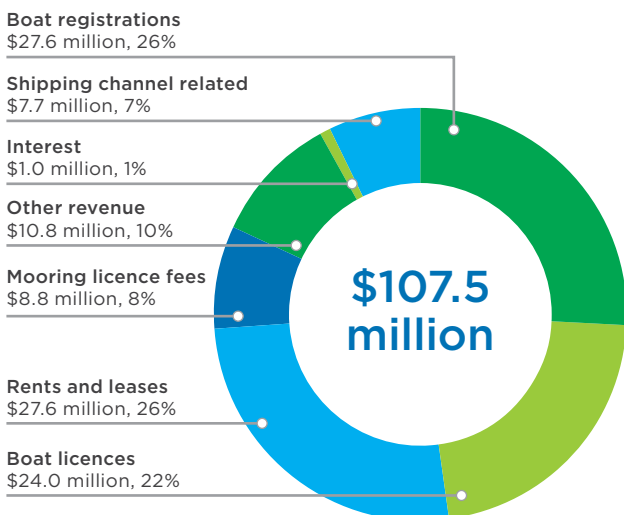
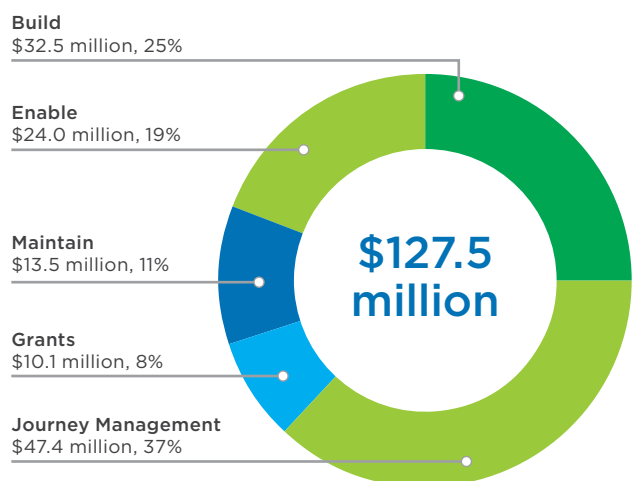


Figure 7: Waterways Fund expenditure 2015-16



Journey management and operations

Journey management represents the largest portion of Waterways Fund expenditure. It includes the operations of the Maritime Division, which are focused on core boating safety, education and compliance, mooring and aquatic event management, marine pollution preparedness and response, commercial vessel survey and certification functions, and broader Roads and Maritime customer service (\$39.8 million).

Journey management expenditure also includes functions delivered by Transport for NSW's Freight, Strategy and Planning Division (\$7.6 million). This division delivers port safety management and marine pollution strategic capability and policy functions for NSW.

Asset maintenance

Roads and Maritime maintains maritime assets including property, wharves and navigation aids to benefit our customers and the users of the ferry network. In addition, there is the maintenance of the patrol vessel fleet, which is instrumental in the delivery of boating safety. The total investment in maintenance over 2015-16 was \$13.5 million.

Enabling functions and property

Enabling functions support every part of the agency, including those connected to the property portfolio and information management and technology. In 2015-16 direct expenditure comprised:

- \$12.8 million on administration and management of the maritime property portfolio, which is valued at more than \$1 billion and includes the beds of Sydney Harbour, Port Botany, Port Kembla and Port of Newcastle, and some adjoining lands

- \$4.6 million on vessel procurement
- \$3.2 million to support delivery of boat driver, aquatic and mooring licences and vessel registrations via the Government Licensing Service
- \$1.9 million for Wentworth point being costs incurred related to the pending sale
- \$1.4 million for minor premises improvements, pontoon jetties and smaller items.

Marine and boating grants

Roads and Maritime provides grants to support recreational boating infrastructure, safe navigation and volunteer marine rescue services. Grants paid in 2015-16 of \$10.1 million included:

- \$1.8 million for the Better Boating Program to support local councils deliver boat ramps and other boating infrastructure
- \$4.1 million for the NSW Boating Now Program (introduced to replace the previously successful Better Boating Program)
- \$1.6 million to Marine Rescue NSW to support its operations
- \$1.1 million to the Australian Maritime Safety Authority
- \$0.9 million for the administering of boating infrastructure grants
- \$0.6 million for boating infrastructure special grants to fund new infrastructure in Pittwater and Coffs Harbour.

