

Roads and Maritime Services

2014-15 Annual Report

Volume 1



Transport
Roads & Maritime
Services

Front cover images include:

Top image: Sydney Harbour Bridge pylons lit up to honour fallen ANZACs for the Centenary of the Gallipoli landing. Selected images from the archives of the Australian War Memorial and State Library of NSW were projected between 21- 27 April 2015.

Bottom left image: Roads and Maritime Services delivered the Lieutenant J. Clifford Peel Airstrip, an all-weather airstrip dual purpose airstrip as part of an upgrade to the Silver City Highway to allow the Royal Flying Doctor Service to land aircraft in the case of a medical emergency.

Bottom right image: A Roads and Maritime Boating Safety Officer demonstrates the importance of wearing a life jacket on the water.

Letter to the Ministers

The Hon. Duncan Gay
Minister for Roads, Maritime and
Freight
52 Martin Place
Sydney NSW 2000

The Hon. Andrew Constance
Minister for Transport and
Infrastructure

Dear Ministers,

I am pleased to submit Roads and Maritime Services' Annual Report and Financial Statements for the financial year ended 30 June 2015 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*.

Yours sincerely

Peter Duncan AM
Chief Executive

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Chief Executive message

Roads and Maritime Services completed a record \$5.5 billion program of achievement across all areas of activity in 2014-15.

Safety is a key priority for the agency and we have worked hard to improve safety outcomes for customers, staff and partners. All areas of safety across the network and in the workplace showed significant improvement outcomes.

I am particularly proud of the Premier's Award Roads and Maritime Services received in the 'Strengthening the Environment and Communities' category, presented for the Western NSW Aboriginal Learner Driver Programs and Licensed and On the Road.

Major infrastructure has continued to be a key priority in 2014-15. Our delivery highlights include completion of major infrastructure works.

Key Achievements in 2014-15:

WestConnex

- Supported the WestConnex Delivery Authority in planning, design and property acquisitions in the delivery of the project.

NorthConnex

- Early construction work started on NorthConnex, a \$3 billion project to build twin nine kilometre tunnels under Pennant Hills Road. This followed an extensive consultation process which included community updates to more than 75,000 people and a series of community information sessions.

Pacific Highway

- Selected Pacific Complete as the Delivery Partner to complete the 155 kilometre upgrade of the Pacific Highway between Woolgoolga and Ballina and commenced construction of all remaining sections of upgrade between Port Macquarie and Coffs Harbour and completed the Coffs Harbour (Sapphire) to Woolgoolga section.

Princes Highway

- Completed the Heathcote pedestrian bridge and continued construction of the Gerringong upgrade and commenced construction of the Foxground and Berry bypass.

Great Western Highway

- Completed upgrade projects between Bullaburra and Wentworth Falls and Woodford to Hazelbrook and commenced construction of upgrades at Kelso and in the Hartley Valley.

Supporting Sydney's growth and development

- Completed critical projects designed to support traffic flow across the Sydney motorway network, including completing the M5 West widening between Camden Valley Way and King Georges Road, the Lane Cove Road eastbound ramp to the M2 Motorway and developing the business case for the M4 Smart Motorways project.

Developing regional networks and infrastructure

- Progressed on the delivery of the \$210 million Bridges for the Bush program with work on the Kapooka Bridge, the build of new approaches on the Olympic Highway and start of work on the replacement of the Tulladunna Bridge on the Kamilaroi Highway.

Ongoing delivery of the Commuter Wharf Upgrade program

- Completed major upgrades to the commuter ferry wharves at Drummoyne, Mosman Bay, Cremorne, Sydney Olympic Park and Balmain East and started construction of the Pyrmont wharf upgrade. Providing wheelchair access at the ferry wharves is a key feature of the upgrades. In addition, we secured \$1.5 million to upgrade the Palm Beach ferry wharf.

Maintaining a high quality road network

- In 2014-15 \$1.5 billion was allocated to the maintenance and repair of roads and bridges across the State
- In 2014-15 the extension of the Sydney Stewardship Maintenance contracts for maintenance of Intelligent Transport Systems (ITS) was completed. In 2014-15 the Stewardship contracts delivered more than \$15 million in efficiency savings.

Easing congestion and optimising the reliability and efficiency of journeys

- Invested \$1.1 billion in on-going network improvements and completed 50 pinch point projects to improve traffic flow and introduced new clearways on the Parramatta Road and Anzac Parade
- Supported the development of cycleways with construction on Liverpool Street and Castlereagh Street South cycleways as part of the Sydney City Centre Access Strategy. In addition Roads and Maritime matched funding to local councils to design and deliver 105 local bicycle network projects resulting in 6.8 kilometres of new cycleways and 10 kilometres of strategic cycleways across Sydney and more than 23 kilometres in regional areas.

Improving customer experience

- Delivered in conjunction with Transport for NSW 10-year licences for eligible customers, developed five mobile applications to provide more timely road and traffic information to road users and improved information for heavy vehicle operators through upgrades to the website
- On the road network, Roads and Maritime implemented 'real time' travel information on M5 East, Southern Cross Drive and General Holmes Drive, installed additional variable message signs across the Greater Sydney region and upgraded signposting along a number of routes
- Community events have been a key focus. Highlights include a light display on the Harbour Bridge to commemorate the Centenary of ANZAC, delivery of a public New Year's Eve event on the Cahill Expressway and commemoration of the 50 year anniversary of the Gladesville Bridge. We continued to engage widely with our customers and communities, consulting on more than 6500 projects, hosting more than 7000 community engagement activities and supporting more than 10 million online customer visits to our websites
- Boat shows were a priority for customer engagement in 2014-15. Roads and Maritime took part in key public exhibitions including at the Sydney Trailer Boat Show and Queensland International and Melbourne boat shows.

Partnering with stakeholders and industry

- Awarded a major construction contract for the Northern Beaches Hospital road upgrade.

As an agency responsible for enabling safe and efficient journeys throughout NSW, we will continually manage the road and waterway networks to meet the current and future needs and expectations of the people that rely on them.

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

We know 'Every journey matters' and we will continue to enable safe and efficient journeys for the people of NSW in the year ahead.

Peter Duncan AM

Chief Executive

Roads and Maritime Services annual report 2014-15

About the annual report

This annual report provides details of a range of Roads and Maritime achievements from the past financial year. It also records the internal management of the agency, with details of financial results, our people, our safety and environmental programs and leadership team.

1. Roads and Maritime Services at a glance

Who we are

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



More than 18,000km of State Roads including more than 4000km of National Land Transport Network



Around 3000km of regional and local roads in the unincorporated area of NSW



44 commuter wharves



5544 bridges



26 road tunnels



32,424km² of navigable waterways and 2137km of coastline



4041 traffic signal sites and around 12,000 other traffic facilities, systems and corridor assets



More than 26,000 moorings, including more than 200 courtesy moorings and more than 3600 maritime aids to navigation

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 network 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

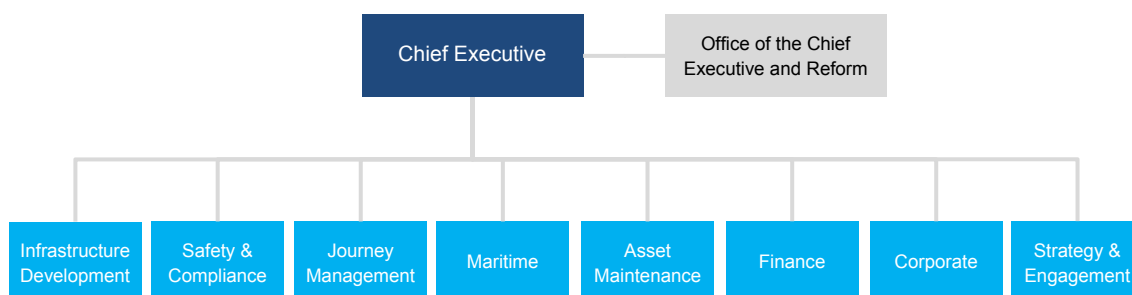
Our vision

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

 <p>Customer focus</p> <p>We place the customer at the centre of everything we do</p>	 <p>Collaboration</p> <p>We value each other and create better outcomes by working together</p>	 <p>Solutions</p> <p>We deliver sustainable and innovative solutions to NSW's transport needs</p>	 <p>Integrity</p> <p>We take responsibility and communicate openly</p>	 <p>Safety</p> <p>We prioritise safety for our people and our customers</p>
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Our organisational structure



Roads and Maritime operations

The Roads and Maritime structure aligns the core businesses to:

- Grow the road and waterway networks
- Improve services and the operation of our networks
- Maintain roads and maritime assets
- Finance, plan and support current and future networks

Build infrastructure

Roads and Maritime delivers new road and maritime infrastructure to optimise the safety, efficiency and effectiveness of its 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, typically with realignment or relocation work.

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.

Maintain assets

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

Support, advisory and enable services

The Enable areas of Roads and Maritime support every part of the agency, including customer service, financial accountability, transparency in decision-making, customer and community information, organisational values, and planning and performance accountabilities:

- The provision of customer information on projects, activities and services, and in response to inquiries
- 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.

3. Our Customer Charter

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

Our commitments

We will listen and take action	We will consult and collaborate
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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 keep you informed
<ul style="list-style-type: none"> We will work to maximise safety on our roads and waterways We will provide a safe environment for the community and our staff We will work to ensure vehicles and vessels are registered, licensed and operated safely. 	<ul style="list-style-type: none"> 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 5.2 million motor vehicle licence holders and 496,093 watercraft licences
- Registering more than 6.1 million vehicles and 232,241 recreational vessels
- Servicing more than 1.36 million E-Toll customers who record more than 117 million trips on motorways annually
- Delivering Aboriginal Driver Licensing Programs across 16 communities
- Conducting more than 5000 personal watercraft, 1600 commercial vessel and 33,000 recreational vessel inspections.

Engaging the community

- Preparing over 1700 media releases to communicate events, updates and Roads and Maritime achievements
- Consulting on 6764 projects and holding in excess of 7350 engagement activities with local residents and community stakeholders
- Hosting 315 stakeholder or community regional events
- Partnering with Aboriginal Community Controlled Health Service Groups in regional and remote NSW to deliver 17 workshops
- More than 10 million customers visited our websites.

Responding to our customers

- Servicing more than 15,100 email inquiries (including compliments, complaints and suggestions)
- Actioning over 900 customer journey information requests
- Actioning more than 750 suburban, regional and metropolitan media inquiries
- Completing more than 9100 briefings, correspondence items and parliamentary support matters
- Actioning more than 2650 requests under the *Government Information (Public Access) Act 2009*
- Improving the relevance and timeliness of our customer information by publishing over 3000 project information, stakeholder and general updates on our website
- Establishing alternative engagement platforms, providing social media updates for over 6800 followers.

4. Financial overview

Roads and Maritime finances

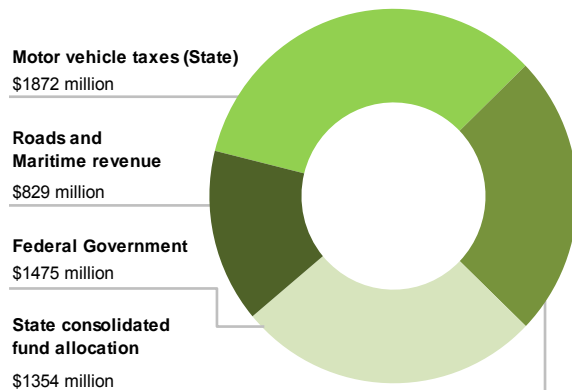


Figure 1: Revenue July 2014 to June 2015

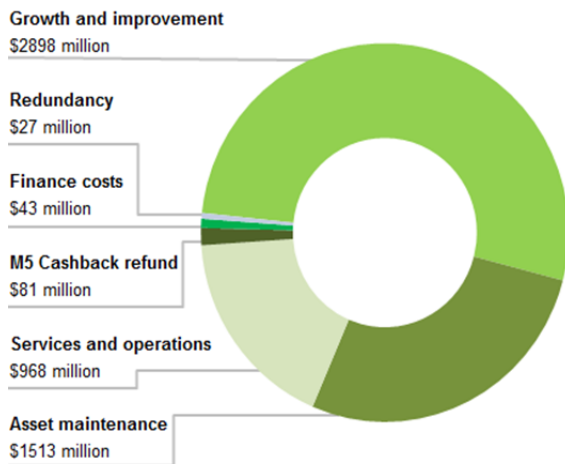


Figure 2: Expenditure July 2014 to June 2015

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 E-tag revenue.

State funding includes motor vehicle weight taxes and direct cash allocations, Housing Acceleration Fund (HAF), Hunter Infrastructure Investment Fund (HIIF) and Restart NSW.

Federal funding was provided under the Nation Building Program and the Building Australia Fund. Non-cash revenue has been excluded.

Funding	(\$'m) July 2014–June 2015
Motor vehicle taxes (State)	1872
State consolidated fund allocation	1354
State Government	3226
Federal Government	1475
Roads and Maritime revenue	829
Total	5530

Table 1: Funding sources

Expenditure

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

Expenditure	(\$'m) July 2014–June 2015
Growth and improvement	2898
Asset maintenance	1513
Services and operations	968
M5 Cashback refund	81
Finance costs	43
Redundancy	27
Total	5530

Table 2: Expenditure

5. Highlights and operational achievements

Roads and Maritime has made major contributions to the state's objectives outlined in *NSW 2021 – A Plan to Make NSW Number One*, the NSW Government's Long Term Transport Masterplan, NSW Freight and Ports Strategy and Transport for NSW's strategy, *Connections*.

Optimising safety of our networks

Focus areas in 2014-15 included:

- Delivering 148 safety upgrades under the State Government and the Australian Government Black Spot programs that contribute towards the NSW 2021 target of reducing fatalities to less than 4.3 per 100,000 population by 2016
- Installing new traffic lights at 54 locations to improve safety and efficiency
- Installing new 40km/h High Pedestrian Activity Areas in the Kogarah CBD, Leura CBD, North Strathfield, Canada Bay, Birkenhead Point, Hornsby CBD, Manly and Sydney CBD
- Conducted 180 speed zone reviews across the state including urban and regional areas, resulting in 120 speed limit changes
- Installing 2199 flashing lights at 1162 schools under the School Crossing Program
- Conducting a trial of pedestrian safety stickers on traffic lights throughout the Parramatta CBD. The trial used stickers placed on the traffic light post across a three month period which helped pedestrians understand light signals. This was an important initiative particularly for road users from non-English speaking backgrounds
- Delivered Aboriginal Bike Safety Programs to 910 participants at 44 locations across NSW
- Delivered Aboriginal Driver Licensing Programs in 16 NSW communities
- Partnered with Aboriginal Community Controlled Health Service groups in regional and remote NSW to deliver 17 workshops, supplying 846 child safety restraints for vehicles.

Boating safety and education program

Roads and Maritime has a clear strategy, in conjunction with Transport for NSW, for boating safety and education that follows a three year cycle and underpins education, communication, regulatory and compliance activities to promote a culture of safe and responsible boating.

The principal focus of the strategy is skipper responsibility, lifejacket use, safe navigation, trip planning and alcohol restrictions.

Key achievements include:

- Completed 33,351 recreational vessel checks and 5150 personal watercraft checks
- Issued 1900 penalty notices and 1556 warnings
- Completed 1691 commercial vessel inspections resulting in 18 prohibition notices, 92 improvement notices, eight direction notices and 63 breach notices being issued under the national law to domestic commercial vessel operators
- Led a state-wide review into on-water speed racing safety and development of improvement actions
- Completing 40 boating infrastructure projects under the *Better Boating* and *Boating Now* projects
- Continuing boating safety and education programs
- Managed the implementation of agreed safety actions from 11 Regional Boating Plans.

Improving road safety through the heavy vehicle program

Heavy vehicle road safety achievements in 2014-15, included:

- Managed the reform program in NSW for the Heavy Vehicle National Law and supported the NHVR operations, delivering in line with the Services Agreement
- Targeting heavy vehicle speeding, driver and heavy vehicle operator compliance through a series of initiatives that continue to reduce the incidence of heavy vehicle speeding
- In collaboration with Transport for NSW, developed and implemented amendments to legislation to improve Roads and Maritime's powers to deal with aggravated over-height vehicle breaches including increased penalties and downgrading heavy vehicle driver licences
- Introduced a second tier of approved licensees to certify J code and P code heavy vehicle modifications, including a commitment that 50 per cent of certifiers are to be regionally based
- Conducted 97 special operations on major highways targeting a range of safety issues including speed limiter compliance, fatigue and road worthiness
- Completed audit programs on schemes including; Authorised Inspection Station (AIS), Heavy Vehicle Competency Based Assessment (HVCBA) and regional operations carried out at Albury, Broken Hill, Moree and the Central/Northern Coast areas
- Engaging with heavy vehicle operators through road user safety fatigue reform workshops
- Engagement with the heavy vehicle industry to provide information and advice on operational and regulatory issues to improve compliance. Heavy Vehicle Industry Liaison Officers responded to 1897 queries from industry in 2014-15
- Launched the Chain of Responsibility Industry Education Program with a Leaders Forum attended by more than 100 civil construction and transport industry leaders. The program aims to improve compliance with chain of responsibility obligations in the civil construction industry
- Produced a suite of fact sheets on Chain of Responsibility (CoR) which help industry, particularly the civil construction industry, to understand and manage their CoR obligations
- Published a new industry newsletter, Road Freight Matters, which provides up to date information and advice on heavy vehicle issues. The newsletter had more than 500 subscribers at 30 June 2015.

Providing infrastructure for the future

Several major infrastructure projects were in planning and construction in 2014–15. A full list of projects is provided in Appendix 3: Major infrastructure work.

Key infrastructure projects for 2014-15 include:

- **Pacific Highway upgrade** – This program of work will provide motorists and the freight industry with a divided, four-lane carriageway between Hexham and the Queensland border. During the course of 2014-15, Roads and Maritime:
 - Completed the Coffs Harbour (Sapphire) to Woolgoolga project
 - Obtained planning approval for the Woolgoolga to Ballina upgrade
 - Commenced construction of the Oxley Highway to Kundabung upgrade
 - Commenced construction of the Kundabung to Kempsey upgrade
 - Commenced construction of the Warrell Creek to Nambucca Heads upgrade
 - Commenced construction of the Woolgoolga to Glenugie upgrade
 - Continued construction of the Frederickton to Eungai, Nambucca Heads to Urunga and Tintenbar to Ewingsdale upgrades.
- **M1 Princes Motorway/Princes Highway upgrade** – a major inter-regional transport corridor that connects the South Coast of NSW with the Illawarra and Sydney. In 2014-15 Roads and Maritime:
 - Completed the Heathcote pedestrian bridge
 - Completed the northbound acceleration lane from Picton Road
 - Continued construction of the Gerringong upgrade
 - Commenced construction of the Foxground and Berry bypass
 - Commenced construction of the realignment at Termeil Creek
 - Displayed the concept design for the Albion Park Rail Bypass
- Awarded the contract for concept design and environmental impact assessment for the replacement of the southbound bridge over the Shoalhaven River at Nowra
- Awarded contracts for detailed design of the:
 - Berry to Bomaderry upgrade
 - Dignams Creek realignment
 - Burrill Lake bridge replacement.
- **Great Western Highway** – a key freight route between Sydney and central NSW and a popular tourist destination. In 2014-15 Roads and Maritime:
 - Completed work between Woodford and Hazelbrook
 - Completed work between Bullaburra and Wentworth Falls
 - Commenced construction of the Forty Bends upgrade and Hartley Valley safety work
 - Commenced construction of the four lane upgrade at Kelso.

Supporting Sydney's growth and development

In 2014-15 Roads and Maritime:

- Completed the Lane Cove Road eastbound on ramp on the M2 Motorway
- Commenced planning, traffic studies and concept design options for the M1 Southern Access Motorway
- Completed the M5 West widening between Camden Valley Way and King Georges Road
- Completed the review of the NSW Smart Motorway Strategic Implementation Plan
- Submitted a business case for the M4 Smart Motorways project
- Completed Richmond Road Stage 1, Bells Creek to Townson Road
- Completed the upgrade of Camden Valley Way between Ingleburn Road and Oran Park Drive
- Commenced work on Richmond Road Stages 2 and 3, Townson Road to North of Garfield Road
- Commenced work on the Narellan Road upgrade, Camden Valley Way to Blaxland Road
- Commenced work on Schofields Road Stage 2, Tallawong Road to Veron Road
- Obtained planning approval for:
 - Upgrade of Memorial Avenue, Old Windsor Road to Windsor Road
 - Nepean River Green Bridge
 - Upgrade of Showground Road, Old Northern Road to Carrington Road.
- Awarded contracts for detailed design of:
 - Prospect Highway and Blacktown Road widening, Reservoir Road to St Martins Crescent
 - Campbelltown Road, Camden Valley Way to Denham Court Road.
- Secured \$1.5 million in funding to upgrade the Palm Beach Ferry wharf
- Completed major upgrades to the wharves at Drummoyne, Mosman Bay, Cremorne, Sydney Olympic Park and Balmain East
- Commenced construction of the Pymont wharf upgrade.

Enabling works at Badgerys Creek to support the development of Western Sydney Airport including the following activities:

- Commenced work on Bringelly Road, Camden Valley Way to King Street
- Completed the detailed design of Bringelly Road, King Street to The Northern Road
- Invited tenders for construction of The Northern Road upgrade, Camden Valley Way to Peter Brock Drive.

Developing regional networks and infrastructure

In addition to our investment in the Pacific, Princes and Great Western highways, the following major activities have been carried out on regional networks and infrastructure:

- Completed a new intersection on Sparks Road for the Warnervale town centre
 - Upgraded the McIntosh Circuit intersection on the Barton Highway
 - Completed the upgrade of Nelson Bay Road between Bobs Farm and Anna Bay
 - Completed the Holman Bridge replacement, Gooloogong
 - Commenced construction of the final stage of the Newell Highway bypass of Moree
 - Commenced work on the New England Highway, eastbound overpass of the Maitland railway station roundabout
 - Completed the detailed design for the Tourle Street and Cormorant Road widening, Industrial Drive to Stockton Bridge
 - Announced the preferred route option for the future Tenterfield Heavy Vehicle Bypass
 - Awarded the contracts for concept design and environmental impact assessment for:
 - Bolivia Hill upgrade, New England Highway
 - Gowrie Gates, Singleton rail underpass widening, New England Highway
 - Scone bypass and rail level crossing removal, New England Highway
 - Newcastle Inner City Bypass, Rankin Park to Jesmond
 - Pacific Motorway (M1) extension to Raymond Terrace
 - Pacific Highway upgrade between Narara and Lisarow.
 - Awarded the contract for detailed design of the Pacific Motorway widening, Wyong Road to Doyalson Link Road
 - Obtained planning approval for:
 - Widening of the Pacific Motorway between Kariong and Somersby
 - Trewilga realignment, Newell Highway
 - Additional Clarence River crossing at Grafton
 - Wyong Road upgrade, Mingara drive to Tumby Road.
- Secured \$341,000 in funding to commence work to enlarge the boat ramp harbour basin and improve conditions for recreational boaters in Coffs Harbour
 - Completed major upgrades to the boat ramps at Norah Head, Moama, Woolgoolga, Wonboyn Lake and North Nowra.

