

# Annual Report

Transport for NSW

Roads and Maritime Services

2016-17 • Volume 1



# Letter to the Ministers

The Hon. Melinda Pavey  
Minister for Roads, Maritime and Freight

The Hon. Andrew Constance  
Minister for Transport and Infrastructure

The Hon. Stuart Ayres  
Minister for WestConnex

52 Martin Place  
Sydney NSW 2000

Dear Ministers

I am pleased to submit Roads and Maritime Services' Annual Report for the financial year ended 30 June 2017 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

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

**Ken Kanofski**  
Chief Executive  
Roads and Maritime Services

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Aerial view of Cahill Expressway at Milsons Point. Roads and Maritime's head office is located under the south bound carriageway.



# From the Chief Executive

Roads and Maritime Services is delivering a once-in-a-generation transformation of the state's road networks and maritime infrastructure to make our customer journeys safer and more efficient.



In 2016-17, our employees delivered a \$6.47 billion budget on projects and initiatives to make NSW a better place to live, work and visit.

As we work to deliver efficient and reliable journeys, we also want to ensure value for our customers. So this year, we dedicated time to change the structure of our organisation to establish divisions with end-to-end accountability for customer, community, financial, environment and asset outcomes. This work is a critical component in changing the way we do business to deliver better customer outcomes.

The key focus for the agency continues to be improving road and maritime safety and travel reliability, as well as easing congestion as population growth in the state continues to drive greater demand on our networks in both Sydney and our regional urban centres.

We have taken a giant leap forward this year in both project planning and delivery. Our improved network planning capability enabled us to unlock network capacity and improve travel reliability for customers and my new executive team will continue to develop this capability in the coming years. Our ongoing programs of work, such as road and bridge maintenance, also depend on our ability to get the planning right before delivering the improvements to road conditions that are important to our customers.

In our role as regulators, we delivered several key improvements this year including the digitalisation of medical records, which will save around 470,000 customers from having to visit us to renew their licenses. We have also continued to develop Australia's first electronic driver licences which will simplify the renewal process and give our customers greater flexibility through digital access to their licenses.

I am proud of our achievements this year and the ongoing dedication and professionalism of our people. While carrying out organisational transformation at the same time as delivering a record budget presented some challenges, our teams maintained a strong focus on successfully completing or progressing more than 4,000 projects and other initiatives.

I am confident that the changes we have made, and will continue to make, as a new Executive will underpin our future success.

A handwritten signature in black ink, appearing to read 'K. Kanofski'.

**Ken Kanofski**  
Chief Executive  
Roads and Maritime Services

## Key achievements in 2016-17



### Sydney

More than 80 per cent of our \$6.47 billion budget was spent on building new capacity on road and waterway networks, and maintaining infrastructure. This year work continued on our major motorways projects, NorthConnex and WestConnex, and we were pleased to open the King Georges Road Interchange upgrade at Beverly Hills two months early. The WestConnex project hit a key milestone with the completion of the new M4 Widening between Parramatta and Homebush. Significant new projects underway in 2016-17 include the start of tunnelling for WestConnex's new M4 East Homebush to Haberfield project, and the awarding of the construction tender for the M4 Smart Motorways project, which will improve travel times on the state's oldest motorway.

Travel reliability remains a key interest for our Sydney customers, with a focus on creating new clearways and reducing congestion at pinch points. During the year we implemented 11 new and extended clearways covering 81.8 kilometres across Sydney's road network, and completed 50 projects as part of the \$825 million investment in pinch points.

The Western Sydney Infrastructure Plan is fast tracking road projects to support the Western Sydney Airport at Badgerys Creek, with both the Old Wallgrove Road upgrade and new Werrington Arterial Road opening to traffic this year. These and other infrastructure upgrades will transform the region building a stronger and more prosperous Western Sydney, already Australia's third largest economy.

More than 100 projects were completed this year across NSW in partnership with local councils to support the health and wellbeing of our customers, and reduce congestion as part of our Active Transport Program. The continuation of this program demonstrates our commitment to implementing a multi-modal transport system and provides our customers with travelling choices. Targeted investment to improve walking and cycling options in areas where shorter trips occur most often has created more accessibility and makes local communities better places to live and work.



### Regional and freight

In regional NSW, we worked with local councils and our industry partners to continue to deliver world-class infrastructure. This included undertaking upgrades to the Pacific, Princes and Great Western Highways to improve freight corridors and support growth and connectivity in regional NSW.

It has been a particularly big year for the Pacific Highway with seventy per cent of the project now complete and construction of the final corridor of work between Woolgoolga to Ballina underway. With the completion of this 20-year program in sight, customers are already benefiting from safer journeys and travel time savings of more than 90 minutes between Hexham and the Queensland border.

With around half of the nation's road freight journeys taking place on NSW roads, we continue to support the freight industry as it provides goods and services to people across NSW and regional communities. We aim to balance freight industry and business needs with those of the broader community and environment.

During the year, we removed a number of significant freight bottlenecks through our Bridges for the Bush Program and continued to consult and engage with the freight industry, farmers and the community to promote safety, improve productivity and protect infrastructure. We also launched the Sugar Cane Harvest Management Scheme, which complements existing schemes for livestock and grain, and keeps the NSW economy moving by granting the flexibility to transport heavier loads during harvest season.





## Improving the customer experience

The customer is at the centre of everything we do, from designing and building roads to licensing and registration, and customer feedback helps us to shape our programs and services.

Our 2016–17, customer satisfaction results have remained stable over the last year with high levels of satisfaction noted by our private vehicle, cycling and pedestrian customers. We listen closely to our customers, including gaining better insights through our Roads Customer Satisfaction Survey, which has been conducted since 2015. From the findings we have been able to focus on the things that are important to our customers including access to information, journey times, safety and road quality.

A core component of our work is timely and effective communication and engagement with the communities in which we work. During the year our employees engaged with a range of community members and stakeholders at more than 290 events and activities to ensure our customers had a say, helping us shape the roads and maritime networks for the people of NSW.

In March 2017, we also implemented the government's land acquisition reforms to help make the acquisition process fairer, more transparent and more customer focused. The NSW Customer Service Commissioner reviewed our acquisition processes in detail as part of these broader reforms and, as a result, we have adopted a series of improvements.



## Maritime

In 2016–17, we continued to safeguard our waterways through our boating safety and education program. Under Operation Boat Safe we engaged with more than 51,000 maritime customers and conducted more than 61,000 vessel safety checks through the state.

Through our Sydney Harbour cleaning program – aimed at reducing marine pollution and keeping our iconic harbour healthy – our dedicated team visited more than 22,000 sites and removed the equivalent of 9,488 standard wheelie bins of litter and debris from the harbour and foreshore.

We also administered the NSW Boating Now Program that provided \$10.1 million this year for initiatives to enhance the boating experience for customers.



## Building a diverse and inclusive agency

We are committed to creating a flexible workplace and building a diverse and inclusive culture to better reflect the community we serve. During the year we increased the representation of people from a non-English speaking background across Roads and Maritime and encouraged greater Aboriginal participation in our workforce. We also worked with our delivery partners to increase diversity across the state and provide employment opportunities in regional areas.

I am pleased we now have more women in senior roles than ever before and continue to implement initiatives to support the employment and development of Aboriginal people. While we have made strides in increasing diversity and providing access to employment, we need to continue our work in this area.

# 1

## About us

Tunnelling for NorthConnex, to link the M1 Pacific Motorway at Wahroonga to the Hills M2 Motorway at West Pennant Hills.





# 1.1 Who we are

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

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

Transport for NSW sets the direction for the transport network across the state and works with public and private sector agencies to deliver improved transport outcomes and services for the people of NSW.

We provide agreed outcomes across the road and maritime networks within the context of an integrated transport strategy.

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

## We manage and maintain:

almost **18,000 km**  
of state roads including 4,000 km  
of the National Land Transport Network

4,121 **traffic signals**

  
**5,623**  
bridges

  
**49**  
commuter wharves

**24,084**  
commercial and private  
**boat moorings**

  
**6.4 million**  
registered vehicles

**223,000**  
vessels 



# 1.2 What we do

## Our purpose

To enable safe, efficient and reliable journeys on road and maritime networks to deliver on NSW Government priorities for the transport system.

## Our role

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

## Our values



### Customer focus

We place the customer at the centre of everything we do



### Collaboration

We value each other and create better outcomes by working together



### Solutions

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



### Integrity

We take responsibility and communicate openly



### Safety

We prioritise safety for our people and our customers

1.3

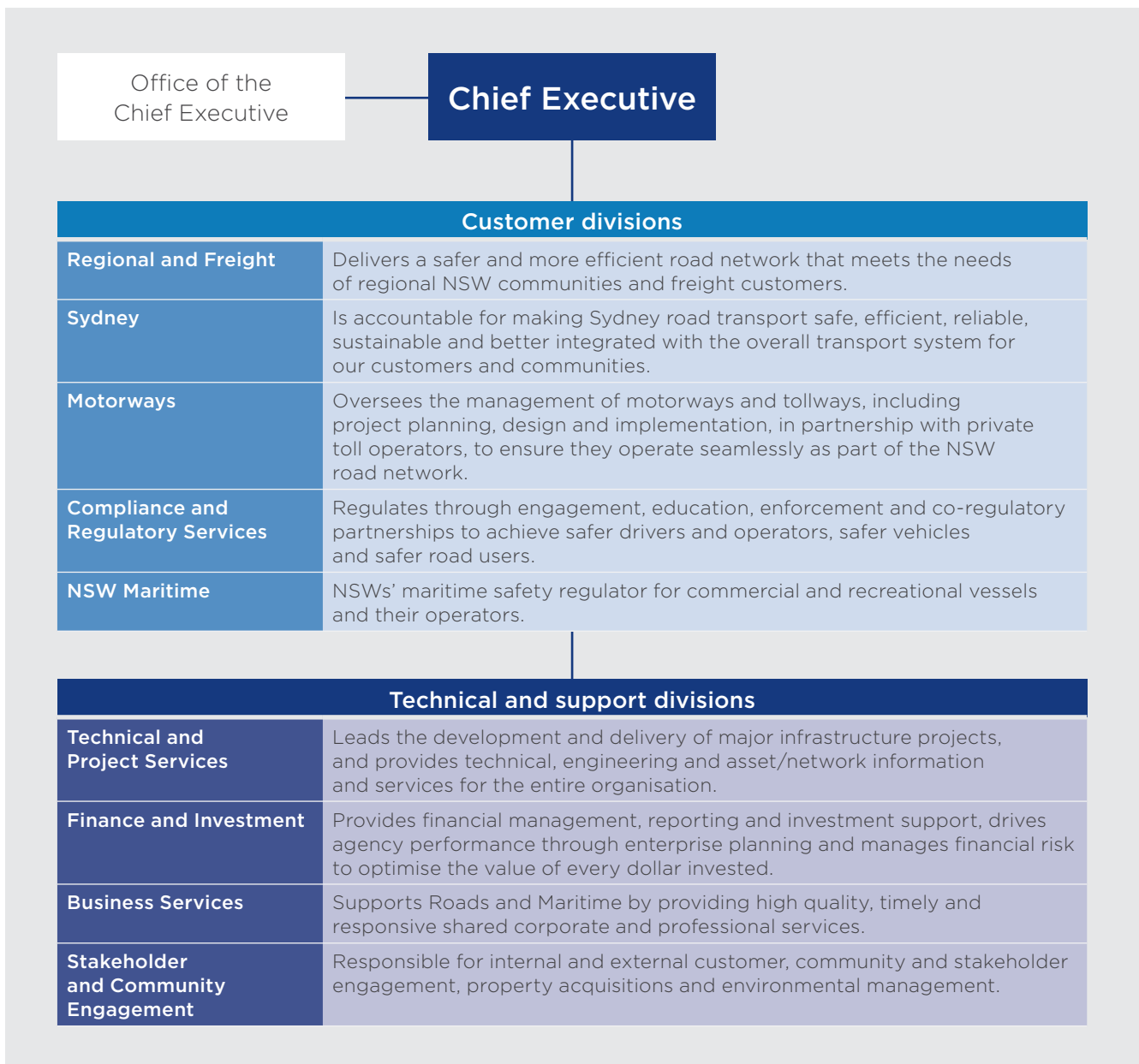
# Our organisational structure

Roads and Maritime has a workforce of more than 5,800 full time equivalent positions across the state, with around 3,500 employees working in regional NSW.

In 2016-17, our agency went through significant reform.<sup>1</sup> We adjusted our operating model to meet the changing needs of our environment, heighten our focus on meeting customer needs, and ensure clear internal accountabilities.

The new organisational structure came into effect on 3 April 2017 (Figure 1). Under the OneRMS operating model, customer divisions have access to high quality technical, project and business services, stakeholder engagement and communications expertise. Their work is enabled by technical and support divisions.

**Figure 1: Roads and Maritime’s organisational structure as at 30 June 2017**



<sup>1</sup> Roads and Maritime’s organisational structure before 3 April 2017 reforms can be viewed in the previous annual report



# 1.4

## Services and operations

The Roads and Maritime 2016-17 Delivery Plan sets out the key programs, projects and activities we planned to deliver in the financial year. This annual report reflects on our results and achievements.

Our services and operations are aligned to the NSW Government's *State Priorities*, *State Infrastructure Strategy*, Long Term Transport Master Plan, and transport strategy and policy. The agency contributes to the following State Priorities:

- building key infrastructure projects on time and on budget across the state
- improving customer satisfaction with key government services
- creating 150,000 new jobs by 2019
- improving road travel reliability
- reducing road fatalities
- providing better government digital services.

By delivering on these State Priorities, we provide outcomes which offer the people of NSW multi-modal transport solutions while also regulating road and maritime networks and users to ensure community safety and compliance with legislation.



Community consultation event for the Pacific Highway upgrade, Nambucca Heads to Urunga.

# 1.5 Our customers

Our customers – the people and businesses that directly benefit from our road and maritime networks and services – are at the centre of everything we do. Each day road and maritime networks enable millions of customer journeys and the transport of goods, supporting a productive economy. We recognise that enabling safe, efficient and reliable journeys on the state’s roads and maritime networks contributes to customer satisfaction and quality of life.

Population growth over the next decade will add pressure to the existing road network through increased passenger journeys and freight movements. Our focus has been to grow the network and operate the existing network more efficiently to meet customer needs.

Increasingly, services are digitised and more readily accessible for our customers. This year, we developed and launched an online platform for community consultation on projects to provide immediate feedback. This improved the accessibility to customers and complemented existing consultation methods and tools.

## Our Customer Charter

### We will listen and take action

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

### We will consult and collaborate

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

### We will make safety our priority

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

### We will keep you informed

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



Car drivers



Pedestrians



Motorcyclists



Cyclists



Tourists



Businesses



Heavy vehicle operators



Waterway users, Recreational



Waterway users, Commercial



# 1.6 Our stakeholders

Our stakeholders include government, industry, the community and any group or individual with an interest in our projects and initiatives (Figure 2). This includes people and groups:

- who are impacted by possible construction or operation activities
- with an interest in policy or operational decisions
- with an interest in infrastructure development proposals.

The agency values partnerships with a wide range of stakeholders. We are committed to transparent and mutually beneficial stakeholder engagement, identifying solutions and improving customer outcomes. We recognise respectfully engaging stakeholders is an essential part of our work.



**Figure 2: Responding to our customers**



## CASE STUDY

### Digitisation of medical records

We completed the Digitisation of Medical Records project in March 2017. The project provides a platform for medical practitioners across NSW to submit medical assessments for drivers online. Take up has been extremely positive, from 10 to 90 reports per day and steadily increasing.

Benefits of this new portal include:

- around 470,000 drivers requiring medical assessment no longer need to visit a Roads and Maritime registry office or Service NSW
- eliminated the need for paper forms
- improved efficiencies to process medical review by Licence Review Unit
- ongoing cost savings
- contributes to the NSW Government's commitment to increase digitisation of government services.

1.7

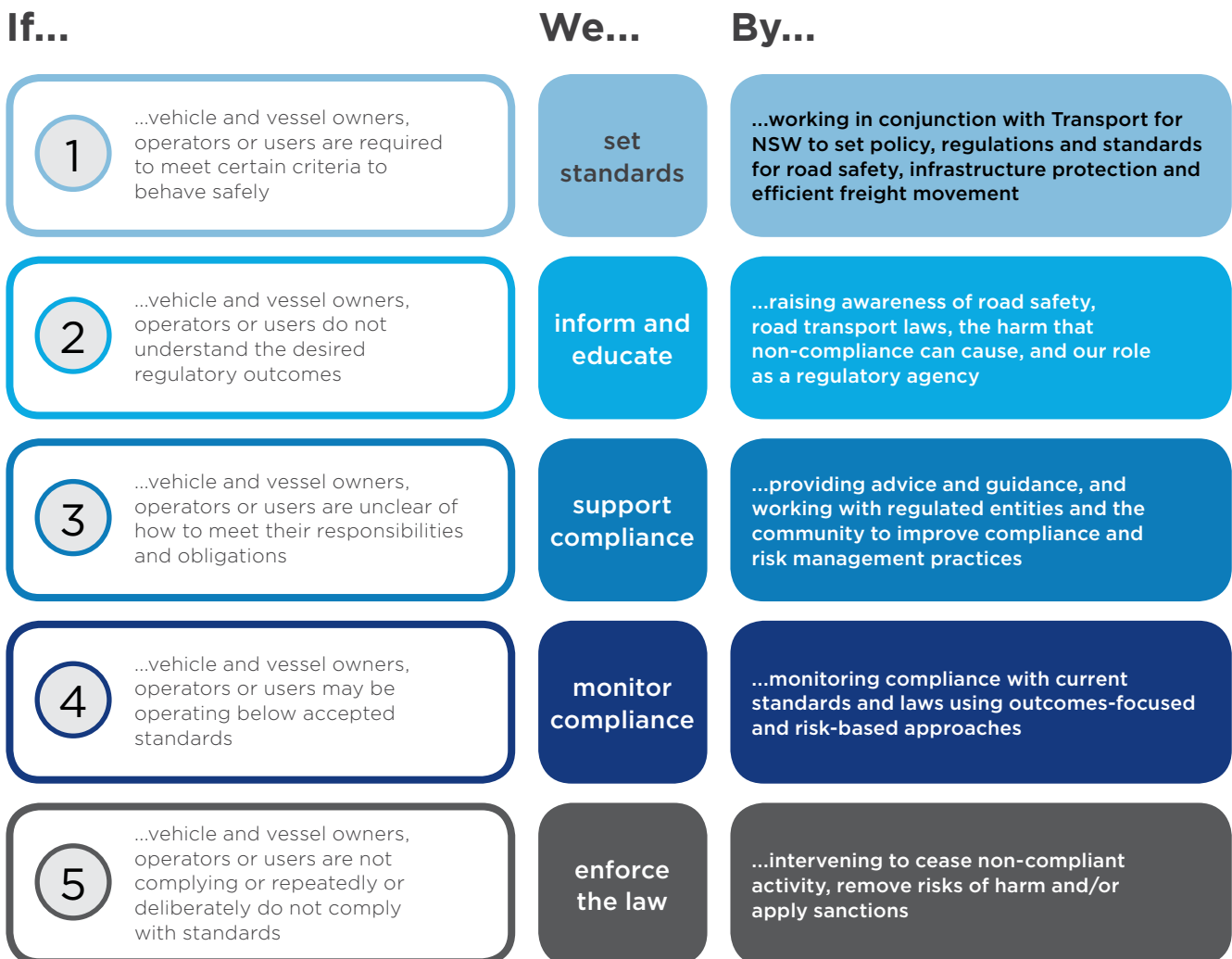
# Our approach to compliance and regulation

We adopt a balanced approach to influence industry and community behaviour, and improve their understanding of legal obligations to achieve safety outcomes. This approach involves undertaking a range of activities on behalf of the NSW community to achieve compliance with the road legislation we administer.

Our first priority is always to achieve the best possible outcome for the community and to manage risk proportionately. We use the most appropriate intervention, or mix of interventions, available to address different situations. This improves the effectiveness of our regulatory interventions.

Figure 3 outlines our approach to regulation. We focus our efforts on prevention, as this is the best way to reduce risks and minimise compliance costs. We do this through setting standards, informing and educating, and supporting compliance. We complement our focus on prevention with incentives to comply. We do this through monitoring and enforcing compliance.

**Figure 3: Compliance and regulation services**







The Honourable Melinda Pavey Minister for Roads, Maritime and Freight at the first heavy vehicle check being undertaken at the newly open heavy vehicle checking station on Alford's Point Road, Menai.



# 1.8 Our assets

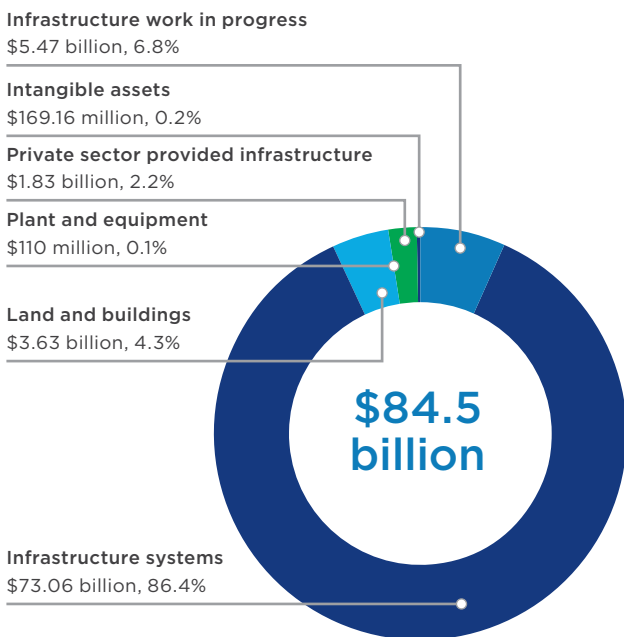
## Road infrastructure

Roads and Maritime has a responsibility to create, maintain and renew the state road network and maritime infrastructure across NSW to provide for safe, reliable and sustainable services for our customers. The agency also administers financial assistance grants to the local government sector for the management of local roads in NSW.

We are responsible for managing and maintaining \$84.5 billion<sup>2</sup> worth of physical assets (Figure 4). The majority are roads and road-related assets including:

- almost 18,000 kilometres of road including 4,000 kilometres of the National Land Transport Network
- 5,623 bridges
- 28 road tunnels
- 4,121 traffic signals.

**Figure 4: Value and type of assets managed and maintained by Roads and Maritime**



<sup>2</sup> \$84.5 billion is the value of Roads and Maritime non-current assets. Non-current assets included property, plant and equipment (land and buildings, plant and equipment and infrastructure systems), private sector provided infrastructure and intangible assets.

## Asset management challenges and opportunities

We are responsible for the efficient and effective management of this significant asset base. We strive to maintain consistently high levels of service delivery for our customers, and the challenges involved with managing an asset base of this scale present opportunities for developing innovative ways to meet customer needs.

Over the last five years, there has been greater pressure on our networks due to population growth, resulting in road congestion and accelerated asset deterioration. We have responded to this through the implementation of the Easing Sydney’s Congestion Pinch Points and Clearways Programs.

In early 2016-17, storms and prolonged wet weather caused extensive damage to our road network, particularly in the west of the state. To minimise the impact on our customers, we doubled road surface patching activities this financial year.

We continually engage industry and partners to seek opportunities to create and adopt new technologies and innovation and to deliver best practice asset management standards. This involves value engineering of new and existing infrastructure to reduce whole-of-life asset costs and maximise cost efficiencies of maintenance works. This year, we achieved reduction in energy and greenhouse gas emissions through installing energy efficient light-emitting diode (LED) lanterns in street lighting and traffic signals.

## Asset condition and performance

Road pavement, bridges, roadside slopes, drainage culverts and intelligent transport systems comprise more than 90 per cent of our asset value.

The pavement health index provides a general assessment of the quality of road pavements in NSW (Figure 5). Our agency defines acceptable road surface quality as those in 'fair or better' condition. In the last decade, road surface quality has remained stable.

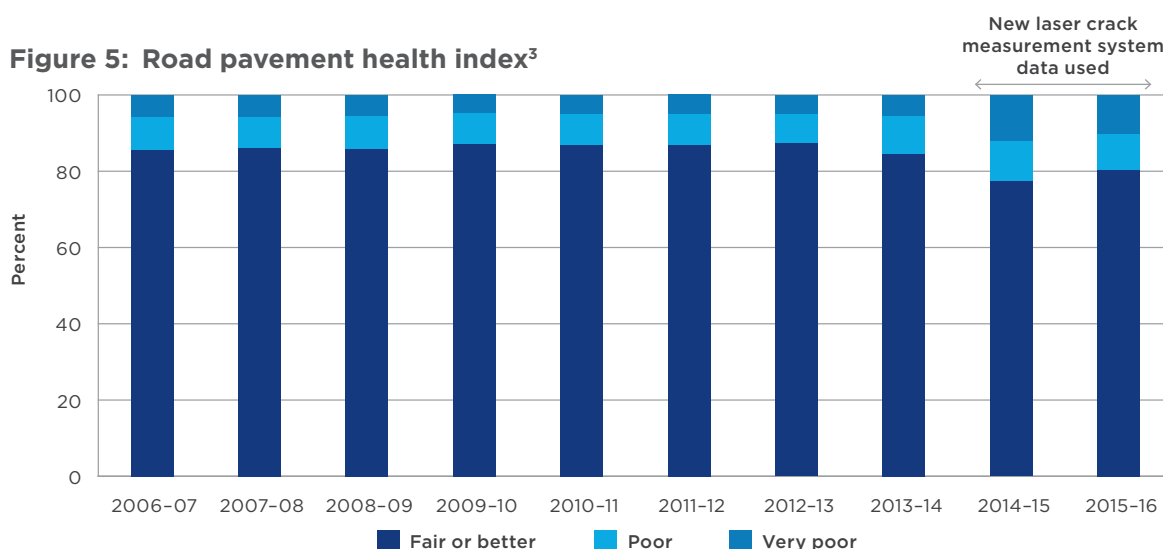
The quality of road surfaces in 2015-16 showed a 3.1 per cent improvement on the previous year, with 80.4 per cent of road surfaces rated as 'fair or better'. These trends demonstrate the

effectiveness of our asset preservation strategy in terms of protecting asset value and delivering an appropriate level of service to our customers.