Roads and Maritime also collected a contribution on behalf of Marine Rescue NSW as part of boat licences and vessel registrations. In 2015-16 Roads and Maritime forwarded \$6 million to the Ministry of Police and Emergency Services for the funding of Marine Rescue NSW.

9.14 Appendix 14: Land disposal

We own property for operational and infrastructure purposes and acquire property for the construction of road and maritime assets. Properties that are surplus to requirements are disposed of in accordance with NSW Government policy. Proceeds from property sales are used to support road safety initiatives and support and improve the State's road and maritime infrastructure.

In 2015-16 contracts were brought to account for the sale of 96 properties for a total value of \$44.9 million (exclusive of GST). Of these, 13 properties were valued at more than \$500,000 each totalling to a value of \$34.14 million.

The properties listed in Table 38 were offered for sale by a publicly contestable process (Public Auction, Public Tender or a call for Expressions of Interest).

No properties were sold to people with a family or business connection to the person responsible for approving the disposal. Access to documents relating to the disposal of properties is available under the *Government Information (Public Access) Act 2009*.

Table 38: Major land disposals in 2015-16

Property	Total (\$'m)
2 Burley Street, Lane Cove North	21.10
63-65 Cosgrove Road, Enfield	3.75
Off Limekilns Road, Kelso	1.60
43 Brunswick Way, Billinudgel	1.26
507 The Entrance Road, Erina Heights	1.25
11 North Street, Berry	0.81
239 New England Hwy, Beresfield	0.72
612 The Entrance Road, Wamberal	0.67
Tamarind Drive, Tintenbar	0.66
Wanniti Road, Belrose	0.62
Harry/Thompson/Green Streets, Belmont	0.60
Warabrook Boulevard, Warabrook	0.55
10 Stewarts River Road, Johns River	0.55

9.15

Appendix 15: Accounts payment and grants

Funds granted to non-government community organisations

Table 39: Funds granted to non-government community organisations from 1 July 2015 to 30 June 2016

Division	Grant recipient	Grant	Program area	Project description	Target audience
Infrastructure Development	Wonnarua Nation Aboriginal Corporation	\$105,572	Freight and Regional Program Office	Cultural Heritage Offset Grant for the Hunter Expressway Project	Aboriginal cultural heritage
Corporate, Engagement and Planning	NSW Wildlife Council	\$50,000	Biodiversity	Support program for wildlife carers who help native fauna injured on roads. This grant payment covers a two year period	Regional communities and conservation groups
Maritime	Balmain Sailing Club	\$12,426	Better Boating Program	Installation of pontoons and access gangways at the Balmain Sailing Club to improve access to the water for boating	Recreational boating community
Maritime	Manning Landcare Inc (Friends of Brown Creek)	\$4,605	NSW Boating Now	Provision of a small craft launch site into the sheltered waters of Browns Creek for use by canoeist and kayakers	Recreational boating community

Payments to consultants

Roads and Maritime did not engage any consultants in 2015-16.

The NSW Government defines a consultant as a person or organisation 'engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management'. Roads and Maritime has adopted this definition in this annual report.



Appendix 15: Accounts payment and grants

Accounts payment performance

Payment of accounts for goods and services

In 2015-16 Roads and Maritime settled 98 per cent of supplier accounts on time, which is an improvement on the previous financial year of two per cent.

Accounts due or paid within each quarter

Table 40: Accounts due or paid within each quarter

Measure	September	December	March	June
All suppliers				
Number of accounts due for payment	26,817	26,781	21,153	28,258
Number of accounts paid on time	24,642	24,781	18,816	25,807
Actual percentage of accounts paid on time (based on number of accounts)	92	93	89	91
Dollar amount of accounts due for payment (\$'000)	1,359,390	1,307,395	1,190,193	1,623,917
Dollar amount of accounts paid on time (\$'000)	1,311,944	1,287,321	1,162,970	1,595,685
Actual percentage of accounts paid on time (based on \$)	97	98	98	98
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid on overdue accounts (\$'000)	0	0	0	0
Small business suppliers				
Number of accounts due for payment to small businesses	770	668	558	681
Number of accounts due to small businesses paid on time	769	668	558	681
Actual percentage of small business accounts paid on time (based on number of accounts)	100	100	100	100
Dollar amount of accounts due for payment to small businesses (\$'000)	3,186	2,015	1,852	2,248
Dollar amount of accounts due to small businesses paid on time (\$'000)	3,185	2,015	1,852	2,248
Actual percentage of small business accounts paid on time (based on \$)	100	100	100	100
Number of payments to small business for interest on overdue accounts	-	-	-	-
Interest paid to small businesses on overdue accounts (\$'000) ¹	0	0	0	0

¹ Rounded to zero as amount is less than \$1000.