Delivery partners for major infrastructure projects

Roads and Maritime actively engages with industry partners and contractors to deliver key infrastructure projects and in 2014-15 major construction project contracts were awarded for a number of key projects including:

- The 155 kilometre upgrade of the Pacific Highway between Woolgoolga and Ballina through a new Delivery Partner Model with the announcement of Pacific Complete as the preferred Delivery Partner
- The Northern Beaches Hospital road upgrade, including innovations in procurement through an accelerated Design and Construct model with an Early Contractor Involvement process.

Building Sydney Motorways - WestConnex and NorthConnex

WestConnex

WestConnex is one of the NSW Government's key infrastructure projects which aims to ease congestion, create jobs and connect communities. It is the largest integrated transport and urban revitalisation project in Australia. The 33 kilometre project was a key recommendation of the State Infrastructure Strategy released in October 2012 and it brings together a number of important road projects which together form a vital link in Sydney's Motorway Network. This includes a widening of the M4 east of Parramatta, a duplication of the M5 East and new sections of motorway to provide a connection between the two key corridors.

In 2014-15, Roads and Maritime provided a number of enabling and support services, prepared project documentation and planned the integration of the WestConnex project into the road network. Further information on the WestConnex project is provided by the WestConnex Delivery Authority.¹ WestConnex 2014-15 achievements include:

- Stage 1 (M4 Widening) planning approval received
- Stage 1 (M4 Widening) commenced construction
- Contract awarded for construction of the King Georges Road intersection upgrade.

NorthConnex

NorthConnex is recognised in the *NSW State Infrastructure Strategy* and *NSW Long Term Transport Master Plan* as important infrastructure for freight traffic and wider connectivity within NSW to reduce congestion and improve traffic flow along Pennant Hills Road.

In 2014-15 Roads and Maritime provided support and advisory services to the NorthConnex proposal, a nine kilometre tunnel linking the M1 Motorway and M2 Motorway. An important milestone was achieved with planning approval granted on 13 January 2015. Construction commenced in June 2015 with the piling of the four main tunnel shafts.

¹ http://www.westconnex.com.au/about/about_westconnex_delivery_authority.html

Case study: NorthConnex

NorthConnex is a vital link for commuters and freight operators between the M1 and Hills M2. Once complete in 2019, it will take 5000 trucks a day off the Pennant Hills Road and provide a continuous motorway between Newcastle and Melbourne. The project was the result of an unsolicited proposal from Transurban and Westlink M7 shareholders in 2012.

Through an innovative accelerated procurement process, the procurement and planning approval process occurred in parallel - a first for a major road infrastructure project in NSW. This delivery model has achieved real benefits to government, private sector, industry and the community including:

- An innovative, cost effective and environmentally responsive design delivered through a competitive tender process
- Procurement timeframe reduced by 12 months
- Timely planning approval received in January 2015
- Delivery of a \$3 billion project, which will contribute to community prosperity and a stronger economy, years earlier than originally planned.

The timely delivery of this highly complex and challenging project demonstrates how Public and Private Sectors can work collaboratively to provide world class infrastructure that will deliver growth, ease congestion and connect communities.

Improving freight journeys, productivity and safety

Improving heavy vehicle access

In 2014-15 Roads and Maritime:

- Implemented the Higher Mass Limits (HML) Declaration that transitioned access for eligible short combinations, B-doubles, Type 1 A-double road trains, AB-triples, B-triples and modular B-triples. The declaration removed the requirement for approximately 425 annual permits involving 219 transport operators and 1166 heavy vehicles. The declaration also introduced HML access for modular B-triples in NSW
- Revised and implemented the NSW Class 3 Grain Harvest Management Scheme (GHMS) Mass Exemption (Notice) 2014 (No.1) which aligned the Transport for NSW 2013-14 GHMS with the Heavy Vehicle National Law
- Implemented a state road network interactive map for oversize and/or over-mass vehicles travelling under a Class 1 load carrying vehicles permit. The map provides information on an expanded network that will benefit approximately 4000 permit holders
- Published the Restricted Access Vehicle Enforceable Networks Schedule Amendment (Notice) which transitioned access for eligible heavy vehicles operating under a Notice at General Mass Limits and Concessional Mass Limits to published interactive maps and removed the need for permits for eligible road trains operating on and east of the Newell Highway
- Implemented schemes using On Board Mass (OBM) scales on heavy vehicles linked to the Intelligent Access Program to open up access on NSW roads.

Bridges for the Bush program

In 2014-15, Roads and Maritime supported the following five year programs to help manage ageing assets and drive benefit to freight productivity under the Bridges for the Bush program:

- The replacement or upgrade of five high priority Higher Mass Limit (HML) deficient bridges on state roads, including:
 - Commenced work on the replacement of the Kapooka Bridge and approaches on the Olympic Highway
 - Commenced work on the replacement of the Tulladunna Bridge over the Namoi River, Kamilaroi Highway
 - Commenced construction of the Bemboka River Bridge on the Snowy Mountains Highway.
- Commenced early works for a second road over rail bridge at Gunnedah
- Upgrade of heritage timber truss bridges to HML standard to provide ongoing safe service levels
- Further information on the Bridges for the Bush program is available on the Roads and Maritime website.²

² <http://www.rms.nsw.gov.au/documents/projects/key-build-programs/maintenance/bridges-for-the-bush-mr-fact-sheet.pdf>

Easing congestion and optimising journey reliability

Journey management and optimisation is a key commitment for Roads and Maritime. Activities designed to ease congestion, improve network reliability and provide user-friendly road and traffic information drive efficiencies in these areas.

Easing congestion

Roads and Maritime dedicates significant focus to improving the flow of vehicles across the state and in key locations. A number of projects are delivered each year that address congestion in key locations through Pinch Point and Clearway programs.

In 2014-15 Roads and Maritime:

- Commenced construction on pinch point projects Boundary Street, Roseville, Richmond Road/Blacktown Road/Northern Road/George St roundabouts, Alfords Point Road and New Illawarra Road traffic lights
- Implemented clearway extensions:
 - The Parramatta Road Clearway, which has been operational since 2 March 2015
 - Anzac Parade (Moore Park Rd to Alison Rd) has been upgraded to a 24 hour Clearway since 21 March 2015.

Sydney City improvements

The Sydney City Centre Capacity Improvement Plan is a program of work developed in conjunction with Transport for NSW which will enhance the city centre transport and traffic network with the core aim of retaining access during light rail provision and bus operational changes. The plan is a package of 17 road infrastructure projects within the CBD, from Broadway to Circular Quay that supports the implementation of other Sydney City Centre Access Strategy initiatives by prioritising vehicle movements along particular corridors and at identified intersections. The Review of Environmental Factors (REF) has been completed for the Sydney City Centre Capacity Improvement Plan and construction has commenced.

In 2014-15, Roads and Maritime:

- Completed a REF and began construction on Liverpool Street and Castlereagh Street South Cycleways as part of the Sydney City Centre Access Strategy
- Completed Castlereagh Street North Cycleway REF as part of the Sydney City Centre Access Strategy
- Upgraded the footpath network and installation of way finding between Barangaroo and Wynyard to begin commercial operations as part of the Barangaroo/Wynyard readiness project.

Bus travel reliability initiatives

The NSW Government's *Sydney's Bus Future* plan is the long term plan to redesign the bus network to meet customer needs now and into the future. Road and Maritime supports *Sydney's Bus Future* by delivering projects to make bus services faster and more reliable. In 2014-15, Roads and Maritime:

- Completed REF and commenced construction of the Sydney City Centre Bus Infrastructure
- Installed new cameras as part of the Bus Lane Enforcement Camera program
- Completed improvements to bus facilities on Ryde Road, at Lady Game Drive and Argyle Street Parramatta
- Continued development of new systems to support reliable journey times for bus passengers.

Supporting the use of Public Transport and Active Transport

In 2014-15, key initiatives included:

- Delivering 10 kilometres of strategic cycleways across Sydney, including an 800 metre length of cycleway from York Road at Bondi Junction to the Paddington Gates of Centennial Parklands and a two kilometre link on the Great Western Highway, Emu Plains to Nepean River as a shared user path
 - Delivering 23 kilometres of cycleways in regional areas
 - Delivering 136 pedestrian projects to improve safety access
 - Completed the Albert 'Tibby' Cotter Walkway
 - Completed the Heathcote Pedestrian Bridge
 - Provided funding to Brewarrina Shire Council to construct a shared path from Brewarrina town to the West Brewarrina Aboriginal Community.
- Upgraded guide signposting along a number of Alphanumeric routes (B73 Mittagong to Kangaroo Valley, B55 Castlereagh Hwy between Marrangaroo and Mudgee, B55 Castlereagh Hwy & A39 Newell Hwy Dual Rd, Gilgandra, B84 The Golden Hwy New England Hwy to Warkworth, B78 Armidale to Raleigh, B91 Grafton to Woodenbong, A1 Hexham Major upgrade of signage at the Pacific Hwy and Maitland Rd)
 - Completed a social media trial, using Facebook to engage with customers on the Princes Highway upgrade
 - Completed the rollout of 10-year licences for eligible customers
 - Extended the validity period for light vehicle safety inspection reports (also known as pink slips) from six weeks to 26 weeks.

Improving customer experience

- In 2014-15, Roads and Maritime, in conjunction with Transport for NSW, developed five mobile applications designed to provide more timely road and traffic information to road users
 - Implemented 'real time' travel information on the M5 East, Southern Cross Drive and General Holmes Drive (Airport Precinct)
 - Installed variable message signs on Taren Point Road, Victoria Road, Woodville Road, Mamre Road, Great Western Highway Werrington, Great Western Highway Colyton, Parramatta Road, James Ruse Drive, Hume Highway Chullora, Centenary Drive, Warringah Road, Hume Highway Bass Hill, Leicester Avenue and Silverwater Road
- Light display on the Harbour Bridge to commemorate the Centenary of ANZAC
 - The New Year's Eve event on the Cahill Expressway and Sydney Harbour
 - 50 year anniversary of the Gladesville Bridge, including the preparation of commemorative materials and events
 - Boating safety display at the Sydney Trailer Boat Show
 - Supporting a safe Sydney to Hobart event
 - Safety and support services for the Sydney Vivid festival
 - Road and waterway safety and compliance initiatives for Australia Day.

Community events

In 2014-15 Roads and Maritime was involved in a number of key events, including:

Maintaining the safety and integrity of network assets

Roads and Maritime is delivering a range of programs to maintain the safety and integrity of network assets. These programs include:

- Asset maintenance planning
- Asset information collection, analysis and distribution
- 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.

Stewardship Maintenance Contracts

The Stewardship Maintenance Contracts (SMC) with the DownerMouchel and Leighton Boral Amey joint ventures delivers road maintenance and improvement work in the west and south of Sydney respectively. The SMCs represent a change in the way these services were historically provided, with the service providers acting as 'stewards' of the road network on behalf of Roads and Maritime. Since the start of the SMCs in March 2014, the service providers completed more than 200 separate projects worth more than \$280 million.

In 2014-15, Roads and Maritime awarded contracts to maintain Intelligent Transport Systems (ITS) with the new contracts commencing on 1 October 2014 with Lend Lease Tyco delivering ITS maintenance in Sydney's east and DownerMouchel in Sydney's west. The contractors are responsible for maintenance of traffic signals, variable message and speed signs, traffic monitoring devices and enforcement and advanced warning systems.

Annual inspections and assessments

Inspections and risk assessments are an important part of providing a high quality road and bridge network, helping to maintain a well-managed asset maintenance program. In 2014-15 Roads and Maritime completed:

- 1815 structural bridge inspections
- Targeted risk assessments of 2496 culverts
- Stability reviews of 481 cuttings and embankments.

Roads resurfacing and maintenance

In 2014-15, Roads and Maritime conducted an extensive road resurfacing, resealing, rehabilitation and repair program across the state. This activity delivered:

- 11.2 million m² of sprayed resealing of bitumen roads
- 1.9 million m² of asphalt resurfacing
- 3.4 million m² of road rebuilding across the state.

Maintenance work with councils

In addition, maintenance work is conducted by local councils through Road Maintenance Council Contracts (RMCC), Block Grants, Repair and Improvement of Roads (REPAIR) funding and natural disaster recovery work. In 2014-15 this included \$507 million allocated to:

- \$215 million under RMCCs on state roads
- \$144.4 million to the Block Grant Program
- \$29 million to the REPAIR program to assist councils in carrying out larger rehabilitation and development works on regional roads
- \$43 million to natural disaster activities (including council and Roads and Maritime works)
- \$76 million in special grants, traffic route lighting and other activities.

Case study: Shannon's Creek Airstrip

Roads and Maritime upgraded the Silver City Highway at Shannon's Creek, 221 kilometres north of Broken Hill. The 8.8 kilometre-long upgrade and sealing of the Highway included a 1.5 kilometre-long airstrip designed in consultation with the Royal Flying Doctor Service (RFDS) and the Civil Aviation Safety Authority.

The airstrip is the first of its kind – it is the first all-weather airstrip in the area and is the first built on the State Road network in NSW. The new airstrip will be available 24-hours a day and will greatly help the RFDS provide emergency response services to rural and remote communities. Roads and Maritime will maintain the airstrip as part of routine network maintenance.

Case study: Repainting the Sydney Harbour Bridge

Roads and Maritime has repainted the entire south approach to the Sydney Harbour Bridge over a 12 year period. This is the first time that such a large section of the Bridge has been fully stripped and repainted with modern, lead-free paint.

Roads and Maritime designed and implemented innovative work methods to comply with the heritage, environmental and safety challenges on the project. This included the development of a robot for grit blasting in collaboration with the University of Technology Sydney.

6. Our people

Workforce commitment and capability is supported and developed

Roads and Maritime has commitment to building a skilled and inclusive workforce which is representative of our customers and communities.

In response to feedback received in the People Matters employee engagement survey for 2014-15, the agency refreshed its Key Behaviours workshop, focused on building Roads and Maritime as a customer centred organisation and the behaviours which deliver this customer focus.

Our staff profile

Year	Salaried Staff	Wages Staff	Casual Staff	Total Staff
As at 30 June 2015	4793	1010	249	6052
As at 30 June 2014	5223	1051	241	6515
As at 30 June 2013	5562	1703	206	7472
As at 30 June 2012	5810	1768	95	7673

Table 3: Total equivalent full time employees by category

Key achievements

In 2014-15, initiatives to develop our people and build future focused critical capabilities have been implemented, including:

- The launch of the new Transport for NSW Code of Conduct policy in September 2014 and the delivery of training to raise staff awareness of their obligations under the policy
- Succession planning for all senior service roles within the agency has also been carried out. The analysis, which focused on performance and potential, helped identify future leaders within the agency and helped in the planning of development activities to build leadership capability.

Leadership

- A core component of success is enabling leaders to deliver results, drive change and be values led. The Transport for NSW Driveit leadership development strategy is being implemented to provide a platform to develop leadership skills and knowledge across the agency.

Performance Development

The Performance Development and Review process provides a consistent approach to managing performance and development within the agency. The process enables:

- Clearer links on how individual contributions align to Roads and Maritime business goals
- Clarity about delivery in the next year
- Opportunities for regular, two-way communication and feedback between managers and employees about performance and progress
- Identification of development opportunities to enable the achievement of performance goals.

Each employee and manager takes part in at least two formal conversations a year to set and review goals.

Partnership with University of Western Sydney College

The 2014-15 intake of Road Designers in Training are completing their Associate Degree in Engineering (Civil) through the University of Western Sydney College. In the past, participants have studied by distance education through the University of Southern Queensland. Our new partnership with the University of Western Sydney College is providing better learning outcomes for trainees and has allowed us to tailor the course structure and content to suit Roads and Maritime requirements.

Roads and Maritime Awards

The Industrial Relations Commission of NSW (IRC) has approved a consent application to vary the current *Roads and Maritime Services Consolidated Salaried Award 2014*. The IRC has also made the following new awards which also commence on 1 July 2015 for two years:

- 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 2014-16.

Staff recognition awards

A number of external awards have been received by staff for their outstanding work in various fields. These included:

- A Premier's Award for the Western NSW Aboriginal Learner Driver Programs and Licensed and On the Road – in the "Strengthening the Environment and Communities" category
- Sydney Harbour Bridge lane control system winning a PACE Zenity innovation award
- Fleet Services and Hunter Regional Maintenance Delivery teams who were recognised with a Highly Commended at the Engineers Australia Newcastle Excellence Awards
- Employee Tara McAuley being selected by the International Union of Public Transport Professionals (UITP) Australian and New Zealand Chapter to attend the UITP World Congress in Milan in June 2015
- Employee Gavin Seymour being awarded Valedictorian of the Australia and New Zealand School of Government (ANZSOG) Executive Master of Public Administration program.

7. Work health and safety

Work health and safety strategy

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

In 2014–15, Roads and Maritime has focused on implementing a new approach, introducing a Work Health and Safety policy and the *Work Health and Safety Strategy 2015-19*. The emphasis is on working with delivery partners and industry to address the risks we face as duty holders.



There are seven focus areas to the Roads and Maritime WHS Strategy

The strategy aligns with the principles of the *Australian Work Health and Safety Strategy 2012-2022*, which provides a 10-year framework for improving WHS nationally.

It reflects the four key themes of the *Work Health and Safety Act, 2011 (NSW)*, outlined in our *Work Health and Safety Strategy 2015-19*:

- Our duty of care extends to workers and others we may influence or affect by our business or undertaking
- Risk management is crucial to our safety performance. We value sharing and exchanging information that enables us to make considered and informed decisions about work health and safety risks
- We will consult, cooperate and coordinate with industry partners to ensure all safety risks are managed while conducting Roads and Maritime business
- Our duty is to eliminate risks wherever reasonably practicable to do so. If we cannot eliminate risks, we will minimise them as far as is reasonably practicable.

Highlights of Roads and Maritime 2014–2015 work health and safety

The risk registration program

This program provides Roads and Maritime and its industry partners with a clear understanding of its WHS risks and the controls in place to eliminate or minimise them.

Working near traffic program

The working near traffic program addresses one of Roads and Maritime’s greatest WHS risks and consolidates the agency’s approach to using road closures to eliminate customer traffic from worksites. This involves scheduling several types of maintenance activity to occur at the same time and reduces the disruption to local traffic overall. Roads and Maritime carried out 22 of these projects in 2014–15, working closely with stakeholders and local communities.

Work health and safety key performance measures

Reporting hazards and occurrences is a critical part of eliminating risk in the future and Roads and Maritime had a 14 per cent increase in reporting for those areas since 2013-14. There has also been a five per cent increase in reporting from industry partners.

Performance indicator	FY2012-13	FY2013-14	FY2014-15
Total occurrences reported (including hazards)	4251	3545	4034
Near misses reported (including hazards)	2390	1843	2380
Lost time injuries	160	155	101
All other injuries (including First Aid and no treatment)	959	904	764
Other occurrences reported (including asset/property damage)	742	643	789
Number of near misses per injury	2.1	1.7	2.8
Compensable workplace injuries	327	315	228
Total claims costs (\$ million)	2.2	2.0	2.2

Table 4: Work health and safety performance indicators

There has also been significant reductions in two major areas:

- *Lost-time injury frequency rate* (LTIFR) has reduced by 31 per cent since 2013-14 to 9.38 injuries per million hours worked (one missed shift due to worker's injury or illness)
- *Medical-treatment injury frequency rate* (MTIFR) has been reduced by 18 per cent since 2013-14 to 12.54 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 2014-15.

Case study: Traffic elimination at Victoria Pass

Victoria Pass is on the Great Western Highway at the western edge of the Blue Mountains. In some locations, the road narrows to a single lane in each direction, with no shoulders and steep drop-offs immediately outside the guard rail.

The Victoria Pass project involved carrying out multiple maintenance activities at the same time during the full closure of the highway, which improved the safety of workers by eliminating through traffic from the work area.

In March 2015, Roads and Maritime started consultation to advise the community of the proposed road closure. The local residents and business people had the opportunity to provide feedback about the closure and detour. The feedback confirmed the community's understanding about the need for the work and their appreciation for being advised early enough to plan around it.

The work included a full range of maintenance tasks such as guardrail repair, asphalt rehabilitation, culvert cleaning, vegetation control as well as renewal of signage and line-marking. The two-night closure in May allowed a program of work to be completed that would otherwise have caused 26 days of traffic disruption. This approach delivered high quality road maintenance and approximately \$1.2 million of net economic benefit (including safety) and approximately \$90,000 net financial benefit.

The Roads and Maritime team extends their thanks to the people of Mount Victoria for their patience and understanding.

Industry consultation

A key feature of both the *Risk Registration* and *Working Near Traffic* programs has been working with industry to develop a common understanding of our work health and safety risks.

Roads and Maritime has consulted with industry partners and industry bodies in a range of forums and settings, including the development of the new WHS Strategy 2015-19. Senior leaders from Roads and Maritime actively work with industry bodies such as Austroads, the Australian Asphalt Pavement Association, Australian Constructors Association and the Civil Contractors Federation.

The Austroads Board identified safety at road worksites' as one of six strategic priority initiatives requiring coordinated effort across road agencies in Australia and New Zealand.

Austroads sponsored a submission to Standards Australia to initiate a comprehensive review of AS 1742.3 - Traffic control for work on roads. The submission was supported by all states and territories including Australian State and Territory road agencies, New Zealand Transport Authority, Commonwealth Department of Infrastructure and Regional Development, Australian Local Government Association and key industry stakeholders (Australian Asphalt Paving Association, Traffic Management Association of Australia, Roads Australia and Australian Road Research Board).

The submission has been accepted by Standards Australia with the review process scheduled to commence in August 2015.