**Table 1: Condition of asset types results 2016-17**

Assets type	Assets in fair or better condition
Bridges	97%
Roadside slopes	94%
Roadside culverts	85%
Intelligent transport systems (e.g. traffic signals, variable message signs, tidal flow system)	95%

**Figure 5: Road pavement health index<sup>3</sup>**



## Asset Management Plan

Our Asset Management Plan promotes a risk-based approach to the management of road assets. Good stewardship of the NSW road network involves:

- the use of life-cycle costing decision-support tools and long-term strategies
- regular performance monitoring and network inspections

- scheduling the most appropriate maintenance treatment at the right time and place.

This approach has reduced asset life-cycle costs, improved road safety and minimised risks to the level of service we provide to our customers. We also conduct value-engineering reviews for major projects. These reviews identify opportunities for staging and cost savings at every stage of the value chain.

<sup>3</sup> New crack detection survey technology was adopted in 2014-15 and condition trends from this point forward are not directly comparable with previous results. Results for the 2016-17 financial year are not available until 2018.



# 2

## Financial overview



WestConnex, new M4 Widening under construction.







# 2.1 2016-17 Budget

## Funding

Our funding is primarily derived from:

- state motor vehicle taxes, particularly the motor vehicle weight tax and heavy vehicle charges
- funding received through the state budget to deliver recurrent and capital works, including Rebuilding NSW<sup>4</sup> and Restart NSW<sup>5</sup> allocations
- federal government contributions for state and national capital road projects
- own-source funds from the sales of goods and services, tolling, maritime fees and charges, and cash balances.

For 2016-17, our funding allocation to meet the expenditure program was \$6.47 billion (Figure 6). This excludes non-cash revenues such as asset recognition and valuation adjustments.

**Figure 6: Revenue and funding - July 2016 to June 2017**

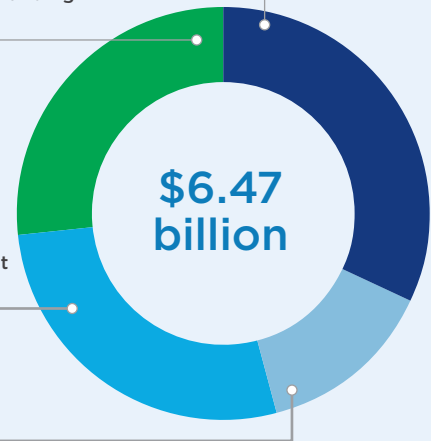
**NSW Government:**

Motor vehicle weight tax  
\$2.08 billion

Budget and grant funding  
\$1.72 billion

Federal Government  
\$1.77 billion

Own-source funds  
\$0.9 billion



**Table 2: Funding from 2014-15 to 2016-17**

Funding source <sup>6</sup>	2014-15 (\$'m)	2015-16 (\$'m)	2016-17 (\$'m)
Own-source funds	829	803	897
Federal Government	1,475	1,649	1,777
NSW Government (inclusive of):	3,226	4,111	3,797
Budget and grant funding	1,354	2,120	1,718
Motor vehicle taxes (state)	1,872	1,991	2,079
<b>Total</b>	<b>5,530</b>	<b>6,563</b>	<b>6,471</b>

4 Rebuilding NSW is a 10-year plan to invest \$20 billion in new infrastructure from the proceeds of the electricity network transactions, Commonwealth Government Asset Recycling Initiative payments and investment earnings. This investment stimulates productivity across NSW, reduces congestion and supports communities.

5 Restart NSW is one component of Rebuilding NSW. Infrastructure NSW is responsible for assessing and recommending Restart NSW projects.

6 Government funding excludes non-cash revenue.



## Expenditure

More than 97 per cent of our recurrent and capital expenditure is distributed across the following program areas that deliver services and infrastructure to our customers:

- **growth and improvement program** to develop and deliver new or upgraded road and maritime infrastructure to optimise the safety, efficiency and effectiveness of the road and maritime networks
- **asset maintenance program** to ensure the state's road and maritime assets meet the required safety, performance and operational standards in the delivery of customer services and access for regional communities, and enable safe, efficient and reliable services for customers
- **services and operations program** to enable the safe, efficient and reliable movement of people and goods by various transport modes across the state's road and maritime networks.

Our expenditure in 2016-17 also included M5 cashback refund for private vehicle travellers, financing costs associated with the Sydney Harbour Tunnel and redundancy costs incurred in delivering efficiencies and improvements (Figure 7).

For 2016-17, expenditure amounts to \$6.47 billion, which includes NorthConnex public-private partnership contributions, but excludes non-cash items such as depreciation and amortisation and asset transfers.

**Table 3: Expenditure from 2014-15 to 2016-17**

Area of expenditure	2014-15 (\$'m)	2015-16 (\$'m)	2016-17 (\$'m)
Growth and improvement	2,898	3,883	3,871
Asset maintenance	1,513	1,449	1,449
Services and operations (inclusive of):	968	1,074	992
M5 cashback refund	81	99	109
Finance costs	43	35	36
Redundancy	27	23	14
<b>Total</b>	<b>5,530</b>	<b>6,563</b>	<b>6,471</b>

**Figure 7: Expenditure - July 2016 to June 2017**

**Service and operations:**

\$0.99 billion

**M5 cashback refund**

\$109 million

**Finance costs**

\$36 million

**Redundancy**

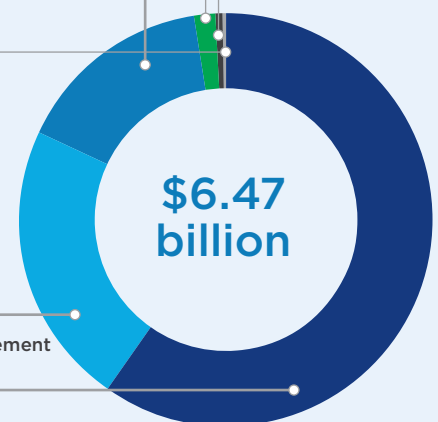
\$14 million

**Asset maintenance**

\$1.45 billion

**Growth and improvement**

\$3.87 billion





## 2.2 Financial performance snapshot

We operate under NSW Treasury's Financial Management Framework to carry out policy regulatory and service delivery functions that enable safe and efficient journeys throughout NSW. For financial reporting and policy framework purposes, our activities are considered to be within the general government sector as classified by NSW Treasury.

In 2016-17:

- net result<sup>7</sup> of \$2.5 billion was seven per cent better than the budget target of \$2.3 billion due to a combination of higher revenue and lower expenses
- net result this year was \$651 million lower than last year's net result of \$3.2 billion. This is mainly due to lower grants from Transport for NSW and a net increase from losses on disposal of land- and road-related assets
- total expenses were stable at \$3.7 billion remaining within one per cent when compared to last year
- net assets<sup>8</sup> increased by \$3.5 billion to \$84.2 billion. This is due to capital spend of \$4.2 billion, revaluation increments of \$0.9 billion offset by depreciation of \$1.6 billion.

For a more detailed view of our financial performance for the period 1 July 2016 to 30 June 2017, refer to the financial statements in Volume 2 of this report.

<sup>7</sup> Net result refers to revenue minus operating expenses.

<sup>8</sup> Net assets of \$84.2 billion included both current assets and non-current assets minus liabilities. Non-current assets included property, plant and equipment, private sector provided infrastructure and intangible assets. Current assets included cash and cash equivalent, receivable, inventories and non-current assets classified as held for sale.



NorthConnex excavation in progress.







# 3

## Achievements and business results



Newly upgraded McMahon's Point Wharf on Sydney Harbour opened in October 2016 as part of the Transport Access Program.












# 3.1 Delivering our infrastructure program

Our agency spent \$3.87 billion from NSW’s growth and improvement program this year to deliver major road transport projects and programs across NSW, including the Pacific Highway upgrade, WestConnex, NorthConnex, Western Sydney Infrastructure Plan, Easing Sydney’s Congestion and Bridges for the Bush. These projects will be ongoing in the coming years.

We simultaneously manage more than 4,000 infrastructure projects across NSW roads and waterways. During the year, the following milestones were completed:

<p><b>July 2016</b> Dual carriageways for the Pacific Highway upgrade between Nambucca Heads and Urunga</p>	<p><b>September 2016</b> New England Highway, Maitland Roundabout upgrade – Stage 2 (east bound overpass at Church Street)</p>	<p><b>November 2016</b> Richmond Road Stages 2 and 3, Townson Road to North of Garfield Road, Marsden Park in North West Sydney</p>
		
		
		
	<p><b>October 2016</b> McMahons Point wharf upgrade and the completion of wharf upgrade package one</p>	<p><b>December 2016</b> King Georges Road Interchange upgrade</p>
	<p><b>October 2016</b> Wyong Road, Enterprise Drive intersection upgrade, Chittaway Bay</p>	



## 2016-17 results

- \$3.87 billion spent on delivering infrastructure
- seven major road projects opened to traffic
- 20 major road projects in delivery

### March 2017

Four-lane upgrade of Great Western Highway at Kelso



### May 2017

Werrington Arterial Road, M4 Motorway to the Great Western Highway

### May 2017

Forest Way Pedestrian Bridge, Northern Beaches Hospital road connectivity and network enhancements



2017



### April 2017

Princes Highway upgrade, Foxground bypass section between Toolijooa Road and Austral Park Road

### April 2017

Great Western Highway, Hartley Valley safety works upgrade



### June 2017

Old Wallgrove Road between Roberts Road and the M7 Motorway at Eastern Creek

### Regional projects

#### Pacific Highway upgrade

The Pacific Highway upgrade is the largest regional road infrastructure project in Australia. The upgrade started in 1996 and is expected to open to traffic by 2020. The Australian and NSW governments have invested a total of \$1.3 billion during the year, with \$11.4 billion invested since the upgrade began. The project is creating significant employment opportunities for the local community. When completed it will improve road safety and provide significant travel time benefits.

Seventy per cent of the project is now complete with a further 161 kilometres under construction. All remaining sections are being prepared for major work to start later in 2017.

There are three key sections of work underway along the Pacific Highway, as discussed below:

#### Port Macquarie and Coffs Harbour

Work to duplicate the highway between Port Macquarie and Coffs Harbour is well progressed and the opening of the \$780 million Nambucca Heads to Urunga project (including a bypass of Urunga) means a further 22 kilometres is now complete. The remaining 57 kilometres is well advanced and will progressively open to traffic in the second half of 2017 and early 2018.

#### Woolgoolga to Ballina

During the year work on the \$4.36 billion Woolgoolga to Ballina project has significantly increased, with 104 of the 155 kilometres now under construction. Already, more than half of the total 14 million cubic metres of earthwork is complete.

The project crosses the Clarence and Richmond River floodplains and two major bridges are being built as part of the project. Major work started on the new bridge over the Clarence River at Harwood in August, which includes a 1.5 kilometre four lane bridge. A contract was awarded to design and build the new Richmond River bridge near Broadwater in June. When the upgrade is complete, travel time between Hexham and the Queensland border will have reduced from around nine and a half hours to less than seven hours for heavy vehicles, and from around eight and a half hours to six and a half hours for light vehicles.

#### Coffs Harbour bypass

Planning is also underway for the Coffs Harbour bypass with the concept design and environmental assessment being prepared for community consultation. During August and September, the preliminary concept design was displayed and geotechnical and field investigations were carried out throughout the year.

#### Highway Service Centres

Highway Service Centres on the Pacific Highway Services Centres provide a wide range of services for travellers and encourages drivers to 'stop, revive, survive', contributing significantly to travel safety and efficiency. The sites selected for Highway Services Centres are strategically positioned at regular intervals, and most are close to bypassed towns so the economic benefits can remain with those centres in accordance with our Highway Service Centres policy.

In December 2016, a service centre was opened on the northbound highway at Chinderah, near the NSW/Queensland border. The Chinderah site is one of a number of service centres being developed along the Pacific Highway as part of a wider program, including other locations such as Ballina and Nambucca Heads.



## Princes Highway upgrade

We are continuing to upgrade the Princes Highway between Sydney and the Victorian border. Key achievements in 2016-17 include:

- the Dignams Creek realignment on the Princes Highway south of Narooma commenced construction in April 2017. This section of the Princes Highway is steep and has historically been unsafe. To improve road safety in the area, a new two kilometre section of the highway is being developed to comply with current road design standards
- the Foxground bypass section as part of the \$580 million Foxground and Berry bypass project opened to traffic in April 2017. The Berry bypass section opened to traffic in July 2017 with overall project completion on track for the end of 2017, six months ahead of schedule.

## Hunter and Central Coast roads

Planning work continues on the \$280 million Rankin Park to Jesmond section of the Newcastle Inner City Bypass, which is the fifth section of the bypass. In 2016-17 the Environmental Impact Assessment for the bypass was publically displayed.

The final stage of the \$51 million Maitland roundabouts upgrade was completed with a new overpass opening to traffic in September 2016 as part of the New England Highway upgrade. These upgrades have improved safety and traffic flow.

As part of the upgrade package for the M1 Pacific Motorway, the construction contract was awarded in March 2017 to widen the motorway between Wyong Road at Tuggerah and the Doyalson Link Road. The upgrade involves widening 12 kilometres of motorway to provide three lanes in each direction and rebuilding a nine kilometre section to provide a smoother and more durable surface.



Newly completed section of the Foxground bypass from Toolijooa Road to the north of Austral Park Interchange.

### CASE STUDY

## Foxground bypass section from Toolijooa Road to the north of Austral Park Interchange

Construction of five kilometres of the Princes Highway was required as the existing corridor (Foxground Bends) could not be upgraded to meet current design, safety and traffic efficiency requirements. The Foxground bypass provides a safer option for road users by addressing the high crash history and poor road safety record of this section of the Princes Highway.

The Foxground bypass provides a number of significant customer and community benefits including:

- improved road safety for motorists on the Princes Highway and local roads in the area
- reduced crashes on the Princes Highway particularly with the bypass of the Foxground Bends
- improved travel times and traffic flow for motorists on the Princes Highway between Toolijooa Road and Austral Park Road
- improved road freight travel movements and supporting regional and local economic development
- generated local employment opportunities
- improved safety for fauna with installation of wildlife crossings.

### Newell Highway upgrade

The Newell Highway is the longest highway in NSW, stretching over 1,060 kilometres from the Victorian border at Tocumwal to the Queensland border at Goondiwindi. It is also a National Highway. The NSW Government has committed an additional \$500 million under Rebuilding NSW for the upgrading of the Newell Highway. Progress in 2016–17 includes:

- the preferred option for the upgrade of the [Newell Highway at Parkes](#) was announced in December 2016. The bypass will improve freight efficiency and productivity, access for high productivity vehicles (double road trains, B-triples, AB triples) safety at rail crossings and for pedestrians and traffic flow in Parkes. Feedback from the community on the proposed option was received in early 2017 and planning for the bypass is continuing
- work is continuing at [Trewilga](#) on the Newell Highway between Parkes and Peak Hill. The \$36 million improvement will upgrade and realign 6.5 kilometres of the Newell Highway to address safety concerns and is due for completion in 2018

- the Grong Grong realignment project commenced construction in December 2016. The project, which is scheduled to open to traffic by late 2017, will move the Newell Highway west of Grong Grong to improve freight efficiency and road safety. A new overtaking lane was completed near Wallon Creek north of Moree, which brings the total number of new overtaking lanes completed since 2012 to seventeen. This is the seventeenth new overtaking lane completed on the Newell Highway since 2012.

### Great Western Highway upgrade

Upgrade work continued on the [Great Western Highway](#) throughout 2016–17, with the completion of a \$102.9 million four lane upgrade of the Great Western Highway at Kelso opening to traffic in March 2017, three months ahead of schedule and the completion of safety works at [Hartley Valley](#) between Mount Victoria and Hartley Valley in April 2017.



Battering works on the Great Western Highway.



## New bridges

Construction commenced on the [Harwood Bridge](#) over the Clarence River as part of the Pacific Highway, Woolgoolga to Ballina project. The new bridge is scheduled to open in 2019, 70 metres downstream from the existing road and rail bridge. After completion, it will be 1.5 kilometres long and four lanes wide. This will provide a safer road for motorists and eliminate the need for the bridge to be raised for waterway users.

A construction contract was awarded in April 2017 and work will soon commence on the new \$48 million [Bruxner Highway Bridge](#) over the Clarence River at Tabulam. The existing bridge will be replaced as part of the Bridges for the Bush Program. The new bridge will be 290 metres long and replica trusses of the old bridge will be incorporated into the new bridge to commemorate the heritage of the original timber truss bridge.

The construction contract for the new [Sportsmans Creek Bridge](#) in Lawrence was awarded in April 2017. The bridge is on track for completion in mid-2018. The \$27 million bridge is being funded as part of the Bridges for the Bush Program. The project includes a new 175 metre long bridge including a new road connecting Grafton Street to the new bridge and pedestrian path with a safety barrier to separate pedestrians from traffic on the bridge. The preferred route will improve freight efficiency on the Newell Highway, reduce traffic congestions and provide an alternative route during the flood events.

The preferred routing option for an additional bridge over the Macquarie River at Dubbo was announced in June 2017. Construction is expected to commence in mid-2020 and once complete, will remove heavy vehicles crossing the Serisier Bridge and associated congestion in north Dubbo. The [new Dubbo Bridge](#) will significantly reduce delays between east and west Dubbo.



The new Stingray Creek Bridge at North Haven.

### CASE STUDY

## Stingray Creek Bridge in North Haven

The \$26 million Stingray Creek Bridge in North Haven was completed in February 2017. Jointly funded by the NSW Government and Port Macquarie-Hastings Council, the new 183 metre, seven-span bridge provides an improved link between the communities of North Haven and Laurieton.

Benefits include a safer crossing for all road users with enhanced pedestrian and cycle paths and improved access for more than 8,000 vehicles per day. The previous bridge was load limited and approaching the end of its functional life. Work has now commenced on removing the old bridge and is expected to be completed in late 2017.

Development and construction of the new bridge is an excellent example of collaboration between Roads and Maritime and the Port Macquarie-Hastings Council, which was achieved through formation of a steering group to oversee all facets of the project.

### Sydney metropolitan projects

#### Building WestConnex

As the Government client for the WestConnex Motorway, the agency entered into a contractual arrangement with the Sydney Motorway Corporation to design, build, own and operate the motorway on behalf of the NSW Government.

WestConnex is the largest transport project in Australia. It will widen and extend the new M4 in Sydney, duplicate the M5 and join them together to form a continuous, free-flowing motorway with connections to the city, airport and port.

The design, development and delivery of the \$16.8 billion WestConnex project continued in 2016–17.

#### Stage 1

##### New M4 Widening (Parramatta to Homebush)

Widening the existing M4 from Parramatta to Homebush from three to four lanes in each direction.

In early 2017, a new interchange at Homebush Bay Drive opened to traffic. This removed two sets of traffic lights for cars accessing the M4 from Homebush Bay Drive. A new viaduct was completed in April 2017 and the new M4 widened section was opened to traffic on 4 July 2017.

##### New M4 East (Homebush to Haberfield)

Extending the M4 Motorway via tunnels between Homebush and Haberfield.

In October 2016, the WestConnex training academy opened at Homebush providing a dedicated training facility to deliver skills training, apprenticeships and traineeships. The academy sources candidates through several organisations that work with the long-term unemployed and disadvantaged communities.

In November 2016, tunnelling commenced at Cintra Park, Concord, for the five kilometre twin motorway from Homebush to Haberfield. The tunnel will be three lanes in each direction.

#### Stage 2

##### New M5 (Beverley Hills to St Peters)

Duplicating the M5 East from King Georges Road Interchange Upgrade at Beverley Hills to a new interchange at St Peters.

In July 2016, Commonwealth approval was obtained for the project and work commenced on the New M5 in August 2016

In November 2016, tunnelling started at the site of the St Peters Interchange, with tunnelling starting at the Arncliffe and Bexley construction sites in February 2017. When complete, a nine kilometre tunnel will run from Kingsgrove to the new St Peters Interchange.

##### King Georges Road interchange upgrade (Beverley Hills)

In December 2016, the King Georges Road interchange opened to traffic two months ahead of schedule. It provided a new interchange between the M5 East and M5 West in preparation for the New M5 project.

#### Stage 3

##### M4-M5 Link (Haberfield to St Peters)

The M4-M5 Link comprises tunnels connecting to the New M4 at Haberfield and New M5 at St Peters via Rozelle.

In May 2017, the M4-M5 Link Concept Design was released for community feedback.



## Building NorthConnex

Tunnelling for the NorthConnex project continued, with 19 roadheaders in operation working 24 hours a day. Tunnelling commenced in March 2016 and seven kilometres of the 22 kilometre tunnel completed. Once complete in 2019, NorthConnex will provide twin nine kilometre tunnels linking the M1 Pacific Motorway at Wahroonga to the Hills M2 Motorway at West Pennant Hills.

## Northern Beaches Hospital

The old pedestrian bridge at the intersection of Warringah Road and Forest Way was dismantled to make way for two new pedestrian and cyclists bridges – the Warringah Road Bridge and Hilmer Street Bridge – which opened for use in May and June 2017. The new bridges are part of the Northern Beaches hospital road connectivity and enhancements, which will be completed in mid-2019.

## Roads in Western Sydney

In November 2016, the upgrade of Richmond Road between Townson Road and north of Garfield Road, Marsden Park was completed. A total of \$96 million was spent as part of a larger program of works (valued at \$135 million) to double vehicle capacity and improve safety on Richmond Road between Marsden Park and the M7 Motorway.

The new \$55 million Werrington Arterial Road linking the M4 Motorway to the Great Western Highway at Claremont Meadows opened to traffic in May 2017. This upgrade will create a new link between the Great Western Highway and the M4 Motorway, increasing capacity and improving travel times. The new arterial road is part of the Western Sydney Infrastructure Plan that will deliver \$3.6 billion in road infrastructure improvements across Western Sydney over a 10-year period from 2014-15.



Roadheader for WestConnex project.

## 3.2 Making safety paramount

Safety is a core value and priority. We work to reduce the road toll, boating fatalities and workplace safety risks. We strive to ensure our workplaces and networks are safe for our customers, our people and industry partners.

### 2016-17 results

**Table 4: Key performance indicators on safety and regulation**

Measure	2013-14	2014-15	2015-16	2016-17 target	2016-17 actual
Road fatalities per 100,000 population <sup>9</sup>	4.6	4.1	5.1	≤4.24	4.73
Boating fatalities per 100,000 registered vessels (recreational and commercial)	2.9	6.7	4.6	N/A	1.2
Total recordable injury frequency rate	28.9	21.9	14.9	≤18.74	14.1
Operational uptime of fixed digital speed cameras (%)	96.7	96.5	96.9	≥94.5	96.9
Operational uptime of red light speed cameras (%)	97.4	97	95.9	≥94.5	97.9
Operational uptime of point-to-point cameras (%)	95.2	96.2	98.1	≥94.5	98.2
Operational uptime of bus lane cameras (%)	99.3	98.4	94.8	≥94.5	96.5
Mobile speed enforcement hours delivered against program targets (%)	110	100	99	≥97	101

### Making our roads safer

As part of our commitment to reduce crashes on NSW roads, 170 projects were completed through the [Black Spot Program](#).

We worked closely with service providers throughout the state to deliver projects in the [Safer Roads Program](#). This consisted of \$41.1 million to complete 109 projects and \$19.6 million on planning and construction activities for a further 42 projects that we expect to complete in 2017-18.

Delivery of the Behavioural Road Safety Program included supporting 70 councils with road safety officers to complete 186 road safety projects across the state in 2016-17. Under this program, 204 workshops were delivered to help learner drivers become safe drivers and 293 '65 Plus' workshops for older drivers.

There were 108 heavy vehicle compliance operations conducted that targeted a range of safety issues on NSW roads. This year's key focus was Truck and Dog combinations<sup>10</sup> within the construction sector and infrastructure protection. Of the compliance operations conducted, 81 per cent took place in the Sydney metropolitan area. The increased focus is due to the record amount of infrastructure currently in development such as WestConnex, NorthConnex and the CBD and South Eastern Light Rail increasing the number of distribution centres being built in and around Sydney.

We managed 494 compliance enforcement sites including enforcement cameras to improve road safety, congestion, the environment and protection of assets.

<sup>9</sup> Road fatalities for 2013-14 and 2014-15 were recorded per calendar year. From 2015-16 onwards they were recorded per financial year.

<sup>10</sup> Truck and dog combinations are a type of heavy vehicle with a rigid truck with three or four axles towing a dog trailer with three or four axles.



An educational approach with the civil construction and transport industry continued with a focus on **chain of responsibility** obligations at sites across the Sydney metropolitan area and direct interactions with identified 'high risk' operators of fleets via meetings and/or fleet audits. This was to reinforce safety and compliance obligations concerning vehicle standards, mass and load restraints.

## Keeping school children safe around traffic

We are boosting safety infrastructure around schools across the state. These improvements are part of a \$5 million investment across 135 schools to help keep children safe walking to and from school. Working in partnership with local councils, 69 safety infrastructure projects were completed this year at schools throughout the state.

We also manage the state-wide School Crossing Supervisor Program on behalf of the Transport for NSW's Centre for Road Safety and employ 1,160 school crossing supervisors.

## Making waterways safer

**Boating fatalities reduced by 63.6 per cent**  
from eleven in 2015-16 to four in 2016-17.

**2016-17 saw an 11.5 per cent increase in vessel safety compliance checks.**

Boating safety officers conducting a total of 61,066 vessel safety inspections on waterways across the state.

We continued to deliver statewide boating safety education and compliance, conducting five statewide safety campaigns during 2016-17.

Boating education officers engaged with more than 51,000 customers in 2016-17, attended more than 250 boat shows and field days, and conducted 120 school visits to promote safer boating throughout the state.

## Major events

The agency played an integral role in ensuring major events were carried out safely.