Aged analysis at the end of each quarter

Table 41: Accounts payment analysis by quarter

Quarter	Current (i.e. within due date)	Less than 30 days overdue	Between 30 and 60 days overdue	Between 61 and 90 days overdue	More than 90 days overdue
All suppliers (\$'000)					
September	79,450	19,264	20,934	2,213	4,049
December	223,310	11,296	1,128	2,560	2,361
March	109,423	9,420	190	675	3,180
June ¹	24	36	18	8	24
Small business suppliers (\$'000)					
September	268	-	-	-	-
December	130	-	-	-	-
March	93	-	-	-	-
June	-	-	-	-	-

¹ All accounts due for payment at the end of the financial year were cleared to prepare for migration to a new enterprise planning system.

Credit card certification

I certify that credit card usage within Roads and Maritime Services for the financial year ending 30 June 2016 was in accordance with the Premier's Memoranda and Treasurer's Direction.



Ken Kanofski
Chief Executive
Roads and Maritime Services



Appendix 16: WestConnex Delivery Authority – 1 July to 30 September 2015

The WestConnex Delivery Authority (WDA), a public subsidiary corporation of Roads and Maritime Services constituted under section 55C of the *Transport Administration Act 1988*, was dissolved on 1 October 2015. Upon dissolution, the Authority's assets, rights and liabilities became the assets, rights and liabilities of Roads and Maritime Services. This appendix includes information relevant to the operation of WDA in the period prior to dissolution.

Roads and Maritime is now the Government client for the WestConnex motorway. In this capacity, Roads and Maritime has entered into a contractual arrangement with Sydney Motorway Corporation to design, build, own and operate the motorway on behalf of the NSW Government. Following the dissolution of the WDA, procurement and delivery functions were transferred to Sydney Motorway Corporation (SMC) Pty Ltd (ACN 601 507 591) and a number of Government functions were transferred to Roads and Maritime Services.

SMC is now responsible for the financing, delivery and operation of WestConnex. Roads and Maritime acts on behalf of the NSW Government to:

- commission WestConnex
- act as the proponent for planning approvals
- carry out property acquisition required for the project.

Comprehensive up-to-date information on the WestConnex project is accessible from www.westconnex.com.au.

Sydney Motorway Corporation (SMC)

Sydney Motorway Corporation Pty Ltd is a private company limited by shares and established by the NSW Government in August 2014 under the *Corporations Act 2001 (Cth)*.

SMC is governed by a majority independent Board appointed by its joint shareholders, the NSW Treasurer and the NSW Minister for Roads, Maritime and Freight on behalf of the State.

SMC has established a number of wholly-owned subsidiaries for the delivery and financing of each major WestConnex project.