The National Safety at Road Worksites Steering Committee was established with representation from Austroads, Roads and Maritime, Tasmanian Department of State Growth, Main Roads Western Australia, Queensland Department of Transport and Roads, Standards Australia, Australian Asphalt Paving Association, Traffic Management Association of Australia and Roads Australia.

The steering committee has been established to coordinate and harmonise the various activities related to safety at road worksites that are being progressed by Austroads, Standards Australia and industry associations.

Case study: Safety in design

Tabulam Bridge

'Safety in design' aims to eliminate WHS risks in the construction and ongoing-maintenance phases of infrastructure projects by assessing and addressing such risks during the design phase and eliminating them where possible. Safety in design depends on collaboration between client, designer, construction partners and future maintenance operators.

The Bruxner Highway Bridge is a 300-metre bridge, crossing the Clarence River at Tabulam, and is a State heritage-listed structure with a single traffic lane. A project was commissioned to widen the bridge to two lanes to relieve congestion.

Three options were considered:

- Precast Super-T girder
- Launched concrete box girder
- Steel composite box girder.

A key influencing factor in the selection process was the WHS risk associated with each option. Through consultation with key stakeholders, designers identified the steel composite and concrete box girder options had significantly greater associated risks including:

- Welding (for the steel option) or on-site batch plant (for the concrete box girder option)
- Working above water
- Working in confined space
- Haulage of very wide prefab steel girders to site
- Long term maintenance issues.

The precast Super-T girder was the preferred option: the structure was cast, assembled on site complete with handrails, and a crane swung the whole structure into place. This eliminated the need for workers to work at height assembling components and to work in confined spaces.

Case study: Work health and safety innovations

Roads and Maritime submitted the following innovations for the WorkCover Safety Awards 2015.

The Sydney Harbour Bridge robotic bridge inspector

Roads and Maritime is responsible for ongoing maintenance of one of Australia's most famous icons – the Sydney Harbour Bridge. Workers are required to inspect and provide condition assessments of this complex steel structure.

As inspectors cannot physically access many areas within the steel arches due to the high risk of working in such confined spaces, a solution was devised to eliminate human physical intervention.

A project team of engineers and bridge inspectors worked with researchers from University of Technology Sydney (UTS) to create the world's first autonomous climbing robot with magnetic feet. The robot can access and internally inspect locations that inspectors cannot as it laser scans its surroundings and automatically chooses a way to climb around the steel structure, including through gaps or portholes. It records video footage for analysis of the structure's condition.

The robot has wider implications providing an elimination control for other similar work practices involving confined spaces across industry.

Pheasants Nest remote cutting system

The Pheasants Nest twin bridges are located on the Hume Highway, 75 metres above the Nepean River. These two identical concrete bridges are joined in the centre by an expansion joint and tied back to abutments by 38mm high-strength bolts. The bolts had to be replaced, but cutting or de-stressing the bolts was hazardous as they were under very high tension. An alternative solution was needed that did not risk workers' safety. Several different options for remotely de-stressing the bolts were researched until a solution was developed that involves using remotely-operated hydraulic grinders to cut through the bolts.

This methodology has far reaching effects for other bridge maintenance tasks and will become standard practice for future works on this bridge.

Traffic cone dispensing truck

Following feedback from customers and contractors, Roads and Maritime's Fleet Services branch has designed, developed and manufactured a truck capable of autonomously placing and retrieving traffic cones. This has eliminated the need for workers to manually lay cones while walking next to moving traffic. The driver can retrieve cones that have been knocked over from the safety of the truck cabin.

This truck is in now in regular use on the M1 Motorway in NSW.

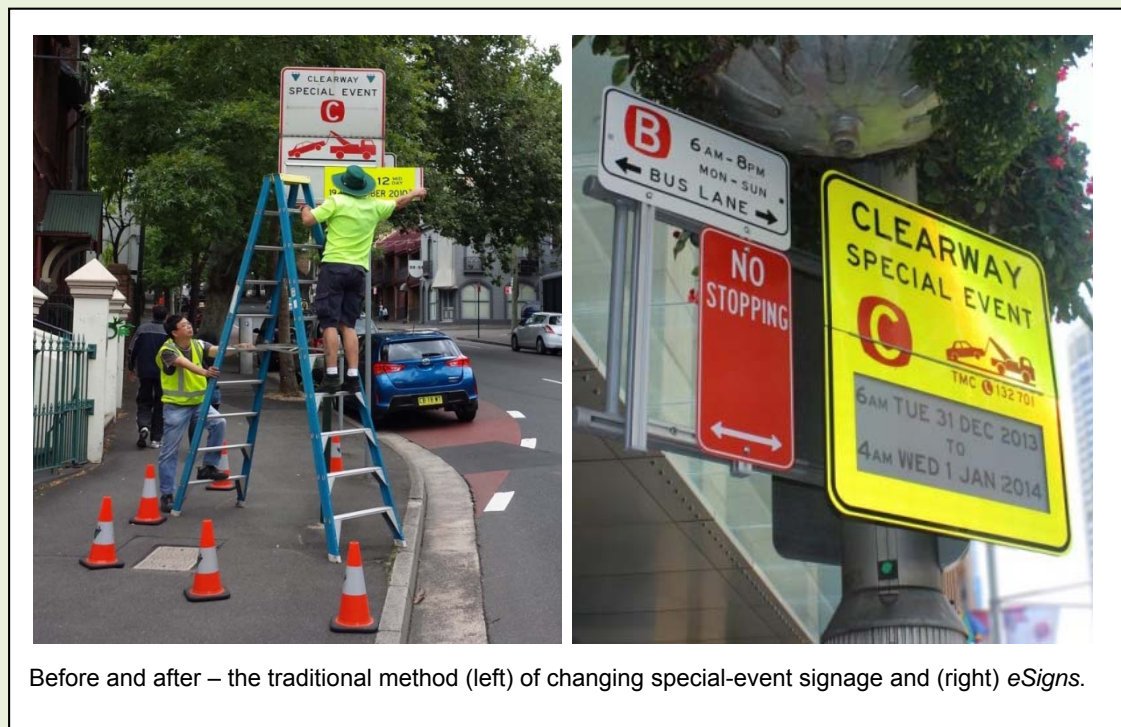
Case study: Safety around special events

eSigns for special events

Sydney hosts many 'special events' including New Year's Eve fireworks on Sydney Harbour, marathons, fun runs and major sporting and cultural fixtures. More than 60 events every year require changes to local traffic conditions to ensure the most effective use of roads and the minimisation of traffic impacts on the network. Changes to local traffic conditions need to be sign posted 10 days ahead to inform motorists.

Workers need to deploy up to 8000 signs for New Year's Eve alone. This high intensity, low frequency schedule of installing and removing temporary 'Special Events Clearway' signs brings associated risks.

Roads and Maritime worked with the Transport Management Centre, field workers and international technology partners to produce a world's first ultra-low power electronic outdoor signage system called *eSigns*. This solution meets the same compliance standards as traditional signage but eliminates hundreds of hours of exposure to traffic and working at heights for workers.



8. Sustainability and environmental performance

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 which may potentially impact 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.

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

Environmental performance improvements in 2014-15

In 2014–15 Roads and Maritime has:

- Carried out around 600 environmental inspections on 124 separate construction and maintenance projects
- Completed environmental performance reviews on complex projects across the State, including Hartley Valley to Forty Bends on the Great Western Highway, Kundabung to Kempsey and Sancrox Interchange on the Pacific Highway and Camden Valley Way Stage 3
- Produced an education video for staff and industry on the requirements for managing heritage on construction and maintenance projects, using examples from the Princes Highway Upgrade projects at Foxground and Berry Bypass, Gerringong and Berry to Bomaderry
- Developed and released a new 'Guideline for Batter Surface Stabilisation using vegetation', to assist staff and industry identify appropriate batter stabilisation solutions for site specific conditions
- Further refined guidance and procedures for project environmental inspections and the management of environmental incidents, to support staff and contractors in continually improving environmental performance
- Developed and released updated 'Heritage Guidelines' to assist staff and industry identify, assess and minimise the impacts of construction and maintenance projects on heritage items
- Delivered new guidelines to implement the 'NSW Road Noise Policy' and briefed over 100 specialists, managers and consultants in their application to the Noise Abatement Program and noise mitigation on road construction projects.

Environmental achievements

Across the organisation key environmental achievements include:

- Improving the process for strategic assessment under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act)
- Providing strategic advice and specialist support for State Significant Infrastructure projects including the Northern Beaches Hospital Road Upgrade, Grafton Bridge, WestConnex and NorthConnex. Supporting the Chief Scientist and expert panels on air quality and koala management
- Delivering training sessions to improve environmental outcomes in incident notification, erosion and sediment control.

In 2014-15 Maritime environmental services collected 2394 cubic metres of rubbish and 13.1 million litres of discharged effluent in our waterways. Following the Sydney storms in 2015, the NSW Maritime Environmental Services team retrieved the largest volume of hazards to navigation and floating debris from Sydney Harbour waters (325 cubic metres) since 1998.

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 2014–15 Roads and Maritime has:

- Invested \$6.6 million on architectural treatments to properties and a further \$2.6 million on noise walls
- Treated 242 properties in the Sydney region and 86 properties across other parts of NSW. This included acoustically treating or upgrading windows, doors and seals
- Built new noise walls at two locations in the Sydney region.

Marine pollution response

In 2014–15 Roads and Maritime has conducted a number of pollution and waste removal initiatives including:

- Conducted marine pollution response training and exercises for 111 staff
- Managed the impact on the marine environment and navigation safety during and following four major weather events and flooding across the eastern seaboard of NSW in October and December 2014, and February and April 2015. The events each resulted in multiple salvage and marine pollution response operations
- Assisted the NSW National Parks and Wildlife Service and Marine Parks Authority with rescue and monitoring of injured wildlife
- Recovered plane wreckage following a crash at Broulee Bay, Barling Beach

- Managed removal of asbestos at France Bay and Camellia, Parramatta River
- Assisted with response to vessel fires, oil spills and marine pollution clean-up
- Managed 20 salvage operations to stricken or sunken vessels in various locations including Sydney Harbour, and inland and coastal waters.

Ensuring urban design excellence

Roads and Maritime's Centre for Urban Design provides urban design advice on all projects so 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 an all-of-government urban design group, produced guidelines and standards for use across the government sector including Bridge Aesthetics, the Landscape Guideline and the Noise Wall Design Guideline.

In 2014–15 Roads and Maritime has:

- Distributed the updated Roads and Maritime urban design policy 'Beyond the Pavement' and published 'Achievements in Road and Maritime Infrastructure Projects'
- Contributed to the planning and design of new wharves in Sydney Harbour
- Completed urban design input on the final stage of the Great Western Highway upgrade at Bullaburra
- Developed draft guidelines for water sensitive stormwater treatments and the appearance of tunnel interiors
- Continued to provide urban design guidance and advice to improve outcomes on WestConnex, NorthConnex, the Pacific Highway upgrade, Western Sydney road network, Princes Highway upgrades and for smaller projects, including noise walls installed as part of the Noise Abatement Program.

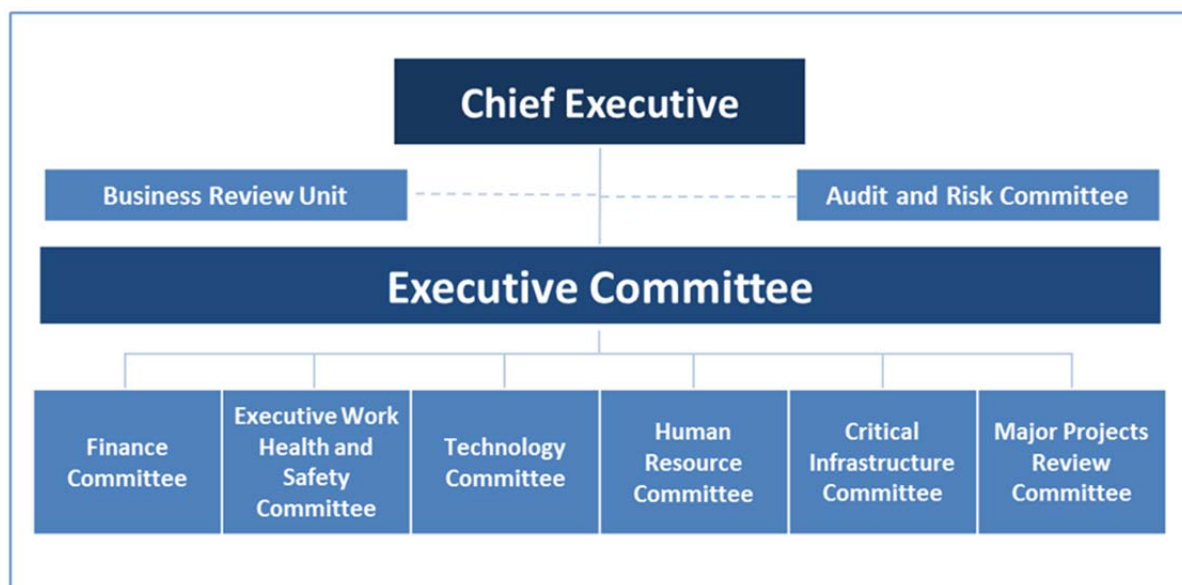
9. Governance

Chief Executive

The Chief Executive of Roads and Maritime is appointed by the Secretary, Transport for NSW 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.

Executive framework

The Roads and Maritime Services' Executive Committee supports the Chief Executive in the management and oversight of Roads and Maritime operations. The Committee is chaired by the Chief Executive and includes the Chief Operating Officer, Chief Finance Officer, Directors and the General Counsel. The Chief Executive and the Roads and Maritime Services' Executive are supported by several committees organised around function, as shown below.



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 Corporate Strategy Plan, Corporate Delivery Plan and the NSW Government's reform objectives.

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. These include the Decade of Decentralisation, the Reform Advisory, the Asset Management Strategy and the Asset Maintenance Strategic Initiatives committees.

The Chief Executive has also 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.

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.

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 internal audit function is overseen by the Chief Audit and Risk Officer and is jointly accountable to the Audit and Risk Committee and Chief Executive.

During 2014-15 internal audit reviews undertaken included assessment of the following:

- Princes Highway and Great Western Highway infrastructure project delivery
- NorthConnex and Road Maintenance contract oversight
- Maritime Infrastructure Asset Maintenance
- Motor Registry and Service NSW service centre compliance
- Speed Camera Program Management
- Heavy Vehicle Competency Based Assessment Scheme management
- Authorised Vehicle Inspection Scheme Management
- Administration of revenue from taxis, buses and private hire vehicles
- Budget monitoring and the effectiveness of internal controls over financial information.

The internal audit team, with the support of an external service provider, also carried out a

significant project to revise internal controls in place to manage financial statement risks. This project ensured Roads and Maritime meets revised NSW Treasury policy requirements regarding the certification of controls for financial information.

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 has been established, including annual work programs. The plan has been endorsed by the Audit and Risk Committee and will be reviewed annually to cater for changes in the Roads and Maritime operating environment.

Risk management

The Chief Audit and Risk Officer is responsible for advising the Chief Executive on the establishment and maintenance of the Roads and Maritime risk management framework which facilitates structured and continuous 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 Chief Executive and Audit and Risk Committee.

The risk services team has been working across all Roads and Maritime branches 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 also supported functional risk assessments across the organisation including those associated with:

- Heavy vehicle chain of responsibility management
- Intelligent transport system maintenance outsourcing
- Mobile speed camera management
- School Crossing Supervisor – working with children check implementation
- Environmental incident management
- Boating Now infrastructure program delivery.

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

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

Corruption and fraud prevention

The Audit and Risk Branch oversee 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 also responsible for developing and promoting the Roads and Maritime fraud control framework designed to minimise the impact of fraud and corruption across the organisation.

During December 2014, a 'health check' on Roads and Maritime fraud and corruption control activities was undertaken to review the existing control framework and provide an action plan for the future. The health check was based on *Standards Australia AS8001-2008 Fraud and Corruption Control* and also incorporated assessment of the 10 attributes of fraud control contained in the NSW Auditor-General Better Practice Guide Fraud Control Improvement Kit. The health check found that Roads and Maritime had a strong framework for the minimisation of fraud and corruption impacts on the business, including a well-established investigation function. Work will continue to strengthen risk assessment procedures and detection controls.

An independent review of Roads and Maritime's handling of Public Interest Disclosures conducted during the year by the NSW Ombudsman identified a number of better practices in place within Roads and Maritime in the management of public interest disclosures, including managing the risk of reprisal action and maintaining confidentiality. Further information on public interest disclosures can be found in the appendices.

Privacy protocols DRIVES system

Roads and Maritime requires NSW Police and the NSW Crime Commission to undertake audits of access to Roads and Maritime driver licence photos through the DRIVES system. The audits are performed in accordance with criteria specified in privacy protocols governing access. NSW Police submitted an audit report on 26 June 2015 and found for the period of 6 June 2014 to 6 December 2014 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 17 June 2015 and found that for the period of 1 July 2014 to 31 March 2015, no material non-compliance with the terms of the Privacy Protocol was identified during the reporting period.

Financial performance

For details of Roads and Maritime's financial performance for the period 1 July 2014 to 30 June 2015, refer to the financial statements in Volume 2 of the Annual Report 2014-15.

Internal Audit and Risk Management Statement

Internal Audit and Risk Management Statement for the 2014-2015 Financial Year for Roads and Maritime Services

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

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

- Mr Greg Fletcher, independent chair (three year appointment from 1 November 2011, extended for one year from 1 November 2014).
- Mr Allan Cook, independent member (three year appointment from 4 December 2013).
- Mr Greg Evans, Director, Infrastructure Development, internal member (one year appointment from 31 January 2015).
- Mr Geoff Fogarty, Director, Infrastructure Development, internal member (three year appointment from 1 November 2011).

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

As required by the policy, I have submitted an Attestation Statement outlining compliance with the policy to Treasury on behalf of the Treasurer.



Peter Duncan AM

Chief Executive

10. Business results

The following tables provide a snapshot of performance indicators as at 30 June 2015.

The notes accompanying the tables provide detail on individual indicators and reference data provided outside the reporting range. Further performance indicator information is also found within the chapters and appendices of this report.

Table 5: Roads and Maritime business results for 2014-15

Measure	2010-11	2011-12	2012-13	2013-14	2014-15 target	2014-15 actual
Customer						
Roads and Maritime website users (millions) ³	25.8	24.6	28.1	12.2	N/A	10.8
Travel						
Benefit of development program (\$million) ⁴	5920	4475	4720	4018	4200	4657
Change in traffic volumes on Sydney key routes (%) AM peak ⁵	1.2	2.8	2.5	1.6	N/A	1.2
Change in traffic volumes on Sydney key routes (%) PM peak ⁶	2.0	1.8	2.0	0.7	N/A	-1.4
Average travel speed on Sydney key routes (am/pm) (km/hr)	N/A	N/A	38.9 (am) 37.1 (pm)	38.8 (am) 36.33 (pm)	N/A	37.9 (am) 35.2 (pm)
Average travel time on Sydney key routes (am/pm) (min:sec) ⁷	N/A	N/A	1 min 32 sec (am) 1 min 37 sec (pm)	1 min 33 sec (am) 1 min 40 sec (pm)	N/A	1 min 35 sec (am) 1 min 43 sec (pm)
Reliability on Sydney key routes (%) ⁸	N/A	N/A	90.6 (am) 90.1 (pm)	89.9 (am) 89.1 (pm)	N/A	89.0 (am) 87.9 (pm)
Asset						
NSW State Roads meeting national road smoothness standards (% smooth travel)	91.2	91.1	91.3	92.6	93.1	93.0
Urban State Roads meeting national road smoothness standard - Urban (% smooth travel)	90.0	89.6	89.9	92.6	92.9	92.2
Rural State Roads meeting national road smoothness standards (% smooth travel)	93.2	93.5	93.6	93.7	93.8	94.2
Rebuilding of existing State Road pavements - Maintain plus Build contribution (% of roads rebuilt)	1.5	1.6	1.1	1.9	1.7	1.7
Resurfacing of sprayed bitumen sealed surfaces (% of sprayed sealed surfaces resealed)	9.6	8.5	9.3	8.7	8.1	9.4
Resurfacing of asphalt surfaces (% of asphalt surfaces renewed)	3.2	3.5	3.4	4.6	3.6	3.8
Number of bridges on State Roads limiting legal usage due to structural condition	0	1	1	1	1	1

³ Since 2013 Service NSW has been the NSW government initiatives delivering one-stop services for government customers

⁴ Computed as an aggregate of the product of the cost benefit ratio of individual projects and the project expenditure for the project in the financial year

⁵ Change in vehicle volumes compared to the previous year, methodology has been revised in 2014-15 and values may not be comparable to prior years. Targets were not available for the 2014-15 period

⁶ Change in vehicle volumes compared to the previous year, methodology has been revised in 2014-15 and values may not be comparable to prior years. Targets were not available for the 2014-15 period

⁷ Average travel time taken to drive one kilometre

⁸ Percent of days with travel time that is less than 20% longer than a typical journey

Measure	2010-11	2011-12	2012-13	2013-14	2014-15 target	2014-15 actual
Access						
State Road network available to Higher Mass Limit Vehicles (%)	97.6	94.2	96.0	98.0	N/A	96.0
Sydney Harbour commuter wharves compliant with disability standard for Accessible Public Transport (%)	33.0	37.0	43.0	52.0	N/A	57.0
Safety						
<i>Operational uptime of status of cameras (%)</i> • Fixed Digital Speed Camera	94.5	94.7	97.9	96.7	94.5	96.5
• Red Light Speed Camera	96.3	93.9	96.3	97.4	94.5	97.0
• Point to Point Camera	N/A	93.5	94.7	95.2	94.5	96.2
• Bus Lane Camera	99.2	99.1	98.6	99.3	94.5	98.4
Mobile speed enforcement hours delivered against program targets (%)	N/A	99.5	98.0	110.0	100.0	100.0
<i>Boating safety compliance rate:</i>						
• Recreational vessels including personal watercraft	92.8	90.8	90.8	90.8	90	91.2
• Commercial vessels	91.6	93.9	93.1	92.6	90	84.9 ⁹
Heavy Vehicle Inspection Scheme - number of inspections	103,622	106,104	104,669	90,358	N/A	89,592
Environment						
Number of Environmental Penalty Notices issued to Roads and Maritime	4	2	0	0	0	0
Number of Non-Compliances with environment protection licences held by Roads and Maritime	14	5	9	6	0	6
Waste removed from Sydney Harbour (cubic metres)	2284	2689	2259	1923	N/A	2394
Roads and Maritime's total greenhouse gas emissions from direct consumption (tonnes CO2- equivalent)	67,779	141,073	165,205	165,540	N/A	NA ¹⁰
Roads and Maritime's total office energy consumption (GJ)	67,779	N/A	61,468	66,740	N/A	NA ¹¹
Business						
Roads and Maritime Lost Time Injury Frequency Rate (LTIFR)	N/A	N/A	11.6	13.7	10.5	9.4
Roads and Maritime Medical Treatment Injury Frequency Rate (MTIFR)	N/A	N/A	14.0	15.3	12.6	12.5
Roads and Maritime WHS liability workplace claims cost (\$ million)	N/A	1.1	2.2	2.0	N/A	2.2
Roads and Maritime separation rate of staff (%)	N/A	3.2	7.8	12.4	N/A	17.0 ¹²

⁹ The National Law for Domestic Commercial Vessels commenced in July 2013 with a 3 year transition period, which has resulted in a lower compliance rate due to stricter compliance requirements.