**Figure 8: Major events**



August 2016 -  
**Sydney International Boat Show**



December 2016 -  
**Sydney Extreme Sailing Series**



December 2016 -  
**Sydney Hobart Yacht Race**



December 2016 -  
**New Year's Eve celebrations**



January 2017 -  
**Sydney Festival**



January 2017 -  
**Australia Day celebrations**



March 2017 -  
**Mardi Gras**



April 2017 -  
**Anzac Day celebrations**



May to June 2017 -  
**Vivid Festival**

3.3

# Meeting customer and community needs

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

## 2016-17 results

**Table 5: Key performance indicators on network efficiency and capacity**

Measure	2013-14	2014-15	2015-16 actual	2016-17 target	2016-17 actual
Journey time reliability – peak travel on key routes is on time (%) <sup>11</sup>	N/A	N/A	86	≥90	87
Average incident clearance time (for 98% of incidents on principal routes, mins)	37.56	38.11	38.68	40	41.8
Customer satisfaction by mode: <sup>12</sup>					
- private vehicles (%)	N/A	N/A	85	N/A	85
- heavy vehicles (%)	N/A	N/A	66	N/A	61
- motorcycles (%)	N/A	N/A	83	N/A	82
- cyclists (%)	N/A	N/A	82	N/A	87
- walking (%)	N/A	N/A	86	N/A	85

Based on survey of customer types, we are meeting needs of private vehicle, cyclists and pedestrians but need to improve on meeting the needs of heavy vehicles and motorcycles. Road travel reliability was almost on target and average incident clearance time exceeded the target.

### Easing congestion in Sydney

Under the \$121 million Sydney Clearways Strategy, 11 new and extended clearways were delivered covering 81.8 kilometres of Sydney’s road network.

Delivery continued of the NSW Government’s \$825 million investment in Pinch Point Programs. In 2016-17, 50 pinch point projects

and initiatives were opened to traffic to reduce traffic delays, manage congestion and improve travel times on Sydney’s major roads, particularly during weekday peak periods.

The contract for the construction of NSW’s first smart motorway was awarded in June 2017. The \$470 million M4 Smart Motorway will use real time information, communication and traffic management tools to monitor traffic conditions, manage congestion and respond to incidents providing motorists with safer, smoother and more reliable journeys. Construction is scheduled to commence in 2017 and is expected to be completed in 2020.

11 Journey time reliability was introduced as a new performance measure in 2015-16. This measures the percentage of journeys where the daily average travel times were within a threshold (a five-minute variation on a typical thirty-minute journey), during the combined AM and PM peak periods on 92 Sydney metropolitan area roads. Historically data from GPS fleet vehicles was used to measure road performance, however a decline in data sample sizes has resulted in a linear interpolated being used for the period October 2016 to June 2017.

12 The first roads customer satisfaction survey was undertaken by Transport for NSW in November 2015, therefore, results are not available for 2013-14 and 2014-15. The survey is undertaken twice a year in May and November. The results in Table 5 are from the May 2017 survey.



## Real time traveller information

The activation of the real time traveller information service enables motorist to make informed decisions to manage travel time. There were 42 electronic message signs on six of Sydney's key travel routes:

- Pacific Highway (Artarmon to Wahroonga)
- King Georges Road/Mona Vale Road
- Great Western Highway (Sydney CBD to Emu Plains)
- North Shore and Northern Beaches Corridor (Military Road, Spit Road, Condamine Street and Pittwater Road)
- Cumberland Highway (Wahroonga to Glenfield)
- Old Windsor Road/Victoria Road corridor.

Motorists using these routes now benefit from real time travel time information, with signs showing the number of minutes it takes motorists to reach key landmarks or destinations along their chosen route.

Additionally, we developed 15 interactive maps for the community to enhance information for network customers. This included access maps for heavy vehicles and boating customers, maps detailing road closures and the location of rest areas.



A variable message sign installed at Lakemba as part of the Pinch Point Program keeps motorists informed of changes to the network that may affect traffic conditions.

### Improving bus journey times and reliability

In 2016–17, our agency spent \$15.2 million delivering projects under the Bus Priority Infrastructure Program.

To make bus travel services faster and more reliable, two projects were delivered on Victoria Road and bus lane markings were upgraded across 13 sites in Sydney. Additionally, to improve seating capacity and customer experience, four road corridors were assessed and cleared of hazards to allow double-decker buses to operate.

In order to improve on-time running, 11 routes across Sydney were assessed in consultation with the community. This covered current bus stop spacing and demand.

Design work is continuing on 35 projects, including upgrades in Macquarie Park to support the Epping to Chatswood rail line closure.

Investigation and design works were undertaken across nine rapid and suburban bus routes to inform and prioritise investment. These include:

- RBR8 Castle Hill – Liverpool via Parramatta and T-Way
- RBR9 Parramatta – Macquarie Park via Carlingford and Epping
- SBR2 Bondi Junction – Burwood via Eastgardens
- SBR3 Bondi Junction – Miranda via Airport and Eastgardens
- SBR4 Bondi Junction – Burwood via Sydenham
- SBR5 Chatswood – Airport via Sydney CBD and Botany Road
- SBR6 Lane Cove – Eastgardens via Sydney CBD, Surry Hills and Botany Road
- SBR8 Belrose – Sydney CBD via Eastern Valley Way
- SBR9 Chatswood – Manly via Frenchs Forest, Dee Why and Brookvale.

### Active transport – improving cycling and walking opportunities

We have partnered with councils to make walking and cycling a more convenient, safer and enjoyable transport option. By investing in infrastructure to improve walking and cycling in areas where the majority of short trips occur, we aim to support more accessible, livable and productive areas. More than 100 projects were constructed in 2016–17 under the \$39 million Active Transport Program. Projects implemented under the program during the year included:

- increasing the number and length of cycleways in both metropolitan and regional areas with 19.6 kilometres of cycleway delivered in metropolitan Sydney and 19.8 kilometres delivered in regional NSW
- improving safety for pedestrians and cyclists on the Windang Bridge between Windang and Warilla. The \$3.57 million bridge upgrade was completed in December 2016 and involved widening paths on both sides of the bridge from 1.5 to 2.5 metres to allow extra room for cyclists and pedestrians. The upgrade completed the ‘missing link’ in the local cycleway network
- construction commenced on a [new pedestrian and cycle bridge](#) over the Nepean River between Penrith and Emu Plains in a major boost for pedestrians and cyclists. The new bridge will provide a safe crossing for pedestrians and cyclists over the Nepean River and improve connections to existing and future shared paths, including the Great River Walk.





Active transport in action, the newly constructed Subiaco Creek shared user path, part of the Parramatta Valley Cycleway.

### CASE STUDY

## Parramatta Cycleway and Subiaco Creek shared user path

Subiaco Creek shared user path is a key link along the Parramatta Valley Cycleway. Construction started on the new path in late 2015–16 and was completed in June 2017. The \$3.7 million project was delivered on time and under budget.

Subiaco Creek was one of the key missing links in the popular Parramatta Valley Cycleway and enables users to avoid around one kilometre of the street network, including the busy, steep and industrial South and Pike streets.

The project provides significant benefits to both the local and wider community and following the completion of this section of the cycleway, cyclists and pedestrians now have a continuous 20 kilometre off-road connection between Sydney Olympic Park and Parramatta CBD.



The Honourable Melinda Pavey Minister for Roads, Maritime and Freight at Taren Point Public School on 16 May 2017 announcing that 504 schools would receive school zone flashing lights.

### CASE STUDY

## School zone safety

Roads and Maritime developed the School Zone Alert System and the NSW Government's Community Road Safety Fund has ensured that every school in NSW has at least one set of school zone flashing lights.

To further protect children travelling to and from school, this vital road safety program was extended to provide an additional 821 school zone flashing lights for 504 school zones across NSW with multiple busy entrances. These additional signs ensure motorists are alerted when entering a school zone and to slow down to 40 kilometres per hour, improving safety for children and adults in and around schools throughout NSW. The School Zone Flashing Lights Program is one of the vital road safety programs funded through speed and red light camera fines by the Community Road Safety Fund.

There are now more than 6,700 school zone flashing lights in place across NSW to warn motorists when they are about to enter a 40km/h school zone.

### Promoting freight safety and productivity

Improving freight safety and productivity is paramount for our agency. Several schemes are in operation for the agricultural sector, such as the NSW Sugar Cane Harvest Management Scheme, Grain Harvest Management Scheme, and Livestock Loading Scheme to facilitate the promotion of approved and restricted routes for heavy vehicles. In addition, weight and dimension concessions are now granted to heavy vehicles transporting agricultural commodities across NSW. Maps showing approved routes are available to all drivers via wireless devices. These initiatives have resulted in fewer vehicle trips, with all vehicle trips now occurring on designated routes.

### NSW Boating Now – new and improved recreational boating facilities

During 2016–17 we provided \$10.1 million to councils and community groups through the NSW Boating Now Program for new and improved boating facilities. Key projects completed during the year included:

- construction of an additional lane to the boat ramp and the installation of pontoons at Lemon Tree Passage boat ramp
- upgrade of the Westport Park boat ramp facility, widening to a four-lane boat ramp, installation of a second on-ramp pontoon and improved car and trailer parking
- upgrade of the boat ramp at Terrigal Haven and improved access
- upgrade of the boat ramp and installation of a pontoon at Oatley Bay on the Georges River
- construction of a new two-lane concrete boat ramp, new centre pontoon, refurbishment of the adjacent wharf and car park improvements at Apex Park, Narooma
- upgrade of the Sanctuary Point boat ramp, St Georges Basin
- improving the off-water boat storage at Little Manly.

### NSW Government digital licensing program

In collaboration with the Department of Finance, Services and Innovation, we undertook testing of Australia's first electronic driver licence in June 2017. While customers can already obtain digital boat driver licences and vessel registrations, this testing marks the first step to give NSW drivers an option of a digital driver licence. We anticipate digital driver licences will be available by 2019. They will enable customers to access their licence digitally on mobile devices, simplifying the process of applying, updating and renewing licence information.



# 3.4

## An organisation that delivers

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

### Asset maintenance program

More than \$1 billion was invested by Roads and Maritime toward the maintenance of roads and bridges on state- and council-owned networks this financial year. In 2016-17, 15.44 million square metres of the road network was either patched, rehabilitated or resurfaced. Maintenance projects undertaken include:

- \$2.5 million for the initial seal of a five kilometre unsealed section of the Crookwell to Bathurst Road in Upper Lachlan Shire Council. Work commenced in September 2016 and is expected to be complete by December 2017
- remarking lines on around 13,000 kilometres of the State Road Network as part of the Delineation Maintenance Program
- upgrade of Silver City Highway at Eurowie, north of Broken Hill by sealing 13 kilometres of unsealed road. This was funded under the Restart NSW Western Freight Productivity Program and provides significant benefits for roads users, helping to improve safety by increasing traction and reduces travel times and wear on vehicles
- widening a 10 kilometre section of the Golden Highway between Beni and Merrilea, west of Dunedoo. The \$5.5 million project involved providing two metre wide shoulders, a right turn bay, intersection and drainage improvements and improved access to private residences.

### 2016-17 results

**Table 6: Key performance indicators on quality of road network**

Measure	2013-14	2014-15	2015-16	2016-17 target	2016-17 actual
Sprayed resealing delivery (1,000,000m <sup>2</sup> )	11.1	11.2	11.5	10.5	10.1
Asphalt resurfacing delivery (1,000,000m <sup>2</sup> )	2.2	1.9	1.1	1.4	1.5
Pavement rehabilitation delivery - concrete and flexible (1,000,000m <sup>2</sup> )	3.4	3.4	2.1	1.9	2.4
NSW State Roads meeting national road smoothness standards (% smooth travel)	92.6	93	94.3	≥93	94.5
Urban State Roads meeting national road smoothness standard (% smooth travel)	92.6	92.2	94.3	≥93	94.7
Rural State Roads meeting national road smoothness standards (% smooth travel)	93.7	94.2	94.3	≥93	94.3

### CASE STUDY

## Innovation in practice- Purpose-built line marking truck

Designed by one of our workshop supervisors in Bega, a new purpose-built line marking truck has improved both operation and maintenance features to provide more reliable and accurate line marking. Aside from increasing the quality and accuracy of line marking, the machine reduces the exposure of our workers to traffic, increasing safety. Some of the technical features include:

- a variable message sign board on the rear of the machine for clearer communication with motorists
- height adjustable marking runners to allow fine tuning of line widths from the cab of the truck to reduce the amount of time the operator spends making manual adjustments near live traffic
- addition of a paint-flow meter, to accurately gauge paint usage
- data logging system to gather information including paint used, distance of each line type sprayed, start location/stop location and travel speed.

## Keeping roads tidy

As part of our Tidy Roads Program, we invest around \$9.2 million each year on litter clean ups and regularly carry out maintenance work, including roadside clean ups during off-peak travel times to reduce the impact on motorists and to ensure the safety of workers. This resulted in nearly one tonne of rubbish collected last year for every kilometre of the 18,000 kilometre NSW road network.

## Clean Up Australia Day

In February 2017, our employees supported Clean Up Australia Day through litter collection and graffiti removal on major road corridors and infrastructure including:

- M4 Motorway
- Sydney Harbour Bridge precinct
- Pacific Highway rest stops between Raymond Terrace and Taree
- New England Highway
- Woolgoolga Bypass
- Olympic, Newell and Mitchell Highways
- Mount Ousley.

Our teams collected in excess of 100 cubic metres of litter.

Our Environmental Services team continued its focus on daily activities to make our waterways some of the cleanest in Australia, including removing navigation hazards and collecting litter from waters, public foreshores and beaches.

## Transitioning to Service NSW one-stop shops

We are transitioning our customer-facing products and service distribution to Service NSW. Service NSW was established in 2015 to provide a one-stop shop for customers and businesses to interact with all departments and agencies of the NSW Government.

In 2016-17, the program successfully transitioned 15 motor registries to Service NSW service centres. There are now 79 service centres across NSW and Roads and Maritime has supported the transition of 60 motor registries to service centres since 2015. In collaboration with Service NSW, the final phase of the program has commenced with the roll out of service centres across rural and regional NSW to transition the remaining 24 motor registries.





Mount Ousley heavy vehicle rest area.

## CASE STUDY

### New Mount Ousley heavy vehicle rest area

There is now a purpose built facility for cars and trucks travelling through the Illawarra region towards Sydney following the upgrade of the Mount Ousley heavy vehicle rest area. The 3,500 heavy vehicle drivers who frequently drive north up Mount Ousley Road each day can now take a break at the upgraded rest area. Trucks using Mount Ousley regularly include short haul trips between mines on Picton and Appin Roads and Port Kembla, car delivery from Port Kembla to Sydney and general freight using the Princes Highway or Picton Road from the south coast.

During construction of the rest area, more than 13,000 cubic metres of material was removed from the site and more than 5,000 metres of new pavement was constructed. The site was expanded to be five times the size of the old site including excavating to a depth of 1.6 metres before being built back up with a road surface strong enough to hold the A-double vehicles expected to use the area. In addition, a deceleration lane was constructed allowing vehicles to slow down and enter the rest area while not causing delays to traffic along Mt Ousley Road. The exit remained in place with an existing merging lane already in place on Mt Ousley Road.

The old rest area at the site was also the location of a memorial to the late Michael Vercoe, a coffee vendor who used to

operate at the facility. During construction a memorial cross was preserved and re-instated after the construction of the new facility. Mr Vercoe's family were present at the opening of the new facility and unveiling of the memorial cross.

Previously the rest area in this location did not meet requirements for trucks under the National Transport Commission or Roads and Maritime guidelines, as there were no proper amenities. Gareth Ward MP, Parliamentary Secretary for the Illawarra and South Coast, officially opened the new facilities on 16 June 2017.

The \$8.09 million dollar facility has ten dedicated parking spaces for trucks as well as spaces for cars and caravans, sheltered picnic tables, toilets and a coffee vendor on-site. The upgraded facility allows heavy vehicle drivers and freight operators to better manage fatigue, as well as contributing to the safety of motorists in the Illawarra region.

The Transport Workers Union and Federal Minister for Infrastructure Darren Chester welcomed the completion of this project, which was partly funded by the Australian Government Heavy Vehicle Safety and Productivity Program. The program supports infrastructure projects that improve productivity and safety outcomes for heavy vehicle operations across Australia.

3.5

# Enhancing economic and social outcomes

We have an obligation to deliver value for money infrastructure that maximises benefits to communities and minimises our footprint. In 2016-17, we strived to improve the performance of our networks and enhance the economic and social benefits of living in NSW by building and maintaining assets and delivering services that make a difference in people’s lives.

## 2016-17 results

**Table 7: Key performance indicators on economic, environmental and social outcomes**

Measure	2013-14	2014-15	2015-16	2016-17 target	2016-17 actual
<b>Economic outcomes</b>					
Major projects with a benefit to cost ratio of greater than 1 (%)	91	90	89	≥85	89
<b>Environmental outcomes</b>					
Recycling of reclaimed asphalt pavement (%)	99	99.5	97	≥90	97
Recovery of concrete (%)	97	91	86	≥80	94
Recycling virgin excavated natural material (%)	99	99	92	≥90	98
Waste removed from Sydney Harbour (cubic metres)	1,923	2,394	2,053	N/A	2,277
<b>Social outcomes</b>					
Sydney Harbour commuter wharves compliant with disability standard for accessible public transport (%)	52	57	59	N/A	68

## Sydney Harbour ferry wharf upgrades

We have continued to upgrade wharves on Sydney Harbour as part of the Transport Access Program. The Wharf Upgrade Program aims to provide a better experience for public transport customers by delivering modern, secure and integrated transport infrastructure.

The program has improved accessibility. Eighteen wharves serviced by Sydney Ferries are now accessible for wheelchair users. In 2016-17:

- McMahons Point Wharf and Meadowbank Wharf upgrades were completed
- upgrades commenced at Chiswick, Cockatoo Island and Milsons Point wharves.



Newly upgraded Chiswick Wharf and interchange on Sydney Harbour.





The new Rose Bay seaplane terminal building.

## CASE STUDY

### Rose Bay seaplane terminal

Sydney Aviation operates the only seaplane terminal on Sydney Harbour located at Lyne Park, Rose Bay. A shared funding arrangement was agreed between Roads and Maritime and Sydney Seaplanes through the Maritime Waterways Fund to redevelop the terminal. The new terminal opened in October 2016 with the project setting a new commercial benchmark for establishing partnerships between the Waterways Fund and the private sector to develop and provide much needed infrastructure for NSW.

The new terminal has a building life of 40 years. It caters for increased capacity of up to 30,000 passengers per annum adding to the economic growth of NSW.

The contemporary design provides customers with a total journey experience from booking to departure. Passengers on departing flights and the local community both enjoy the use of the new terminal space.

The successful cross-sector collaboration between government, local community and the private sector delivered an outstanding product that is widely accepted by all stakeholders and customers.

## Reducing marine pollution

In 2016-17 we delivered a Sydney Harbour cleaning program to reduce the impacts of marine pollution, debris and hazards to navigation by:

- visiting **22,476 sites** around the harbour
- removing **2,277 cubic metres** of litter and debris, equivalent to **9,488 standard wheelie bins** (an eight per cent improvement on last year)
- collecting **16.1 million litres of sewage** at commercial and recreational vessel sewage pump out facilities, equating to 6.2 swimming pools (a 12.5 per cent improvement on last year)
- removing **3,692 navigational hazards** from harbour waters (a 42 per cent improvement on last year).

### CASE STUDY

## Port Kembla marine salvage and artificial reef

The Oceanlinx wave generator was moored off the northern breakwater at Port Kembla and had not been operational for nine years. The generator was badly damaged from the elements and storms, and was an unsightly safety hazard and environmental concern.

In August 2016 we engaged Polaris Marine Pty Ltd to remove and demolish the Oceanlinx wave generator. Polaris completed the removal in early June 2017. The structure was scuttled at deep sea with prior approval from the Department of Environment and Energy under the *Environment Protection (Sea Dumping) Act 1981* to create an artificial reef providing an additional habitat for fish and other aquatic animals and plants.



Our Environmental Services Team cleaning up Sydney Harbour foreshore.



## Supporting local councils with the Regional Road Block Grant Program

The NSW Government provides financial assistance to all councils in NSW for the maintenance of regional roads in recognition of their importance to local communities and businesses. The agency administers the Regional Road Block Grant Program, which provides a state contribution towards the maintenance of regional roads, with supplementary funding available for high merit projects from the Repair and Improvement of Regional Roads Program. We also administer natural disaster funding on behalf of the Office of Emergency Management to assist councils to restore roads and bridges damaged by declared natural disasters to their pre-disaster condition.

## Improving Aboriginal road safety

A key commitment under the NSW Road Safety Strategy 2012-2021 is to improve Aboriginal road safety. Under the NSW Aboriginal Road Safety Action Plan 2014-2017, we delivered road safety education initiatives to help Aboriginal people to protect themselves, their families and their community. Some of the initiatives included:

- bike safety and child car safety seat programs delivered in 12 Aboriginal communities across NSW resulting in 20 Aboriginal people trained and 624 child restraints distributed to provide greater safety in vehicles
- the 'Tour Da Country' to support and promote bike safety awareness and Indigenous health in regional and remote Aboriginal communities in partnership with Transport for NSW. The bike ride took place on the 841-kilometre route from Sydney to Walgett stopping at schools to talk about the importance of bicycle and helmet safety, as well as healthy eating, exercise and education. More than 1,000 helmets were handed out
- the [Driver Licensing Access Program](#) which helps Aboriginal and other disadvantaged people to obtain and retain their driver licence and remain safe and legal drivers. In 2016-17 the program helped 991 individuals to gain their learner licence and 614 to gain their provisional licence in more than 55 communities
- 'Don't Drink and Drive' campaigns in Wagga Wagga, Walgett, Bourke and Sydney. This included the annual NSW Aboriginal Rugby League Knockout in October 2016 where around 15,000 people attended Leichhardt Oval in Sydney over four days. Roads and Maritime attended the event to deliver key messages about drink driving, having a Plan B, as well as the dangers of driving when fatigued.

# 4

## Our organisation



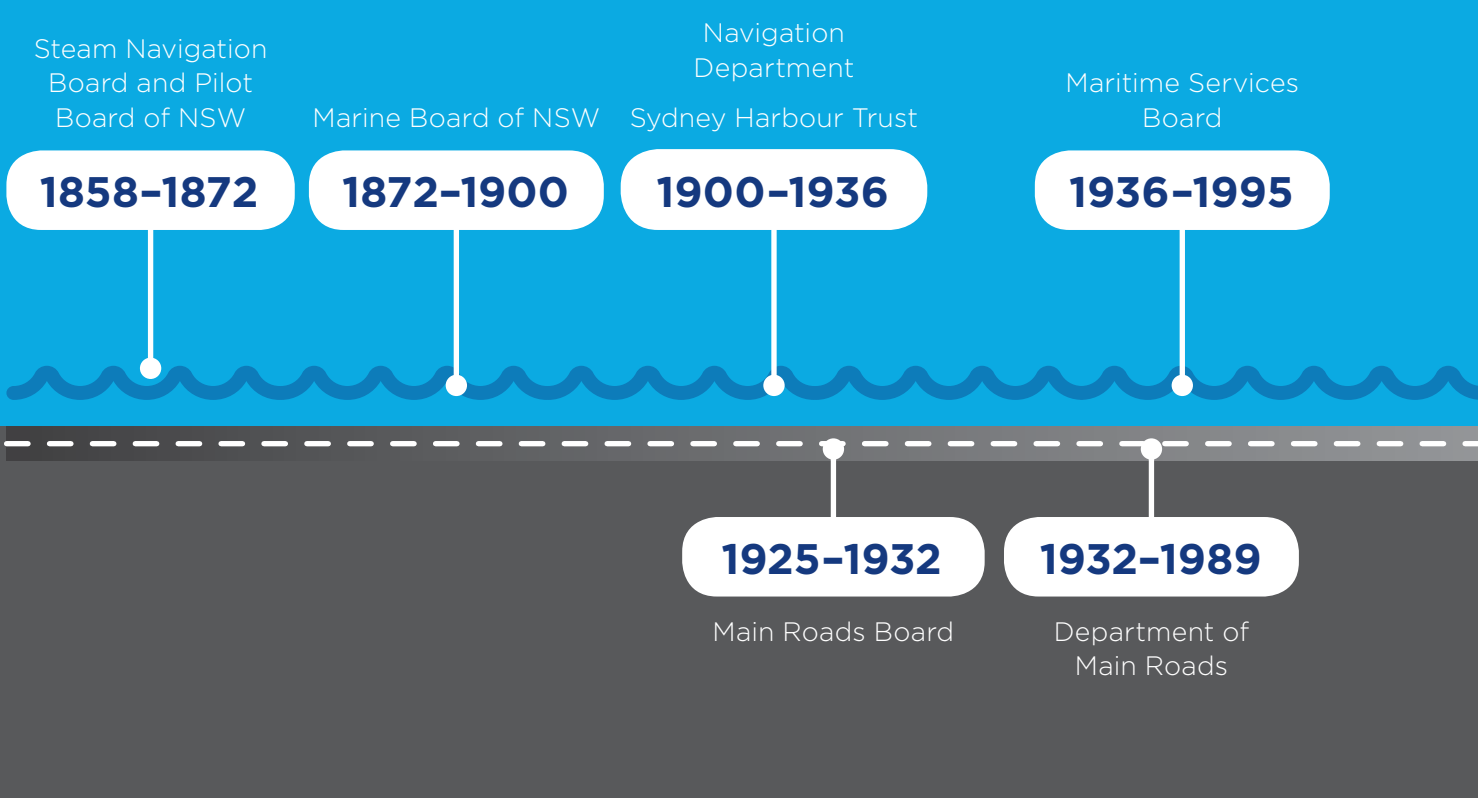
Roads and Maritime employees at the Rozelle office, the location of our Maritime operations.