About WestConnex

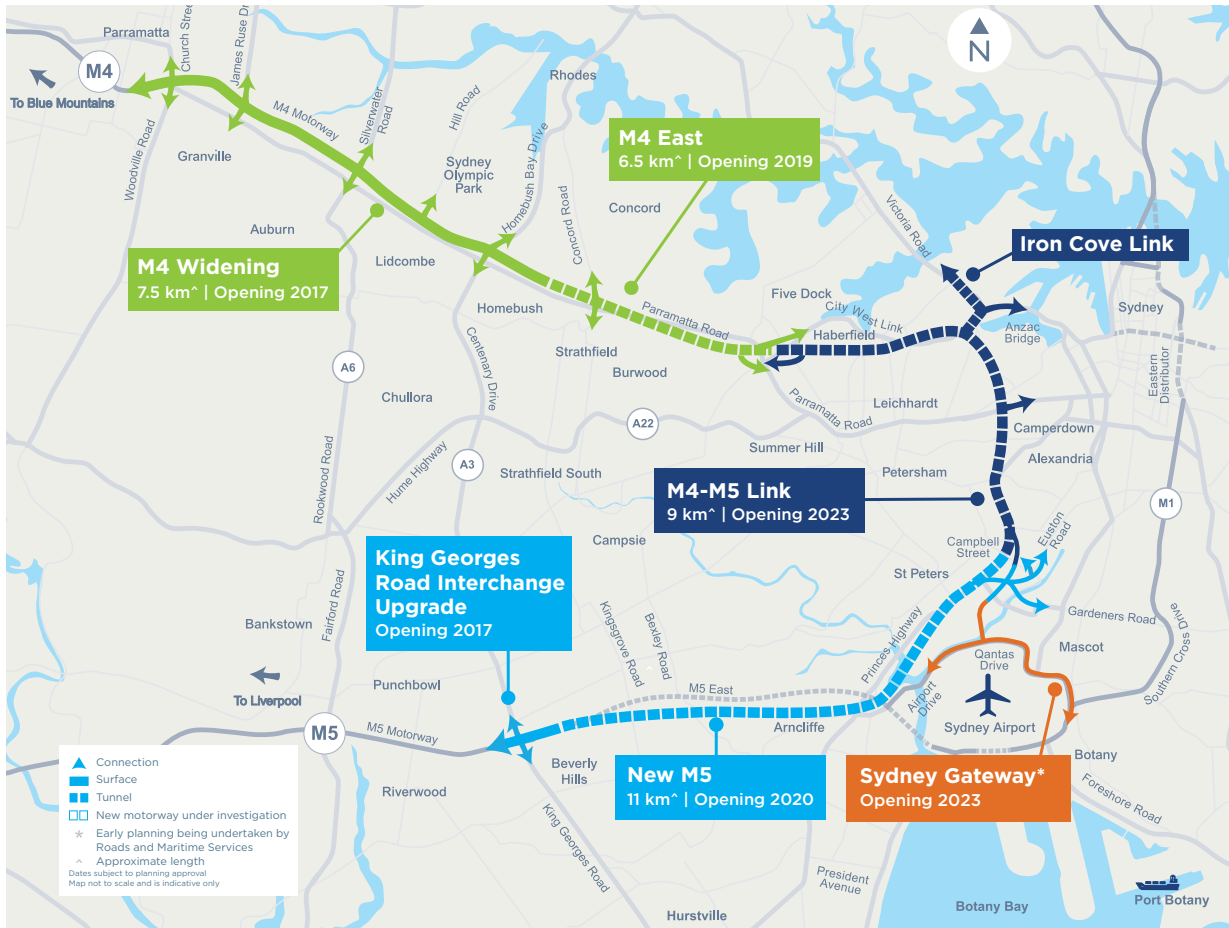
Up until 30 September 2015, WDA was responsible for delivering WestConnex. WestConnex is Australia's largest transport infrastructure project. It will generate more than 10,000 jobs during the construction phase, including more than 500 apprentices and trainees, and inject more than \$20 billion into the State's economy.

WestConnex is part of an integrated transport plan to keep Sydney moving – easing congestion, creating jobs and connecting communities. The new motorway will provide crucial support for Sydney's long-term economic and population growth. WestConnex will:

- widen the M4 between Parramatta and Homebush and extend it in underground tunnels between Homebush and Haberfield
- double road capacity along the M5 East corridor with the New M5 underground tunnels running between St Peters and Kingsgrove
- join these routes together via the M4–M5 Link tunnel to form a seamless motorway without traffic lights
- provide a western bypass of the Sydney central business district
- provide connections to the Western Harbour Tunnel and BeachesLink and the proposed motorway extension of the F6
- provide a connection to Sydney Airport and Port Botany via Sydney Gateway.

WestConnex is made up of six projects as shown below.