¹⁰ Environmental data is collected and reported 12 months in arrears

¹¹ Environmental data is collected and reported 12 months in arrears

¹² The increase in the separation rate is due to the transition of Roads and Maritime staff under the Service NSW initiative. The percentage is calculated using total separations against Average Roads and Maritime Headcount for FY 2014-15.

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Appendix 1. Media inquiries

The table below details the media statistics for 2014-15:

2014–15 Roads and Maritime media statistics ¹³	
Media inquiries	1106
Proactive media releases	2181
Proactive media events	96
Ministerial house folder notes	301

Table 6: Media statistics

¹³ The information provided is exclusive of other material prepared by Roads and Maritime including speeches, issues notes, presentations, incident summaries, budget, policy and operational campaign support documents.

Appendix 2. Customer feedback

Roads and Maritime welcomes customer feedback, including complaints, compliments and suggestions.

Number of feedback instances - Roads	
Road projects and conditions	1038
Other	348
Licence or registration	223
Traffic incidents, closures, clearways	215
Signage	157
Noise	93
Road rules	90
Digital services	78
Speed cameras	72
Rubbish/Litter	58
Graffiti	28
Number of feedback instances – Maritime	
Recreational boating (general, incl. moorings)	191
Recreational boating compliance	79
Maritime assets and infrastructure (incl. wharves, grants and harbour)	29
Commercial vessels	3
Maritime property	2
Totals	2704

Table 7: Feedback received in 2014-15

Reported complaint statistics are based on submissions made by customers on the Roads and Maritime website. Complaints or other forms of feedback provided orally or in written correspondence are not included. Written feedback and complaints are recorded through Ministerial, Chief Executive and other correspondence.

Appendix 3. Major infrastructure work

Project Description	Location	Status (as at 30 June 2015)	Announced Completion Date	Announced Estimated Total Cost (\$'000)	2014-15 Expenditure (\$'000)	Expenditure in previous years (\$'000)
Established Sydney Roads						
The Albert 'Tibby' Cotter Walkway over Anzac Parade	Moore Park	Completed	27/02/2015	38,000	31,169	4332
Mona Vale Road, McCarrs Creek Road to Powder Works Road	Ingleside	Planning	N/A	N/A	1047	5996
Mona Vale Road, Manor Road to Foley Street	Mona Vale	Planning	N/A	N/A	3580	791
Nepean River Green Bridge	Penrith	Pre-construction	N/A	N/A	3501	2183
Northern Beaches Hospital, Road Connectivity and Network Enhancements	Frenchs Forest	Planning and Pre-construction	N/A	N/A	32,930	8213
Prospect Highway and Blacktown Road Widening, Reservoir Road to St Martins Crescent	Prospect	Pre-construction	N/A	N/A	3129	3289
Showground Road, Old Northern Road to Carrington Road	Castle Hill	Pre-construction	2017	N/A	2617	3113
Windsor Bridge over Hawkesbury River Replacement	Windsor	Planning	N/A	N/A	203	14,600
WestConnex Motorway Enabling Works						
Sydney Airport East, Wentworth Avenue Extension and Joyce Drive Widening	Mascot	Planning	2018	N/A	10,696	5077
Western Sydney Roads to Support Sydney's Airport at Badgerys Creek						
Bringelly Road, Camden Valley Way to King Street	Leppington	Construction	2017	220,000	58,902	12,119
Bringelly Road, King Street to The Northern Road	Leppington	Pre-construction	N/A	N/A	3578	129
Western Sydney Airport Motorway, M7 to The Northern Road	Badgerys Creek	Planning	N/A	N/A	698	4
The Northern Road, Camden Valley Way to Peter Brock Drive	Oran Park	Pre-construction	2018	N/A	5224	1377
The Northern Road, Peter Brock Drive to Mersey Road	Bringelly	Planning	N/A	N/A	6045	7
The Northern Road, Mersey Road to the M4 Motorway	Luddenham	Planning	N/A	N/A	2035	7
Western Sydney Growth Roads						
Camden Valley Way, Bringelly Road to Ingleburn Road	Leppington	Construction	2015	88,000	39,010	31,126
Camden Valley Way, Ingleburn Road to Raby Road	Leppington, Catherine Field	Completed	7/11/2014	90,000	17,788	71,703
Camden Valley Way, Raby Road to Oran Park Drive	Catherine Field	Completed	7/11/2014	67,000	14,736	51,355
Campbelltown Road, Camden Valley Way to Denham Court Road	Ingleburn	Pre-construction	N/A	N/A	3663	4045
Garfield Road, Windsor Road to Richmond Road	Riverstone	Planning	N/A	N/A	102	556
Jane Street and Mulgoa Road Infrastructure Upgrade	Penrith	Planning	N/A	N/A	580	683
Memorial Avenue, Old Windsor Road to Windsor Road	Kellyville	Pre-construction	N/A	N/A	1316	875

Project Description	Location	Status (as at 30 June 2015)	Announced Completion Date	Announced Estimated Total Cost (\$'000)	2014-15 Expenditure (\$'000)	Expenditure in previous years (\$'000)
Narellan Road, Camden Valley Way to Blaxland Road	Narellan, Campbelltown	Construction	2018	114,000	21,023	8237
Old Wallgrove Road Erskine Park Link Road to M7 (Western Sydney Employment Lands)	Eastern Creek	Construction	2017	95,000	16,806	10,024
Richmond Road Stage 1, Bells Creek to Townson Road	Marsden Park, Colebee	Completed	14/07/2014	39,000	2050	36,932
Richmond Road Stages 2 and 3, Townson Road to North of Garfield Road	Marsden Park	Construction	2016	96,000	38,396	11,181
Schofields Road Stage 1, Windsor Road to Tallawong Road	Rouse Hill	Completed	30/06/2014	65,000	538	63,886
Schofields Road Stage 2, Tallawong Road to Veron Road	Schofields	Construction	2017	135,000	45,414	39,904
Schofields Road Stage 3, Veron Road to Richmond Road via South Street	Schofields	Pre-construction	2018	N/A	17,657	2892
Central Coast						
Central Coast Highway, Brisbane Water Drive, Manns Road Intersection Upgrade	West Gosford	Construction	2016	165,000	38,740	112,883
Pacific Highway and Manns Road, Narara Creek Road, Narara to Parsons Road, Lisarow	Narara, Lisarow	Planning	N/A	N/A	2646	10,059
Pacific Highway, Parsons Road, Lisarow to Ourimbah Street, Lisarow	Lisarow	Planning	N/A	N/A	2140	910
Pacific Highway, Wyong Road Intersection Upgrade	Tuggerah	Construction	2018	N/A	10,578	6460
Pacific Highway, Wyong Town Centre	Wyong	Planning	N/A	N/A	3591	6678
Pacific Motorway (M1) Productivity Package	Various	Planning and Pre-construction	N/A	N/A	10,031	8227
Sparks Road, New Intersection for Warnervale Town Centre	Warnervale	Completed	24/02/2015	22,000	10,747	10,783
Terrigal Drive, Charles Kay Drive Intersection Upgrade	Terrigal	Construction	2016	25,000	13,162	4381
Wyong Road Enterprise Drive, Intersection Upgrade	Chittaway Bay	Construction	2016	28,000	4902	1568
Wyong Road, Mingara Drive to Tumbi Road Upgrade	Tumbi Umbi	Construction	2018	N/A	5848	1775
Great Western Highway and Bells Line of Road						
Woodford to Hazelbrook	Woodford, Hazelbrook	Completed	10/07/2014	225,000	5694	213,656
Bullaburra, Ridge Street to Genevieve Road	Bullaburra	Construction	2015	67,000	25,403	39,931
Bullaburra to Wentworth Falls, Genevieve Road to Tableland Road	Bullaburra, Wentworth Falls	Completed	7/11/2014	72,000	8095	63,579
Katoomba to Mount Victoria Safety Works	Various	Planning	N/A	N/A	3530	5273
Forty Bends and Hartley Valley Safety Improvements	Hartley	Construction	2017	130,000	12,677	13,439
Kelso, Ashworth Drive to Stockland Drive	Kelso	Construction	2016	85,000	24,125	16,884
Hunter Roads						
Cormorant Road, Industrial Drive to Stockton Bridge	Kooragang Island	Pre-construction	2018	N/A	3879	1952
Nelson Bay Road, Bobs Farm to Anna Bay Stage 3	Anna Bay	Completed	18/05/2015	46,000	26,645	19,078

Project Description	Location	Status (as at 30 June 2015)	Announced Completion Date	Announced Estimated Total Cost (\$'000)	2014-15 Expenditure (\$'000)	Expenditure in previous years (\$'000)
Newcastle Inner City Bypass, Rankin Park to Jesmond	Lambton	Planning	N/A	N/A	4501	4993
New England Highway, Upgrade of Maitland Roundabouts	Maitland	Construction	2016	51,000	15,229	14,158
New England Highway, Belford to Golden Highway Duplication	Belford	Planning	N/A	N/A	479	338
New England Highway, Singleton Bypass	Singleton	Planning	N/A	N/A	975	584
New England Highway, Gowrie Gates, Widen Rail Underpass	Singleton	Planning	N/A	N/A	772	61
New England Highway, Scone Bypass and Rail Level Crossing Removal	Scone	Planning	N/A	N/A	1599	1636
Pacific Motorway (M1), Extension to Raymond Terrace	Hexham	Planning	N/A	N/A	3179	14,668
Pacific Highway						
Oxley Highway to Kempsey (Planning and Early Works)	Port Macquarie, Kempsey	Pre-construction	N/A	N/A	19,812	92,917
Oxley Highway to Kundabung	Kundabung, Thrumster	Construction	2017	820,000	115,700	39,714
Kundabung to Kempsey	Kempsey, Kundabung	Construction	2017	230,000	23,942	2030
Frederickton to Eungai	Clybucca	Construction	2016	675,000	171,335	295,771
Warrell Creek to Urunga	Macksville	Pre-construction	N/A	N/A	1883	86,622
Warrell Creek to Nambucca Heads	Macksville	Construction	2017	830,000	96,691	42,534
Nambucca Heads to Urunga	Urunga	Construction	2016	780,000	240,795	158,608
Coffs Harbour Bypass	Coffs Harbour	Planning	N/A	N/A	780	50,690
Coffs Harbour (Sapphire) to Woolgoolga	Woolgoolga	Completed	30/07/2014	860,000	19,581	834,921
Woolgoolga to Ballina	Grafton, Maclean	Construction	2020	N/A	129,552	267,932
Tintenbar to Ewingsdale	Bangalow	Construction	2015	862,000	216,098	581,710
Princes Highway						
Princes Motorway Improvements, Bulli Tops to Picton Road	Cataract	Planning	N/A	N/A	554	555
Princes Motorway, Interchange at Base of Mount Ousley	Mount Ousley	Planning	N/A	N/A	949	22
Albion Park Rail Bypass	Yallah, Oak Flats	Planning	N/A	N/A	7931	2526
Gerringong Upgrade, Mount Pleasant to Toolijooa Road	Gerringong	Construction	2015	340,000	91,783	242,128
Foxground and Berry Bypass, Toolijooa Road to South Berry	Berry	Construction	2018	580,000	101,125	97,812
Berry to Bomaderry Upgrade	Berry Bomaderry	Pre-construction	N/A	N/A	8236	14,064
Nowra Bridge over Shoalhaven River	Nowra	Planning	N/A	N/A	2236	1600
Termeil Creek Realignment	Termeil	Construction	2016	21,000	6002	1796
Dignams Creek Realignment	Dignams Creek	Pre-construction	N/A	N/A	1728	6212
Regional NSW Major Road Upgrades						
Barton Highway Safety Improvements	Murrumbateman	Construction	2015	N/A	4541	6290
Mitchell Highway, Guanna Hill Realignment	Molong	Pre-construction	2018	N/A	2172	2708

Project Description	Location	Status (as at 30 June 2015)	Announced Completion Date	Announced Estimated Total Cost (\$'000)	2014-15 Expenditure (\$'000)	Expenditure in previous years (\$'000)
New England Highway, Bolivia Hill Upgrade	Bolivia	Planning	N/A	N/A	1230	1711
New England Highway, Tenterfield Heavy Vehicle Bypass	Tenterfield	Planning	N/A	N/A	664	1552
Newell Highway, Upgrade at Parkes	Parkes	Planning	N/A	N/A	863	0
Newell Highway, Moree Bypass Stage 2	Moree	Construction	2015	30,000	23,334	514
Queanbeyan Bypass, Ellerton Drive Extension	Queanbeyan	Planning	2018	N/A	1079	0
Summerland Way, Additional Clarence River Crossing	Grafton	Pre-construction	2019	N/A	11,216	19,967
Bridges for the Bush						
Olympic Highway, Replacement of Kapooka Bridge and approaches	Kapooka	Construction	2016	55,000	16,119	5506
Oxley Highway, Gunnedah Bridge over Rail	Gunnedah	Planning	N/A	N/A	2438	1765
Kamilaroi Highway, Replacement of the Tulladunna Bridge over Namoi River	Wee Waa	Construction	2016	12,000	4927	2343
Cobb Highway, New Bridge at Echuca-Moama (NSW Contribution)	Echuca, Moama	Planning	N/A	N/A	1637	1741
Active Major Programs						
Transport Access program - Commuter Wharf Upgrade (Package 1)	Various	Construction	N/A	N/A	27,149	N/A

Table 8: Major infrastructure work

Appendix 4. Driver, vehicle and maritime statistics

Number of vehicles registered in NSW by year of manufacture

Year of Manufacture	Number of Vehicles
Unknown	118
1900-1949	3779
1950-1959	5,659
1960-1969	22,830
1970-1979	111,725
1980-1989	315,238
1990-1999	886,089
2000	198,773
2001	203,626
2002	233,144
2003	268,123
2004	285,026
2005	302,566
2006	298,838
2007	330,946
2008	327,579
2009	308,869
2010	353,082
2011	342,896
2012	385,145
2013	402,177
2014	387,717
2015	148,069
TOTAL	6,122,014

Table 9: Vehicle registrations by year as at 30 June 2015

Number of vehicles registered in NSW by vehicle type

Group	Vehicle Type	Number of Vehicles	
Light Vehicles	Passenger Vehicles	2,900,839	
	Off-road Vehicles	1,227,321	
	People Movers	70,323	
	Small Buses	18,120	
	Mobile Homes	9737	
	Motorcycles	202,157	
	Scooters	14,676	
	Light Trucks	623,801	
	Light Plant	2417	
	Light Trailers	881,706	
	Other Vehicles	136	
	All Light Vehicles		5,951,233
	Heavy Vehicles	Buses	13,284
Heavy Trucks		93,273	
Prime Movers		19,415	
Heavy Plants		4360	
Heavy Trailers		40,449	
All Heavy Vehicles		170,781	
All Vehicles		6,122,014	

Table 10: Vehicle registrations by type as at 30 June 2015

Number of vehicles registered in NSW by vehicle usage as at 30 June 2015

Vehicle Usage	Number of Vehicles
Business general	771,967
Federal interstate trade	3033
Pensioner concession	824,630
Primary producer concession	104,545
General private	4,268,928
Bus/tourist vehicle/charter used for hire	7677
Taxi	7097
Rental vehicle	18,170
Other	115,967
Total	6,122,014

Table 11: Vehicle registrations by usage

NSW licensed drivers and riders by gender as at 30 June 2015

Gender	No of Licence Holders	% of Total
Female	2,557,718	49%
Male	2,687,996	51%
Gender not recorded ¹⁴	41	0%

Table 12: NSW licence holders by gender

NSW licensed drivers and riders by age group as at 30 June 2015

Age Group	No. of Licences ¹⁵	% of Total
16-19	286,804	5%
20-24	406,781	8%
25-29	445,364	8%
30-34	494,273	9%
35-39	476,149	9%
40-44	505,600	10%
45-49	465,201	9%
50-54	475,060	9%
55-59	436,832	8%
60-64	381,311	7%
65-69	338,924	6%
70-74	236,891	5%
75-79	154,497	3%
80-84	89,632	2%
85+	52,437	1%
Total	5,245,756	100%

Table 13: NSW licence holders by age

¹⁴ Customers who have indicated that they are not aligned to either male or female. The option was introduced in 2014.

¹⁵ This number counts each licence, one person may hold multiple classes and would be counted for each licence class held.

NSW driver and rider licences on issue by licence class as at 30 June 2015

Licence Class	No. of Licences	% of Total
Class C	4,684,534	81%
Class LR	93,185	2%
Class MR	131,807	2%
Class HR	201,710	3%
Class HC	106,026	2%
Class MC	24,099	0%
Class R	569,308	10%
Total	5,810,669	100%

Table 14: NSW licences by class

NSW Maritime information by year to 30 June 2015

Outputs	2007–08	2008–09	2009–10	2010–11	2011–12	2012–13	2013–14	2014–15
General boat driving licences (not including personal watercraft licences)	419,080	447,253	452,803	447,194	445,436	443,596	444,141	447,752
Personalised watercraft driving licences	32,616	36,396	38,718	40,247	41,369	42,202	44,985	48,341
Recreational vessel registrations (not including personal watercraft registrations)	209,767	214,614	218,161	214,705	217,511	218,950	221,276	221,007
Personalised watercraft registrations	7307	7708	8354	8623	9123	9666	10,502	11,234
Aquatic licences issued	675	637	655	697	711	722	710	811
Environmental assessments for mooring and aquatic licences	2734	2797	2800	2331	3153	2784	2967	1422
Boating fatalities per 100,000 registered vessels (recreational and commercial)	9.3	5.2	9.7	4.3	8.1	11.3	2.9	6.7
Safety compliance rate: recreational vessels, including personalised watercraft (percentage)	87.1	88.3	89	92.8	90.8	91.0	90.8	91.2
Safety compliance rate: commercial vessels (percentage)	93.4	91	88.3	91.6	93.9	93.1	92.6	85.1

Table 15: NSW Maritime information by year

Appendix 5. Research and development

Roads and Maritime has a Research and Development Program to identify and develop innovative solutions to achieve business improvements. The Program also develops projects focusing on road safety and the performance of roads and bridges to assist with planning long-term maintenance.

Specialist Roads and Maritime staff carry out the work, with some projects being conducted in collaboration with universities or outsourced to research groups. Roads and Maritime also contributes to research and development in conjunction with other agencies to apply new technologies at a national level.

Bridges

Trials on the effectiveness of sacrificial cathodic systems in mitigating corrosion of reinforcements in concrete exposed to marine environments

The Durability Group is monitoring sacrificial cathodic protection systems installed in seven bridges across the state. Ongoing monitoring will determine the level of long-term corrosion protection from the respective systems and determine if these systems offer a cost-effective alternative to impressed current cathodic protection.

Development of seismic design rules for inclusion in the revision of the AS5100 Bridge Design Code

Work done in 2014-2015 has focussed on reviewing and addressing relevant public comments in draft seismic design provisions. The new seismic design rules in AS5100 will replace the outdated design provisions in the 2004 version of AS5100. The new provisions include several concepts new to Australian engineers. A training course is proposed to up-skill the bridge community.

Assessment of the effects of multiple heat straightening on steel members

Tensile, Charpy impact, hardness and metallographic testing were carried out on steel samples in collaboration with the University of Wollongong. The tests indicated that steel samples subjected to high temperature behave differently even after cooling due to the changes in the microstructure. As an outcome of this project, a workshop was arranged with the surveillance officers in bridge engineering to transfer the knowledge of metallographic testing.

Pavements and geotechnical

Investigation of improvements to road skid resistance analysis

The revised and improved 2014 SCRIM Desktop investigation was completed and delivered to all regions. In addition, a training package was developed and delivered to asset officers in May 2015.

Innovations in earthworks in design and construction

A consultant was commissioned to assess weighted plasticity index as a possible earthworks practice that could benefit Roads and Maritime. The assessment compared laboratory results with the R44 earthworks specification and the Queensland Department of Transport and Main Roads earthworks specification (MRTS04), which uses weighted plasticity index. The study indicated that some earthwork materials would satisfy the MRTS04 earthworks specification but wouldn't satisfy R44 when used for the same purpose. The results of the assessment were documented and no changes to R44 specification resulted from the study.

Literature study into cut batter design and performance

A consultant was commissioned to carry out a study into good and poor performing cut batters in the Southern Region. The lessons learnt from the batter assessment study were summarised and documented in a report along with a simple design and performance flowchart developed.

Support and enhancement of REFRACT

REFRACT is a software program developed by Roads and Maritime for the assessment of rock using seismic refraction. It is widely used by industry to assess rock strength in cuttings and methodology for excavation. On-going support was provided to industry for this purpose and includes enhancements and fixes to the software. Roads and Maritime also has the ability to assess raw input data used in seismic refraction interpretation.

Development of a technical direction on provision of impact loadings on retaining structures

The technical direction developed guidelines on the horizontal load sharing of traffic impact loading onto retaining structures to reduce the construction costs by designers.

Development of a Roads and Maritime data base of pull out testing correlated to soil and rock types

Anchor and soil nail testing is both expensive and time consuming. Many soil nail and anchor tests have been undertaken on Roads and Maritime projects and this project compiled the test results to provide information on the range of reasonable parameters to use for future designs. The data base is expected to provide information for preliminary design of these elements and it will also assist with peer reviews of geotechnical projects.