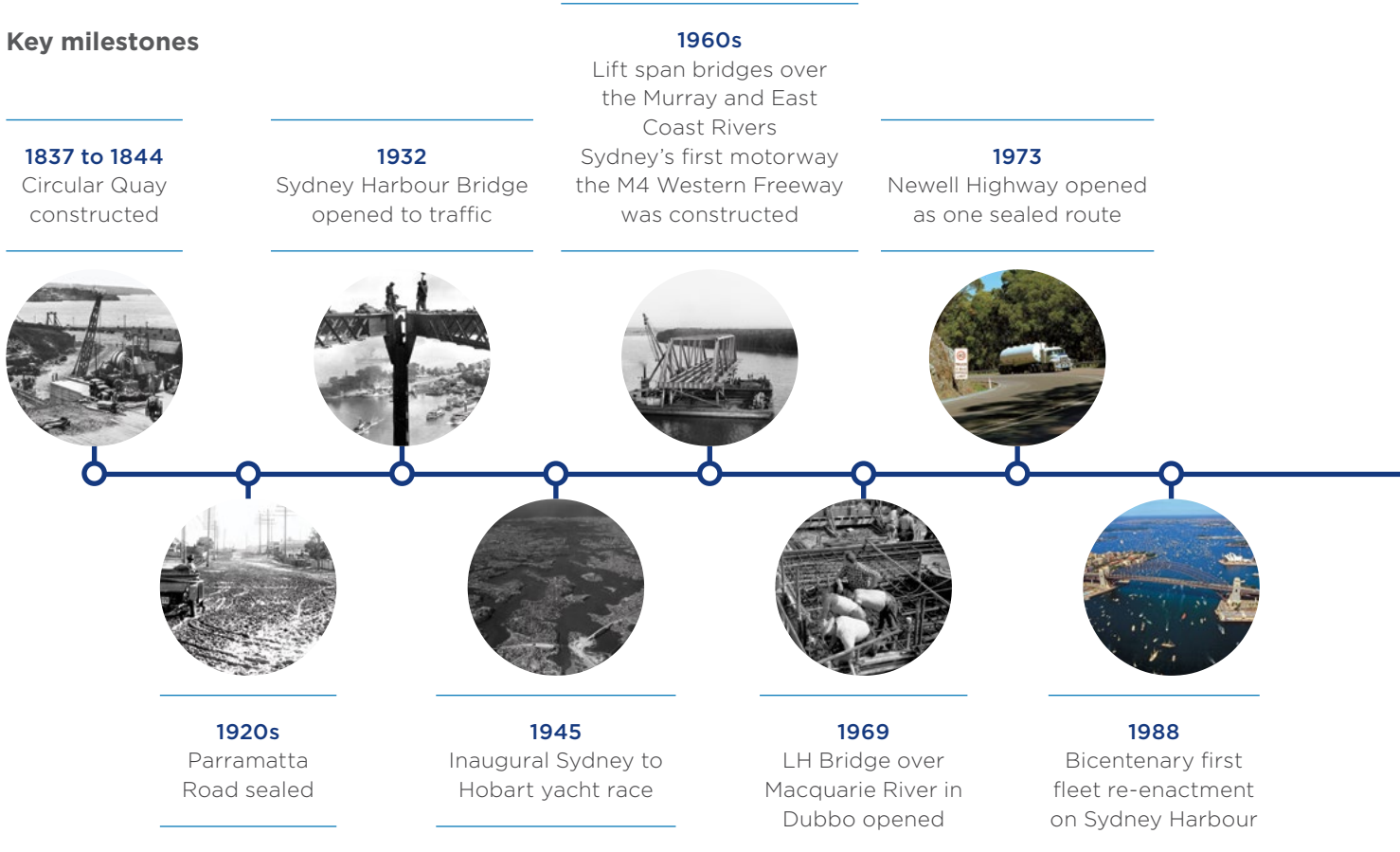


# 4.1 Our evolution

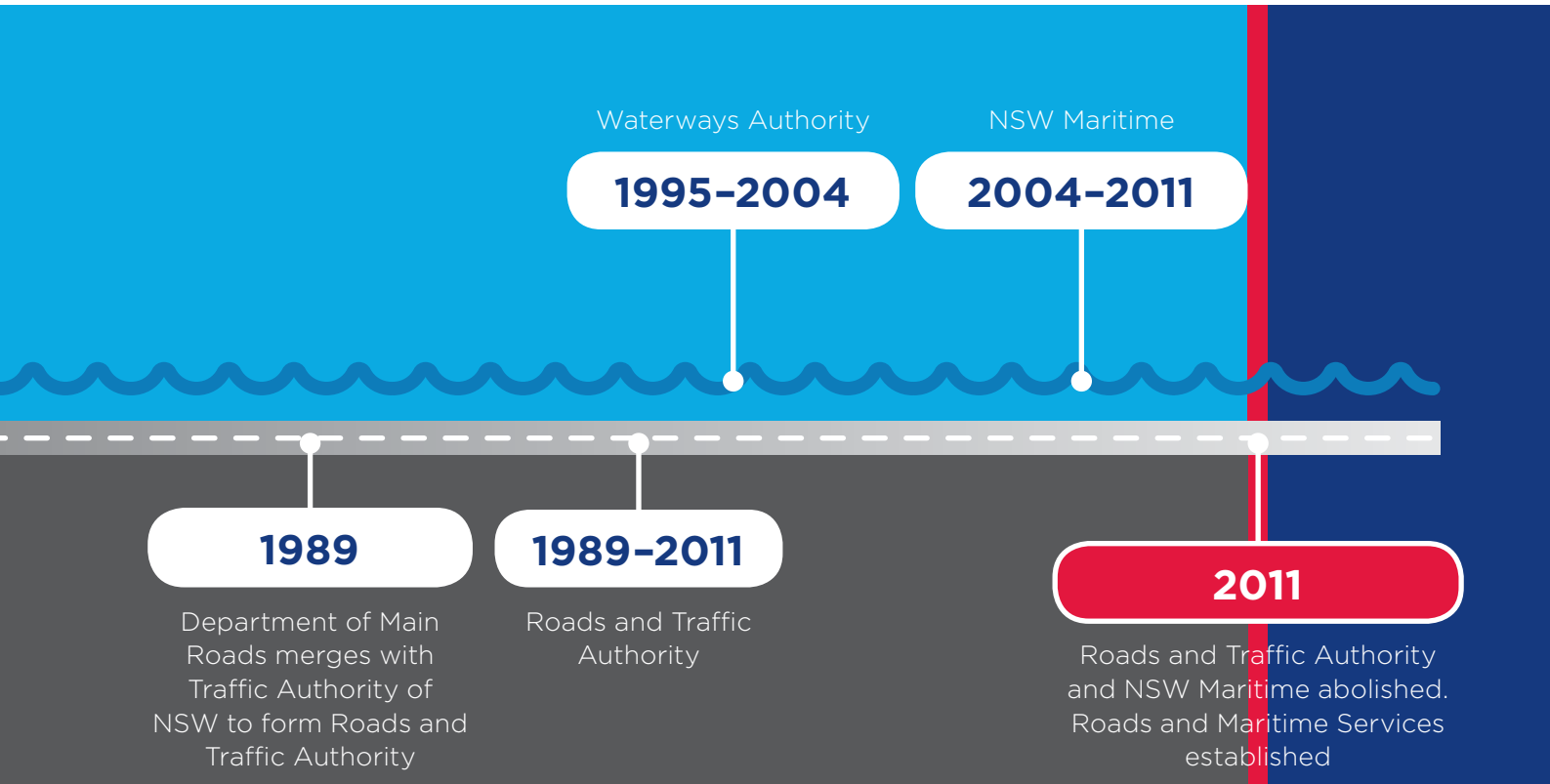
Figure 9: Historic timeline of Roads and Maritime Services



## Key milestones







**1992**  
Sydney Harbour Bridge tunnel opened to traffic



**1996**  
Work starts on Pacific Highway upgrade



**2005**  
Sea Cliff Bridge in Clifton opened to traffic



**2015**  
Work commences on WestConnex and NorthConnex



**1993**  
The Maritime Services Board relinquished control of Goat Island



**2000**  
Waterways Authority supported Sydney 2000 Olympic events



**2014**  
Hunter Expressway opened



# 4.2 Our executives



## Chief Executive - Ken Kanofski

**Period** 15 August 2016 - 30 June 2017<sup>13</sup>  
**Qualifications** BBus, MBA, FCPA, AICD

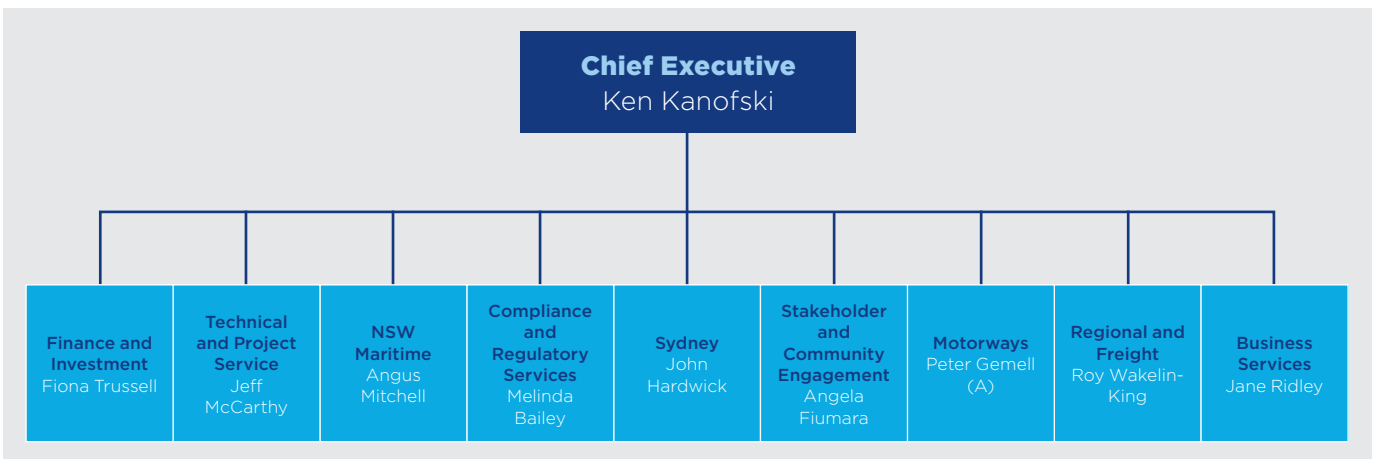
Before his appointment as Chief Executive Officer, Ken spent three years as Roads and Maritime's Chief Operating Officer. Ken has extensive experience as a senior executive with a strong record of achievement in leading organisational transformation, performance improvement and economic and commercial reform, as well as all aspects of developing, procuring and delivering major infrastructure.

Before joining Roads and Maritime, Ken has served as Chief Executive Officer of three statutory corporations, the NSW Land and Housing Corporation, Government Property NSW and WSN Environmental Solutions. Ken has also served as a board member and chair on statutory authorities, industry bodies and community organisations.

As Chief Executive, Ken is responsible for leading and managing the performance of the road and maritime networks to meet customer needs. This includes delivery of a record infrastructure building program, as well as maintaining, operating and regulating the networks.

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

**Figure 10: Roads and Maritime Executive structure**



<sup>13</sup> Prior to 15 August 2016 Ken Kanofski previously held the position of Chief Operating Officer within Roads and Maritime. Peter Duncan was Chief Executive from 31 October 2011 to 14 August 2016.



## Chief Financial Officer – Fiona Trussell

**Period** 1 July 2016 –  
30 June 2017

**Qualifications** BEc  
(Accounting), CA, GAICD



## Executive Director Technical and Project Services (Chief Engineer) – Jeff McCarthy

**Period** 3 April 2017 –  
30 June 2017<sup>14</sup>

**Qualifications** BE (Elec Hons), M Comm, GAICD



Fiona joined Roads and Maritime Services as the Chief Financial Officer in March 2015. Fiona has more than 20 years' experience working in professional services firms, energy and the public sector. Before joining the agency, Fiona held positions with Snowy Hydro and Ausgrid. She has an extensive understanding of business risk frameworks, governance and compliance requirements, financial management and strategy. Fiona is a member of Chartered Accountants Australia and New Zealand and the Institute of Company Directors.

As Chief Financial Officer, Fiona provides financial management, reporting and investment support to optimise the value of every dollar invested. She also leads the Finance and Investment Division to drive agency performance, facilitate enterprise planning, and guide the organisation to make good business decisions based on sound financial, economic analysis and insightful performance reports and management frameworks.

Under the Chief Finance Officer's direction, we meet our financial management, accounting and governance obligations through:

- statutory accounting, management accounting and financial reporting
- preparation of financial budget and annual financial statements
- management and control of financial risk
- governance frameworks and governance of capital and operational expenditure
- reporting externally on performance, and driving effective enterprise planning and investment optimisation processes.

Jeff has more than 30 years' experience in the development and delivery of major infrastructure and growing technical capability, both in Australia and overseas. He has held numerous leadership positions in a range of organisations including Westlink M7, Tenix, Integral Energy and Sydney Water.

The operational focus of the Technical and Project Services Division is to develop and deliver major infrastructure projects across NSW to meet defined transport needs and project outcomes for customer divisions and provide technical, asset/network information and engineering services for the whole organisation.

Key responsibilities of the division include:

- integrated planning for development and delivery of major infrastructure programs and projects, including preparation of project business cases
- development and delivery of metropolitan and regional highway and road upgrade programs, major bridge replacements and maritime infrastructure upgrades
- development of best practice technologies, policies and specifications for road and urban design
- provision of engineering services, technical advice, intelligent transport systems and credible road network and asset information.

<sup>14</sup> From 1 July 2016 until 2 April 2017 Jeff McCarthy was the Director, Infrastructure Development. Following the implementation of the new OneRMS Operating model on 3 April 2017, the Infrastructure Development Division became the Technical and Project Services Division.

### Executive Director NSW Maritime - Angus Mitchell

**Period** 1 July 2016 - 30 June 2017

**Qualifications** BEd (Hons)



Angus has more than 25 years experience in the Maritime industry as the Deputy Harbour Master for Sydney Ports Corporation (now Ports Authority of NSW), in addition to a variety of operational and policy roles spanning the globe throughout his 17 year naval career.

The NSW Maritime Division is NSW's maritime safety regulator for commercial and recreational vessels and their operators. NSW Maritime is also responsible for the delivery of recreational boating infrastructure and the protection of the environment in connection with the use of vessels in state waters.

Key responsibilities of the division include:

- boat safety education, policies, regulations and enforcement
- improving and supporting recreational boating infrastructure across NSW
- administering recreational boating licenses and vessel moorings
- enforcing maritime related environmental laws and environmental management
- keeping Sydney Harbour free from litter
- licensing all aquatic events
- domestic commercial vessel regulation under delegation from the Australian Maritime Safety Authority (AMSA)
- planning, preparedness and response for environmental incidents.

### Executive Director Compliance and Regulatory Services - Melinda Bailey

**Period** 1 August 2016 - 30 June 2017<sup>15</sup>

**Qualifications** B Com (Hons), FCPA, FAICD



Melinda joined Roads and Maritime Services as the Director, Regulatory Reform in February 2016. Before joining the agency, Melinda was most recently the Chief Financial Officer and Executive Director, Corporate Services at the National Heavy Vehicle Regulator. She has private and public sector experience within Australia and internationally with ASX listed, multinationals and government entities across transport, manufacturing, mining, resources, utilities and industrial services sectors.

The Compliance and Regulatory Services Division's purpose is to regulate through engagement, education, enforcement and co-regulatory partnerships to achieve safer drivers and operators, safer vehicles and safer road users.

Key responsibilities of the division include:

- ensuring regulatory programs are effective and deliver on intended outcomes
- enabling authorised and competent drivers, operators and vehicles access to the road network
- informing and influencing road users and stakeholders
- delivering risk-based regulatory activities that motivate safe and compliant road user behaviour
- maintaining productive partnerships with co-regulators and contracted parties.

<sup>15</sup> The Compliance and Regulatory Services Division was established on 1 August 2016 when the Safety and Compliance Division and Regulatory Reform Division merged. Between 1 July 2016 and 31 July 2016, Melinda Bailey was the Director Regulatory Reform and Joanne Treacy was the Acting Director Safety and Compliance.



## Executive Director Sydney – John Hardwick

**Period** 24 April 2017 – 30 June 2017<sup>16</sup>

**Qualifications** CFMA, MBA, Associate Diploma – Electrical Engineering



## Executive Director Stakeholder and Community Engagement – Angela Fiumara

**Period** 1 July 2016 – 30 June 2017<sup>17</sup>

**Qualifications** BA Communications (Public Relations and Marketing), majoring in Public Relations and Marketing



Before joining Roads and Maritime, John was Head of Asset Management for Ausgrid, where he delivered ongoing savings of more than \$30 million per annum and the successful lease of the network business. Previously John held a number of senior management positions including Head of Network Strategy at Networks NSW, where he led key transformations and cost savings for three electricity distribution businesses (Ausgrid, Endeavour and Essential Energy).

John also serves as Chairman for numerous global and Australian asset management organisations and co-authored the book *Living Asset Management*.

Key responsibilities of the division include:

- planning and managing the Sydney's road network to achieve the safe, efficient and reliable movement of people and goods that effectively integrates with the transport system
- delivering infrastructure programs and traffic operations services that meet customer expectations safely and sustainably
- enabling network resilience by managing risks to critical infrastructure across NSW, and effectively 'prevent, prepare, respond and recover' from hazard risk events.

<sup>16</sup> Sydney Division was established on 3 April 2017 following the implementation of the new OneRMS operating model. The Journey Management and Asset Maintenance Divisions were abolished on 3 April 2017 and most of their functions absorbed into the Sydney Division.

Steven Head was Acting Chief Operating Officer (Acting Director Journey Management) from 15 August 2016 until 2 April 2017, then Acting Executive Director Sydney between 3 April 2017 and 22 April 2017.

Angela is a senior communications and engagement professional with extensive experience in leading and managing strategic communications and stakeholder engagement projects in the private and public sectors. Before joining Roads and Maritime, Angela held senior roles on high profile and complex projects in the resources, utilities, construction and energy sectors, including for Sydney Motorway Corporation and BHP Billiton.

The purpose of the division is to provide high quality engagement, communication, environment and property and acquisition services across the agency to support and enable projects and services to be delivered.

Key responsibilities of the division include:

- building and maintaining our reputation
- delivering effective engagement and internal and external communications to customers and stakeholders
- providing customer data and information
- acquiring property to effectively deliver on projects and services with respect for stakeholder and the community
- providing operational environment and communications advice to deliver projects, programs and services effectively.

<sup>17</sup> On 3 April 2017, following the implementation of the new OneRMS operating model the Customer, Engagement and Planning Division was renamed the Stakeholder and Community Engagement Division.

**Executive Director  
Motorways –  
Peter Gemell**

**Period** 3 April 2017 –  
30 June 2017<sup>18</sup>

**Qualifications** BEng (civil)  
FIE RPEQ



Peter has a depth of experience developed more than 40 years managing the development and delivery of major infrastructure and services projects, which include NorthConnex, Brisbane’s Airport Link, Westmead Health Campus and the Royal North Shore Hospital Public Private Partnership project. For the past 25 years, Peter has specialised in providing strategic and commercial support to government and the private sector, providing expertise in the leadership, definition, planning, procurement and delivery of public infrastructure and services through public private partnerships, design-construct-maintain and alliance models.

Peter is responsible for managing the Motorway Division which manages the future development and current operations of Sydney’s Motorway network, project planning, design and implementation, in partnership with private road toll operators, to ensure they operate seamlessly as part of NSW’s road network.

Key responsibilities of the division include:

- motorway partnerships, planning and regulatory compliance
- tollway management
- WestConnex
- NorthConnex
- Western Harbour Tunnel and Beaches Link
- Sydney Gateway
- F6 extension
- tunnel management including policies, ventilation standards and technology.

<sup>18</sup> Motorways is a new Roads and Maritime division that was established following the implementation the new OneRMS operating model on 3 April 2017.

**Executive Director  
Regional and  
Freight Division –  
Roy Wakelin-King,  
AM**

**Period** 3 April 2017 –  
30 June 2017<sup>19</sup>

**Qualifications** Gdp BA, Bps, MAICD



Before joining Roads and Maritime, Roy held the position of Chief Executive at the NSW Taxi Industry Association where he was instrumental in enabling the industry to withstand, sustain and prosper through technological and legislative disruption resulting in a more competitive environment. Roy has held other senior executive positions including the Chief Executive of the NSW Government’s World Youth Day Coordination Authority and lead the Operations Division for the NSW Government’s Ministry of Transport.

Roy manages the Regional and Freight Division, which has accountability to deliver a road transport network in regional NSW that is safer, more efficient, more reliable and better integrated with the overall transport system.

Key responsibilities of the division include:

- assessing current and future regional road network and needs in regional NSW
- improving connections with the multi-modal freight transport network developing, influencing, managing and enhancing the heavy vehicle and freight network
- delivering more than 1,000 projects a year across the network of state roads in regional NSW.

<sup>19</sup> Regional and Freight Division was established on 3 April 2017 following the implementation of the new OneRMS operating model. The Journey Management and Asset Maintenance Divisions were abolished on 3 April 2017 and their functions absorbed into this new division.

Greg Evans was Director of the Asset Maintenance Division from 1 July 2016 to 14 October 2016. From 15 October until 3 April.

## Executive Director Business Services – Jane Ridley

**Period** 1 July 2016 –  
21 June 2017<sup>20</sup>

**Qualifications** Dip. Teach,  
Grad Cert Management, GAICD



With more than 25 years in corporate shared and managed services, Jane developed and executed strategies for transformational change. She worked with global teams to drive increased shareholder value, revenue growth and cost reduction to optimise business performance. Jane also played a role in enhancing client experience with digital technology improvements.

The division provides quality corporate and commercial advice and services to the wider Roads and Maritime consistently delivering efficient and effective outcomes.

Key responsibilities of the division include:

- identifying and managing strategic and operating risks and opportunities
- undertaking audits and standardising processes and systems
- managing property and generating commercial revenue
- managing our people and their development
- information management and information technology
- Legal and General Counsel
- managing procurement
- work, health and safety.

<sup>20</sup> On 3 April 2017, following the implementation of the new OneRMS operating model the Corporate and Commercial Division was restructured and renamed as the Business Services Division. From the 22 June 2017 to 30 June 2017 Andrew Graham was Acting Executive Director Business Services.

## Chief Executive (former) – Peter Duncan, AM

**Period** 1 July 2016 –  
14 August 2016<sup>21</sup>

**Qualifications** Cert L&ESD,  
Grad. Cert Traffic Eng,  
A.Dip Land Studies, G.Dip Mgt.,  
FIPAA, JP, MAICD



Peter has a strong record of achievement in a diverse range of fields including infrastructure, transport, service delivery, primary industries, resource and land management, regional services and public administration. He has extensive experience in these areas working for state and local government organisations and for the last 20 years at chief executive and executive director level.

In August 2016 Peter Duncan retired from full time executive roles after a 40 year career predominately in the public sector and a five-year term as Chief Executive of Roads and Maritime Services.

<sup>21</sup> Peter Duncan held the position of Chief Executive from 31 October 2011 to 14 August 2016.



## 4.3

## Senior Executive remuneration Levels 2 to 6 (GSE Bands 1 to 4)

In 2016-17 the percentage of total employee related expenditure relating to senior executives was 4.2 per cent compared to 5.5 per cent published in the 2015-16<sup>22</sup> annual report.

**Table 8: Numbers and remuneration of senior executives**

Transport Senior Service Level <sup>23</sup>	Female	Male	Total	Average of total remuneration package <sup>24</sup>
<b>Senior Service Level 2 (equivalent to GSE Band 1<sup>25</sup>)</b>				
2015-16	18	44	62	\$230,967
2016-17	20	54	74	\$234,682
<b>Senior Service Level 3 (equivalent to GSE Band 1)</b>				
2015-16	3	18	21	\$289,950
2016-17	7	16	23	\$282,966
<b>Senior Service Level 4 (equivalent to GSE Band 2)</b>				
2015-16	1	5	6	\$305,148
2016-17	1	6	7	\$323,717
<b>Senior Service Level 5 (equivalent to GSE Band 2)</b>				
2015-16	4	5	9	\$370,092
2016-17	4	3	7	\$406,279
<b>Senior Service Level 6 (equivalent to GSE Band 3)</b>				
2015-16	0	1	1	\$569,704
2016-17	0	1	1	\$500,098
<b>2016-17 Total</b>	<b>32</b>	<b>80</b>	<b>112</b>	
<b>2015-16 Total</b>	<b>26</b>	<b>73</b>	<b>99</b>	

22 This is based on the actual cost of Level 2 to 6 senior executives versus the total employee expenditure for the financial year.

23 Senior executives of Roads and Maritime are senior service employees of Transport for NSW.

24 The average total remuneration package is based on contracted annual salary as at 30 June.

25 Transport for NSW implemented the *Government Sector Employment Legislation Amendment Act 2016 No 2* (GSELA) to align the framework for the employment of senior service executives with those in the NSW public service effective 1 July 2017. In future these six-level Transport Senior Service structure will be mapped to a Government Sector Employment (GSE) structure of four bands and a new Transport Senior Service Manager classification.



Chief Executive Ken Kanofski meeting employees in Newcastle.

## 4.4 Our employees

We are committed to our delivery outcomes through deploying the right people at the right time.

### Our employee profile

**Table 9: Total full time equivalent (FTE) employees by category**

Year	Salaried employees	Wages employees	Casual employees	Total FTE
As at 30 June 2017	4,370	1,362	85	5,817
As at 30 June 2016	4,502	1,410	18 <sup>26</sup>	5,930
As at 30 June 2015	4,793	1,010	249	6,052
As at 30 June 2014	5,223	1,051	241	6,515
As at 30 June 2013	5,562	1,703	206	7,472
As at 30 June 2012	5,810	1,768	95	7,673

### Building a contemporary workforce

Our people are the key to delivering quality services and infrastructure for the people of NSW.

In 2016–17 Roads and Maritime launched the People Plan 2020. The People Plan outlines how we are going to enable our workforce to meet current and future needs across our key people priorities:

- developing our people and leaders
- enabling our people to work more flexibly
- engaging with our people to understand what is important to them
- attracting and retaining a diverse workforce.

### Developing our people and leaders

More than 200 Roads and Maritime employees participated in leadership development programs this year. Of these participants, frontline leaders represent around 50 per cent of the number of employees receiving leadership development. This was due to a targeted investment in frontline leadership to improve leadership capability, engagement and drive high performance and improve customer experience.