Figure 8: WestConnex indicative corridor

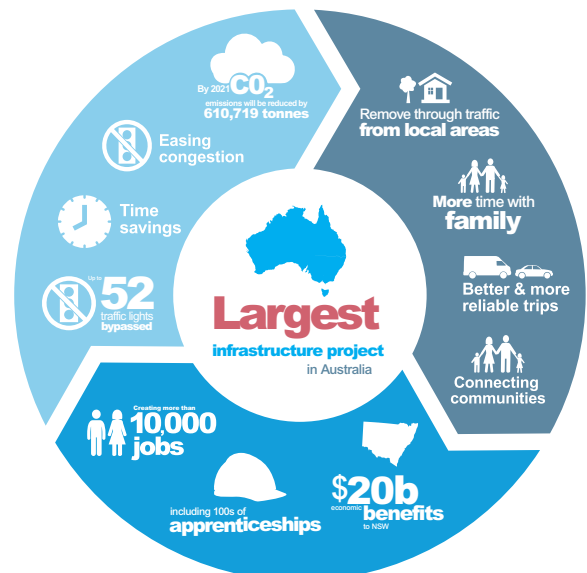


A crucial part of an integrated transport solution for Sydney

Since 2011, the NSW Government has undertaken a comprehensive review of the State's transport infrastructure and urban development needs.

The conclusions of this work are set out in the NSW Long Term Transport Master Plan 2012, NSW State Infrastructure Strategy 2012, NSW State Infrastructure Strategy Update 2014, NSW Freight and Ports Strategy and A Plan for Growing Sydney. All of these key strategies identify WestConnex as a key priority for a sustainable Sydney.