Appendix 6. Threatened species recovery plans

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

Measures	Actions taken by Roads and Maritime	Status in 2014-15
Cumberland Plain Threatened Species Recovery Plan (Jan 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.	On 12 May 2015, Roads and Maritime purchased 208 biobanking credits from Western Sydney Parklands Trust to offset road projects in the North West and South West Growth Centres.
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.	No additional actions.
<i>Acacia pubescens</i> (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 staff visited the site and mapped the area of the population in 2000.	No further action required.
(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.	No action required.
(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).	No inspections were carried out in 2014–15.	No action this reporting period.
(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	Developments and activities in the vicinity of <i>A.pubescens</i> are assessed with reference to the recovery plan, environmental assessment guidelines and any advice from the Office of	All projects with the potential to impact on <i>A.pubescens</i> referred to the recovery plan and environmental assessment guidelines.

Measures	Actions taken by Roads and Maritime	Status in 2014-15
Wildlife Service regarding the distribution, threats, biology and ecology of <i>A.pubescens</i> .	Environment and Heritage regarding the distribution, threats, biology and ecology of <i>A.pubescens</i> .	
(15.3.2) When planning decisions are made which 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> .	This action is a standard requirement of projects.
National Recovery Plan for Angus's Onion Orchid <i>Microtis angusii</i> (2010)		
(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. 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.	All activities by Roads and Maritime are carried out with reference to the recovery plan and any advice regarding the distribution, ecology and potential habitat of <i>M.angusii</i> .	Since 2012 Roads and Maritime has investigated the potential impacts to <i>M.angusii</i> from a proposed upgrade of Mona Vale Road. This planning and assessment for Mona Vale Road has continued into 2014-2015. 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 the known location of <i>M.angusii</i> at Ingleside, or in potential habitat and/or newly discovered sites identified during investigations.
(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.	Roads and Maritime has located a number of new sites and/or populations of <i>M.angusii</i> through targeted survey.	The location of any new populations will be sent to Office of Environment and Heritage.

Table 16: Threatened species recovery

Appendix 7. Waste reduction and energy consumption

Energy efficiency

In 2013-14 Roads and Maritime consumed 865,200 gigajoules (GJ) of energy¹⁶. The energy mix for 2013-14 is shown in the graph below.

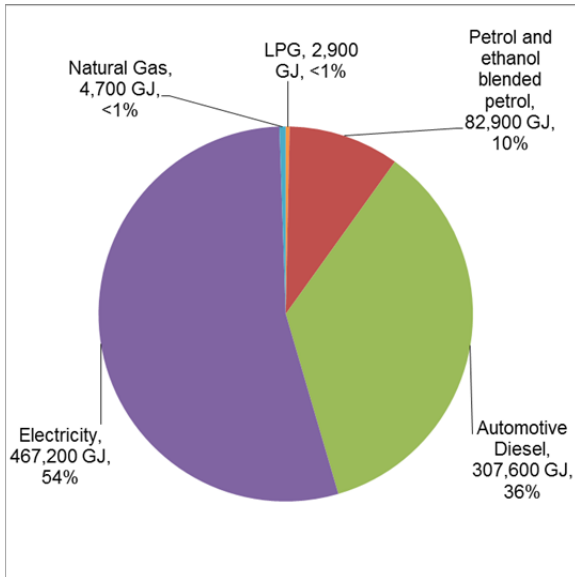


Figure 3: Direct energy sources 2013-14

This was a six per cent decrease from energy used the previous year. Roads and Maritime used electricity to power operational assets, diesel and petrol to operate road machinery and vehicles and LPG and natural gas to heat buildings, fuel vehicles and manufacture asphalt.

Electricity use

Electricity is the largest source of energy used by Roads and Maritime. It is used to power ventilation and lighting systems in road tunnels, traffic signals, street lights, offices, depots, and other Roads and Maritime buildings.

Our electricity use profile for 2013-14 is shown in the graph below.

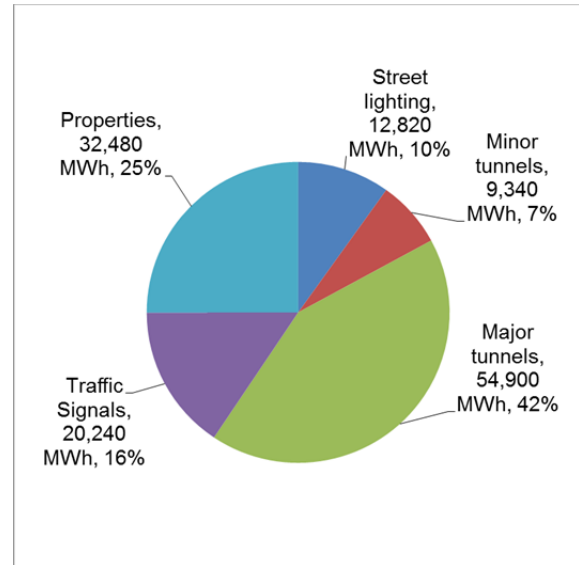


Figure 4: Electricity use 2013-14

During the year Roads and Maritime, in conjunction with Transport Shared Services, continued to implement energy reduction initiatives across our buildings. Four out of five of Roads and Maritime's large offices (greater than 2000m² area) have a current NABERS¹⁷ rating of 4.5 or above. All large offices are expected to achieve this rating following the Miller Street relocation. This result is aligned with the NSW Government target for energy ratings for government offices.

Other initiatives, in conjunction with Transport Shared Services, include the continued roll out of energy efficient high-bay lights in Heavy Vehicle Inspection Stations and the inclusion of energy efficiency and other sustainable design performance requirements in the specifications for our new office fit outs.

¹⁶ Roads and Maritime reports the annual energy consumption one year in arrears, all figures in this report relate to 2013-14. These results are for energy used by Roads and Maritime directly and do not include contractors.

¹⁷ National Australian Built Environment Rating System (NABERS) is a national rating system that measures the environmental performance of Australian buildings.

Electricity use in traffic signals and street lighting

Electricity use in traffic signals continues to decrease due to the ongoing replacement of the remaining quartz halogen lamps with LED lighting technology. The LED replacement program commenced in 2004 and has resulted in significant energy savings despite the increase in traffic signals (see the graph below).

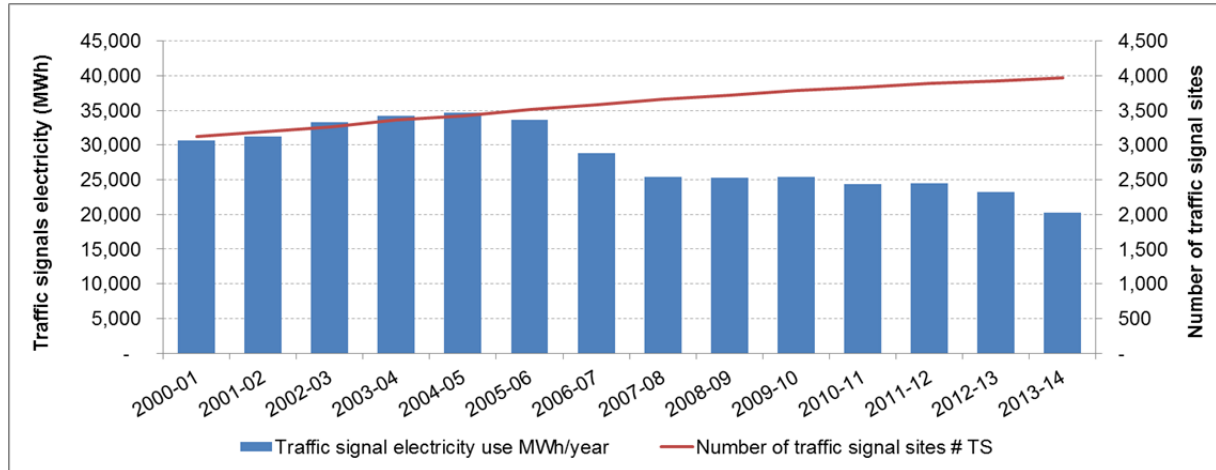


Figure 5: Roads and Maritime – electricity use in traffic signals

Reported electricity use for street lighting in 2013-14 is higher (25%) compared to the previous year as it includes Transitway and cycleway lighting not previously captured in this report.

Greenhouse gas emissions

Roads and Maritime’s 2013-14 greenhouse gas emissions were about 165,540t CO². The graph below shows Roads and Maritime’s greenhouse profile since 2000.

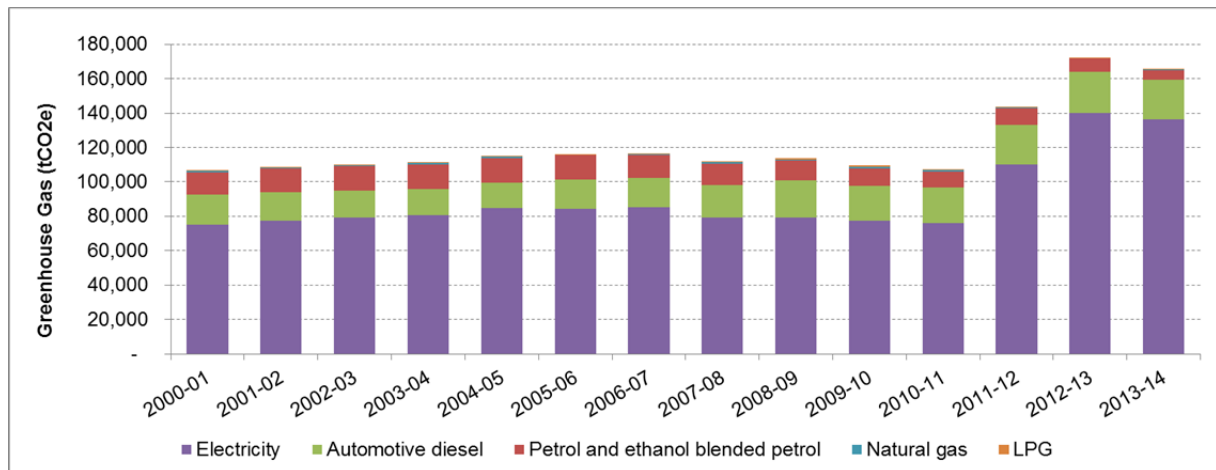


Figure 6: Roads and Maritime – greenhouse gas emissions¹⁸

¹⁸ Roads and Maritime energy and greenhouse accounts include operation of the M5 East Tunnel from December 2011 onwards.

Initiatives to reduce our greenhouse footprint

In addition to the energy reduction initiatives outlined above, other actions by Roads and Maritime to reduce our greenhouse footprint include:

- Ongoing consolidation of energy accounts to use whole of government contract arrangements which include purchase of 6 per cent GreenPower
- Continued purchase of light vehicles via the State Fleet whole of NSW Government supply contract¹⁹
- Investigating opportunities for the application of more efficient streetlight luminaries.

Waste reduction

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 19 provides the waste recovery rates for the three main waste streams generated as part of the Road Maintenance Program during 2014–15. Our waste recovery rates continue to exceed the NSW Government’s waste recovery targets and our corporate target.

Waste type	Roads and Maritime waste recovery rates (2014–15)	Roads and Maritime target (by 2014) ²⁰	NSW Government waste recovery targets (by 2021-22)
Virgin excavated natural material / fill	99.0%	95%	80%
Concrete	91.0%	90%	80%
Asphalt	99.5%	95%	80%

Table 17: Waste recovery rates

Roads and Maritime proactively pursues an objective of re-using materials where possible and reducing waste disposed to landfill. We have developed fact sheets and other guidance material to assist our staff and contractors better understand how materials can be re-used or recycled. In addition to utilising the Environment Protection Authority general resource recovery order and resource recovery exemptions, we continue to negotiate for Roads and Maritime specific resource recovery exemptions that allow for beneficial re-use of additional materials off-site and for temporary stockpiling of materials for future re-use.

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 2014–15, a total of 13.154 million litres of untreated sewage waste was pumped out from vessels through these facilities. This represented a 2.5 per cent increase on the previous financial year. Roads and Maritime also funds a mobile vessel pump-out facility on Myall Lakes. During the year 72,174 litres of untreated sewage waste was pumped out through these facilities to the sewerage pipeline infrastructure, which is an increase of 16.7 per cent on the previous year.

¹⁹ Sets a maximum allowable grams of greenhouse gas per kilometre (gCO₂/km) for each vehicle category

²⁰ Target as per the Roads and Maritime Environmental Sustainability Strategy (2010)

Appendix 8. Environmental planning and assessment

The environmental 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:

- Grafton Bridge project, Grafton (Part 5.1)
- NorthConnex M1- M2 project (Part 5.1)
- WestConnex M5 King Georges Road Interchange Upgrade (part 5.1)
- WestConnex M4 Widening (Part 5.1)
- 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 reports for consideration by the Department of Planning and Environment. Modification applications to existing approved projects were also granted, including for the Pacific Highway upgrade (two projects) and Foxground to Berry Bypass project.

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 reporting period Roads and Maritime prepared and determined Reviews of Environmental Factors for over 100 projects and more than 180 routine and minor works activities.

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

- Nepean River Green Bridge (Penrith)
- M1 Pacific Motorway Kariong to Somersby widening and intersection upgrade (Gosford)
- Duplication of Tourle Street and Cormorant Road, Kooragang (Newcastle).

In addition, Roads and Maritime also completed Reviews of Environmental Factors and provided community information for a number of ferry wharf upgrades as part of an on-going program to improve access for ferry service customers. This included upgrades of Balmain East and Cremorne 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 with respect to nationally listed threatened species and communities. During the reporting period Roads and Maritime referred the Bells Line of Road safety works, between Mount Tomah and Kurrajong Heights (Blue Mountains) project.

Strategic assessment

In the reporting period a strategic assessment under Part 10 of the EPBC Act was also commenced by Roads and Maritime. The strategic assessment examines Roads and Maritime's environmental assessment systems and procedures with respect to threatened species, ecological communities and migratory species listed under the EPBC Act. The strategic assessment was exhibited for public comment between December 2014 and February 2015.

Appendix 9. Heritage

Roads and Maritime is obliged to consider the impact of our activities on both Aboriginal and non-Aboriginal heritage. We aim to minimise its impact through awareness of heritage, sound investigation and assessment of heritage impacts into all our operations.

Roads and Maritime abides by the legislation controlling heritage protection and the management of impacts. Projects seek heritage approvals in accordance with the requirements of planning legislation. With the release of its *Heritage Guidelines* in June 2015, Roads and Maritime will have updated its procedures to ensure they are consistent with best practice by the NSW Government and its heritage regulators.

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 being maintained as separate entities.

The S170 register currently lists 407 State and locally significant heritage assets, predominantly bridges, buildings, memorials and movable heritage items, among others; it also includes the 76 heritage assets managed by Maritime Division.

Work continues on assessing and recording inventories of movable heritage collections held in offices, in conjunction with the NSW Government's Decade of Decentralisation. This will include, where required, materials conservation, such as the conservation work on the Captain Cook sculptural bronze figurehead mounted at Roads and Maritime's Rozelle office and relocated while the office is being refurbished. The figurehead was originally mounted on the Captain Cook steam tug used by the Sydney Harbour Trust.

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 is undertaken by Roads and Maritime through the *Procedure for Aboriginal Cultural Heritage Consultation and Investigation*. This sets out how Roads and Maritime conforms to the requirements of the NSW *National Parks and Wildlife Act 1979*. By integrating Aboriginal cultural heritage assessment 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 manage 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 2014-15 the following actions were delivered on the strategy:

- Barham Bridge – S60 lodged for upgrade works
- Cobram Bridge – nomination for State Heritage Register listing

- Tabulam Bridge - request to delist from State Heritage Register – discussions with Heritage Division OEH regarding further information requirements
- Mungindi Bridge – removed from Roads and Maritime S170 Register. Demolished May 2015
- Gundaroo Bridge – removed from Roads and Maritime S170 Register. Demolished June 2015
- Crookwell Bridge – removed from Roads and Maritime S170 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 2014–15, and the Committee’s specialist expertise contributed to improved outcomes for:

- Nowra Bridge community consultation
- Movable heritage collection assessments
- A range of proposed works to Sydney Harbour Bridge
- Heritage interpretation guidelines development.

During the year, two of the founding members, former Department of Main Roads Chief Bridge Engineer Brian Pearson and Ms Sue Clarke, representing the National Trust, both retired from the Committee.

Notable achievements

- Roads and Maritime commemorated the 50th anniversary of the Gladesville Bridge opening
- Roads and Maritime Movable Span Bridges study. This study documented the 26 movable span bridges in Roads and Maritime ownership, of which just over half are operational. This study documents the overarching history and individual past of the vertical lift span bridges, bascule bridges, and the sole remaining Roads and Maritime swing bridge in NSW, Glebe Island Bridge, currently operated for cyclical maintenance only, along with the only table bridge in Australia across the Darling River at Wentworth
- Works are underway to upgrade the capacity of Barham-Koondrook Bridge. This timber truss bridge is a Murray River crossing bridge, and therefore approval was also required from Heritage Victoria, which has a conservation listing on the southern abutment
- Roads and Maritime continued to digitise a selection of its vast historical holdings of photographic images held within its photo library, as well as the first of many movie films that were made for instructional purposes, driver instruction and public education
- Roads and Maritime continued to undertake significant archaeological investigations in support of highway projects on the Woolgoolga to Ballina section of the Pacific Highway and Gerringong to Bomaderry. Analysis of the archaeological assemblage excavated from Thornton Bridge, near Maitland was concluded, providing a window into the subsistence patterns on this part of the Hunter Valley in the mid-late Holocene period.

Case study: Gladesville Bridge

Honouring the 50 year anniversary of the opening

Gladesville Bridge has been open to traffic since 2 October 1964. Fifty years has given us the historical distance to appreciate its importance, not just for Sydney's transport network, but within the context of bridge engineering in Australia and globally. Briefly it was the only Australian bridge that has held a world record as the longest concrete arch span, at 1000 feet (305 metres).

The bridge marked the transition from steel bridge engineering to the very different challenges of concrete construction. The arch was built in a traditional way with pre-cast segments, but on a massive scale. It was also one of the first bridges in the world that was designed with the aid of a computer.

Gladesville Bridge's significance has been recognised by being placed on the NSW State Heritage Register, awarded Engineering Heritage International Marker status by Engineers Australia at the 50 year anniversary event - in recognition of the innovative technology used in its design and construction. It has also recently been awarded the prestigious International Historic Civil Engineering Landmark status by the American Society of Civil Engineers. The bridge was also lit up for a week as part of the anniversary celebration in a multicolour display of energy efficient LED lighting.

The 50 year anniversary has showcased a number of other Roads and Maritime initiatives. The vast Roads and Maritime photographic library is being digitised and made publicly available through Trove. Archival films are also being digitised and placed on the Roads and Maritime YouTube channel. Events like the Gladesville Bridge construction have been extensively documented in film footage and photography, now available online, along with a historical booklet.

Appendix 10. Biodiversity projects

Activity	Purpose	Progress
Research partnership with Department of Primary Industries and University of Queensland	A three year research project commenced in 2014-2015 investigating optimal design for culverts to promote fish passage.	A Memorandum of Understanding has been entered with the Department of Primary Industries and funding provided to the University of Queensland to commence the research project.
Biodiversity performance reviews	To identify key issues for the future development of policy, guidelines and training and as a method of promoting ways to minimise impacts on biodiversity.	Two biodiversity performance reviews were carried out as part of the Camden Valley Road Upgrade, Western Sydney and the Kundabung to Kempsey section of the Pacific Highway Upgrade.
Biodiversity offsets	To offset unavoidable biodiversity impacts.	Roads and Maritime continues to implement biodiversity offset strategies for a range of projects. This included retiring biobanking credits for road projects in the Western Sydney Growth Centres.
NSW Wildlife Council	To manage wildlife on roads.	Roads and Maritime continues to provide an annual contribution of \$25,000 to the NSW Wildlife Council (NSWWC) – the peak body for the rescue and rehabilitation of sick and injured wildlife in NSW.
Code of Practice for Minor Work in NSW Waterways	To streamline the consultation process between NSW Department of Primary Industries and Roads and Maritime regarding low-risk dredging and/or reclamation work.	A Code of Practice has been approved by the Department of Primary Industries and can be found on the Roads and Maritime website.

Table 18 - Biodiversity projects 2014-2015

Appendix 11. Access to government information

Review of proactive release program - Clause 7(a)

Under section 7 of the *Government Information (Public Access) Act 2009* (GIPA Act), agencies must review their programs for the release of government information 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 provides information on its website, including detailed reports about infrastructure and maintenance projects, statistics, and services provided by Roads and Maritime. There are also a range of publications that are available free of charge, which provides assistance to customers wishing to use the services provided by Roads and Maritime.

Number of access applications received - Clause 7(b)

During the reporting period, our agency received a total of 1666 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 a total of six access applications because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications, two were refused in full, and four were refused in part.

Statistical information about access applications - Clause 7(d) and Schedule 2

	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
Media	12	3	0	1	0	0	0	4
Members of Parliament	5	1	2	0	0	1	0	0
Private sector business	431	261	234	46	2	0	2	16
Not for profit organisations or community groups	2	1	47	23	0	0	0	11
Members of the public (application by legal representative)	91	26	19	29	5	0	0	5
Members of the public (other)	161	33	74	43	3	1	2	12

Table 19: Applications by type of applicant

²¹ More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision (also applies to Table B).

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
Personal information applications ²²	20	5	27	6	0	0	0	2
Access applications (other than personal information applications)	663	304	348	136	10	2	4	46
Access applications that are partly personal information applications and partly other	19	16	1	0	0	0	0	0

Table 20: Applications for personal information

Table C: Invalid applications	
Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	77
Application is for excluded information of the agency (section 43 of the Act)	2
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	79
Invalid applications that subsequently became valid applications	36

Table 21: Invalid applications

²² A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act	
	Number of times consideration used²³
Overriding secrecy laws	0
Cabinet information	1
Executive Council information	0
Contempt	0
Legal professional privilege	5
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

Table 22: Public interest against disclosure

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act	
	Number of occasions application was unsuccessful
Responsible and effective government	17
Law enforcement and security	7
Individual rights, judicial processes and natural justice	683
Business interests of agencies and other persons	15
Environment, culture, economy and general matters	2
Secrecy provisions	514
Exempt documents under interstate Freedom of Information legislation	0

Table 23: Other public interest considerations against disclosure

Table F: Timeliness	
	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	1623
Decided after 35 days (by agreement with applicant)	31
Not decided within time (deemed refusal)	12
Total	1666

Table 24: Timeliness of application decisions

²³ More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)			
	Decision varied	Decision upheld	Total
Internal review	1	9	10
Review by Information Commissioner ²⁴	4	6	10
Internal review following recommendation under section 93 of Act	3	0	3
Review by NCAT	2	1	3
Total	10	16	26

Table 25: Applications reviewed under Part 5 of the Act

Table H: Applications for review under Part 5 of the Act (by type of applicant)	
	Number of applications for review
Applications by access applicants	25
Applications by persons whose information is the subject of access applications (see section 54 of the Act)	1

Table 26: Applications reviewed under Part 5 of the Act by type

²⁴ The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Appendix 12. Senior executive overview

Roads and Maritime Senior Service Level 2 to 6²⁵

Transport Senior Service Level	Female	Male	Total	Average of TRP	% of Total Employee related expenditure relating to Senior Executives
Senior Service Level 2	12	40	52	\$224,804	3.9%
Senior Service Level 3	2	16	18	\$275,387	
Senior Service Level 4	1	3	4	\$283,847	
Senior Service Level 5	2	6	8	\$368,312	
Senior Service Level 6	0	1	1	\$553,490	
Total	17	66	83		

Table 27: Roads and Maritime senior service levels

²⁵ All senior management roles at Roads and Maritime have now transitioned to new arrangements and, as a result, the agency does not have any staff members remaining on an SES contract as at 30 June 2015. Figures are for Roads and Maritime only and excludes any senior service staff within the WestConnex Delivery Authority.