A 50:50 ratio for a gender-balanced approach is taken to ensure nomination for leadership development has an equal representation of both male and female employees for all leadership development opportunities provided within the agency and externally. This approach aligns to the NSW Public Service Commission's recommendations and initiatives in the Roads and Maritime Diversity and Inclusion Action Plan.

The Performance Development and Review Programs continued across the organisation with an online system for employee development, Success Factors, implemented as part of the Transport Cluster Enterprise Resource Management System. This provided

<sup>26</sup> With the introduction of our Enterprise Resource Planning software in 2016 and system transition, the classification of some employees was impacted.



the mechanism for both award employees and senior service employees to complete their performance agreements online and increase their skills and knowledge during the year. Through this program, employees are encouraged to display the key behaviours listed in our Customer Charter and put the customer at the centre of everything we do.

## Flexible working

Our agency supported people leaders and employees to transition to activity-based working. Key benefits include:

- provides flexibility and encourages collaboration
- blends formal and informal use of space
- delivers a more modern workplace, reflecting the different nature of our work
- provides adaptable environments for a variety of tasks
- provides more open and transparent spaces
- drives simpler, faster and more flexible technology.

In addition to transitioning to activity-based working across the agency, we recognise the importance of flexible working arrangements. In 2016–17, as part of a wider flexibility strategy we delivered the Flexibility Works Program to support managers in the implementation of flexible work practices and the Staying Connected Program to assist employees on extended parental leave back into the workplace.

Providing flexibility is one of the ways we are working to build an inclusive workforce in Roads and Maritime. Flexible working helps our people to be as productive as possible while providing them with more choices about how they balance their commitments outside of work, making it easier for all employees to make their unique contribution to our workplace.

## Engaging our people and leaders

We encourage our employees to complete the annual People Matter Employee Survey led by the NSW [Public Service Commission](#). The survey provides an opportunity for our employees to have a say about their workplace and to help make our agency a better place to work.

In the last few years there has been significant uptake of employees completing the survey, with 90 per cent completing the survey in 2017<sup>27</sup>, compared to 73 per cent in 2016<sup>28</sup>. The survey findings helped us identify areas of good practice and for improvement. In 2016–17, action plans were developed and implemented to improve visibility of senior leaders, recruitment and development and career development.

Listening to our employees and responding to their suggestions increases engagement resulting in better performance, increased productivity and greater customer satisfaction.

## Attracting and retaining a diverse workforce

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

The Transport for NSW Diversity and Inclusion Plan articulates the approach for the entire Transport cluster. It focuses on employment strategies that promote a diverse and inclusive workplace to underpin the growth of a customer-centric culture and support development of key capabilities.

27 Data for the People Matters in 2017 was collected in June and is available on the [Public Service Commission website](#).

28 Data for the People Matters in 2016 was collected in May and is available on the [Public Service Commission website](#).

To achieve the outcomes of this plan, we launched our own Diversity and Inclusion Action Plan in January 2016 to support the achievement of diversity targets and driving an inclusive culture.

Key achievements from our Diversity and Inclusion Action Plan were:

- the establishment of regionally based Diversity and Inclusion Forum Committees
- increase in representation of women in senior service roles
- delivering conscious inclusion training for more than 500 staff, people leaders and executives
- commenced the design, development and implementation of the Flexibility Program to drive more flexible work practices, increase engagement, and reducing congestion during peak travel periods
- delivering the Staying Connected Program to provide adequate support to men and women returning from extended parental leave to help staff transition back into the workplace.

Our agency has two diversity and inclusion priorities that align with the wider public sector targets set by the Premier, which are:

- women in senior roles – 24.8 per cent representation across senior service roles
- Aboriginal representation – 1.94 per cent Aboriginal representation across all workforce.

Key workplace diversity measures are outlined in Table 10. Representation of women in senior service roles increased in 2016–17, reflecting the agency’s progress towards the Premier’s target of 50 per cent of women holding senior executive positions in the public sector by 2025.

**Table 10: Representation of workforce diversity groups<sup>29</sup>**

Equal employment opportunity groups	Target	2012-13 (%)	2013-14 (%)	2014-15 (%)	2015-16 (%)	2016-17 (%)
Women	50% by 2025	36.1	35.3	35.4	34.6	32.5
Women in senior service roles	24.8% by December 2017	21.4	19.6	20.9	22.4	24.6
Aboriginal and Torres Strait Islander peoples	1.94% by December 2017	0.8	0.8	1.6	1.8	1.8
Employees whose first language is not English	19%	8	8.2	9.3	10	10.8
Employees with disability	N/A	3.3	3.0	2.9	2.7	2.9
Employees with disability requiring adjustment	1.5%	1	0.9	0.8	0.7	0.9

<sup>29</sup> Data reported in previous years has been amended to align with the NSW Public Service Commission Workforce Profile methodology and financial year reference period to reflect seasonal variation in employment.

## Increasing the employment and development of Aboriginal people

We are committed to improving the recruitment, development and retention of Aboriginal people across our workforce. In 2016-17 we undertook the following activities:

- targeted recruitment campaigns to attract Aboriginal people to roles across the agency and the Transport cluster
- continued the Aboriginal Maritime Services Traineeship Program, which commenced in 2014. Currently two trainees are completing their Coxswain qualification
- the appointment of 17 Aboriginal Trainees and Apprentices in our Regional and Freight Division
- three cadets placed within the agency as part of Transport for NSW's Aboriginal VET Cadetship Program
- developed and implemented the VET Cadet Program in Surveying. This program is run over three years and VET Cadets achieve a certificate III, IV or Diploma in Surveying at the end of the program. There are currently two Aboriginal VET Cadets (Surveying) in the agency
- continuation of the Aboriginal Cultural Education Program that aims to build internal relationships, provide support to managers and Aboriginal employees and improve service delivery to Aboriginal customers and stakeholders. Around 75 people attended the workshops held across NSW in 2016-17. Since 2009, more than 950 people have attended the Aboriginal Cultural Education Program
- celebrations across Roads and Maritime office and work sites for NAIDOC week, celebrating and promoting Aboriginal culture
- ten Aboriginal employees graduated from the Aboriginal Career Development and Mentoring Program with five senior service leaders being mentors
- continuation of [Aboriginal Participation in Construction \(APiC\)](#) policy in the delivery of major infrastructure projects with around 14 contracts including mandatory APiC requirements.

Roads and Maritime employees celebrate NAIDOC week at Yennora depot.





# 4.5

## Industrial relations and policy

### Communication and consultation

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

### Human resources policies

In 2016-17 we continued to work closely with Transport for NSW and other cluster agencies to coordinate and deliver an aligned suite of policies.

We completed two phases of a comprehensive review of human resources policy and procedures to improve content and usability. The third phase, in 2017-18, will implement a new document structure and transition documents to more accessible formats.

### Award negotiations and movements in salaries and wages

In 2016-17 the following industrial instruments applied to the agency:

- 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 2016.

Staff members employed under these awards received an annual increase of 2.5 per cent from 1 July 2016. The awards for the 2016-17 period expired on 30 June 2017.

Negotiations commenced in early 2017 between Roads and Maritime and respective unions to draft four new Roads and Maritime awards. In principle agreement was reached between the parties on all four new awards in June 2017 and applications for the new awards were filed with the NSW Industrial Relations Commission in July 2017.

The new awards will provide for increases of 2.5 per cent each year for the periods 2017-18 and 2018-19 and will have a term of two years.

### Participation in industrial action

There were nil days lost due to employee participation in industrial action for 2016-17.

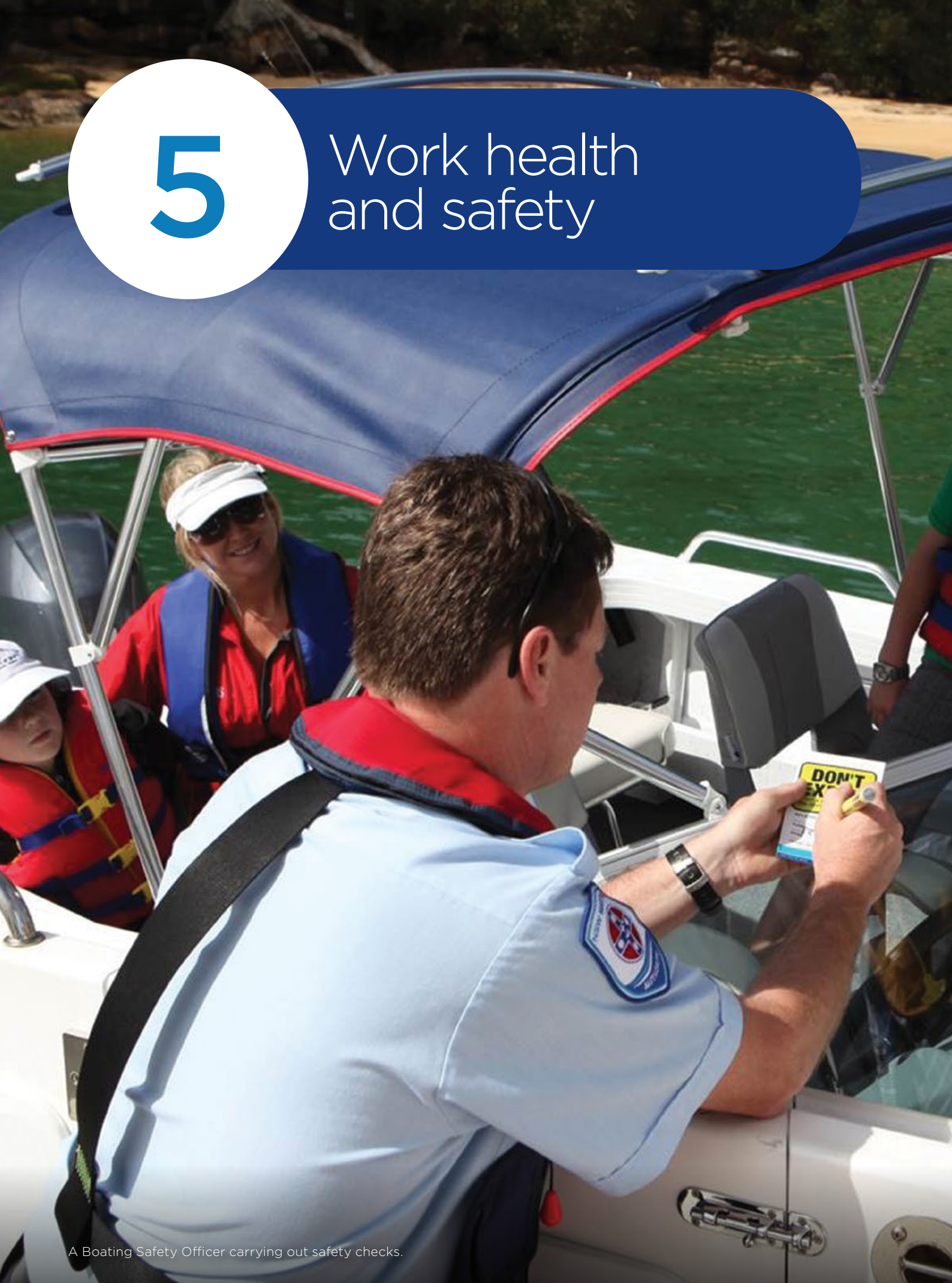


The Sydney Harbour Bridge maintenance robot (CROC) is an autonomous climbing robot used to inspect difficult to reach areas of the bridge.



# 5

## Work health and safety



A Boating Safety Officer carrying out safety checks.





# 5.1 2016-17 highlights

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

In 2016-17 we focused on delivering the objectives and associated benefits of the Work Health and Safety Strategy 2015-19 (Figure 11).

Safety is one of our five strategic priorities. It underpins every activity we undertake to ensure workplaces and networks are safe and healthy for customers, workers and industry partners. Our agency is committed to strategies that reduce the road toll, boating fatalities and prevent workplace injuries and unsafe occurrences.

In 2016-17 we continued to work closely with industry partners to deliver our Work Health and Safety (WHS) Strategy 2015-19 and address the shared risks we face as duty holders to improve safety performance across our industry. We focused on delivering systems, data and capability that drives behaviour to make informed, risk-based decisions at all levels of our organisation and across worksites.

**Figure 11: Roads and Maritime’s WHS Vision – driving health and safety outcomes**



## Safety Risk Management Program

In 2016-17 the Safety Risk Management Program provided managers with a better understanding of the foreseeable risks with our operations and the opportunities to enhance the effectiveness of risk controls. Employees were given access to a user-friendly version of the agency’s risk register. Industry partners were also able to access it on request to make better informed risk-based decisions.

We continued to encourage hazard and near-miss reporting. Since July 2016, a total of 3,890 hazard and near-miss reports were received into our safety reporting system. These accounted for more than 67 per cent of total reports received. This information enables our managers to make risk-based decisions before harm occurs.

## Safety investigations, assurance and continuous improvement

Safety assurance provides confidence that safety risks, processes and behaviours are managed and controlled to acceptable levels through appropriate measures that identify potential threats to safety. Our Safety Assurance Program enables managers to ask the right questions to obtain the level of assurance appropriate to the safety risk profile.

In 2016-17 assurance activities focused on strengthening our safety investigation processes and capability to better understand risks and learn from significant hazards, near misses and incidents. This enabled the agency to target investment in system improvements that eliminate or more effectively control safety risks.



During the year, the OneRMS safety change risk management process was applied on several projects. For example, the Pacific Highway Project Office used this process to ensure changes designed to improve the customer experience through roadwork zones would not introduce new hazards.

## OneRMS safety management system

In 2016-17 we implemented an improved, OneRMS safety management system (OneRMS SMS). The system describes our agency's arrangements for managing WHS. It outlines standards to drive best practice and provides a consistent approach to the way we manage WHS risks in partnership with industry.

The six key elements that drive the OneRMS SMS are shown in Figure 12 below. Consultation, cooperation and coordination within our teams are integral to all elements.

**Figure 12: OneRMS safety management system overview**



## Working Near Traffic Program

Working near traffic is a key work health and safety risk. This program continued to emphasise the policy objective of seeking to eliminate before minimising safety risk, to both workers and road users, as much as possible. The benefits of this approach include:

-  improved **safety**
-  improved **productivity**
-  improved **efficiency and quality**
-  **less overall disruption** to road users and the community.

Our agency played a leadership role, partnering with industry, to work towards a nationally consistent approach for how to manage the risks of working near traffic. This included hosting a series of collaboration forums over the course of 2016-17.



### Regional NSW

In 2016-17 our agency eliminated the risks of working near traffic multiple times by consolidating and undertaking planned maintenance work as part of more than one hundred road possessions on the regional road network. This is where we closed the road and detoured traffic away from the roadwork zone in consultation with impacted stakeholders.

We maintain a documented schedule of the road possessions for planned maintenance works. This schedule provides industry and the community advanced notice of our activities. Keeping local residents, local councils, contractors and other stakeholders informed has been key to the success of road maintenance activities. These activities enabled multiple tasks such as road resurfacing, vegetation clearing and rock removal to be undertaken simultaneously during the course of a road closure, reducing the time required for the work to be done as well as reducing traffic interruption and risk.

### Metropolitan NSW

To maintain the metropolitan networks, we collaborated with maintenance partners Ventia Boral Amey Joint Venture, Downer EDI, Downer Mouchel and the Transport Management Centre to ensure safety when undertaking works throughout Sydney. For example, collaborative planning produced the first planned arterial road closure on Southern Cross Drive in Sydney for maintenance work. Over 42 nights, traffic was eliminated from the worksite via southbound carriageway closures and detours. This provided a safer workplace for more than 100 workers who removed and replaced asphalt and completed kerb and gutter repairs, tree trimming and line marking. Removing all traffic from the worksite enabled the work to be completed in a shorter period, reducing the need for lengthy road closures.

### Improving the health, wellbeing and leadership capability of our people

People are at the heart of what we do and we continue to invest in our people's health, wellbeing and safety leadership capability. This is so they are fit and able to fulfil our delivery commitments and return home safely each day. During 2016-17, numerous health and wellbeing initiatives were delivered across the state including health fairs, access to fitness programs and a flu vaccination program.

We delivered training programs to better equip our people to have meaningful conversations about safety issues, produce better safety investigation outcomes and apply the drug and alcohol procedure.

Roads and Maritime takes heavy vehicle chain of responsibility obligations very seriously. These responsibilities include awareness of the 'stop, revive and survive' campaign, heavy vehicle speed limits and the approved size and mass of heavy vehicles. The agency developed a heavy vehicle chain of responsibility e-learning training package and more than 2,100 employees undertook this training during 2016-17.

# 5.2

## Work, health and safety performance

In 2016-17 we achieved the following results for two key safety performance indicators:

- total recordable injury frequency rate reduced by 0.89 injuries per million hours worked
- hazard and occurrence reporting has increased by 25.6 average reports per month.

**Table 11: Work health and safety performance 2012-17**

Performance indicator	Financial year				
	2012-13	2013-14	2014-15	2015-16	2016-17 <sup>30</sup>
Near misses and hazards reported	2,390	1,843	2,380	3,742	3,890
Total recordable injuries (includes lost time <sup>31</sup> and medical treatment injuries) <sup>32</sup>	n/a	n/a	n/a	163	150
Other occurrences reported (including asset or property damage)	742	643	789	875	1,038
Total occurrences reported (including hazards)	4,251	3,545	4,034	5,498	5,805
Number of near misses per injury	2.1	1.74	2.75	4.25	4.44
Compensable workplace injuries <sup>33</sup>	391	385	292	245	252
Total claims costs (\$ million) <sup>33</sup>	3.6	5.9	4.3	3.1	2.0

### Prosecutions

Roads and Maritime was not defendant to any prosecutions either commencing or continuing under the *Work Health and Safety Act 2011* during 2016-17.

### Collaboration with industry partners

Throughout 2016-17 we continued to collaborate with industry partners about better practice management of our key safety risks.

During July to September 2016, we arranged a strategic conversation series that established an agreed strategic intent across industry, Austroads and the road agencies

in Queensland and Victoria. We agreed to collaborate to transform what we do on our roads so that the interaction between road users and worksites is safe and efficient for everyone.

The agency shares health and safety risk information with local councils, such as how specialist risk management techniques and contemporary best practice are used to inform the development of a comprehensive fatigue management regime.

Through 'Project SafeR', safety risk data received from our industry partners was analysed to produce the safety risk profile across road construction projects. This information was shared with industry.

<sup>30</sup> Roads and Maritime safety data is for 1 July 2016 to 30 June 2017.

<sup>31</sup> Lost time injuries were previously reported as a separate indicator until 2015-16 financial year where it was combined with medical treatment injuries.

<sup>32</sup> Roads and Maritime introduced total recordable injury frequency rate as a WHS performance indicator in July 2015. This includes lost time and medical treatment.

<sup>33</sup> Workers have up to six years to log a workers compensation claim so there is often a lag time for previous year attributions on each annual recalculation. Figures in the table for previous years have been adjusted to account for this based on the 2015-16 Annual Report.



# 6

## Sustainability and environmental performance

Environmental safeguards are in place to protect fauna such as koalas on road network developments.



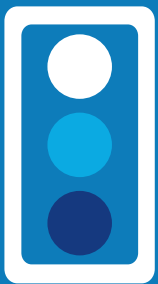




## 6.1 2016-17 highlights

Strategic environmental management advice and specialist support was provided to state significant infrastructure projects including WestConnex, NorthConnex and Pacific Highway upgrade projects.

### In 2016-17 we:



carried out  
**1,168**  
environmental  
inspections on  
**280**  
separate projects.  
Green traffic light  
status on environmental  
performance  
was achieved for  
**74 per cent**  
of project environmental  
inspections, with  
**four per cent**  
receiving a red traffic  
light status<sup>34</sup>



carried out detailed  
**environmental  
performance  
reviews**  
on four projects of  
different scales which  
were targeted based on  
analysis of environmental  
performance data



promoted  
**sharing of  
knowledge**  
and lessons learnt  
via distribution  
of our quarterly  
environment newsletter  
and seven 'Lessons  
Learnt' fact sheets  
to project teams and  
industry partners

delivered more than  
**54 training  
sessions**  
to more than 740  
participants to improve  
environmental outcomes  
across a range of  
environmental assessment  
and management areas

<sup>34</sup> Red status indicates urgent action was required to improve environmental performance.

Our agency drives improvement in environmental performance through monitoring environmental compliance, educating and influencing employees and industry partners.



improved our  
**environment  
incident  
reporting  
system**

for better analysis  
of incident causes  
and identification  
of performance  
improvement  
opportunities



carried out more than  
**80  
environmental  
audits**

on infrastructure and  
maintenance projects



established an  
**environment  
managers'  
network**

with industry partners  
to facilitate discussion of  
the latest developments  
in environment  
management on  
infrastructure projects  
and to have a better  
mutual understanding  
of what excellent  
performance looks like.



## 6.2 Environmental Sustainability Strategy

In 2016–17 we continued to implement the 2015–2019 Environmental Sustainability Strategy, which includes key corporate sustainability objectives.

As part of this strategy, we have been continually monitoring and improving the sustainability of our network and have achieved substantive energy savings from traffic signals and an increase in recycling of waste materials from road works.

A key highlight of the year was the recognition of the NorthConnex project by the Infrastructure Sustainability Council of Australia (ISCA) for achieving best practice in sustainability<sup>35</sup>. NorthConnex is the first road tunnel in Australia to achieve a ‘leading’ rating, which is the highest possible achievement in the ISCA rating scheme. ISCA is the peak industry body for advancing and assessing sustainability in Australia’s infrastructure. Other highlights of our performance in 2016–17 are outlined below.

## 6.3 Environmental performance

### State significant infrastructure projects

State significant infrastructure is assessed under Part 5.1 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) and approved by the Minister for Planning. During the reporting period, two Environmental Impact Statements for state significant infrastructure were publicly exhibited:

- The Northern Road upgrade Mersey Road, Bringelly to Glenmore Parkway, Glenmore Park
- Newcastle Inner City Bypass – Rankin Park to Jesmond.

### Other projects

The majority of the agency’s activities are not of sufficient scale or potential impact to be assessed as state significant infrastructure. These activities are assessed under Part 5 of the EP&A Act. For these projects, we prepare a Review of Environmental Factors report before determining whether the project should proceed.

Our projects must satisfy environmental assessment and approval requirements under the *Commonwealth Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act), where they impact matters of national environmental significance including nationally listed threatened species and communities, or the environment of Commonwealth land.

During 2016–17 we determined the Review of Environmental Factors for more than 70 projects and more than 165 routine and minor works.

<sup>35</sup> The ISCA leading rating was awarded to the NorthConnex Infrastructure Sustainability Rating Registrant, Lendlease Bouygues Joint Venture and the proponent Roads and Maritime Services.

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

- Pacific Highway upgrade, Parsons Road to Ourimbah Street, Lisarow
- Mona Vale Road West, McCarrs Creek Road, Terrey Hills to Powder Works Road, Ingleside
- Heathcote Road Upgrade, Infantry Parade to The Avenue
- Bells Line of Road, Chifley Road upgrade
- Rozelle Rail Yards site management works
- New England Highway, Belford to Golden Highway
- Gee Gee bridge
- Archbold Road upgrade and extension between the Great Western Highway, Minchinbury and Old Wallgrove Road, Eastern Creek
- Chiswick Wharf Interchange upgrade
- Cockatoo Island Wharf upgrade
- Milsons Point Wharf Interchange expansion.

## Strategic assessment approval

The Roads and Maritime strategic assessment approval under the EPBC Act commenced in September 2015. The approval requires us to report any project that has been assessed under that process.

Three of the projects listed above covered by the EPBC Act strategic assessment approval included:

- Mona Vale Road West Upgrade, McCarrs Creek Road, Terrey Hills to Powderworks Road, Ingleside
- New England Highway upgrade between Belford and the Golden Highway
- Pacific Highway upgrade, Parsons Road to Ourimbah Street, Lisarow.

As at 30 June 2017, the agency had not determined any projects likely to have a significant impact on matters of national environmental significance.

## EPBC Act and referrals

NSW is signatory to an EPBC Act bilateral agreement with the Commonwealth Department of Environment and Energy in relation to environmental assessments. The bilateral agreement commenced on February 2015.

In 2016-17 the Newcastle Inner City Bypass - Rankin Park to Jesmond project was subject to the bilateral agreement. This project was referred to the Department of Environment and Energy due to potential impacts to matters of national environment significance.

In 2016-17 the Albion Park Rail Bypass - Princes Highway upgrade project was referred to the Department of Environment and Energy and determined to be a controlled action due to impacts on a nationally listed endangered ecological community. This project is being assessed outside the bilateral agreement as the endangered ecological community was listed after exhibition of the NSW Environmental Impact Statement and, as such, the bilateral agreement does not apply.

## Tunnel air quality

In 2016-17 we continued to support the Advisory Committee on Tunnel Air Quality chaired by the NSW Chief Scientist and Engineer. The committee provides whole-of-government understanding of the scientific and engineering issues informing road tunnel ventilation design and operation based on over two decades of tunnel operations in NSW, and wider national and international experience.

### Reducing road traffic noise

Our agency is committed to assessing noise treatment for all floors of affected multi-storey dwellings to minimise operational noise impact on our projects. This commitment led to the development of the noise treatment guideline to facilitate a consistent approach to evaluate, select and design appropriate noise control options at a receiver (rather than source) across projects and the [Noise Abatement Program](#).

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

In 2016–17 we:

- invested \$7 million on architectural treatments to properties and a further \$2.5 million on noise walls
- treated 177 properties in the Sydney region and 115 properties across other parts of NSW. This included acoustically treating or upgrading windows, doors and seals
- built one new noise wall in Sydney and developed designs for five other noise walls.

### Biodiversity conservation

Avoiding, mitigating and offsetting residual impacts on biodiversity including nationally and NSW-listed threatened species and endangered ecological communities is a routine component of our road development activities.

We apply best practice environmental safeguards including protecting environmentally sensitive areas, controlling pathogens and weeds, caring for any native fauna encountered, providing temporary nest boxes and providing connectivity structures to reduce fragmentation effects.