Key benefits

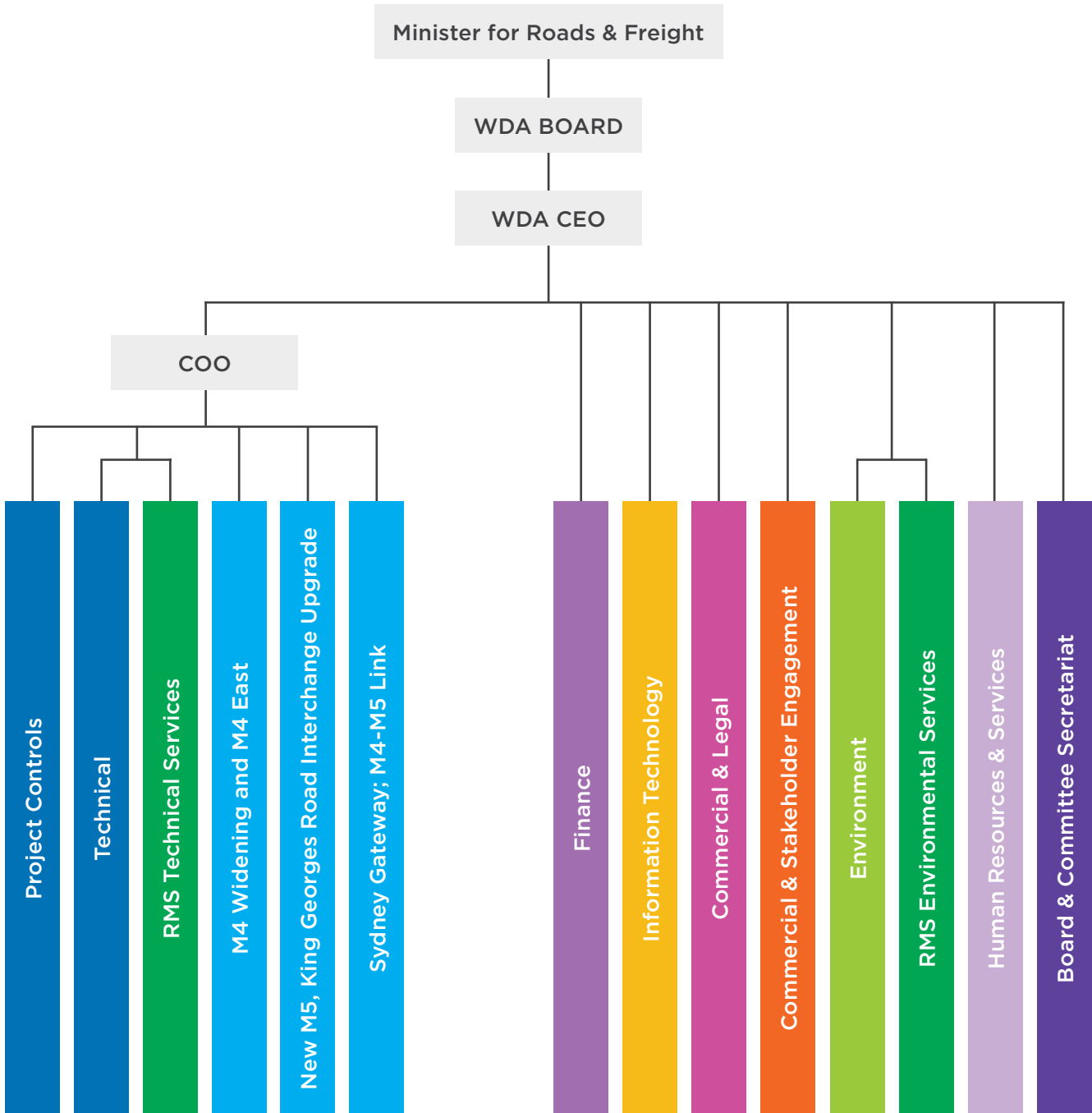


9.16

Appendix 16: WestConnex Delivery Authority - 1 July to 30 September 2015

WestConnex Delivery Authority organisational structure

Figure 9: WDA organisational structure 1 July - 30 September 2015



Changes in operation



In June 2015 the NSW Government took the opportunity to evolve the early governance model created to deliver WestConnex and began to transfer the project delivery functions of WDA to SMC.

The transfer continued during the reporting period and completed on 1 October 2015. After the transfer and dissolution of WDA, Roads and Maritime Services took responsibility for some key government agency functions as detailed at the start of this Appendix.

Changes to the WDA Board

In June 2015 with the commencement of the transfer of WDA functions to SMC, the WDA Board was reconfigured and reverted to an advisory Board to facilitate the transfer of functions to the SMC. The Board comprised Tim Reardon, in his capacity as Secretary of Transport for NSW, and Peter Duncan, in his capacity as the Chief Executive of Roads and Maritime.

Table 42: WDA advisory Board 1 July – 30 September 2015

Name	Particulars
 <p>Mr Peter Duncan AM Chief Executive Roads and Maritime Services</p>	<p>Peter Duncan was appointed to the WDA Board in his capacity as Chief Executive of Roads and Maritime Services.</p> <p>He has led the Department of Services, Technology and Administration, Forests NSW (a Public Trading Enterprise), and Centennial Parklands (a Government Trust). Peter was also previously Deputy Director General of the Department of Premier and Cabinet, and Director, Estate Management for the Olympic Coordination Authority.</p> <p>In 2015-16 his appointments included Chair of Austroads, and Director of Roads Australia.</p>
 <p>Mr Tim Reardon Secretary for Transport for NSW</p>	<p>Tim Reardon was appointed to the WDA Board in his capacity as Secretary for Transport for NSW.</p> <p>Tim was previously a Strategic Adviser in Deloitte Touche Tohmatsu's Economics and Infrastructure Advisory Group and he has extensive government and private sector experience in NSW, Queensland and overseas.</p> <p>Tim previously held senior roles in the Department of Transport as Director of Rail Policy, Manager of Transport Integration, and Senior Policy Adviser for Industry Reform. In Queensland, he was Executive Director of the Policy Division for the Department of Premier and Cabinet.</p>



Appendix 16: WestConnex Delivery Authority – 1 July to 30 September 2015

WestConnex senior executives

Dennis Cliche resigned as Chief Executive upon his appointment as Chief Executive Officer of SMC in August 2015. Peter Duncan replaced Dennis Cliche as Chief Executive of WDA.