Chief Executive – Peter Duncan

Position	CHIEF EXECUTIVE
Level	EXEC (SS6)
Period	1 July 2014 – 30 June 2015
Qualifications	Cert L&ESD, Grad. Cert Traffic Eng, A.Dip Land Studies, G.Dip Mgt.

The Chief Executive manages Roads and Maritime Services 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 in NSW 2021, the Long Term Transport Master Plan and the Roads and Maritime Services 2014-15 Delivery Plan
- Drive delivery of significant road and maritime network infrastructure projects including work on the Pacific Highway, Princes Highway, Great Western Highway, NorthConnex and Sydney Harbour wharves
- Establish effective partnerships and networks with all levels of Government, industry and key stakeholders to ensure effective delivery of programs
- Provided oversight and strategic direction to the WestConnex project as a key member of the WestConnex Delivery Authority Board
- Drive implementation of initiatives to support Government reforms including contestable maintenance contracts, Decade of Decentralisation and Service NSW
- Overseeing the development 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
- Drive delivery of an effective and efficient \$1.5bn maintenance program over a network of more than 18,000km of State roads
- Drive 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

Position	CHIEF FINANCIAL OFFICER
Level	SS5
Period	9 March 2015 - 30 June 2015
Qualifications	BEC (Accounting), CA, GAICD

Note: The Finance Division was created on 1 October 2014. From 1 October 2014 to 8 March 2015 Andrew Maggs was the Acting Chief Financial Officer and Fiona Trussell was appointed Chief Financial Officer on 9 March 2015.

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

- Statutory accounting and financial reporting
- Preparation of annual financial statements
- Management and control of financial risk and audit
- Governance of capital and operational expenditure.

Chief Operating Officer - Ken Kanofski

Position	CHIEF OPERATING OFFICER
Level	SS5
Period	1 July 2014 – 30 June 2015.
Qualifications	BBus, MBA, FCPA, AICD

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 Safety and Compliance Divisions as well as the WestConnex Delivery Authority 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 road and maritime strategy and funding. Key responsibilities include:

- Planning and investment prioritisation to achieve agreed network performance standards
- Sydney road network management, asset planning, traffic and safety programs
- Major project integration for Sydney and state-wide infrastructure development
- Regional asset planning, traffic and safety programs
- State-wide network management, policies, asset programs and Local Government programs
- Managing the development, design and construction phases of Sydney motorway projects
- Operation and maintenance of private toll roads, motorway tolling policy, compliance and regulation
- Managing the daily operational performance of the network, to deliver reliable customer journeys.

Director Infrastructure Development - Jeff McCarthy

Position	DIRECTOR INFRASTRUCTURE DEVELOPMENT
Level	SS5
Period	9 February 2015 - 30 June 2015
Qualifications	BE (Elec Hons), M Com

Note: Jeff McCarthy commenced in the position of Director Infrastructure Development on 9 February 2015. Geoff Fogarty held the position of Director Infrastructure Development from 1 July 2014 to 9 February 2015. The significant achievements listed below provide an overview of initiatives delivered by the Infrastructure Development Division throughout 2014-15.

The operational focus of the Infrastructure Development Division is to deliver approved major infrastructure projects across New South Wales 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

Position	DIRECTOR ASSET MAINTENANCE
Level	SS5
Period	1 July 2014 – 30 June 2015.
Qualifications	BE, CPEng, GAICD

The Asset Maintenance Division plays the lead role for the delivery of maintenance, minor works and engineering services for Roads and Maritime. 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/geotechnological engineering)
- Management of maintenance contracts in Sydney
- Management of critical infrastructure and security.

Director NSW Maritime - Angus Mitchell

Position	DIRECTOR NSW MARITIME
Level	SS3
Period	1 July 2014 - 30 June 2015
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
- Supporting recreational boating infrastructure across the State
- Administering maritime licenses
- Enforcing boating related environmental laws
- Licensing all aquatic events
- Providing emergency response for oil spills under National Plan arrangements.

The NSW Maritime Division works closely with NSW Police (Marine Area Command), the Department of Primary Industries (Fisheries), the Department of Industry and Investment, and the Department of Environment.

Director Safety and Compliance - Peter Wells

Position	DIRECTOR SAFETY AND COMPLIANCE
Level	SS5
Period	1 July 2014 - 30 June 2015.
Qualifications	BSC, MScMed, GAICD

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

- 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 Corporate - Paul Hesford

Position	DIRECTOR CORPORATE
Level	SS5
Period	1 July 2014 – 30 June 2015
Qualifications	BSc (Hons), FCA (ICAEW)

The Corporate Division provides advice and integrated solutions to allow the agency to focus on core business. Key services and responsibilities include:

- Audit, assurance and risk advisory services
- Commercial revenue generation
- Human resources and workforce management
- Information technology systems and infrastructure
- 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.

Director Strategy and Engagement - Maryanne Graham

Position	DIRECTOR STRATEGY AND ENGAGEMENT
Level	SS4
Period	1 July 2014 – 10 May 2015
Qualifications	BComms

Note: Maryanne Graham was on secondment to WestConnex Delivery Authority from 11 May 2015 – 30 June 2015. During this time Jim Peachman was Acting Director Strategy and Engagement.

The Strategy and Engagement Group's core purpose is to provide specialist support to the Chief Executive and the operational divisions in driving the agreed organisational vision and strategy across Roads and Maritime. Key responsibilities include:

- Communication and customer and stakeholder engagement services
- Government information services
- Corporate planning and strategic advice to the executive
- Operational performance reporting across the group
- Journey information and digital services
- Environment planning, advice and policies.

Director Office of the Chief Executive and Reform - Jim Peachman

Position	DIRECTOR OFFICE OF THE CHIEF EXECUTIVE AND REFORM
Level	SS4
Period	1 July 2014 - 30 June 2015
Qualifications	BBus

Note: From 11 May 2015 – 30 June 2015, Jim Peachman was additionally Acting Director Strategy and Engagement whilst Maryanne Graham was on secondment to WestConnex Delivery Authority.

The Office of the Chief Executive and Reform unit delivers an organisational reform program aimed at improving service delivery, building for a more effective and sustainable future, and increasing efficiencies. The reform office was established to work with people from across the organisation in shaping and delivering the future of the organisation and to guide delivery of the necessary reforms. Key responsibilities include:

- Manage delivery of support services for the Chief Executive
- Lead the transition of Roads and Maritime motor registry services to support the establishment of Service NSW
- Support the implementation of initiatives to deliver on government reforms, including contestable maintenance contracts and Decade of Decentralisation
- Drive a range of projects to continue to progress the overall reform program to improve effectiveness and efficiencies
- Overseeing implementation of organisational structure changes to support Roads and Maritime Build, Manage, Maintain operating model
- Sponsor the development and implementation of system and business improvements to enhance the operations of the organisation.

Appendix 13. Overseas travel by Roads and Maritime officers

Position	Countries / Cities visited	Purpose of visit	Part or all costs met by Roads and Maritime
Divisional Executive Officer, Safety and Compliance	Wellington, New Zealand	To attend compulsory residential course for Executive Master of Public Administration	Part cost met by Roads and Maritime
Principal Manager, Intelligent Transport Systems	Detroit, USA	To attend the 21st Intelligent Transport Systems World Congress	All costs met by Roads and Maritime
Manager Tunnel Technology, Motorway Projects	Auckland, New Zealand	To attend Austroads Tunnel Task Force meeting	All costs met by Roads and Maritime
Principal Systems Analyst	Quigdao, China	To attend and present at the 17th International IEEE conference on Intelligent Transportation Systems	All costs met by Roads and Maritime
Director, Asset Maintenance	London, United Kingdom	To attend meetings with UK Transport Agencies	All costs met by Roads and Maritime
Senior Marine Investigations Officer	Mississippi, USA	To obtain credentials to deliver Boat Accident Investigation Training in Australia	All costs met by Roads and Maritime
Bitumen Inspector	Papua New Guinea	To test and calibrate bitumen sprayers in PNG on a Fee for Service basis.	Part cost met by Roads and Maritime

Table 28: Overseas travel by Roads and Maritime officers – paid for by Roads and Maritime

Position	Countries / Cities visited	Purpose of visit	At no cost to Roads and Maritime
Vessel Surveyor, Maritime	Holyhead, United Kingdom	To advise on the of build pilot vessels for Holyhead Marine Services Ltd	No cost to Roads and Maritime
Acting Team Leader of Initial Survey	Pattaya and Rayong, Thailand	To inspect the construction of a 22 metre, 180 passenger aluminium charter vessel for use on Sydney Harbour	No cost to Roads and Maritime
District Works Manager Far West	Wellington, New Zealand	PSC Sponsored Executive Workshop: ANZSOG-Women In Leadership.	No cost to Roads and Maritime, paid for by the Public Service Commission
Manager Media	Wellington, New Zealand	PSC Sponsored Executive Workshop: ANZSOG-Women In Leadership.	No cost to Roads and Maritime, paid for by the Public Service Commission

Table 29: Overseas travel by Roads and Maritime officers – no cost to Roads and Maritime

Appendix 14. Ombudsman inquiries

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

In 2014-15, 87 inquiries from the NSW Ombudsman were recorded, compared to 78 inquiries in the period July 2013 to June 2014.

Subject	Number of inquiries
Registration	19
Tolling	18
Licensing	15
Customer Experience	8
Vehicle certification	4
Penalty infringement notices	4
Proof of identity	3
Policy	4
Major projects	2
Number plates	2
Claims	2
Towing	2
Road Safety	1
Driver Testing	1
Privacy	1
Parking	1

Table 30: Inquiries received by subject

Appendix 15. Legal change

Acts and subordinate legislation administered by the Minister for Roads, Maritime and Freight (Ministry title from 02.04.2015 - previously “Minister for Roads and Freight”)

(Act then regulation)

<p>City of Sydney Act 1988 (Part 4A and Schedule 2, jointly with the Minister for Transport and Infrastructure (remainder, the Minister for Local Government))</p> <p>Driving Instructors Act 1992 Driving Instructors Regulation 2009</p> <p>Heavy Vehicle (Adoption of National Law) Act 2013 Heavy Vehicle (Adoption of National Law) Regulation 2013</p> <p>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)</p> <p>Marine Pollution Act 1987 (repealed 01.09.2014) Marine Pollution Regulation 2006 (repealed 01.09.2014)</p> <p>Marine Pollution Act 2012 (commenced 01.09.2014) Marine Pollution Regulation 2014 (commenced 01.09.2014)</p> <p>Marine Safety Act 1998 Marine Safety (General) Regulation 2009</p> <p>Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001</p>	<p>Ports and Maritime Administration Act 1995 Ports and Maritime Administration Regulation 2012</p> <p>Recreation Vehicles Act 1983 (Parts 4 and 6 (remainder, the Minister for the Environment))</p> <p>Road Transport Act 2013 Road Rules 2008 (until repeal 01.12.2014) Road Rules 2014 (on and from commencement 01.12.2014) Road Transport (Driver Licensing) Regulation 2008 Road Transport (General) Regulation 2013 Road Transport (Mass, Loading and Access) Regulation 2005 (on 10.02.2014 made a Regulation under the Road Transport Act 2013 by the Heavy Vehicle (Adoption of National Law) Amendment Act 2013) Road Transport (Vehicle Registration) Regulation 2007</p> <p>Roads Act 1993 (until 19.12.2014 - except parts, jointly the Minister for Primary Industries and other Ministers, parts, the Minister for the Environment, and parts, the Minister for Local Government) (from 19.12.2014 - except parts, the Minister for the Environment, parts, the Minister for Local Government, and parts, the Minister for Natural Resources, Lands and Water) (from 02.04.2015 - except parts, the Minister for the Environment, parts, the Minister for Local Government, and parts, the Minister for Lands and Water).</p> <p>Roads Regulation 2008</p> <p>Sydney Harbour Tunnel (Private Joint Venture) Act 1987</p> <p>Tow Truck Industry Act 1998 Tow Truck Industry Regulation 2008</p> <p>Transport Administration Act 1988, Part 4A, Divisions 1 to 3, so far as it relates to Roads and</p>
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<p>Maritime Services Act 1935 Management of Waters and Waterside Lands Regulations – N.S.W. Port Authority – Land Traffic Control Regulations – N.S.W.</p> <p>Motor Vehicles Taxation Act 1988 Motor Vehicles Taxation Regulation 2008</p> <p>Photo Card Act 2005 Photo Card Regulation 2005 (until 01.09.2014) Photo Card Regulation 2014 (commenced on 01.09.2014)</p>	<p>Maritime Services, Part 6, and so much of the Act as relates to Roads and Maritime Services (remainder, the Minister for Transport and Infrastructure)</p> <p>Transport Administration (General) Regulation 2013 (provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight)</p> <p>Transport Administration (Staff) Regulation 2012 (provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight)</p>
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Acts and subordinate legislation administered by the Minister for Transport and Infrastructure – (Ministry title from 02.04.2015 - previously “Minister for Transport”)

<p>Passenger Transport Act 1990 Passenger Transport (Drug and Alcohol Testing) Regulation 2010 Passenger Transport Regulation 2007</p>	<p>Passenger Transport Act 2014 (from 01.12.2014 / formally allocated 19.12.2014) Passenger Transport Regulation 2014 (from 01.12.2014 / principal Act formally allocated 19.12.2014)</p>
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Changes in Acts and subordinate legislation affecting Roads and Maritime 2014 - 2015

Minister for Roads, Maritime and Freight

Legislation name	Commencement	Description of change
<p>Driving Instructors Amendment (Fees) Regulation 2014 (2014 No 291)</p>	<p>Commenced on 01.07.2014.</p>	<p>This regulation amended the Driving Instructors Regulation 2009 to increase certain fees payable in connection with the administration of the <i>Driving Instructors Act 1992</i>.</p> <p>The increases were generally in line with movements in the Consumer Price Index.</p>
<p>Photo Card Amendment (Fee and Penalty Notices Offences) Regulation 2014 (2014 No 292)</p>	<p>Commenced on 01.07.2014.</p>	<p>This regulation amended the Photo Card Regulation 2005:</p> <p>(a) increase the fees for the issue of a Photo Card and a replacement Photo Card, and</p> <p>(b) to increase the penalties for certain offences dealt with by way of a penalty notice.</p> <p>The increases were generally in line with movements in the Consumer Price Index.</p>

Legislation name	Commencement	Description of change
Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2014 (2014 No 293)	Commenced on 01.07.2014.	This regulation amended: (a) the Road Transport (Driver Licensing) Regulation 2008 and the Road Transport (General) Regulation 2013 to increase certain fees, penalty levels and charges; and (b) the Road Transport (Mass, Loading and Access) Regulation 2005 to decrease a fee applicable to light vehicles to bring it into line with those charged by the Heavy Vehicle National Regulator for an equivalent heavy vehicle fee; and (c) the Road Transport (Vehicle Registration) Regulation 2007 to increase fees relating principally to registration and inspection of motor vehicles. The increases were generally in line with movements in the Consumer Price Index.
Roads Amendment (Penalty Notice Offences) Regulation 2014 (2014 No 294)	Commenced on 01.07.2014.	This regulation amended the Roads Regulation 2008 to increase the penalties for offences dealt with by way of a penalty notice issued under section 243 of the <i>Roads Act 1993</i> in relation to contraventions of certain provisions of the Roads Regulation 2008. The increases were generally in line with movements in the Consumer Price Index.
Tow Truck Industry Amendment (Fees) Regulation 2014 (2014 No 295)	Commenced on 01.07.2014.	This regulation amended the Tow Truck Industry Regulation 2008: (a) to increase fees relating to the variation of conditions, or surrender, of tow truck operators licences and tow truck drivers' certificates, and (b) to increase certain maximum fees that can be charged by the holder of a tow truck operator's licence or a tow truck driver's certificate for the towing, salvage or storage of a motor vehicle that has been involved in an accident or that has been stolen, or any service that is related to the towing, salvage or storage of such a motor vehicle. The fee increases were generally in line with movements in the Consumer Price Index.
Management of Waters and Waterside Lands Amendment (Fees) Regulation 2014 (2014 No 329)	Commenced on 01.07.2014.	This regulation amended the Management of Waters and Waterside Lands Regulations – N.S.W. to increase fees relating to occupation licences under the <i>Maritime Services Act 1935</i> . The increases were generally in line with movements in the Consumer Price Index.
Marine Safety (General) Amendment (Fees) Regulation 2014 (2014 No 330)	Commenced on 01.07.2014.	This regulation amended the Marine Safety (General) Regulation 2009 to increase certain fees payable under the <i>Marine Safety Act 1998</i> relating to State matters and National law matters. The increases were generally in line with movements in the Consumer Price Index.
Road Transport (Vehicle Registration) Amendment (Registration Charges for Heavy Vehicles) Regulation 2014 (2014 No 335)	Commenced on 01.07.2014.	This regulation amended the Road Transport (Vehicle Registration) Regulation 2007 to provide for annual registration charges for chargeable heavy vehicles commencing with the 2014-2015 financial year consistent with those set by the National Transport Commission.
Road Transport Legislation Amendment (Lane Use by Motor Bikes) Regulation 2014 (2014 No 383)	Commenced on 01.07.2014	This regulation: (a) amended the Road Rules 2008 to make it an offence for a motor bike rider to lane split at a speed exceeding 30 kilometres per hour and to enable certain motor bike riders to lane filter between vehicles provided they do not exceed that speed, and (b) amended the Road Transport (Driver Licensing) Regulation 2008 to make the new offence of lane splitting a demerit point offence that attracts 3 demerit points, and (c) amended the Road Transport (General) Regulation 2013 to make the new offence of lane splitting a penalty notice offence.

Legislation name	Commencement	Description of change
Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2014 (2014 No 407)	Commenced on 01.07.2014.	The Regulation amended the Heavy Vehicle (Adoption of National Law) Regulation 2013 to increase penalties for infringement notice offences, being offences against the <i>Heavy Vehicle National Law (NSW)</i> and the Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW) for which an infringement notice (also called a penalty notice) may be issued under the Heavy Vehicle National Law.
<i>Statute Law (Miscellaneous Provisions) Act 2014</i> (2014 No 33)	Commenced on 04.07.2014.	Schedule 2 of the Act contained amendments of a pure statute law revision nature in Schedule 2 including amendments to the following Transport cluster legislation: Schedule 2.20 - <i>Heavy Vehicle (Adoption of National Law) Act 2013</i> Schedule 2.24 – Marine Safety (General) Regulation 2009 Schedule 2.25 – <i>Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001</i> Schedule 2.26 – <i>Motor Vehicles Taxation Act 1988</i> Schedule 2.35 – Road Transport (Driver Licensing) Regulation 2008 Schedule 3 of the Act contained a number of consequential amendments related to the <i>Government Sector Employment Act 2013</i> including to Schedule 3.32 - <i>Transport Administration Act 1988</i> .
<i>Maritime and Transport Licensing Legislation Amendment Act 2014</i> (2014 No 38)	Amendments to the <i>Ports and Maritime Administration Act 1995</i> commenced on 24.06.2014 Remainder of the Act commenced on 01.12.2014.	This Act: (a) amended the <i>Marine Safety Act 1998</i> and the Marine Safety (General) Regulation 2009 to transfer the functions of the Minister with respect to boat driving licensing and vessel registration to Roads and Maritime Services (<i>Roads and Maritime</i>), and (b) amended the <i>Road Transport Act 2013</i> and the <i>Marine Safety Act 1998</i> to enable Roads and Maritime to grant driver licences that include boat driving licences as an alternative to issuing separate boat driving licence documentation, and (c) amended the <i>Road Transport Act 2013</i> to facilitate the taking and use of photographs in connection with the granting of marine safety licences under the <i>Marine Safety Act 1998</i> and the identification of applicants and licence holders, and (d) amended the <i>Ports and Maritime Administration Act 1995</i> to enable the regulations under that Act to make provision for the management of dangerous goods in ports and to make a consequential amendment to the Work Health and Safety Regulation 2011.
<i>Road Transport Amendment (Licence Disqualification on Conviction) Act 2013</i> (2013 No 57) (Commencement Proclamation 2014 No 479)	Commenced on 01.08.2014	This amendment Act inserted new section 206A “Effect of imprisonment on period of disqualification” into the <i>Road Transport Act 2013</i> to: “remove an anomaly whereby persons convicted of a serious driving offence – for example, dangerous driving occasioning death – can serve part or all of their licence disqualification period while they were serving a period of imprisonment imposed for the same offence.” (from Second Reading speech)
Road Transport (Driver Licensing) Amendment (High Performance Vehicle Scheme) Regulation 2014 (2014 No 465)	Commenced on 01.08.2014	This regulation amended the Road Transport (Driver Licensing) Regulation 2008 to amend the clause 32 definition of “high performance vehicle” and related matter. Provisional driver licences are subject to a condition preventing the holder from driving a “high performance vehicle”. The definition now includes vehicles with a power to weight ratio greater than 130 kilowatts per tonne, vehicles with certain modifications and certain other vehicles listed by Roads and Maritime. The definition no longer refers to vehicles with 8 or more cylinders or vehicles with turbocharged or supercharged engines.