One example of this was the demolition of the Sportsman's Creek Bridge near Grafton. This project utilised an innovative solution to minimise disruption to a large breeding colony of a threatened microbat species living under the existing bridge. The solution included integrating roosting and breeding habitat into

the new concrete bridge design, which was a first for a new bridge in Australia.

We have strengthened our efforts to offset the impacts of our activities on biodiversity. In 2016–2017 we:

- revised our biodiversity assessment and offsetting guidelines
- provided guidance and financial support to facilitate landholders participating in the NSW BioBanking Scheme
- purchased BioBanking credits to offset residual impacts arising from the NorthConnex and New M5 projects.

We continue to support research activities and community conservation efforts. In 2016–17 we:

- supported the Koala Advisory Committee chaired by the NSW Chief Scientist and Engineer. This committee is examining options to strengthen koala conservation efforts including managing impacts arising from vehicle strike and habitat fragmentation
- provided financial support to the NSW Wildlife Council, a volunteer group which co-ordinates and promotes the care of injured and orphaned wildlife
- provided financial support to the University of Queensland, which is investigating the swimming performance of native fish through culverts and options to improve culvert design
- commenced a project with the University of Sydney investigating the stress hormone (cortisol) levels in koalas impacted by clearing activities.

### Threatened species recovery plans

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



**Table 12: Threatened species recovery**

Measures	Actions taken by Roads and Maritime
<b>Cumberland Plain Threatened Species Recovery Plan (January 2011)</b>	
<b>Action 1.5</b> 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.	We routinely offset the residual impacts of road development in accordance with planning approvals.
<b>Action 2.3</b> Manage, to best practice standards, any lands which are under their ownership or for which they have care control and management.	We ensure actions carried out on these lands are consistent with any relevant approvals and standards including those contained in the recovery plan.
<b>Acacia pubescens (Downy Wattle) Recovery Plan (February 2003)</b>	
(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).	Our employees visited the site and mapped the area of the population in 2000.
(12.3) Develop and implement threat and habitat management programs for the population at Beverly Hills/Narwee (adjacent to the M5, north of Windarra Street).	The population was included in the relevant roadside corridor management plan.
(12.3) Monitor populations on a regular basis to assess the effectiveness of threat and habitat management programs for the population at Beverly Hills/Narwee (adjacent to the M5, north of Windarra Street).	Nil inspections were carried out in 2016–17.
(12.3.2) Developments and activities are assessed with reference to this recovery plan, environmental assessment guidelines and any future advice from the National Parks and Wildlife Service regarding the distribution, threats, biology and ecology of <i>A. pubescens</i> .	Developments and activities near <i>A. pubescens</i> are assessed with reference to the recovery plan, environmental assessment guidelines and any advice from the Office of Environment and Heritage regarding the distribution, threats, biology and ecology of <i>A. pubescens</i> .
(15.3.2) When planning decisions are made that affect populations of <i>A. pubescens</i> , this information will be forwarded to the National Parks and Wildlife Service. This includes information on decisions that protect habitat, as well as those that lead to reduction of habitat and/or individuals.	Roads and Maritime informs the Office of Environment and Heritage of projects where there are impacts to <i>A. pubescens</i> as a standard project requirement.
<b>National Recovery Plan for Angus's Onion Orchid <i>Microtis angusii</i> (2010)</b>	
(5.1) Roads and Maritime will ensure 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 our activities are carried out with reference to the recovery plan and any advice regarding the distribution, ecology and potential habitat of <i>M. angusii</i> . The planning and assessment for Mona Vale Road continued in 2016–17 and this included the preparation of a Species Impact Statement for the western portion of the proposed upgrade. We continue to liaise with Northern Beaches Council, the Office of Environment and Heritage, and the Royal Botanic Gardens to ensure the proposal avoids or minimises destruction or degradation to <i>M. angusii</i> at Ingleside.
(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.	Our consultants routinely submit records for all threatened species including <i>M. angusii</i> to the Office of Environment and Heritage.

### Marine pollution response

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

- transition of the Marine Pollution Response Unit directly within Maritime division. This has transitioned responsibility from Transport for NSW
- support for the national leadership in marine pollution response and hosted the national exercise in 2016–17. The Australian Maritime Safety Authority highlighted the strength of NSW's capability in marine pollution response
- support on environmental issues with a significant focus on regional responses to marine incidents
- delivering marine pollution response training regional exercises and a state response team workshop to strengthen capability.

Exercises included:

- conducting more than 23 marine pollution response training courses and exercises, which were attended by 679 NSW participants and 159 Roads and Maritime employees
- north coast oil spill exercise in Coffs Harbour on 13 July 2016
- equipment deployment exercise at Tweed Heads on 15 July 2016
- state and national exercise held in Newcastle on 10 August 2016
- equipment deployment exercise held at Port Macquarie on 7 December 2016
- equipment deployment exercise held at Moama on 30 March 2017
- multi-agency exercise in Moama on 21 May 2017.

## 6.4 Sustainability performance

### Procurement

We initiated a Social Procurement Strategy to achieve social and economic objectives through procurement. The strategy includes Aboriginal businesses, disability, social enterprises and small businesses. It will use procurement processes and purchasing power to generate positive social and economic outcomes and efficient delivery of goods, services and works.

A key achievement has been the implementation of the NSW Aboriginal Participation in Construction (APiC) policy on the Pacific Highway upgrade. Aboriginal participation has increased by five per cent in the past three years on the Pacific Highway. More than half of the Aboriginal workforce have gained experience working on multiple sections of the highway and attained a certificate or qualification.

<sup>36</sup> Further information on the performance of our operational properties against this measure can be sited in Transport for NSW's Resource Efficiency Policy (GREP) Statement of Compliance.

### Water savings

We reduced our water use by more than 20,000 kilolitres<sup>36</sup>. This was a result of:

- upgrading offices and relocating employees to more water efficient buildings over the past two years including new and re-fitted sites located in Rozelle, Milsons Point, Parramatta and Wagga Wagga
- transfer of motor registries to Service NSW and modification of reporting practices on water usage of leased sites.

## Energy savings<sup>37</sup>

Total energy consumption reduced by three per cent in 2015-16 and by around 20 per cent since 2012-13. The 2015-16 Roads and Maritime statement of compliance for the NSW Government Resource Efficiency Policy, outlines how we are on track to meet the energy efficiency targets of the policy.

One component of energy consumption is electricity use. Our total electricity use rose slightly from last year, however this increase was compensated by a three per cent increase in the purchase of GreenPower. The reported increase of 0.42 per cent was the result of continued improvements in energy reporting practices. Electricity data is now being received for a greater number of accounts including a new pedestrian bridge and tunnel.

## Reducing energy use from traffic lights

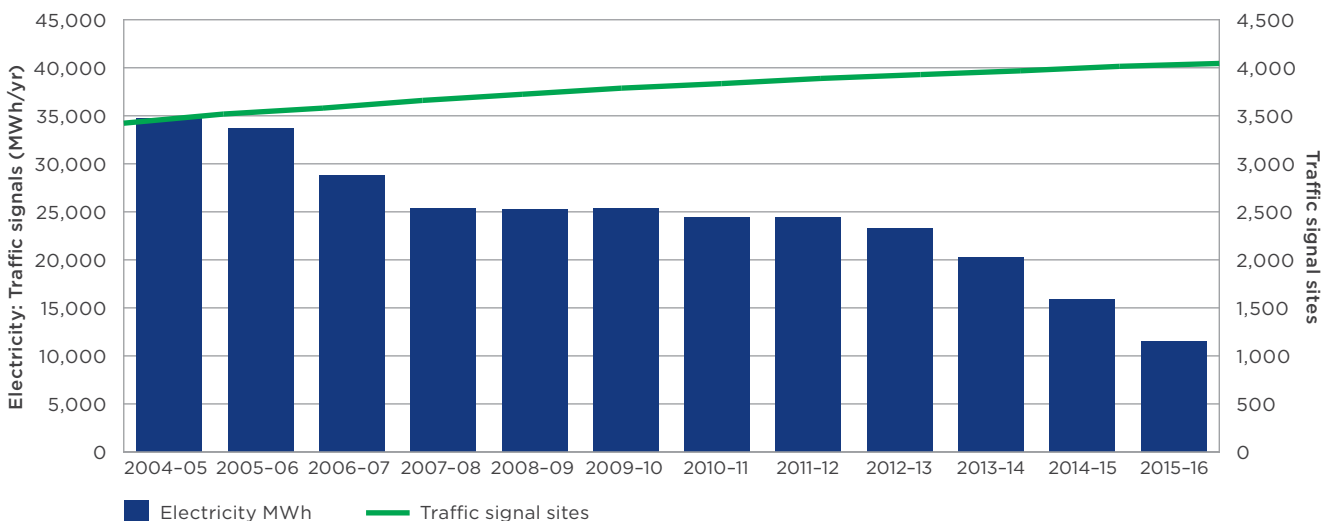
In 2004-05 we started using light-emitting diode (LED) traffic signals. Since 2012 it has been our policy to only use LED lanterns

in any new installation and on any major signal replacement project. The signals are also dimmed at night, saving further power. Despite an increase of around 15 per cent in the total number of traffic signals since 2004-05, overall electricity consumption has reduced by 67 per cent (Figure 13).

## Carbon and greenhouse gas emissions reduction

During the reporting period, our greenhouse gas emissions decreased to 143,356 t CO<sub>2</sub>-e from 148,764 t CO<sub>2</sub>-e, a 3.6 per cent decrease on the previous reporting period (Figure 14). This has been achieved primarily through reducing liquid fuel use (diesel, petrol, and ethanol-blended petrol) in our light and heavy vehicle fleets and improvements in the greenhouse emissions associated with our electricity use. We also purchased six per cent GreenPower electricity as part of major electricity supply contracts, which also contributed to the reduction in greenhouse gas emissions.

**Figure 13: Electricity use in traffic signals**



37 Roads and Maritime energy and greenhouse accounts include carbon savings and include operation of the M5 East Tunnel from December 2011 onwards. Electricity, fuel and greenhouse gas data for the agency is reported 12 months in arrears to allow for receipt and verification of invoiced energy consumption data. Total electricity use for the agency includes electricity consumption for Roads and Maritime properties (Transport for NSW's Resource Efficiency Policy (GREP) Statement of Compliance excludes electricity consumption in Roads and Maritime properties).

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



## Waste reduction

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

The NSW Waste and Resource Recovery Strategy sets a NSW target of recycling 80 per cent of construction and demolition waste by 2021-22. Table 13 shows the waste recovery rates for the three main waste streams generated as part of the Road Maintenance Program during 2016-17. Our waste

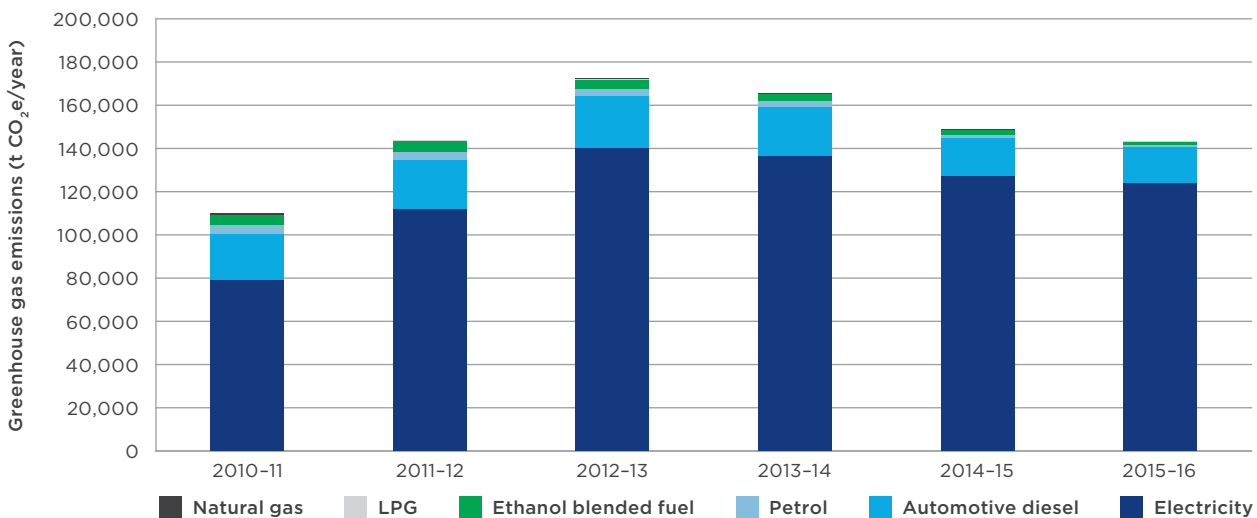
recovery rates continue to exceed the NSW Government’s waste recovery targets.

We have developed comprehensive technical guidance to assist our employees and contractors to better understand how materials can be reused or recycled. In 2016-17 we developed a technical guide for the management of road construction and maintenance wastes. This guide promotes early planning to minimise resource consumption and waste generation and to maximise the potential for reuse and recycling. The result of these actions is that some key wastes have achieved 100 per cent reuse at points during the year and all targeted recycling rates have been exceeded.

**Table 13: Waste recovery rates**

Waste type	Roads and Maritime waste recovery rates 2015-16 (%)	Roads and Maritime waste recovery rates 2016-17 (%)	Roads and Maritime target (%)	NSW Government waste recovery targets by 2021-22 (%)
Virgin excavated natural material/fill	92	98	95	80
Concrete	86	94	90	80
Asphalt	97	97	90	80

**Figure 14: Greenhouse gas emissions<sup>39</sup>**



<sup>39</sup> Roads and Maritime energy and greenhouse accounts include operation of the M5 East Tunnel from December 2011 onwards.

# 6.5

## Community

### Liveable communities

The Centre for Urban Design provides design advice on all projects in our agency. This ensures that good connectivity, accessibility and high quality built environments are achieved for customers and the community. The centre also provides advisory services to whole-of-government urban design groups and produces guidelines and standards for the public sector.

In 2016-17 we:

- provided training on [Beyond the Pavement](#) urban design policy
- contributed to planning and design of new wharves in Sydney Harbour including Chiswick, Cockatoo Island and Milsons Point which were completed this year
- supported regional and freight and motorway projects undertaken by private sector partners through stewardship maintenance contracts
- published a guideline on tunnel urban design to improve customer experience
- contributed to planning and design of cycleway access improvement projects on the Sydney Harbour Bridge
- developed an Aboriginal art strategy for the Pacific Highway with artwork to be installed at Nambucca and the Woolgoolga to Ballina upgrade project
- supported landscape architecture industry forums including the Connecting to Country Aboriginal community cultural awareness teaching program to explore how Aboriginal heritage can influence the built and natural environment
- supported 'Making the most of Major Infrastructure' event delivered in collaboration between state and local government and the Australian Institute of Landscape Architects
- represented the agency on the Remembrance Driveway committee, including design inputs for the Sir Roden Cutler VC Interchange upgrade located at Prestons
- convened design review panels with NSW Planning and Environment, Office of the Government Architect for WestConnex, NorthConnex and the Sydney Harbour Bridge Cycle Access projects.

### Heritage including Aboriginal cultural heritage

#### Heritage outreach and conservation

The Environment Branch heritage team took advantage of a number of opportunities throughout the year to engage the community and promote and celebrate heritage including:

- a public presentation on the history and development of the State Heritage Register listed Gladesville Bridge was held at Ryde Library for the local community in July 2016. This was well attended and inspired a lively discussion with the community who reflected on what the bridge means to them
- completing digitisation of archival 16mm film collection. These films, which date from 1928, covered major project construction, maintenance works technical instruction films, plus numerous road safety television commercials from the 1960s and 1970s. Twenty Wise Old Owl road safety commercials were digitised in time for the 50th anniversary of their first screening at Christmas 1966. All digitised material is available for viewing in the [RMS Road Projects](#) channel on YouTube
- a public presentation was held at Ashfield Library in February 2017 on the topic of the historic 1943 aerial photography of wartime Sydney.

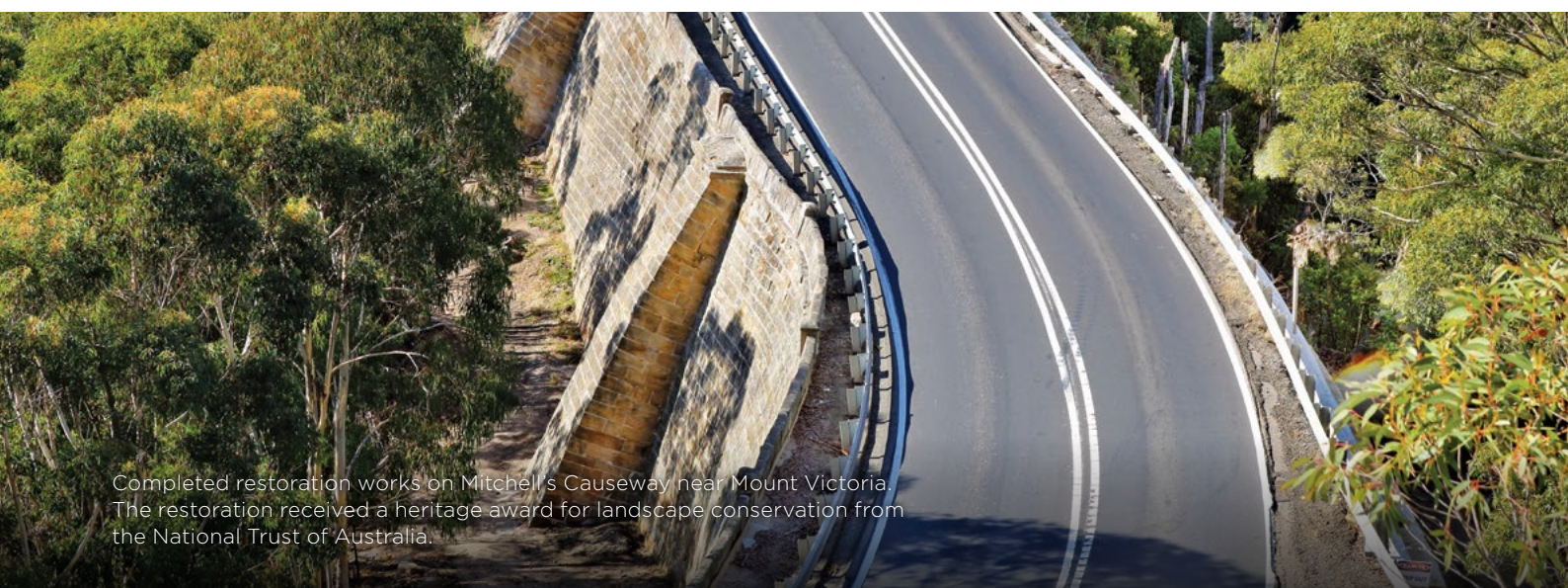
### Heritage and Conservation Register

Our Heritage and Conservation Register contained 392 heritage assets including historic roadways, archaeological sites and historic properties. The most common group of items on the register is the collection of timber, metal and concrete bridges, which represent more than 70 per cent of listed heritage assets.

All assets on the register are maintained in accordance with requirements of the *Heritage Act 1977* and the Office of Environment and Heritage's [State Agency Heritage Guide](#). We manage this register through the Office of Environment and Heritage online State Heritage Web Application. This ensures that information about heritage assets is up to date and available to the public via the State Heritage Inventory.

The State Agency Heritage Guide recognises that it is not always practicable for agencies to conserve all heritage assets. In 2016, we removed 12 items from the register to allow for upgraded or new infrastructure. These were:

- Biggara Bridge
- Lansdowne Bridge over Mulwaree Ponds
- ten properties in Haberfield.



Completed restoration works on Mitchell's Causeway near Mount Victoria. The restoration received a heritage award for landscape conservation from the National Trust of Australia.



## Aboriginal cultural heritage

We have continued to provide guidance and direction to the Office of Environment and Heritage in the drafting of standalone Aboriginal cultural heritage legislation. The proposed legislation would improve the way that Aboriginal cultural heritage is managed in NSW and would ensure that Aboriginal people have a greater say in how their heritage is conserved.

As a member of the Interagency Working Group for Aboriginal Cultural Heritage Reform, our agency contributed practical and extensive knowledge based on project experience, about how the current system under the *National Parks and Wildlife Act 1977* could be improved.

We also conducted works and activities in accordance with the Aboriginal Cultural Heritage Consultation and Investigation Procedure and on implementing appropriate standards of assessment and reporting.

## Technical guidance on heritage

The Heritage Committee held four quarterly meetings during 2016–17. The committee provided technical guidance and feedback to the agency about the management and appreciation of heritage assets and ways to appropriately manage its impacts on heritage items and places as a result of infrastructure development and routine works.

Key projects brought before the committee this year included:

- WestConnex
- Windsor Bridge replacement project
- Alexandria to Moore Park upgrade
- Sydney Harbour Bridge Access projects.

The committee included external members representing the Heritage Division, Office of Environment and Heritage, the National Trust of Australia (NSW), Engineers Australia and the Royal Australian Historical Society. The committee provided input from key internal members representing asset, engineering services, urban design and environment.

## Heritage outcomes on projects

We have a legal and corporate responsibility to manage assets with heritage value in a culturally sensitive, appropriate, practical and cost effective manner. Some of the positive heritage outcomes of the past year include:

- completion of conservation work on the 1917 Anzac Parade Obelisk following its removal in 2014. The Obelisk was relocated to the State Heritage Register listed Moore Park in January 2017 following consultation with Centennial Parklands, the RSL and the City of Sydney. The works were completed in time for the 100th anniversary of the Obelisk on 15 March 2017
- a National Trust of Australia (NSW) heritage award for restoration works to Mitchell's Causeway near Mt Victoria in the conservation landscape category. The award recognises our efforts to sensitively maintain the 1832 convict built structure following the principles of the Burra Charter to carry out only as much work as necessary to mitigate against further deterioration.

We also contributed to the Grand Canyon Track Restoration Project in the Blue Mountains by donating a stockpile of sandstone blocks from the eastern approach of the old Pymont Bridge for use on the walking tracks. The project was carried out by the National Parks and Wildlife Service and won the National Trust of Australia (NSW) 2017 Landscape Conservation Award and the NSW Parks and Leisure Australia 2017 Leisure Facility of the Year award.

# 7

## Corporate governance

A Roads and Maritime employee in our Rozelle office.





## 7.1 Chief Executive

The Secretary, Transport for NSW, appoints the Chief Executive of Roads and Maritime with the approval of the Minister for Roads, Maritime and Freight. Under the governance arrangements of the *Transport Administration Act 1988*, the Chief Executive manages and controls the affairs of Roads and Maritime, subject to the control and direction of the Minister for Roads, Maritime and Freight, and in accordance with any direction of Transport for NSW.

## 7.2 Governance framework

During 2016-17 our agency's governance framework changed significantly. On 3 April 2017, a new operating OneRMS model was implemented. These changes improved the governance framework of the organisation by simplifying it and increasing accountability by transferring specific functions to Executive Directors and new committees.

Key changes included:

- the Executive Committee absorbed elements of previous committees with revised accountability (Finance, Human Resources, Work Health and Safety, Technology and Environment)
- a new Asset Management Committee was formed, chaired by the Chief Financial Officer, to oversee the prioritisation of investments
- an Engineering and Design Committee was formed to provide guidance on design aspects and commercial decisions for projects.

The Roads and Maritime Executive Committee remains the key governance body for the agency. The committee meets weekly to support the Chief Executive in the management and oversight of Roads and Maritime operations and holds a monthly meeting on strategic matters. The Chief Executive chairs the Committee, which includes the Chief Financial Officer and Executive Directors.

The Executive Committee is supported by the following committees:

- Asset Management Committee
- Audit and Risk Committee
- Engineering and Design Committee.

## Audit and Risk Committee

The Audit and Risk Committee has responsibility under the Internal Audit and Risk Management Policy for the NSW Public Sector to provide independent assistance to the Chief Executive by monitoring, reviewing and providing advice about the agency's governance processes, risk management and control frameworks, and its external accountability obligations. The committee meets each quarter on risk, audit 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.

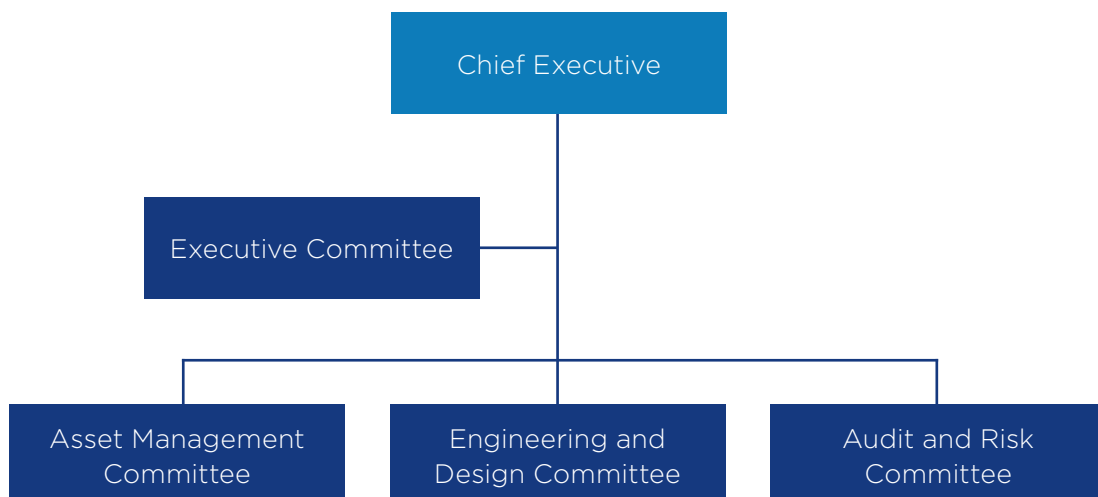
## Asset Management Committee

The Asset Management Committee supports the Chief Financial Officer in relation to the prioritisation of the agency's asset investment portfolio. The Chief Financial Officer is accountable for decisions made based on the recommendation of the Committee, under delegation from the Chief Executive. In addition to setting the strategic direction and making decisions on asset investment priorities, the Committee reviews assurance activities and progress reports on high risk and high value projects. Membership is made up of Executive Directors and Chief Financial Officer from Roads and Maritime, as well as Executive Directors from Transport for NSW. The committee meets monthly.