Table 43: WDA senior executives 1 July – 30 September 2015

Name	Position held	Experience
Dennis Cliche	Chief Executive (1 July 2015 – August 2015)	<p>Dennis was previously Managing Director of ConnectEast, operator of Melbourne’s EastLink tollway where he led the company from early ramp up to steady state operations. He oversaw the company’s sale to eight pension funds and its subsequent delisting from the ASX. More recent activities included the refinancing of \$1.2b debt including an inaugural issue of Australian bonds.</p> <p>Prior to ConnectEast, Dennis was CEO of TransdevTSL, a joint venture company responsible for the Australian public transport operations of Transdev/Transfield Services including Yarra Trams, Shorelink Buses and Brisbane Ferries. He started his career with Air Liquide Canada and spent 22 years with the Air Liquide Group in a variety of executive and technical roles in Canada, France and Australia. His last role was Managing Director of Australia/New Zealand.</p> <p>Prior to joining WDA, he was also the Honorary Consul of Canada in Victoria, a Director of Roads Australia and was Chairman of the Transport Reform Network. He holds the Ordre National du Mérite from the French government.</p>
Peter Duncan	Chief Executive (August 2015 – 30 September 2015)	See Table 42.
Robert Rust	Chief Operating Officer (1 July 2015 – 30 September 2015)	<p>Robert has more than 20 years of experience in the area of privately financed projects with a focus on road, stadia, rail and power, including bidding and delivering projects such as Sydney Harbour Tunnel, Melbourne City Link and Melbourne Regional Fast Rail. He also ran bids for the Basslink Power Interconnector, the Melbourne Docklands Stadium and a number of rail projects.</p> <p>Prior to joining WDA, Robert spent five years as Chief Executive of Health Infrastructure, overseeing the planning, management and delivery of major capital works projects and sub-programs greater than \$10 million within the NSW Health Asset Acquisition Program, including their Public Private Partnership Program, which included Royal North Shore Hospital.</p>
Bill Hartnell	Chief Financial Officer (January 2015 – September 2015)	<p>Bill is a senior finance executive with extensive experience in the transport and infrastructure sectors. He has worked across the public and private sectors including for Qantas, Integral Energy and NSW Treasury.</p> <p>Key responsibilities have included capital management (investment and funding), management of major reforms and business planning.</p>
Ken Reynolds	Project Director, New M5 (March 2015 – September 2015)	<p>Ken has been involved with major projects and public private partnerships for most of his career including design, construction, operations and ownership (including concession financing) both in Australia and overseas.</p> <p>His experience includes Melbourne Citylink, the Clem7 tunnels, the new Darwin prison, the new Port Botany container wharf and a cable-stayed bridge at Ho Chi Minh City in Vietnam.</p> <p>Ken has held directorships and senior executive roles in a number of organisations including Baulderstone, Lend Lease and Transurban. Ken led the Transurban equity investment of the M7 Motorway and took up the initial Chief Executive position for the M7 Motorway.</p> <p>Ken holds a Bachelor of Civil Engineering from the University of Sydney.</p>

Name	Position held	Experience
Maryanne Graham	Acting Director Community and Stakeholder Relations (1 July 2015 - 30 September 2015)	<p>Maryanne has held senior executive and advisory roles with state and federal government agencies and publicly-listed companies for more than 19 years.</p> <p>She has also played a key role in major infrastructure projects including the Gold Coast Rapid Transit Project, Transfield Services Initial Public Offering, Walsh Bay Urban Renewal project, NSW Waratah Rail Project, Royal Newcastle Hospital Development and the franchising of Melbourne's Yarra Trams.</p> <p>Maryanne holds a Bachelor of Communication from the University of Newcastle and has extensive experience in the areas of corporate strategy, risk management, stakeholder engagement and issue management.</p>

Review of operations (1 July 2015 to September 2015)

WestConnex is being delivered in three stages over 10 years and has been designed to limit the number of property acquisitions and reduce the impact on local communities and the environment.

Stage 1

M4 Widening

The M4 Widening will widen the M4 Motorway to four lanes in each direction between Church Street, Parramatta and Homebush Bay Drive, Homebush. This section of the M4 is one of Sydney's most congested roads. The \$497 million widening to be completed in early 2017 will support 1,000 jobs on site and another 1,000 indirectly. During the reporting period, piling works and the excavation of the median strip started, the project's pre-cast yard was under construction and equipment was being tested ahead of the production of the first girders.

M4 East

The M4 East will extend the M4 Motorway from Homebush Bay Drive, Homebush to City West Link/Parramatta Road, Haberfield with two new tunnels, three lanes in each direction. The M4 East will generate more than 4,120 full time equivalent jobs per average year of construction.

The Environmental Impact Statement for the M4 East was on public exhibition for community comment for 55 days from 9 September 2015 receiving more than 4,000 submissions.

In August 2015 work commenced to relocate the Cintra Park hockey fields in Concord, to accommodate a major construction compound for the project. The new sporting facilities are at St Lukes Park, Concord, with work completed in 2016.



Appendix 16: WestConnex Delivery Authority – 1 July to 30 September 2015

Stage 2

New M5

The New M5 will double the capacity of the M5 East corridor with new twin tunnels running underground for nine kilometres between Kingsgrove and St Peters. It includes a major new interchange at St Peters.

The New M5 will generate more than 4,390 full time equivalent jobs per average year of construction.