Legislation name	Commencement	Description of change
Road Amendment (Motor Breakdown Service Vehicles and Tow Trucks) Rules 2014 (2014 No 486)	Commenced on 01.08.2014	This regulation amended the Road Rules 2008 to exempt drivers of motor breakdown service vehicles and tow trucks from certain restrictions with respect to driving vehicles: <ul style="list-style-type: none"> (i) in an emergency stopping lane, or (ii) within a single marked lane or line of traffic, or (iii) on or across continuous white edge lines, or (iv) while passing or overtaking a vehicle displaying a do not overtake turning vehicle sign, and to make consequential amendments. <p>The Road Rules affected were 158 "Exceptions to driving in special purpose lanes etc" and 307-2 "NSW rule: exemption for drivers of motor breakdown service vehicles or tow trucks" (new Rule) along with the Dictionary which gained a definition of "motor breakdown service vehicle".</p>
Road Transport (General) Amendment (Hunter Development Corporation) Regulation 2014 (2014 No 499)	Commenced on 08.08.2014	This regulation amended the Road Transport (General) Regulation 2013 to declare the Hunter Development Corporation as the parking authority (and therefore able to establish a parking scheme) for locations identified as Throsby Car Park, Lee Wharf Car Park and Wright Lane Car Park.
<i>Marine Pollution Act 2012</i> (2012 No 5) (Commencement Proclamation 2014 No 520)	Commenced on 01.09.2014	An updated Act to replace the <i>Marine Pollution Act 1987</i> . <p>Schedule 1 of the Act amended other Acts. These were mostly consequential changes of Act name references:</p> <p>1.1 <i>Fire Brigades Act 1989</i> 1.2 <i>Land and Environment Court Act 1979</i> 1.3 <i>Marine Safety Act 1998</i> 1.4 <i>Ports and Maritime Administration Act 1995</i> 1.5 <i>Protection of the Environment Operations Act 1997</i></p>
<i>Marine Pollution Act 1987</i> (1987 No 299)	Repealed on 01.09.2014	Repealed by its replacement <i>Marine Pollution Act 2012</i> .
Marine Pollution Regulation 2014 (2014 No 529)	Commenced on 01.09.2014	An updated regulation to support the <i>Marine Pollution Act 2012</i> .
Marine Pollution Regulation 2006 (2006 No 515)	Repealed on 01.09.2014	Repealed by repeal of its principal Act the <i>Marine Pollution Act 1987</i> .
Marine Safety (General) Amendment (Marine Pollution Penalty Notice Offences) Regulation 2014 (2014 No 530)	Commenced on 01.09.2014	This Regulation supported the <i>Marine Pollution Act 2012</i> and Marine Pollution Regulation 2014 which also commenced on 01.09.2014. <p>The Regulation amended the Marine Safety (General) Regulation 2009 to set out penalty notice provisions for certain <i>Marine Pollution Act 2012</i> and Marine Pollution Regulation 2014 offences.</p>
Photo Card Amendment (Register) Regulation 2014 (2014 No 533)	Commenced on 22.08.2014	This regulation amended the Photo Card Regulation 2005. <p>(a) to provide that information of a personal nature that is contained in the Photo Card Register may be released despite a provision of the <i>Photo Card Act 2005</i> that provides for the security of such information if the information could otherwise be released under the privacy legislation (being the <i>Privacy and Personal Information Protection Act 1998</i> and the <i>Health Records and Information Privacy Act 2002</i> and any regulations or codes of practice under either of those Acts),</p> <p>(b) to provide that any information contained in the Photo Card Register may be released to Austroads for the purposes of the National Exchange of Vehicle and Driver Information System.</p>

Legislation name	Commencement	Description of change
Photo Card Regulation 2014 (2014 No 532)	Commenced 01.09.2014	This regulation remakes, with minor changes, the current Photo Card Regulation 2005 which was repealed on 01.09.2014 under the <i>Subordinate Legislation Act 1989</i> .
Road Transport Legislation Amendment (Registers) Regulation 2014 (2014 No 538)	Commenced on 22.08.2014	This regulation amended the Road Transport (Driver Licensing) Regulation 2008 (by Schedule 1) and the Road Transport (Vehicle Registration) Regulation 2007 (by Schedule 2). (a) to provide that information of a personal nature that is contained in the NSW driver licence register or the NSW registrable vehicles register may be released despite provisions of the <i>Road Transport Act 2013</i> that provide for the security of such information if the information could otherwise be released under the privacy legislation (being the <i>Privacy and Personal Information Protection Act 1998</i> and the <i>Health Records and Information Privacy Act 2002</i> and any regulations or codes of practice under either of those Acts); and (b) to provide that any information held on either of those registers may be released to Austroads for the purposes of the National Exchange of Vehicle and Driver Information System.
Photo Card Regulation 2014 (2014 No 532)	Commenced 01.09.2014	This Regulation remade, with minor changes, the current Photo Card Regulation 2005 which was repealed on 01.09.2014 under the <i>Subordinate Legislation Act 1989</i> .
Heavy Vehicle (Mass, Dimension and Loading) National Amendment Regulation (2014 No 651)	Commenced on 29.09.2014	This regulation amended the Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW) to insert matter relating to a one tone tri-axle mass transfer allowance.
Road Transport Legislation Amendment (Power-assisted Pedal Cycles) Regulation 2014 (2014 No 653)	Commenced 01.10.2014	This Regulation amended the Road Rules 2008, the Road Transport (Driver Licensing) Regulation 2008 and the Road Transport (Vehicle Registration) Regulation 2007 to prohibit the use of petrol-powered and other internal combustion-powered pedal cycles on NSW roads and road-related areas.
Road Transport (Vehicle Registration) Amendment (Release of Information) Regulation 2014 (2014 No 668)	Commenced on 17.10.2014	This Regulation amended the Road Transport (Vehicle Registration) Regulation 2007: (a) to extend the release of vehicle registration information to Compulsory Third Party insurers to include the release of information before the point-of-sale of third-party insurances, (b) to confirm that Roads and Maritime is authorised to release vehicle registration information through its services known as the "Free registration check report", the "NSW Rego App" and the "Vehicle history report", (c) to confirm that Roads and Maritime may verify concession entitlement claims with Centrelink, (d) to permit the automatic renewal of registration of vehicles where the registered operator is an eligible pensioner and there is a zero renewal payment.
Road Transport (General) Amendment (Unregistered Trailers) Regulation 2014 (2014 No 761))	Commenced on 28.11.2014	This regulation amended Schedule 5 of the Road Transport (General) Regulation 2013 to prescribe the standing of an unregistered trailer on a road as a penalty notice offence.

Legislation name	Commencement	Description of change
<p><i>Police Legislation Amendment (Special Constables) Act 2013 (2013 No 56)</i></p> <p>(Commencement Proclamation 2014 No 750)</p>	Commenced on 01.12.2014	<p>The Act made consequential amendments to the following transport cluster legislation:</p> <p>Schedule 3.6 - Road Transport (General) Regulation 2005</p> <p>Schedule 3.7 - Road Transport (General) Regulation 2013</p> <p>Schedule 3.8 - <i>Roads Act 1993</i></p>
Road Rules 2014 (2014 No 758))	Commenced on 01.12.2014	The Road Rules 2014 repealed the Road Rules 2008, and remade, with minor changes, the provisions of the repealed Rules.
Road Transport (Driver Licensing) Amendment (Combined Licences) Regulation 2014 (2014 No 759)	Commenced on 01.12.2014	The Regulation amended the Road Transport (Driver Licensing) Regulation 2008 to provide for the granting of driver licenses that include boat driving licenses under the <i>Marine Safety Act 1998</i> .
Road Transport (Driver Licensing) Amendment (Disability Parking Demerit Points) Regulation 2014 (2014 No 760)	Commenced on 01.12.2014	This regulation amended the Road Transport (Driver Licensing) Regulation 2008 to provide that drivers who unlawfully park in parking spaces for persons with disabilities (whether designated under the Road Rules 2014 or the <i>Local Government Act 1993</i>) will incur one demerit point.
Road Transport (General) Amendment (Unregistered Trailers) Regulation 2014 (2014 No 761))	Commenced on 01.12.2014	This regulation amended Schedule 5 of the Road Transport (General) Regulation 2013 to prescribe the standing of an unregistered trailer on a road as a penalty notice offence.
Road Transport Legislation Amendment (Road Rules) Regulation 2014 (2014 No 762)	Commenced on 01.12.2014	<p>This regulation amended certain Acts and statutory rules to update references to the Road Rules (Schedule 1) and make other amendments (Schedules 2 & 3) as a consequence of the repeal and replacement of the Road Rules 2008.</p> <p>The following Roads and Freight legislation were amended by this regulation:</p> <p>Driving Instructors Regulation 2009</p> <p><i>Heavy Vehicle (Adoption of National Law) Act 2013</i></p> <p>Road Transport (Driver Licensing) Regulation 2008</p> <p>Road Transport (General) Regulation 2013</p> <p>Road Transport (Vehicle Registration) Regulation 2007</p>
<p><i>Statute Law (Miscellaneous Provisions) Act (No. 2) 2014</i></p> <p>(2014 No 88)</p>	Commenced on 08.01.2015.	<p>The Act amended the following Transport cluster legislation:</p> <p>Schedule 2.59 – Road Transport (General) Regulation 2013 to correct a typographical error</p> <p>Schedule 3 clause 4 repealed some redundant matters in the <i>Marine Safety Act 1998</i>.</p>
<p><i>Road Transport Amendment (Mandatory Alcohol Interlock Program) Act 2014</i></p> <p>(2014 No 42)</p> <p>(Commencement Proclamation 2015 No 2)</p>	Commenced on 01.02.2015	The Act amended the Road Transport Act 2013 to make provision with respect to a mandatory interlock program and further provision with respect to demerit points; and for other purposes.

Legislation name	Commencement	Description of change
<i>Road Transport Amendment (Alcohol and Drug Testing) Act 2014</i> (2014 No 49) (Commencement Proclamation 2014 No 836)	Commenced on 01.02.2015	The Act amended the <i>Road Transport Act 2013</i> and the <i>Marine Safety Act 1998</i> to make further provision with respect to alcohol and drug testing; and for other purposes.
Marine Safety (General) Amendment (Drug and Alcohol Testing) Regulation 2014 (2014 No 849)	Commenced on 01.02.2015	This Regulation made provision of a savings and transitional nature relating to the use of existing evidence certificate forms by analysts, as a consequence of amendments to the <i>Marine Safety Act 1998</i> that reframe the requirements relating to the form of such certificates.
Road Transport (General) Amendment (Drug and Alcohol Testing) Regulation 2014 (2014 No 856)	Commenced on 01.02.2015	This regulation amended the Road Transport (General) Regulation 2013: (a) to prescribe certain persons and classes of persons as persons who were authorised to take samples for the purposes of testing for alcohol and drug use under the <i>Road Transport Act 2013</i> , (b) to revise the prescribed standard applying to an approved oral fluid analysing instrument under the Act, (c) to make provision of a savings and transitional nature relating to the use of existing evidence certificate forms by analysts, as a consequence of recent amendments to the Act.
Road Transport (Driver Licensing) Amendment (Mandatory Alcohol Interlock Program) Regulation 2015 (2015 No 3)	Commenced on 01.02.2015	This Regulation amended the Road Transport (Driver Licensing) Regulation 2008 to make provision for the mandatory alcohol interlock program.
Road Transport (General) Amendment (Parking at University of Wollongong) Regulation 2015 (2015 No 49)	Commenced on 06.02.2015	This Regulation amended the Road Transport (General) Regulation 2013 at Schedule 2 (Declared organisations) to revise the area of operations of the University of Wollongong including by adding the Bega and Shoalhaven campuses. The University of Wollongong is a declared organisation and thus a parking authority empowered to establish and operate parking schemes for any road within its area of operations.
Photo Card Amendment (Fee for 10-Year Card) Regulation 2015 (2014 No 115)	Commenced on 16.03.2015.	Amended the Photo Card Regulation 2014 to prescribe a fee for the issue of a 10-year Photo Card (\$89).
Road Transport (Driver Licensing) Amendment (10-Year Licences, Overseas Visitors and Permanent Residents) Regulation 2015 (2014 No 117)	Commenced on 16.03.2015.	This Regulation amended the Road Transport (Driver Licensing) Regulation 2008: (a) to remove certain special eligibility criteria for temporary overseas visitors to be issued a NSW driver licence, and (b) to clarify the period of residency in Australia after which the exemption from the requirement to hold a NSW driver licence that is given to visiting drivers from foreign countries ceases to operate, and (c) to prescribe the fee for the issue of a 10-year driver licence (\$316).
Road Transport (General) Amendment (Mid North coast Local Health District) Regulation 2015 (2015 No 207)	Commenced on 15.05.2015	This Regulation amended the <i>Road Transport (General) Regulation 2013</i> at Schedule 2 (Declared organisations) to prescribe the Mid-North Coast Local Health District as a declared organisation for specified areas of operation at: (a) the Coffs Harbour Health Campus (on specified lots of land) (b) The Port Macquarie Base Hospital (on a specified lot of land)

Legislation name	Commencement	Description of change
Road Transport Legislation Amendment (Dimension Requirement Offences) Regulation 2015 (2015 No 332)	Commenced on 30.06.2015	This Regulation amended the following: Road Transport (Driver Licensing) Regulation 2008 Road Transport (Vehicle Registration) Regulation 2007 Road Transport (General) Regulation 2013 Road Rules 2014 to enable Roads and Maritime to vary, suspend or cancel the driver licence of a person for up to 3 months if the person commits a "dimension requirement offence" (as defined) involving a heavy vehicle and to provide for related matters.
Transport Administration (General) Amendment (Delegation) Regulation 2015 (2015 No 355)	Commenced on 26.06.2015	This regulation amended the Transport Administration (General) Regulation 2013 to prescribe persons with whom Roads and Maritime has entered into agreements relating to the registration of vessels as persons to whom the agency may delegate functions. This involves amendment of clause 87 and relates to "MDVRS agreements" (Maritime Dealer Vessel Registration Scheme).

Minister for Transport and Infrastructure

Legislation name	Commencement	Description of change
Passenger Transport (Drug and Alcohol Testing) Amendment Regulation 2014 (2014 No 851)	Commenced on 01.02.2015	This regulation amended the Passenger Transport (Drug and Alcohol Testing) Regulation 2010: (a) to adopt and apply the term <i>authorised sample taker</i> , as defined in the <i>Road Transport Act 2013</i> , (b) to standardise references to an authority required from the Commissioner of Police under that Act to carry out a breath analysis, (c) to reframe the matters in relation to which certificate evidence may be given by analysts to accommodate performance of their duties by persons acting under their authority, (d) to remove a requirement for registered nurses to be accredited by a hospital to perform sampling procedures, (e) to insert savings and transitional provisions relating to certain evidence certificates.
Passenger Transport Amendment (Pre-payment of Taxi-cab Fares) Regulation 2014 (2014 No 451)	Commenced on 18.07.2014	This regulation amended the Passenger Transport Regulation 2007 to extend the scheme for the pre-payment of taxi-cab fares that applied to journeys originating at two Kings Cross taxi zones at night so that it applied to a further seven taxi zones in and around the Central Business district of Sydney.
Passenger Transport Amendment (Taxi-cab Pre-payment Scheme and Smartcard Readers) Regulation 2014 (2014 No 664)	Commenced on 13.10.2014	This regulation amended the Passenger Transport Regulation 2007: (a) to enable Transport for NSW to specify software, or the type of software, that can be used in smartcard readers, and (b) to make permanent the scheme for taxi-fare pre-payment for taxi-cabs provided by Central Coast Taxis) the trial for which was scheduled to end on 13.10.2014).

Legislation name	Commencement	Description of change
<p><i>Passenger Transport Act 2014</i></p> <p>(2014 No 46)</p> <p>(Commencement Proclamation 2014 No 749)</p>	<p>Certain provisions commenced on 01.12.2014</p> <p>Certain other provisions commenced on 12.12.2014</p>	<p>The provisions commenced relate to:</p> <p>(a) preliminary and miscellaneous matters</p> <p>(b) passenger transport fares</p> <p>(c) powers of authorised officers and proceedings for offences</p> <p>(d) regulation making powers</p> <p>(e) provision for related savings and transitional matters</p> <p>Other provisions of the Act remain uncommenced.</p> <p>The <i>Passenger Transport Act 1990</i> and the regulations under that Act remain in force, subject to transitional provisions where applicable.</p>
<p>Passenger Transport Regulation 2014</p> <p>(2014 No 756)</p>	<p>Commenced on 01.12.2014 except Parts 3 and 4 of the Regulation which commenced on 12.12.2014.</p>	<p>This regulation:</p> <p>(a) applies the passenger service contract provisions of the <i>Passenger Transport Act 2014</i> to ferry services and makes transitional arrangements for existing contracts,</p> <p>(b) provides for the application of the provisions of that Act relating to fare setting and conditions of travel, pending the commencement of the whole of that Act,</p> <p>(c) clarifies the contractual effect of the issue by Transport for NSW of an Opal smartcard or a ticket to a person who uses the card or ticket to obtain public transport, and the receipt of fare money by Transport for NSW, and the liability of Transport for NSW in those cases for things arising from the use of the public passenger service,</p> <p>(d) caps the maximum taxi non-cash payment surcharge that can be specified in a fares order at 5 per cent of the taxi fare,</p> <p>(e) prescribes certain fares offences as penalty notice offences and sets out the relevant penalties,</p> <p>(f) provides for the transitional appointment of authorised officers.</p>
<p>Road Transport Legislation Amendment (Road Rules) Regulation 2014</p> <p>(2014 No 762)</p>	<p>Commenced on 01.12.2014</p>	<p>This regulation amended certain Acts and statutory rules to update references to the Road Rules (Schedule 1) and make other amendments (Schedules 2 & 3) as a consequence of the repeal and replacement of the Road Rules 2008.</p> <p>Consequential amendments to the following Transport legislation were amended by this regulation:</p> <p>Passenger Transport Regulation 2007</p> <p><i>Rail Safety (Adoption of National Law) Act 2012</i></p>
<p><i>Statute Law (Miscellaneous Provisions) Act (No. 2) 2014</i></p> <p>(2014 No 88)</p>	<p>Commenced on 08.01.2015.</p>	<p>The Act made minor and statute law revision amendments to the following Transport legislation:</p> <p>Schedule 1.30 - <i>Transport Administration Act 1988</i></p> <p>Schedule 2.47 – <i>Passenger Transport Act 1990</i></p> <p>Schedule 2.48 – <i>Passenger Transport Regulation 2007</i></p> <p>Schedule 2.69 - <i>Transport Administration Act 1988</i></p>

Significant judicial decisions

ROADS AND MARITIME SERVICES V GRANT [2015] NSWCA 138

Decision of McColl JA, Basten JA and Emmet JA

NSW Court of Appeal 21 May 2015

Mitchell Grant sued Roads and Maritime Services following an accident which occurred at about 12.15am on 1 January 2009. Whilst travelling on Longueville Road, Lane Cove, Mr Grant, who was riding a motor bike, allegedly struck a median strip and/or pedestrian barrier. Mr Grant alleged that Roads and Maritime was negligent in failing to place a 'Keep Left' sign on the median strip and failing to provide adequate lighting at the intersection.

The matter was heard in the Supreme Court in July 2013. On 31 March 2014 Justice Rothman handed down his judgment, finding Roads and Maritime negligent in having installed the median strip without placing a warning sign that could be seen by road users travelling up the hill on Longueville Road.

Roads and Maritime had defended the proceedings on the base of causation and the statutory defences in the *Civil Liability Act 2002* (CL Act). Justice Rothman considered the plaintiff had proved that it was more probable that the impact would have occurred in any event because of the lack of adequate signage. Justice Rothman also found that the power exercised by Roads and Maritime in this matter was not a special statutory power (as required under the CL Act for the statutory defences to apply) as it was a power of a kind that persons could generally exercise.

The Supreme Court entered a verdict and judgment against Roads and Maritime in the sum of \$2,656,665.49.

Roads and Maritime filed an appeal against the decision in the NSW Court of Appeal. The Court of Appeal unanimously allowed Roads and Maritime's appeal and overturned the decision of the Supreme Court.

The Court of Appeal found that Mr Grant failed to establish that the collision occurred near the nose of the median strip or that he hit the median strip because of the absence of a 'Keep Left' sign. The Court also found that the statutory defence in the CL Act applied as a complete defence, as the power was a 'special statutory power' within the meaning of the CL Act.

TOLSON & ANOR v ROADS AND MARITIME SERVICES [2014] HCA Trans 263

Special Leave application to the High Court of Australia 14 November 2014

The matter arose from the acquisition of some land by Roads and Maritime at Mulgrave from the Appellants. The purpose of the acquisition was to build an elevated road to serve as a flood evacuation route for residents around Windsor. A mushroom substrate business was operated on the land. Building the road meant that more of the Appellant's land remaining in their hands became available for use in the business. This was because more land could be filled in so as to be raised above the flood level due to the new road Roads and Maritime was building.

The Valuer-General's valuation, and subsequent decisions in the Land and Environment Court and the Court of Appeal all held that the increase in value to the Appellants' remaining land was worth more than the market value of the land taken for the road. As such, the Appellants were only entitled to be compensated for their out of pocket costs. The Appellants argued in the High Court that despite any offset, compensation for the acquisition of land must never be less than the market value of the land taken, because of a statutory guarantee in the relevant legislation. The High Court disagreed and denied Special Leave, thereby confirming the decisions of the State level Courts.

The High Court agreed with Roads and Maritime that where the carrying out of the project for which the land was acquired itself increases the value of other nearby land remaining in the hands of the owner, that increase in value is offset against the compensation payable to the owner. This is so even if the result of the offset is that no compensation is payable for the value of the land taken (compensation remains payable for out of pocket costs and for losing a principal place of residence).

Appendix 16. 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, which is available on its website and available for view by class of contract.

Appendix 17. Public interest disclosures report to Minister

In accordance with Section 31 of the *Public Interest Disclosures Act 1994* (PID's), the following information (as stipulated by Clause 4 of Public Interest Disclosures Regulation 2011) is being supplied by Roads and Maritime to the Minister for Roads, Maritime and Freight and Minister for Transport and Infrastructure. The Act came into effect on 1 January 2012 and the reporting period for this report is 1 July 2014 to 30 June 2015.