## Engineering and Design Committee

The Engineering and Design Committee oversees the agency's input into Austroads guidance and Transport for NSW requirements, promote consistency of engineering and technical approaches across programs and reviews exceptions to agreed approaches. Membership is made up of Executive Directors from Roads and Maritime, Executive Directors from Transport for NSW and two nominated specialist roads and/or bridge engineers. The committee meets quarterly. The committee is chaired by the Executive Director Regional and Freight.

**Figure 15: New governance framework**



# 7.3

## Audit and risk management

### Internal audit

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

A number of internal audits were completed during 2016–17 that, among other things, included assessments of our:

- heavy vehicle competency based assessment scheme
- driver and boat licence application processing by Service NSW
- delivery of the Northern Beaches Hospital road upgrade
- school crossing program
- speed camera enforcement program
- heavy vehicle on-road enforcement program
- oversight of the delivery of NorthConnex
- management of safety in major aquatic activities
- Sydney region road maintenance delivery arrangements
- NSW blackspot program.

A rolling three-year internal audit strategy informs the selection of internal audit projects. The strategy and plan was reviewed and extended during the year to cover the period to 2019–20. The strategy and supporting annual work plans are comprehensively reviewed each year to cater for changes in our operating environment. Internal audit plans are endorsed by the Audit and Risk Committee and approved by the Chief Executive.

### Risk management

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

The Audit and Risk Branch has been working across the agency to advise on and assess enterprise-wide, strategic, program and project related risks. During the year, team has supported and provided advice on:

- operating risks within divisions and branches
- development of crisis, incident management and business continuity plans for the agency
- heavy vehicle chain of responsibility compliance management
- fraud and corruption risk management
- procurement card use and management
- regulatory services accreditation scheme and system risk
- tolling system upgrade risks.

This work has contributed to improvements in risk management and business practice across the areas assessed.

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

### Corruption and fraud prevention

The Chief Audit and Risk Officer oversees the agency's corruption control framework and is responsible for receiving and assessing allegations of corrupt conduct on behalf of the Chief Executive. A Corruption Control Plan designed to minimise the likelihood of fraud and corruption across the organisation was approved by the Roads and Maritime Executive during February 2017. As part of this plan a review of public interest disclosure reporting processes was undertaken and a revised



reporting policy was issued during June 2017. Training for nominated disclosure officers was delivered to a number of staff by the NSW Ombudsman's Office. Further information on public interest disclosures can be found in Appendix 9.

During 2016-17 the Corruption Prevention and Investigations team facilitated detailed fraud and corruption risk assessments across high-risk areas within Roads and Maritime, including NSW Maritime and the Compliance and Regulatory Services Division. The team delivered corruption prevention and ethical decision making education sessions to more than 600 employees. This included routine training sessions in high risk areas as well as presentations as part of the Transport for NSW Corruption Prevention Month in September 2016.

## 7.4 Insurance

### Principal Arranged Insurance

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

### Privacy protocols for Drives Vehicle System (DRIVES)

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

The NSW Police Force submitted an audit report on 23 September 2016 and found that, for the period of 1 January 2016 to 30 June 2016, online access by NSW Police Force officers to Roads and Maritime driver licence photographs was in accordance with the privacy protocol. The NSW Crime Commission submitted an audit report on 20 September 2016 and found that, for the period of 1 January 2016 to 30 June 2016, all access was compliant with the privacy protocol.

### Treasury Managed Fund

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

Premium details and claim performance on the major insurance categories for the period 1 July 2016 to 30 June 2017 are as follows:

**Table 14: Premium details and claim performance on major insurance categories**

Insurance type	Premium (\$ million)	Claim performance
Workers compensation	\$6.8	4.5 claims per 100 employees
Motor vehicle	\$1.8	10.5 claims per 100 employees
Property	\$8	N/A
Liability	\$13.1	N/A



Summerland Way Clarence River crossing under construction. The \$240 million project involves building an additional 525 metre long bridge downstream from the existing road and rail bridge.



# Digital information security policy attestation statement

## For the 2016–17 financial year for Roads and Maritime Services

I, Ken Kanofski, am of the opinion that Roads and Maritime Services had an information security management system in place during the 2016–17 financial year that is consistent with the core requirements set out in the NSW Government Digital Information Security Policy.

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

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

Roads and Maritime Services has maintained certified compliance with ISO 27001 Information Technology – Security techniques – Information security management systems – Requirements by an Accredited Third Party during the 2016–17 financial year.

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

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

Ken Kanofski  
Chief Executive  
Roads and Maritime Services





## Internal audit and risk management attestation statement

### For the period ended 30 June 2017 for Roads and Maritime Services

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

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

## Membership

Those that held positions on the Audit and Risk Committee during the year are:

Title	Name	Term commenced	Term finishes
Independent chair	Greg Fletcher	1 November 2011	16 November 2016
Independent chair	Lyn Baker	1 February 2017	1 February 2020
Independent member	Allan Cook	4 December 2013	4 December 2018
Independent member	Brian McGlynn	1 January 2016	1 January 2020
Non-independent member	Greg Evans	31 January 2015	31 January 2017

## Departures from core requirements

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

Departure	Reason for departure
<b>In transition</b>	
Core requirement 3.1	Roads and Maritime Services had a management representative on the Audit and Risk Committee during the period. This transitioned to fully independent membership by 30 June 2017 consistent with the permitted transitional arrangements.

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



Ken Kanofski  
Chief Executive  
Roads and Maritime Services



An aerial photograph showing a winding river through a dense forest. In the foreground, there is a large green field with several buildings and a swimming pool. A multi-lane highway runs along the bottom right of the image. The sky is clear and blue.

# 8

# Appendices

Pacific Highway upgrade, Nambucca Heads to Urunga was opened to traffic in July 2016. This project is jointly funded by the Australian and NSW governments.







# Appendix 1: Community inquiries

## Customer feedback

We welcome feedback from our customers through a number of channels.

During 2016–17 the agency received 16,700 feedback submissions from customers. When providing feedback, customers self-select if their feedback is a complaint. Table 15 below shows the nature and number of these self-selected complaints received this year.

We are committed to using customer feedback to continually improve its products and services. During 2016–17, inter-agency collaboration was strengthened resulting in positive customer outcomes through improvements to policies, procedures, website content, analytical tools on customer issues and sentiment, customer communications and awareness methods.

**Table 15: Online customer complaints received in 2016–17<sup>40</sup>**

Nature of online complaint	Number of complaints
Traffic management and congestion	2,724
Road maintenance	2,285
Waterways management	854
Major highways, regional roads and projects	305
Licence or registration	244
Public passenger vehicles and drivers	220
Environment	181
Safety cameras	148
Maritime property, products and services	84
Customer service	54
Heavy vehicles	48
Motorway maintenance	48
Other	44
Mobility parking	30
Cycling and cycleways	13
Tolling	12
<b>Total</b>	<b>7,294</b>

## Ombudsman inquiries

We welcome inquiries from the NSW Ombudsman as part of our commitment to continually improving our service delivery to the public.

In 2016–17, 146 inquiries from the NSW Ombudsman were recorded, compared to 119 in 2015–16. The inquiries received include information requests, pre-emptive referral of customer inquiries and more formal inquiries that are made when assessing a complaint. We continue to work closely with the NSW Ombudsman to proactively resolve matters and further improve customer experience.

**Table 16: Ombudsman inquiries received by subject**

Subject	Number of inquiries
Registration	32
Licensing	30
Tolling	28
Penalty notices	12
Customer experience	6
Compliance and enforcement	5
Maintenance	5
Towing	4
Proof of identity	4
Liability claims	4
Guidelines and regulations	4
Major projects	4
Road user safety	3
Number plates	2
Driver testing	2
Mooring and boating	1
<b>Total</b>	<b>146</b>

<sup>40</sup> Written feedback and complaints received through Ministerial, Chief Executive and other correspondence are not included in the above table.

## Appendix 2: Major infrastructure projects

**Table 17: Major infrastructure projects 2016–17**

Project description	Location	Status (as at 30 June 2017)	Announced completion date	Announced estimated total cost (\$'000)	2016–17 expenditure (\$'000)	Expenditure in previous years (\$'000)
<b>Established Sydney roads</b>						
Alfords Point Road Widening Brushwood Drive to Georges River	Alfords Point	Construction	2017	40,000	20,616	6,981
Epping Town Centre Road upgrades	Epping	Construction	2018	31,000	11,316	11,367
Mona Vale Road, McCarrs Creek Road to Powder Works Road	Ingleside	Planning	N/A	N/A	2,825	8,217
Mona Vale Road, Manor Road to Foley Street	Mona Vale	Planning	2021	N/A	4,011	6,650
Nepean River Bridge	Penrith	Construction	2018	49,000	18,400	7,928
Northern Beaches Hospital, road connectivity and network enhancements	Frenchs Forest	Construction	2018	500,000	117,887	164,724
Prospect Highway and Blacktown Road Widening, Reservoir Road to St Martins Crescent	Prospect	Planning	N/A	N/A	472	9,361
Showground Road, Old Northern Road to Carrington Road	Castle Hill	Construction	2018	41,000	14,356	9,907
Windsor Bridge over Hawkesbury River Replacement	Windsor	Planning	2021	N/A	8,466	17,053
<b>Sydney Airport area road upgrades</b>						
Sydney Airport East, Wentworth Avenue Extension and Joyce Drive Widening (State and federal funded)	Mascot	Construction	2019	170,000	21,011	25,287
Sydney Airport West, Marsh Street	Arncliffe	Construction	2017	34,000	27,773	9,309
Sydney Airport North, O'Riordan Street Widening	Mascot	Planning	2020	90,000	5,591	8,522
<b>Easing Sydney's congestion</b>						
Bus priority infrastructure <sup>41</sup>	Various	Construction	N/A	N/A	18,777	71,573
Easing Sydney's congestion, pinch points and clearways packages 1 and 2	Various	Construction	N/A	246,000	52,730	144,293

<sup>41</sup> Bus Priority Infrastructure is an ongoing program delivered jointly by Transport for NSW and Roads and Maritime Services.



## APPENDICES

Project description	Location	Status (as at 30 June 2017)	Announced completion date	Announced estimated total cost (\$'000)	2016-17 expenditure (\$'000)	Expenditure in previous years (\$'000)
Easing Sydney's congestion, pinch points and clearways package 3	Various	Construction	N/A	376,500 (Rebuilding NSW allocation)	20,664	5,425
Gateway to the South pinch points	Various	Construction	N/A	300,000 (Rebuilding NSW allocation)	13,548	3,611
CBD Light Rail enabling road works	Various	Construction	N/A	N/A	4,546	51,631
Intelligent Congestion Management Program (Stage 1)	Various	Planning	N/A	N/A	5,413	54
Smart Motorways	Various	Construction	N/A	N/A	26,608	19,377
Sydney Motorways Real Time Travel Information	Various	Construction	N/A	N/A	2,495	3,379
<b>WestConnex Motorway</b>						
WestConnex (State and federal funded) <sup>42</sup>	Various	Construction	2023	16,800,000	531,628	1,118,151
<b>NorthConnex</b>						
NorthConnex, M1 to M2 Motorway Link (State, federal and private sector funded)	Various	Construction	2019	3,000,000 <sup>43</sup>	213,231	117,765
<b>Sydney Motorways</b>						
M5 Motorway, Belmore Road Ramps	Riverwood	Planning	2019	N/A	900	100
Gateway to the South F6 Extension	Various	Planning	N/A	N/A	14,649	14,424
Western Harbour Tunnel and Beaches Link	Various	Planning	N/A	N/A	35,470	15,679
<b>Western Sydney roads to support Sydney's second airport at Badgerys Creek</b>						
The Northern Road Glenmore Parkway to Jamison Road (State and federal funded)	Penrith	Pre-construction	2020	295,000	37,272	8,201
The Northern Road, Mersey Road to Glenmore Parkway (State and federal funded)	Luddenham	Planning and pre-construction	N/A	N/A	17,922	5,685

42 Represents Roads and Maritime Services' capital contributions to the WestConnex program delivered by Sydney Motorway Corporation. This is included within the WestConnex estimated total cost of \$16.8 billion.

43 The \$3 billion project will be mainly funded through private financing supported by toll charges with additional State and Australian Government contributions. The expenditure listed only includes Roads and Maritime Services capital contributions and does not include contributions relating to private financing.

Project description	Location	Status (as at 30 June 2017)	Announced completion date	Announced estimated total cost (\$'000)	2016-17 expenditure (\$'000)	Expenditure in previous years (\$'000)
M12 Motorway, M7 to The Northern Road (State and federal funded)	Badgerys Creek	Planning	N/A	N/A	4,059	4,210
Bringelly Road, Camden Valley Way to King Street; King Street to The Northern Road (State and federal funded)	Leppington	Construction and pre-construction	2018; 2020	509,000 <sup>44</sup>	39,572	166,843
Mulgoa Road, Andrews Road to Glenmore Parkway	Penrith, Glenmore Park	Planning	N/A	N/A	1,189	1,964
The Northern Road, Peter Brock Drive to Mersey Road (State and federal funded)	Bringelly	Pre-construction	2020	465,000	63,672	36,081
The Northern Road, Camden Valley Way to Peter Brock Drive (State and federal funded)	Oran Park	Construction	2018	90,000	33,992	21,517
Werrington Arterial Road, M4 Motorway to Great Western Highway (State and federal funded)	Claremont Meadows	Complete	2016	55,000	17,076	36,117
<b>Western Sydney growth roads</b>						
Bandon Road Link, Windsor Road to Richmond Road	Vineyard	Planning	N/A	N/A	1,069	1,373
The Horsley Drive, M7 Motorway to Cowpasture Road	Horsley Park	Planning	N/A	N/A	1,644	2,227
Jane Street and Mulgoa Road Infrastructure Upgrade (State and federal funded)	South Penrith	Planning	N/A	N/A	3,168	2,561
Memorial Avenue, Old Windsor Road to Windsor Road	Kellyville	Pre-construction	N/A	N/A	5,180	18,498
Narellan Road, Camden Valley Way to Blaxland Road (State and federal funded)	Narellan, Campbelltown	Construction	2018	140,000	47,515	56,490
Old Wallgrove Road, Erskine Park Link Road to M7 (Western Sydney Employment Lands)	Eastern Creek	Complete	2017	95,000	26,164	55,011

<sup>44</sup> The announced estimated cost is inclusive of two projects Bringelly Road, Camden Valley Way (due for completion in 2018) to King Street and King Street to the Northern Road (due for completion in 2020).

## APPENDICES

Project description	Location	Status (as at 30 June 2017)	Announced completion date	Announced estimated total cost (\$'000)	2016-17 expenditure (\$'000)	Expenditure in previous years (\$'000)
Richmond Road Stages 2 and 3, Townson Road to North of Garfield Road	Marsden Park	Complete	2016	96,000	9,421	88,324
Schofields Road Stage 2, Tallawong Road to Veron Road	Schofields	Construction	2018	135,000	11,365	117,959
Schofields Road Stage 3, Veron Road to Richmond Road via South Street	Schofields	Construction	2018	140,000	44,925	41,953
<b>Central Coast roads</b>						
Manns Road, Central Coast Highway to Narara Creek	West Gosford - Narara	Planning	N/A	N/A	572	791
Pacific Highway and Manns Road, Narara Creek Road to Parsons Road	Narara - Lisarow	Planning	N/A	N/A	5,562	16,478
Pacific Highway, Parsons Road to Ourimbah Street	Lisarow	Pre-construction	N/A	N/A	5,128	7,115
Pacific Highway, Ourimbah Street to Glen Road	Lisarow - Ourimbah	Construction	2018	70,000	21,236	18,615
Pacific Highway, Wyong Road intersection upgrade	Tuggerah	Construction	2018	84,000	28,464	41,828
Pacific Highway, Wyong Town Centre	Wyong	Planning	N/A	N/A	9,353	13,872
Pacific Motorway (M1) productivity package (State and federal funded)	Various	Planning and pre-construction	N/A	N/A	23,108	45,489
Warnervale Link Road, Albert Warner Drive to Pacific Highway	Watanobbi	Planning	N/A	N/A	1,091	352
Wyong Road, Enterprise Drive intersection upgrade	Chittaway Bay	Complete	2016	28,000	6,707	14,590
Wyong Road, Mingara Drive to Tumbi Road upgrade	Tumbi Umbi	Construction	N/A	35,000	11,626	12,756



Project description	Location	Status (as at 30 June 2017)	Announced completion date	Announced estimated total cost (\$'000)	2016-17 expenditure (\$'000)	Expenditure in previous years (\$'000)
<b>Great Western Highway and Bells Line of Road</b>						
Bells Line of Road Corridor Improvement Program Stage 1	Various	Construction	N/A	N/A	8,175	36,749
Bells Line of Road Stage 2 (Chifley Road)	Bell - Lithgow	Planning	N/A	N/A	1,042	3,781
Katoomba to Mount Victoria Safety Works (State and federal funded)	Various	Planning	2020	N/A	3,445	4,840
Forty Bends and Hartley Valley Safety Improvements (State and federal funded)	Hartley	Construction	2017	135,000	36,385	89,327
Kelso, Ashworth Drive to Stockland Drive	Kelso	Complete	2017	94,000	24,498	77,152
<b>Hunter roads</b>						
Cormorant Road, Industrial Drive to Stockton Bridge (State and federal funded)	Kooragang Island	Construction	2018	87,000	36,729	12,132
Hunter Pinch Points	Various	Construction	N/A	N/A	392	1,278
Newcastle Inner City Bypass, Rankin Park to Jesmond	Lambton	Planning	N/A	N/A	2,851	18,228
New England Highway, upgrade of Maitland roundabouts	Maitland	Complete	2016	51,000	5,460	45,133
New England Highway, Belford to Golden Highway upgrade	Belford	Planning	N/A	N/A	1,792	2,353
New England Highway, Singleton Bypass	Singleton	Planning	N/A	N/A	952	2,592
New England Highway, Gowrie Gates, widen rail underpass	Singleton	Pre-construction	N/A	N/A	615	995
New England Highway, Muswellbrook Bypass	Muswellbrook	Planning	N/A	N/A	1,052	2,690
New England Highway, Scone Bypass (State and federal funded)	Scone	Planning	2020	N/A	6,737	5,530
Pacific Motorway (M1), extension to Raymond Terrace	Hexham	Planning	N/A	N/A	5,439	22,259

## APPENDICES

Project description	Location	Status (as at 30 June 2017)	Announced completion date	Announced estimated total cost (\$'000)	2016-17 expenditure (\$'000)	Expenditure in previous years (\$'000)
<b>Newell Highway</b>						
Newell Highway, heavy vehicle pavement upgrades	Various	Planning	N/A	N/A	743	56
Newell Highway, Grong Grong realignment	Grong Grong	Construction	2017	18,000	6,896	3,333
Newell Highway, Mungle Back Creek to Boggabilla heavy duty pavement (State and federal funded)	Boggabilla	Planning	N/A	N/A	3,072	2,525
Newell Highway, improvements through Dubbo and duplication of the L.H. Ford Bridge	Dubbo	Planning	N/A	N/A	604	843
Newell Highway overtaking lanes	Various	Construction	N/A	N/A	4,607	48,141
Newell Highway, Trewilga realignment	Trewilga	Construction	2018	33,000	17,075	4,145
Newell Highway, upgrade at Parkes	Parkes	Planning	N/A	N/A	1,403	1,380
Newell Highway, West Wyalong Heavy Vehicle Bypass	West Wyalong	Construction	2018	14,700	5,178	5,713
Newell Highway improvements through Coonabarabran	Coonabarabran	Planning	N/A	N/A	206	0
<b>Pacific Highway</b>						
Oxley Highway to Kundabung (State and federal funded)	Kundabung, Thrumster	Construction	2017	820,000	181,116	384,075
Kundabung to Kempsey (State and federal funded)	Kempsey, Kundabung	Construction	2017	230,000	75,508	99,419
Frederickton to Eungai (State and federal funded)	Clybucca	Complete	2016	675,000	12,669	543,979
Warrell Creek to Urunga (State and federal funded)	Macksville	Construction	N/A	N/A	456	91,712
Warrell Creek to Nambucca Heads (State and federal funded)	Macksville	Construction	2017	830,000	199,255	326,779
Nambucca Heads to Urunga (State and federal funded)	Urunga	Complete	2016	780,000	52,465	565,178

Project description	Location	Status (as at 30 June 2017)	Announced completion date	Announced estimated total cost (\$'000)	2016-17 expenditure (\$'000)	Expenditure in previous years (\$'000)
Coffs Harbour Bypass (State and federal funded)	Coffs Harbour	Planning	N/A	N/A	11,049	53,326
Woolgoolga to Ballina (State and federal funded)	Grafton, Maclean	Construction	2020	4,356,000	711,454	807,787
<b>Princes Highway</b>						
Albion Park Rail Bypass	Yallah - Oak Flats	Planning and pre-construction	N/A	N/A	16,275	23,094
Burrill Lake Bridge replacement	Burrill Lake	Construction	2017	58,000	22,706	13,792
Foxground and Berry Bypass, Toolijooa Road to South Berry	Berry	Construction	2017	580,000	90,165	376,690
Berry to Bomaderry upgrade	Berry - Bomaderry	Planning	2021	N/A	8,555	36,392
Princes Motorway improvements, Bulli Tops to Picton Road (State and federal funded)	Cataract	Planning	N/A	N/A	1,735	2,002
Princes Motorway, interchange at Base of Mount Ousley	Mount Ousley	Planning	N/A	N/A	1,849	1,736
Nowra Bridge over Shoalhaven River (State and federal funded)	Nowra	Planning	N/A	N/A	1,692	4,837
Dignams Creek realignment	Dignams Creek	Construction	2019	45,000	3,453	9,294
<b>Regional NSW Major Road upgrades</b>						
Golden Highway Safety and Productivity Works (State and federal funded)	Various	Construction	2019	133,000	20,123	3,075
Gocup Road upgrade	Gundagai - Tumut	Construction	2019	70,000	8,909	19,356
Hume Highway heavy duty pavement (State and federal funded)	Marulan	Planning	N/A	N/A	790	1,235
Kings Highway, River Forest Road realignment	Nelligen	Construction	2017	12,270	5,993	6,490
Kosciuszko Road overtaking lanes and safety improvements	Cooma - Jindabyne	Planning	N/A	N/A	483	449
Main Road 54 (Goulburn to Bathurst) initial sealing	Tuena	Construction	N/A	N/A	2,515	4,970



## APPENDICES

Project description	Location	Status (as at 30 June 2017)	Announced completion date	Announced estimated total cost (\$'000)	2016-17 expenditure (\$'000)	Expenditure in previous years (\$'000)
Mitchell Highway, Guanna Hill realignment	Molong	Construction	2018	40,000	15,590	6,578
Monaro Highway, overtaking lanes and safety improvements	Williamsdale - Cooma	Planning	N/A	N/A	183	874
New England Highway, heavy duty pavement	Aberdeen - Willow Tree	Planning	2019	25,000	9,525	1,189
New England Highway, Bolivia Hill upgrade (State and federal funded)	Bolivia	Pre-construction	2019	N/A	1,788	5,901
Oxley Highway safety and realignment works	Various	Planning	N/A	50,000	5,194	318
Queanbeyan Bypass, Ellerton Drive extension (State and federal funded)	Queanbeyan	Pre-construction	2020	N/A	2,927	2,409
Riverina Highway safety upgrade	Lake Hume Village	Construction	2018	11,000	4,046	6,280
Silver City and Cobb Highway seal extension	Various	Construction	N/A	N/A	14,503	26,778
Summerland Way, additional Clarence River crossing Grafton	Grafton	Construction	2019	240,000	42,521	46,261
<b>Bridges for the Bush</b>						
Cobb Highway, New Bridge at Echuca-Moama (NSW contribution)	Echuca - Moama	Planning	N/A	N/A	1,420	4,337
Oxley Highway, Gunnedah Bridge over rail	Gunnedah	Planning	2021	N/A	2,934	8,817
Program 2: Timber truss bridge replacements and upgrades	Various	Construction	N/A	N/A	4,378	23,745
Program 3: Bridges for the Bush	Various	Planning	N/A	N/A	5,181	2,126

**Planning** - Strategic/concept/detailed design, approvals

**Pre-construction** - Planning complete and in delivery procurement stage

**Construction** - Construction commenced

**Completed** - Project completed (based on open to traffic date)





Oxley Highway to Kundabung upgrade, Blackmans Point Road interchange.