In September 2015 the preferred design for the New M5 was announced with the Leighton Dragados Samsung Joint Venture as the preferred tenderer.

King Georges Road Interchange Upgrade

In June 2014, the federal government committed to a \$2 billion concessional loan to fast track the New M5. As a result, work on the King Georges Road Interchange upgrade began in July 2015, up to 18 months earlier than planned.

The Environmental Impact Statement for the project was approved in March 2015 and construction work started in July 2015. The project is on track for completion in early 2017.

M4-M5 Link

The M4-M5 Link will join the M4 East at Haberfield with the New M5 at St Peters with two new tunnels, three lanes in each direction. The preliminary design M4-M5 Link allows for interchanges at Rozelle and Camperdown.

Between 1 July 2015 and 30 September 2015, WDA prepared the business case for the M4-M5 Link.

Alexandria landfill

Alexandria landfill was identified as the preferred site for the St Peters Interchange in 2014. Between 1 July 2015 and 30 September 2016, work was underway at the site under existing Environmental Protection Authority licences and approvals.

Community engagement

Between 1 July 2015 and 30 September 2015, WDA delivered a comprehensive community engagement and communication program.

Community information sessions

WDA hosted three community information sessions in September 2015 to support the release of the preferred design for the WestConnex New M5.

Shopping centre kiosks

WDA hosted public information kiosks in four local shopping centres between February 2015 and 30 September 2015, these kiosks provided opportunity for local community members to learn more about WestConnex. The kiosks were located at Centro Roseland Shopping Centre, Westfield Hurstville, Westfield Burwood and Westfield Parramatta. More than 11,000 customers visited the four kiosks between 1 July 2015 and 30 September 2015.

Communication materials

Notifications and door knocking activities were carried out to advise local residents of project progress and work activities. In addition, WDA published and distributed a range of communication materials during the reporting period, including:

- Community Update – Widening the M4 Motorway – July 2015
- Community Update – New M5 midway tunnelling point – July 2015
- Community Update – New M5 overview – August 2015
- Community Update – New M5 – Bexley North and Kingsgrove Area – August 2015
- Fact Sheet – M5 – Protecting our community and the environment – August 2015
- M4 East Project Overview – September 2015
- Community Update – New M5 – St Peters Interchange – September 2015
- Community Update – M4 East – Environmental Impact Statement – September 2015

- Fact Sheet – M4 East Environmental Impact Statement – How to make a submission – September 2015
- Fact Sheet – M4 East Environmental Impact Statement – Concord Road Interchange, Concord – September 2015
- Fact Sheet – M4 East Environmental Impact Statement – Local Road Changes – September 2015
- Fact Sheet – M4 East Environmental Impact Statement – Tunnelling – September 2015

Meetings and briefings with key stakeholders

During the reporting period, WDA continued to meet with key stakeholders and community representatives to update them on the WestConnex project, answer questions and respond to feedback. These activities included residents and business associations, peak industry groups, Urban Growth NSW, Department of Planning and Environment, Roads and Maritime, Transport for NSW, and other government agencies.



King Georges Road Interchange upgrade, Beverly Hills

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SECTION

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Contact details



Contact details

General enquiries

13 22 13

(7am–7pm Monday to Friday)

Traffic enquiries

13 27 01 (24 hours)

To report traffic conditions, incidents and signal faults:

13 17 00 (24 hours)

Maritime Contact Centre

13 12 36

Roads and Maritime Sydney and Regional Offices

13 17 82

International callers (outside Australia)

+61 2 4920 5500

(8.30am–5pm Monday to Friday,

8.30am–noon Saturday AEST)

National Relay Service

TTY (Teletypewriter service for hearing and speech impaired customers): 13 36 77

www.rms.nsw.gov.au

Customers can complete registration renewals and transfers, book licensing tests, change their address, check their demerit points, carry out vehicle history checks, contact us, and much more using our online services.

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DX 5407 Wagga Wagga

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DX 20256 Parkes

To minimise environmental and financial impacts, Roads and Maritime only produces hard copies of its annual report for Parliament.

External design services were used to ensure Volume 1 of the annual report would comply with the Web Content Accessibility Guidelines (WCAG). The total external costs associated with producing the report were approximately \$18,000, including design concepts, layout and proof-reading.

The report is available on the Roads and Maritime website at www.rms.nsw.gov.au/about/corporate-publications



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