	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 2014-15
Number of public officials who made PIDs directly	11	0	6	17
Number of PIDs received	11	0	4	15
<i>Of PIDs received, number primarily about:</i>				
Corrupt conduct	11	0	4	15
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

Table 31: Public interest disclosures

In 2014-15, Roads and Maritime finalised 15 Public Interest Disclosures. 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 staff 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 'OneRMS News' and staff 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 staff and is also discussed at the face-to-face 'On Boarding' day
- Public Interest Disclosure incorporated in the training to new Customer Service Officers and Heavy Vehicle Inspectors.

Appendix 18. Privacy management plan

In compliance with section 33 of the *Privacy and Personal Information Protection Act 1998* (PIIP Act), Roads and Maritime has a Privacy Management Plan. The plan includes information about the development of policies and practices to ensure compliance by the agency with the requirements of the PIIP 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 PIIP 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 PIIP and HRIP Acts.

An updated Privacy Management Plan for Roads and Maritime will be released later in 2015.

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 2014-15 Roads and Maritime conducted four applications for internal review about conduct relating to the use, access or release of personal and/or health information.

Investigations were carried out on the internal reviews and it was determined that there was a breach in three of those reviews. The breaches related to the information protection principles of security and accuracy in relation to information contained on the Driver and Vehicle System (DRIVES). As a result of the breaches, Roads and Maritime has taken corrective action.

Appendix 19. Insurance

Principal-Arranged Insurance (PAI)

Roads and Maritime continues to provide principal arranged insurance via its broker AON. The program covers its contractors and sub-contractors for all construction and maintenance work on roads and bridges, for contract works and for third party liability. A new professional indemnity cover for roads and bridges construction was initiated in February 2009. A similar program for real estate is now in place for all building construction, maintenance and repair contracts for contract works and third party liability.

Treasury Managed Fund

The Treasury Managed Fund is a NSW Government arranged indemnity scheme (operated by the NSW Treasury), which provides indemnity cover for workers compensation, motor vehicle, property damage, legal liability, fidelity guarantee and travel.

Premium details and claim performance on the major insurance categories for the period 1 July 2014 to 30 June 2015 are as follows:

Insurance type	Premium (\$ m)	Claim performance
Workers compensation	\$7.7 million	3.8 claims per 100 employees
Motor vehicle	\$1.7 million	7.0 claims per 100 employees
Property	\$7.1 million	N/A
Liability	\$12.9 million	N/A

Table 32: Premium details and claim performance on major insurance categories

Appendix 20. Industrial relations and policy

Communication and consultation

Communication and consultation in relation to employee and industrial related matters takes place through regular forums with professional associations and unions representing salaried and wages staff throughout the year.

Meeting on a monthly basis, the Peak Consultative Committee (PCC) is the primary point of consultation between Roads and Maritime and the salaried staff associations and unions.

In addition to the regular consultative forums, the Industrial Relations team works closely with unions to consult and communicate about various Roads and Maritime projects where there is an impact.

Meeting on a quarterly basis, the Single Bargaining Unit is the peak negotiation and consultation forum for wages staff.

Advice

The Industrial Relations team provides comprehensive advice to the organisation on both individual matters and specific projects in alignment with the Roads and Maritime industrial relations strategy, as well as that of Transport for NSW.

Human Resources policies

In 2014-15, Roads and Maritime continued to work closely with Transport for NSW and other cluster agencies to coordinate and deliver an aligned suite of policies.

Award negotiations and movements in salaries and wages

The Industrial Relations Commission of NSW (IRC) has approved applications by Roads and Maritime for the following new awards:

- 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 2014-16.

Industrial Relations Commission

The Industrial Relations team represents Roads and Maritime before the NSW Industrial Relations Commission on disputes, unfair dismissals and during award negotiations.

Participation in industrial action

The number of days lost due to staff participation in industrial action for 2014-15 was 132.05 days.

Appendix 21. Workplace diversity

Transport for NSW has a cluster-wide Diversity and Inclusion Plan and Policy that identifies a number of priority areas for further developing the agency's workplace diversity. Roads and Maritime operates under the Transport for NSW workplace diversity policies and the identified priority areas, which include:

- Increasing leadership's awareness of diversity and inclusion
- Presence of diversity and inclusion content in Driveit Leadership strategy programs
- Targeted sessions for staff on diversity and inclusion matters – for example, disability awareness and supporting our ageing workforce focus groups
- Promotion of key diversity events, including NAIDOC week
- Programs to increase the number of women in leadership and management roles in non-traditional employment areas
- Continuing programs to support managers of Aboriginal employees and the employees themselves.

Key workplace diversity measures are outlined below and generally illustrate positive improvements over the past year, particularly with respect to Aboriginal and people whose first language is not English.

EEO group	Benchmark	2012–13	2013–14	2014-15
Women	50.0%	35.4%	34.0%	33.3%
Aboriginal people and Torres Strait Islanders	1.8%	1.4%	1.0%	1.7%
People whose first language is not English	19.0%	9.1%	8.3%	8.4%
People with a disability	N/A	3.3%	2.1%	2.8%
People with a disability requiring adjustment	1.5%	0.9%	0.9%	0.8%

Table 33: Representation of EEO groups

Increasing the employment and development of Aboriginal people

Roads and Maritime is committed to meeting government requirements and improve recruitment, development and retention of Aboriginal people across our workforce.

Targeted recruitment campaigns and a dedicated email contact increased the number of NSW communities reached and helped to improve Aboriginal employment.

Aboriginal.Jobs@rms.nsw.gov.au received regular inquiries from individuals and job service centres and acted as a distribution network for roles for Aboriginal people.

In partnership with the Aboriginal Education Consultative Group NSW, Roads and Maritime supported thirteen HSC scholarships for Year 11 and 12 Aboriginal students studying relevant Maths or English subjects. The program has now been expanded from Engineering to all disciplines across Transport for NSW.

A female Aboriginal archaeology cadet has completed the National Indigenous Cadetship Program and commenced the Transport for NSW Graduate Program.

The Aboriginal Maritime Services Traineeship Program commenced in 2014. Currently four trainees are completing their Coxswain qualification. Another four trainees will commence next year.

In 2015 the Transport for NSW Aboriginal VET Cadetship Program commenced. Currently 13 Cadets are completing their Business and Business Administration qualifications. Three cadets are placed within Roads and Maritime.

The Aboriginal Cultural Education Program aims to build internal relationships, provide support to managers and Aboriginal employees and improve service delivery to Aboriginal customers and stakeholders. The program is available to employees, including managers and supervisors of Aboriginal employees as well as frontline customer service staff, policy officers and senior management. More than 200 employees attended the 17 workshops held across NSW.

Appendix 22. 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:

- Able to confidently use transport services
- Able to equitably access transport services and information
- Satisfied with the quality of communications and cultural sensitivity of transport service and program delivery
- Able to have their views and concerns heard on policy and program development and service delivery
- 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 a staff poster campaign in June 2015, which promoted the principles of multiculturalism to all staff. Posters were placed at staff entry and exit points, as well as the kitchens in all Roads and Maritime offices across the State.

Flexible work practices enable staff to observe religious obligations and space is made available for religious observance in the majority of work locations.

Community Language Allowance Scheme

Roads and Maritime has a Community Language Allowance Scheme aimed at encouraging and rewarding front line staff 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 staff 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 staff with cultural and linguistic skills and has a register of staff with linguistic skills to assist in operational and customer service delivery.

Appendix 23. 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:

- Building an accessible transport network
- Reducing transport disadvantage
- Improving the journey experience of people with a disability
- Enhancing customer insight and engagement of people with a disability or limited mobility
- Supporting accessibility through partnerships
- Increasing employment opportunities for people with a disability in Transport for NSW agencies.

In 2014–15 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 (MPS) 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
- Enrolment training modules for Wheelchair Accessible Taxis Service are also in place 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.

Appendix 24. Waterways fund – financial overview

The Waterways Fund was established under section 42 of the *Ports and Maritime Administration Act 1995* and is administered by Roads and Maritime.

- 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 2014–15 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 is intended to provide maritime stakeholders with summary information on Waterways Fund revenue and expenditure during 2014–15.

Figure 7: Waterways Fund revenue 2014–15 – \$126.0 million

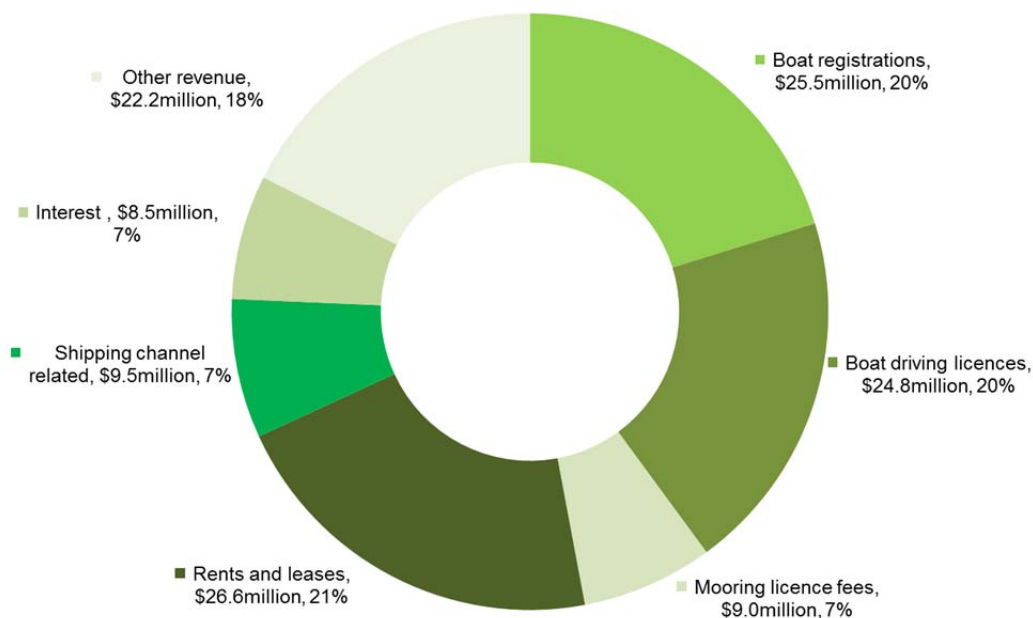
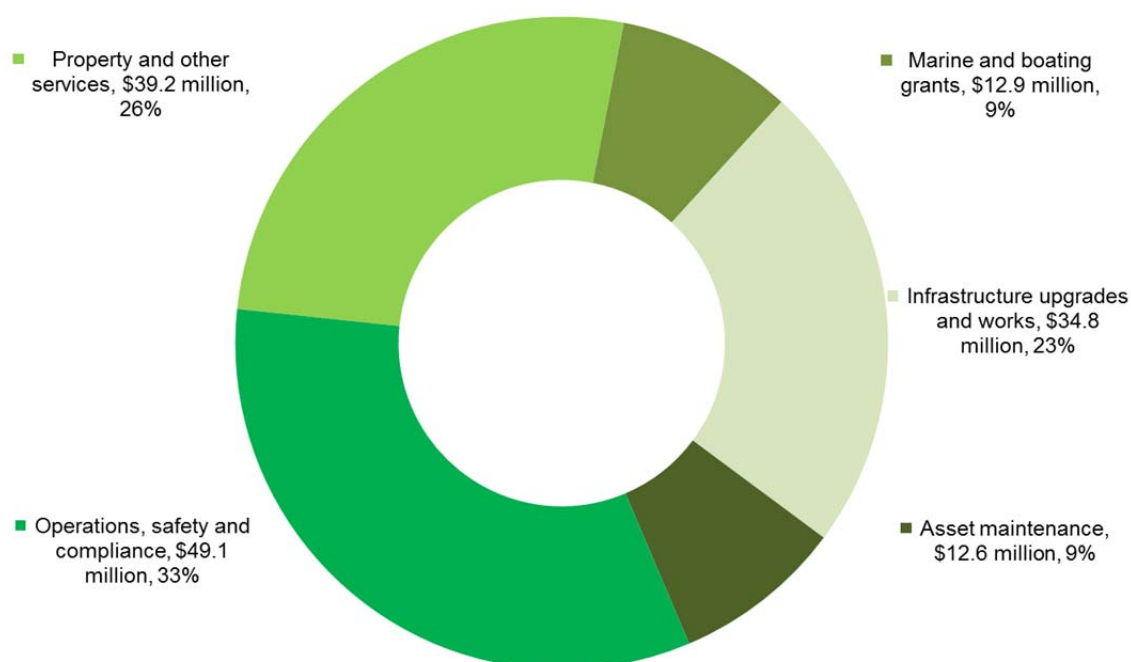


Figure 8: Waterways Fund expenditure 2014–15 – \$148.6 million



Infrastructure upgrades and works

The Sydney Harbour wharves upgrade program continued in 2014- 15 at a cost of \$29.9 million. Other projects costing \$4.8 million including the conversion of the Watson Bay Pilot station into a boating safety and education centre, the refurbishment of the State Marine Centre at Sans Souci and some other minor works were also funded during the year.

Operations, safety and compliance

- Safety and compliance represents the largest portion of Waterways Fund expenditure. It includes the operations of the Maritime division that 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 (\$38.5 million). It also includes functions delivered by Transport for NSW (Maritime Management Centre) (\$7.6 million) and the Freight and Regional Development division (\$2.5 million), which delivers port safety management and marine pollution strategic capability and policy functions for NSW.
- During 2014–15 Transport for NSW and Roads and Maritime delivered boating safety, access and infrastructure initiatives aligned to the Maritime Policy Agenda. These included:
 - Delivery of a \$1.7 million lifejacket awareness campaign
 - Establishment of 13 permanent Boating Education Officer positions across the state dedicated to raising awareness and contributing to a safe boating culture
 - Installation of new signs at 77 priority location boat ramps.

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 2014 -15 was \$12.6 million.

Property and other services

- Enabling functions support every part of the agency, including those connected to the property portfolio and information management and technology. In 2014–15 direct expenditure comprised:
 - \$15 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
 - \$13.5 million on restructuring of lease agreements at key harbour locations to better service the commuter public
 - \$3 million to support delivery of boat driver, aquatic and mooring licenses and vessel registrations via the Government Licensing Service.

Marine and boating grants

- Roads and Maritime provides grants to support recreational boating infrastructure, safe navigation and volunteer marine rescue services. Grants paid in 2014–15 of \$12.9 million included:
 - \$4.9 million for the Better Boating Program to support local councils deliver boat ramps and other boating infrastructure
 - \$3.5 million to NSW Trade and Investment to support priority regional navigation channel dredging
 - \$1.6 million to Marine Rescue NSW to support its operations
 - \$1.1 million to the Australian Maritime Safety Authority
 - \$1.8 million 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. These monies (\$5.9 million) were forwarded to the Ministry of Police and Emergency Services for the funding of Marine Rescue NSW.

Appendix 25. Land disposal

Roads and Maritime owns property for administrative purposes and acquires 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 2014–15 contracts were brought to account for the sale of 68 properties for a total value of \$30.8 million. Of these, 12 properties were valued at more than \$500,000 each to a total value of \$23.6 million.

Property	Total (\$'m)
Burroway Rd, Wentworth Point	12.475
Victoria Rd, Melrose Park	4.833
Pacific Hwy, Boambee	0.950
Longueville Rd, Lane Cove	0.800
The Entrance Rd, Erina Heights	0.781
Clothiers Creek Rd, Clothiers Creek	0.591
The Horsley Dr, Wetherill Park	0.578
Victoria St, Coffs Harbour	0.549
Off Shackel Rd, Bangor	0.540
East Bonville Rd, Bonville	0.525
Gould Rd, Bonville	0.510
George Booth Dr, Buchanan	0.500

Table 34: Major land disposals in 2014-15

The sale of Burroway Road, Wentworth Point was to the Department of Education for the construction of a new primary school. The sale price was based on an independent valuation.

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 are available under the *Government Information (Public Access) Act 2009*.

Appendix 26. Funds granted to non-government community organisations

There were no funds granted to non-government community organisations from 1 July 2014 to 30 June 2015.

Appendix 27. Payments to consultants

Details of the amounts paid to consultants in 2014-15 are provided in the following tables. The Department of the Premier and Cabinet's "Guidelines for the Engagement and Use of Consultants" issued in July 2004, defines 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.

Consultants paid more than \$50,000

Project description	Consultant	Total expenditure 1 July 2014-30 June 2015
Development of Roads and Maritime Asset Management Strategy	McLachlan Lister Pty Limited	\$456,960
Total		\$456,960

Consultants paid less than \$50,000

Project description	Consultant	Total expenditure 1 July 2014-30 June 2015
Nil	Nil	Nil

Appendix 28. Accounts payment performance

Payment of accounts for goods and services

In 2014-15 Roads and Maritime settled 96 per cent of invoices issued to it within the due date, which is an improvement on the previous financial year of 5.25 per cent.

Aged analysis at the end of each quarter

Quarter	Current (i.e. with due date) \$'000	Less than 30 days overdue \$'000	Between 30 and 60 days overdue \$'000	Between 61 and 90 days overdue \$'000	More than 90 days overdue \$'000
All suppliers					
September	\$231,625	\$77,113	\$29,734	\$41,660	\$6,134
December	\$216,093	\$36,480	\$5,505	\$3,392	\$2,647
March	\$175,546	\$78,834	\$38,490	\$4,606	\$6,129
June	\$259,554	\$43,396	\$15,352	\$7,180	\$9,028
Small business suppliers					
September	\$3,122	\$26	\$0	\$0	\$0
December	\$2,194	\$8	\$0	\$0	\$0
March	\$2,128	\$2	\$0	\$0	\$0
June	\$3,137	\$14	\$0	\$0	\$0

Table 35: Accounts payment analysis by quarter

Accounts due or paid within each quarter

Measure	September	December	March	June
All suppliers				
Number of accounts due for payment	29,838	23,995	22,983	25,517
Number of accounts paid on time	27,778	22,601	21,047	23,607
Actual percentage of accounts paid on time (based on number of accounts)	93%	94%	92%	93%
Dollar amount of accounts due for payment (\$'000)	\$1,209,160	\$1,032,958	\$910,595	\$1,188,725
Dollar amount of accounts paid on time (based on \$) (\$'000)	\$1,133,492	\$1,019,124	\$853,598	\$1,164,095
Actual percentage of account paid on time (based on \$)	94%	99%	94%	98%
Number of payments for interest on overdue accounts	1	--	--	--
Interest paid on overdue accounts	--	--	--	--
Small business suppliers				
Number of accounts due for payment to small businesses	979	832	703	821
Number of accounts due to small businesses paid on time	972	831	699	814
Actual percentage of small business accounts paid on time (based on number of accounts)	99%	100%	99%	99%
Dollar amount of accounts due for payment to small businesses (\$'000)	\$3,149	\$2,203	\$2,130	\$3,151
Dollar amount of accounts due to small businesses paid on time (\$'000)	\$3,122	\$2,194	\$2,128	\$3,137
Actual percentage of small business accounts paid on time (based on \$)	99%	100%	100%	100%
Number of payments to small business for interest on overdue accounts	1	--	--	--
Interest paid to small businesses on overdue accounts (\$'000) ²⁶	\$0	\$0	\$0	\$0

Table 36: Accounts due or paid within each quarter

²⁶ Rounded to zero as amount is less than \$1000

Appendix 29. Digital information security policy attestation



I, Peter Duncan, am of the opinion that Roads and Maritime Services had an Information Security Management System in place during the 2014-2015 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 system of Roads and Maritime Services have been assessed, and the ISMS is being uplifted to fully comply with the 2013 version of ISO 27001.

Roads and Maritime Services has maintained compliance with, but not yet certified to, the 2013 version of ISO 27001 Information technology - Security techniques - Information security management systems - Requirements and is currently being audited by SAI Global during the 2014-2015 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 information security requirements and the classification and labelling of information to ensure efficient and effective management of sensitive information.

A handwritten signature in black ink, appearing to read 'Peter Duncan', followed by the date '30.7.2015'.

Peter Duncan AM
Chief Executive
Roads and Maritime Services

Roads & Maritime Services

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www.rms.nsw.gov.au | 13 22 13

Appendix 30. Credit card certification

I certify that Credit Card usage within Roads and Maritime Services for the financial year ending 30 June 2015 was in accordance with the Premier's Memoranda and Treasurer's Direction.

Peter Duncan AM
Chief Executive

Appendix 31. Risk based and outcome focused compliance and regulatory services

Quality Regulatory Services

Initiated by the NSW Department of Premier and Cabinet (DPC), NSW Government regulators are implementing the Quality Regulatory Services (QRS) initiative, which applies an outcome-focussed risk-based approach to regulation. The QRS approach stems from the need for regulators to deliver better outcomes and minimise the regulatory burden on regulated entities. Under the QRS initiative, regulators must:

- Review compliance and enforcement in line with guidance material prepared by DPC
- Publish a policy consistent with the guidance outlining how they will apply a risk-based approach to compliance and enforcement
- Clearly define regulatory outcomes, ensuring alignment with objectives of all legislation administered
- Commence reporting against the policy and regulatory outcomes.

Roads and Maritime is utilising this opportunity to progress important reforms. As at 30 June 2015, Roads and Maritime has:

- A statement of purpose clearly linked to responsibilities (and legislation) on the website
- A plan in place to review outcomes as part of legislative reviews and/or organisational change
- Engagement through a range of forums to obtain data and intelligence relating to compliance
- A process or system in place to record data related to compliance
- A process or system in place to interpret data related to compliance (e.g. a specific team or regular meeting)
- Guidelines (or procedures and policies) to underpin the quality and consistency of risk assessments
- Education and training of staff on the application of risk assessments
- When non-compliance is identified, responses are determined that are proportionate to the severity and behavioural drivers of the non-compliance
- Consideration of the cost and time impacts on business when determining and delivering the most appropriate enforcement response and other regulatory activities
- Consideration of the potential for incentives for regulated entities with consistent good compliance to balance targeted enforcement responses for entities with consistent non-compliance
- Monitoring and reporting on the performance of regulatory initiatives over time is regularly reviewed at board or management meetings, with overdue items flagged for follow up
- A structured approach to monitoring, reporting, and continual improvement of outcomes-based and risk-based regulation, which is embedded within corporate planning.

Compliance index

This index lists the legislative requirements set out in the NSW Treasury checklist for public sector annual reporting and the pages on which the relevant information can be found. The checklist, including a detailed description of each requirement, is available at www.treasury.nsw.gov.au.

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General inquiries

13 22 13

(8.30am–5pm Monday to Friday,

8.30am–noon Saturday)

Traffic inquiries

132 701 (24 hours)

To report traffic conditions, incidents and signal faults

131 700 (24 hours)

Maritime Contact Centre

13 12 56

Roads and Maritime Sydney and Regional Offices

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