# Appendix 3: Driver, vehicle and maritime statistics

## NSW Maritime information

**Table 18: NSW Maritime information by year**

Outputs	2012-13	2013-14	2014-15	2015-16	2016-17
Number of general boat driving licences (not including personal watercraft licences)	443,596	444,141	447,752	458,035	458,024
Number of personalised watercraft driving licences	42,202	44,985	48,341	54,564	58,120
Number of recreational vessel registrations (not including personal watercraft registrations)	218,950	221,276	221,007	225,657	223,359
Number of personalised watercraft registrations	9,666	10,502	11,234	12,480	13,063
Number of aquatic licences issued	722	710	811	720	524
Number of environmental assessments for mooring and aquatic licences	2,784	2,967	1,422	2,680	3,114
Boating fatalities per 100,000 registered vessels (recreational and commercial)	11.3	2.9	6.7	4.6	1.2
Safety compliance rate: recreational vessels, including personalised watercraft - percentage	91%	90.8%	91.2%	89%	91%
Safety compliance rate: commercial vessels - percentage	93.1%	92.6%	85.1%	82%	94.2%

## NSW boat licences

**Table 19: NSW boat licences by class**

Licence class	Number of licences	% of total
General boat licence	458,024	88.7
Personalised watercraft licence	58,120	11.3
<b>Total</b>	<b>516,144</b>	

**Table 20: Number of maritime licences opted in to a combined licence card**

Licence class	Number of licences	% of total
General boat licence	54,895	12.0
Personalised watercraft licence	6,347	10.9

**Table 21: NSW boat licence holders by gender**

Gender	General boat licences		Personalised water craft licences		Total boat licences	
	Number of Licences	% of total	Number of licences	% of total	Number of licences	% of total
Female	64,501	14.1	9,508	16.4	74,009	14.34
Male	385,585	84.2	46,496	80.0	432,081	83.71
Gender not recorded	7,938	1.7	2,116	3.6	10,054	1.95



**Table 22: NSW boat licence holders by age**

Age group	General boat licences		Personalised water craft licences		Total boat licences	
	Number of licences	% of total	Number of licences	% of total	Number of licences	% of total
12-16	5,842	1.28	1,752	3.01	7,594	1.47
17-19	7,110	1.55	2,254	3.88	9,364	1.81
20-24	16,885	3.69	5,480	9.43	22,365	4.33
25-29	23,321	5.09	6,715	11.55	30,036	5.82
30-34	29,815	6.51	7,140	12.28	36,955	7.16
35-39	36,279	7.92	7,084	12.19	43,363	8.40
40-44	46,951	10.25	7,648	13.16	54,599	10.58
45-49	54,758	11.96	7,418	12.76	62,176	12.05
50-54	54,205	11.83	5,401	9.29	59,606	11.55
55-59	53,743	11.73	3,643	6.27	57,386	11.12
60-64	44,619	9.74	1,867	3.21	46,486	9.01
65-69	37,952	8.29	1,030	1.77	38,982	7.55
70-74	27,081	5.91	508	0.87	27,589	5.35
75-79	12,687	2.77	126	0.22	12,813	2.48
80-84	4,927	1.08	43	0.07	4,970	0.96
85+	1,849	0.40	11	0.02	1,860	0.36
<b>Total</b>	<b>458,024</b>	<b>100%</b>	<b>58,120</b>	<b>100%</b>	<b>516,144</b>	<b>100%</b>

## NSW drivers and riders

**Table 23: Number of licences by licence class**

Licence Class	Number of licences	% Total	Female	Male	Gender not Specified
Rider	597,126	10%	74,124	522,965	37
Car	4,871,039	81%	2,605,010	2,265,957	72
Light rigid	93,203	2%	26,732	66,468	3
Medium rigid	134,500	2%	11,771	122,724	5
Heavy rigid	205,703	3%	10,453	195,232	18
Heavy combination	104,461	2%	1,609	102,842	10
Multi combination	25,962	0%	255	25,702	5
<b>Total</b>	<b>6,031,994</b>	<b>100%</b>	<b>2,729,954</b>	<b>3,301,890</b>	<b>150</b>

**Table 24: Number of licences by age group**

Age group	Number of licences	% Total	Female	Male	Gender not recorded
16-19	297,167	5%	144,721	152,446	
20-24	432,244	7%	206,848	225,396	
25-29	502,281	8%	235,349	266,932	
30-34	563,657	9%	263,037	300,620	
35-39	556,536	9%	255,961	300,575	
40-44	552,180	9%	252,504	299,672	4
45-49	561,864	9%	255,665	306,169	31
50-54	533,536	9%	237,424	296,078	34
55-59	529,518	9%	231,685	297,797	36
60-64	461,248	8%	200,770	260,459	20
65-69	397,404	7%	172,411	224,984	9
70-74	300,650	5%	130,373	170,266	11
75-79	181,773	3%	78,207	103,563	3
80-84	103,677	2%	43,986	59,689	2
85+	58,258	1%	24,188	34,070	
<b>Total</b>	<b>6,031,994</b>	<b>100%</b>	<b>2,733,129</b>	<b>3,298,716</b>	<b>150</b>

## NSW registered vehicles

**Table 25: NSW vehicles registered by usage**

Vehicle usage	Number of vehicles
Bus/tourist vehicle/ charter used for hire	8,562
Business general	889,686
Federal interstate trade	2,632
General private	4,529,527
Pensioner concession	830,744
Primary producer concession	115,281
Rental vehicle	21,783
Taxi	6,802
Other	24,676
<b>Total</b>	<b>6,429,693</b>

**Table 26: NSW vehicle registrations by type**

Group	Vehicle type	Number of vehicles
Heavy	Bus	13,709
	Domestic trailers	2,132
	Goods vehicle - rigid truck	95,637
	Other trailers	43,790
	Passenger vehicles	7
	Plant	7,938
	Prime mover	21,066
	<b>Heavy total</b>	<b>184,279</b>
Light	Bus	9,946
	Domestic trailers	871,399
	Goods vehicle - rigid truck	862,654
	Motorcycle	231,878
	Other trailers	49,208
	Panel van with windows and seats/side windows	514,595
	Passenger vehicles	3,703,491
	Plant	2,243
<b>Light total</b>	<b>6,245,414</b>	
<b>Combined total</b>	<b>6,429,693</b>	

**Table 27: NSW vehicles registered by manufacture year**

<b>Year of manufacture</b>	<b>Number of vehicles</b>
1900-1949	3,349
1950-1959	4,822
1960-1969	19,822
1970-1979	100,473
1980-1989	277,696
1990-1999	661,728
2000	161,036
2001	169,093
2002	199,526
2003	236,896
2004	258,142
2005	278,398
2006	279,150
2007	313,095
2008	312,698
2009	295,681
2010	339,476
2011	331,230
2012	374,495
2013	393,382
2014	389,597
2015	432,244
2016	444,341
2017	153,323
<b>Total</b>	<b>6,429,693</b>

**Table 28: NSW vehicles registered by motive power year**

<b>Motive power</b>	<b>Number of vehicles</b>	<b>% of total</b>
Diesel	1,166,208	18.14%
Electricity	1,384	0.02%
Electricity and petrol (hybrid)	27,165	0.42%
Hydrogen	64	0.00%
Liquefied petroleum gas (LPG)	22,975	0.36%
Natural gas (compressed/liquid)	867	0.01%
Petrol	4,229,348	65.78%
Steam	165	0.00%
Uncategorised <sup>45</sup>	981,517	15.27%
<b>Total</b>	<b>6,429,693</b>	<b>100%</b>

<sup>45</sup> Motive power refers to fuel type used by vehicles. Uncategorised refers to vehicles with unknown fuel types and registered trailers as part of the registered fleet.



## Appendix 4: Research and development

We have a multidisciplinary research and development technology program to provide innovative strategy and solutions for the delivery of infrastructure projects.

Our Technical and Project Services Division leads the projects for the organisation. Each year highly specialised technical staff complete a program of research and development work in collaboration with universities and industry partners. The program ensures a continuous injection of technical innovation and enhanced project improvements to support infrastructure development and maintenance work.

Some of the projects undertaken in 2016-17 were:

### Bridge concrete durability initiatives

We conduct ongoing monitoring of concrete repair methods and durability condition assessment of bridges by applying new systems and technologies to attain the expected bridge service life. Some of the methods identified, developed and utilised include:

- trialling the installation of sacrificial cathodic protection systems on bridges in a marine environment in regional NSW to control the corrosion of steel in concrete thereby extending the expected service life
- verification of corrosion rate measurement using Connectionless Electrical Pulse Response Analysis (CEPRA) technology was completed. This technique enables the corrosion rate of steel in concrete structures to be directly measured and provide important information in identifying suitable repair options
- trialling the passive re-alkalisation product was successfully completed at a culvert in Western Region, NSW. This technique restores alkalinity (pH) in the concrete mix thereby protecting it from corrosion and achieving the expected asset life

- trialling the high-workability concrete was completed and a new annexure is being drafted for next release of Roads and Maritime Services QA Specification B80 'Concrete for Bridgeworks' (RMS QA B80). This will provide a better alternative concrete for deep foundations resulting in a quality product that meets the asset design life.

### State-wide Laboratory Improvement Program

This program involves the assessment of primary testing laboratories and other laboratories, which provide road construction materials testing services to the agency. The program assesses the laboratories' abilities to perform test method T166 (relative compaction of road construction materials) and includes test method T162 (compaction control test). We prepared and distributed samples of road construction materials to 30 laboratories, including our in-house laboratories that provide the testing service. The program's primary intent is to review the results of 30 different laboratories testing the same material to the same standards (T162 and T166 – wet density determination) to assess laboratory variability.

### Support and enhancement of REFRACT seismic refraction software

REFRACT is a software developed by the Geotechnical Science group to process sub-surface seismic velocities to identify the structure and faults in rocks. Information obtained from these assessments is primarily used to evaluate rock excavation for road construction and reduce contractor costs.

## Study of low strength rock materials

This study was undertaken in collaboration with the University of New South Wales (UNSW).

The design of cut batters in weak rock in order to retain steep roadside slopes is often conservative due to difficulties in sampling and assessing material behaviour. This has resulted in extensive cut batter treatments for highway developments, particularly in the Blue Mountains where weak rock occurs near the surface. Collaborating with UNSW, we are developing an alternative rock strength model that industry can use to improve batter design and reduce construction costs. Our Geotechnical Science group has provided the UNSW research team with weak rock samples for specialised testing.

## Development of guidelines for acid sulphate rock in earthworks

Research into the study of acid rock issues with earthworks and production of an acid rock risk map has been produced to support a technical direction. This research will be completed in 2017-18 and will greatly assist in the environmental management on Roads and Maritime work sites, as when acidic soil is disturbed or exposed to the air, acid can be released damaging built structures and impacting flora and fauna.

# Appendix 5: Access to government information

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

### Review of Proactive Release Program

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

We continued to provide information on its website, including detailed reports on its infrastructure and maintenance projects and statistics. The website also continues to provide a range of publications free of charge to assist customers wishing to use our services.

### Number of access applications received – Clause 7(b)

During the reporting period, our agency actioned 1,738 access applications.

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

During the reporting period, we refused 24 access applications because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications, four were refused in full and 20 were refused in part.

## Statistical information about access applications – Schedule 2

**Table 29: Invalid GIPA Act applications**

Reason for invalidity	Number of applications	Percentage of total
Application does not comply with formal requirements (section 41 of the Act)	577 <sup>46</sup>	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	577	100%
Invalid applications that subsequently became valid applications	540	94%

<sup>46</sup> Transport for NSW Resource and Compliance Unit makes decisions on validity. Due to the introduction of a credit card payment facility, applications have to be initially entered as invalid and then changed to valid after the credit card payment is approved. Of the 577 invalid applications, 540 were credit card related. As such, only 37 applications received were invalid.



**Table 30A: GIPA Act applications by type of applicant and outcome<sup>47</sup>**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of total
Media	3	3	2	1	0	0	0	1	10	1
Members of Parliament	9	9	3	4	1	1	0	3	30	2
Private sector business	478	369	138	42	4	0	0	10	1,041	60
Not for profit organisations or community groups	7	2	57	16	0	0	0	1	83	5
Members of the public (by legal representative)	72	37	30	33	1	4	0	2	179	10
Members of the public (other)	213	63	49	65	4	4	1	5	404	23
<b>Total</b>	<b>782</b>	<b>483</b>	<b>279</b>	<b>161</b>	<b>10</b>	<b>9</b>	<b>1</b>	<b>22</b>	<b>1,747</b>	
% of total	45	28	16	9	1	1	0	1		

**Table 30B: GIPA Act applications by type of application and outcome**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of total
Personal information applications <sup>48</sup>	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	782	483	279	161	10	9	1	22	1,747	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>782</b>	<b>483</b>	<b>279</b>	<b>161</b>	<b>10</b>	<b>9</b>	<b>1</b>	<b>22</b>	<b>1,747</b>	
% of total	45	28	16	9	1	1	0	1		

47 As more than one decision can be made for a particular access application, each decision is recorded. This means that from 1,738 access applications actioned, that 1,747 decisions were determined.

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

**Table 31: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the GIPA Act**

	Number of times consideration used <sup>51</sup>	% of total
Overriding secrecy laws	0	0
Cabinet information	16	57
Executive Council information	0	0
Contempt	1	4
Legal professional privilege	11	39
Excluded information	0	0
Documents affecting law enforcement and public safety	0	0
Transport safety	0	0
Adoption	0	0
Care and protection of children	0	0
Ministerial Code of Conduct	0	0
Aboriginal and environmental heritage	0	0
<b>Total</b>	<b>28</b>	

**Table 32: Other public interest considerations against disclosure: matters listed in table to section 14 of the GIPA Act**

	Number of times consideration used <sup>49</sup>	% of total
Responsible and effective government	12	1
Law enforcement and security	2	0
Individual rights, judicial processes and natural justice	718	75
Business interests of agencies and other persons	24	3
Environment, culture, economy and general matters	0	0
Secrecy provisions	204	21
Exempt documents under interstate Freedom of Information legislation	0	0

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

**Table 33: Timeliness of GIPA Act decisions<sup>50</sup>**

	Number of applications	% of total
Decided within the statutory timeframe (20 days plus any extensions)	1,727	99
Decided after 35 days (by agreement with applicant)	11	1
Not decided within time (deemed refusal)	0	0
<b>Total</b>	<b>1,738</b>	<b>100%</b>

**Table 34: Number of applications reviewed under Part 5 of the GIPA Act by type of review and outcome**

	Decision varied	Decision upheld	Total	% of total
Internal review	6	4	10	23
Review by Information Commissioner <sup>51</sup>	12	4	16	37
Internal review following recommendation under section 93 of the Act	0	12	12	28
Review by the NSW Civil and Administrative Tribunal	1	4	5	12
<b>Total</b>	<b>19</b>	<b>24</b>	<b>43</b>	<b>-</b>
Percentage of total	44%	56%	-	-

**Table 35: Applications for review under Part 5 of the GIPA Act by type of applicant**

	Number of applications for review	% of total
Applications by access applicants	38	88
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	5	12
<b>Total</b>	<b>43</b>	

**Table 36: GIPA Act applications transferred to other agencies**

	Number of applications transferred	% of total
Agency-initiated transfers	5	100
Applicant-initiated transfers	0	0
<b>Total</b>	<b>5</b>	

50 All applications actioned were dealt with on time.

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



## Appendix 6: Overseas travel

**Table 37: Overseas travel – paid or partially paid for by Roads and Maritime Services**

Position	Countries/cities visited	Purpose of visit
Chief Executive	London, Birmingham United Kingdom; San Francisco, United States; Gothenburg, Sodertalje, Stockholm, Sweden	Travel with the Minister for Roads, Maritime and Freight to investigate developments of automated and connected vehicles including in United States (Google, GoMentum), London (Driverless Pod Vehicle trials) and Sweden (Volvo DriveMe); Establish government level links with the California Department of Transportation (Caltrans) in relation to self-driving vehicles; Collaboration with Highways England Meeting with Scania in Sweden on truck platooning systems
Director, Intelligent Transport Systems, Technical and Project Services	Auckland, New Zealand Paris, France	International Standards Organisation Technical Committee meeting International Standards Organisation Technical Committee Meeting 204
Principal Manager, Intelligent Transport Systems, Technical and Project Services	Auckland, New Zealand Christchurch, Tauranga, New Zealand Paris, France	International Standards Organisation Technical Committee meeting HMI Technologies for New Zealand's first automated vehicle trial; Signals New Zealand User Group 2017 International Standards Organisation Technical Committee Meeting 204
Associate Director Controls and Analytics, Finance and Investment	Christchurch, New Zealand	Austrroads Assets Task Force Meeting
Infrastructure Protection Project Manager	San Francisco, New York, United States; London, United Kingdom	Joint International assessment with Transport for NSW for the Critical Infrastructure Best Practice Project
Security Operations Manager	San Francisco, New York, United States; London, United Kingdom	Joint international assessment with Transport for NSW for the Critical Infrastructure Best Practice Project
Principal Systems Analyst Sydney Coordinated Adaptive Traffic System (SCATS), Technical and Project Services	Tauranga, New Zealand	Signals New Zealand User Group 2017
Bitumen Inspector Fleet, Regional and Freight	Port Moresby, Papua New Guinea	Test and calibrate bitumen sprayers on a fee-for-service basis
Principal Systems Analyst, Intelligent Transport Systems, Technical and Project Services	Auckland, New Zealand	Mainline Algorithm Issue Meeting with New Zealand Transport Agency

# Appendix 7: Legal change

## Acts and subordinate legislation affecting Roads and Maritime Services

### Minister for Transport and Infrastructure

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#### *Passenger Transport Act 1990*

Passenger Transport (Drug and Alcohol Testing) Regulation 2010

Passenger Transport Regulation 2007

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#### *Passenger Transport Act 2014*

Passenger Transport Regulation 2014

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#### *Point to Point Transport (Taxis and Hire Vehicles) Act 2016 (No 34)*

(only relating to matters in the Regulation involving taxi licence record keeping by Roads and Maritime)

Point to Point Transport (Taxis and Hire Vehicles) Regulation 2016

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### Minister for Roads, Maritime and Freight

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#### *City of Sydney Act 1988*

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

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#### *Driving Instructors Act 1992*

Driving Instructors Regulation 2009 [to 06.10.2016]

Driving Instructors Regulation 2016 [from 06.10.2016]

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#### *Heavy Vehicle (Adoption of National Law) Act 2013*

Heavy Vehicle (Adoption of National Law) Regulation 2013

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#### *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)

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#### *Marine Pollution Act 2012*

Marine Pollution Regulation 2014

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#### *Marine Safety Act 1998*

Marine Safety Regulation 2016

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#### *Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001*

#### *Maritime Services Act 1935 [to 06.10.2016]*

Management of Waters and Waterside Lands Regulations - N.S.W. [to 06.10.2016]

Port Authority - Land Traffic Control Regulations - N.S.W. [to 06.10.2016]

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#### *Motor Vehicles Taxation Act 1988*

Motor Vehicles Taxation Regulation 2008 [to 31.08.2016]

Motor Vehicles Taxation Regulation 2016 [from 01.09.2016]

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#### *Photo Card Act 2005*

Photo Card Regulation 2014

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#### *Ports and Maritime Administration Act 1995*

Ports and Maritime Administration Regulation 2012

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#### *Recreation Vehicles Act 1983*

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

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### Minister for Roads, Maritime and Freight

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#### *Road Transport Act 2013*

- Road Rules 2014
- Road Transport (Driver Licensing) Regulation 2008
- Road Transport (General) Regulation 2013
- Road Transport (Vehicle Registration) Regulation 2007

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#### *Roads Act 1993*

[From 15 March 2017] (jointly with the Minister for WestConnex (except parts, the Minister for the Environment, the Minister for Local Government and the Minister for Lands and Forestry)

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

- Roads Regulation 2008

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#### *Sydney Harbour Tunnel (Private Joint Venture) Act 1987*

#### *Tow Truck Industry Act 1998*

- Tow Truck Industry Regulation 2008

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#### *Transport Administration Act 1988*

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

- Transport Administration (General) Regulation 2013  
(provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight)
- Transport Administration (Staff) Regulation 2012  
(provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight)

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### Minister for WestConnex

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#### *Roads Act 1993*

[From 15 March 2017] (jointly with the Minister for Roads, Maritime and Freight (except parts, the Minister for the Environment, the Minister for Local Government and the Minister for Lands and Forestry)

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### Minister for Western Sydney

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Nil

## New Acts and amendments to Acts affecting Roads and Maritime in the portfolio of the Minister for Transport and Infrastructure

*Electronic Transactions Legislation Amendment (Government Transactions) Act 2017* (No 25)

## New subordinate legislation and amendments to subordinate legislation affecting Roads and Maritime in the portfolio of the Minister for Transport and Infrastructure

Point to Point Transport (Taxis and Hire Vehicles) Regulation 2016 (2016 No 427)



## New Acts and amendments to Acts in the portfolio of the Minister for Roads, Maritime and Freight

- *Marine Legislation Amendment Act 2016* (Act 2016 No 28) (Commencement Proclamation 2016 No 609)
- *Marine Safety Act 1998* (Act 1998 No 121) (Commencement Proclamation 2016 No 610)
- Marine Safety Amendment Regulation 2016 (2016 No 613)
- Ports and Maritime Administration Amendment Regulation 2016 (2016 No 614)
- *Statute Law (Miscellaneous Provisions) Act 2016* (2016 No 27)
- *Statute Law (Miscellaneous Provisions) Act (No 2) 2016* (2016 No 55)
- *Regulatory and Other Legislation (Amendments and Repeals) Act 2016* (2016 No 60)
- *Statute Law (Miscellaneous Provisions) Act 2017* (2017 No 22) (to commence on 1 or 7 July 2017 as specified)
- Transport Administration Amendment (Senior Executive Transitional Arrangements) Regulation 2017 (2017 No 291) (to commence on 01.07.2017)

## New subordinate legislation and amendments to subordinate legislation in the portfolio of the Minister for Roads, Maritime and Freight

- Heavy Vehicle (General) National Amendment Regulation (2016 No 261)
- Heavy Vehicle (Adoption Road of National Law) Amendment (Penalties) Regulation (No 2) 2016 (2016 No 325)
- Photo Card Amendment (Fees and Penalty Notice Offences) Regulation 2016 (2016 No 339)
- *Statute Law (Miscellaneous Provisions) Act 2016* (2016 No 27)

- Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2016 (2016 No 345)
- Roads Amendment (Penalty Notice Offences) Regulation 2016 (2016 No 346)
- Tow Truck Industry Amendment (Fees) Regulation 2016 (2016 No 348)
- Road Amendment (Miscellaneous) Rule 2016 (2016 No 412)
- Road Transport (Vehicle Registration) Amendment (Auxiliary Number-plates) Regulation 2016 (2016 No 413)
- Road Transport (Vehicle Registration) Amendment (SIRA) Regulation 2016 (2016 No 429)
- Marine Safety Amendment Regulation 2016 (2016 No 613)
- Ports and Maritime Administration Amendment Regulation 2016 (2016 No 614)
- *Statute Law (Miscellaneous Provisions) Act (No 2) 2016* (2016 No 55)
- *Statute Law (Miscellaneous Provisions) Act 2017* (2017 No 22) (to commence in 01.07.2017)
- Road Transport (Vehicle Registration) Amendment (Compliance Certificates) Regulation 2016 (2016 No 620)
- Road Transport Legislation (Mobile Phones – P2 Licences) Regulation 2016 (2016 No 667)
- Roads Amendment (Authorised Officers) Regulation 2016 (2016 No 668)
- *Regulatory and Other Legislation (Amendments and Repeals) Act 2016* (2016 No 60)
- Photo Card Amendment (Fees) Regulation 2017 (2017 No 42)
- Road Transport Legislation Amendment (Penalties for Over-length Bus Offences) Regulation 2017 (2017 No 156)
- Driving Instructors Amendment (Fees) Regulation 2017 (2017 No 240) (to commence on 01.07.2017)
- Marine Safety Amendment (Fees) Regulation 2017 (2017 No 242) (to commence on 01.07.2017)

- Photo Card Amendment (Fees and Penalty Notice Offences) Regulation 2017 (2017 No 244) (to commence on 01.07.2017)
- Ports and Maritime Amendment (Fees) Regulation 2017 (2017 No 245) (to commence on 01.07.2017)
- Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2017 (2017 No 246) (to commence on 01.07.2017)
- Roads Amendment (Penalty Notice Offences) Regulation 2017 (2017 No 247) (to commence on 01.07.2017)
- Tow Truck Industry Amendment (Fees) Regulation 2017 (2017 No 248) (to commence on 01.07.2017)
- Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2017 (2017 No 311) (to commence on 01.07.2017)
- Heavy Vehicle National Amendment Regulation 2017 (2017 No 329) (Commencement linked to commencement of named Acts – see Reg. 2)

## Significant judicial decisions

### Dial a Dump Industries Pty Ltd v Roads and Maritime Services [2017] NSWCA 73

#### Decision of Beazley P, McColl JA and Leeming JA

#### NSW Court of Appeal

In December 2014, the old Alexandria Landfill site was compulsorily acquired for the purposes of the WestConnex New M5 Project (it will be the site of the new St Peters interchange).

Before the acquisition, Alexandria Landfill Pty Ltd (ALF) owned the site, and leased it to Boiling Pty Ltd. Although not the owner or tenant of the land, Dial a Dump Industries Pty Ltd (DADI), a company related to ALF, operated the waste landfill and waste processing and recycling operations at the site.

DADI claimed compensation in respect of the acquisition, arguing that it had an interest in the land as a result of having permission from Boiling Pty Ltd. to operate businesses at the site.

Roads and Maritime Services argued that DADI did not have an interest in land so as to be entitled to any compensation for the acquisition of that interest. The Land and Environment Court held that Roads and Maritime Services was correct. DADI appealed to the NSW Court of Appeal.

On 6 April 2017, the NSW Court of Appeal found in favour of Roads and Maritime Services' position, also holding that DADI did not have an interest in the land. The Court found that DADI carried on the businesses on the land on behalf of ALF and Boiling Pty Ltd not in its own right, such that it had at most a right to occupy the land that fell short of a proprietary, compensable right.

On 19 May 2017, DADI filed an Application for Special Leave to Appeal to the High Court of Australia in relation to the Court of Appeal decision.

## Appendix 8: Reporting of contracts with private sector entities

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

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

Our government contracts register and tender disclosure information is available on the Department of Finance, Services and Innovation's eTender website at **[tenders.nsw.gov.au](http://tenders.nsw.gov.au)**.

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



# Appendix 9: Public Interest Disclosures Report to Minister

In accordance with Section 31 of the *Public Interest Disclosures Act 1994*, Roads and Maritime is supplying the following information (as stipulated by Clause 4 of Public Interest Disclosures Regulation 2011) to the Minister for Roads, Maritime and Freight and the Minister for Transport. The Act came into effect on 1 January 2012 and the reporting period for this report is 1 July 2016 to 30 June 2017.

On 1 January 2014, the following three categories of public interest disclosures were established:

- public interest disclosures made by public officials performing their day-to-day functions
- public interest disclosures made under a statutory or other legal obligation
- all other public interest disclosures.

In 2016-17 Roads and Maritime finalised 16 public interest disclosures that have been received since 1 January 2012.

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

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

- providing a policy briefing to senior managers
- publishing a statement of commitment on the agency's intranet site
- online public interest disclosures reporting form established on the intranet
- reinforcement of public interest disclosures reporting processes in Compass News.
- information on public interest disclosures is included in the Code of Conduct e-learning module completed by all new employees and is discussed at the face-to-face on boarding days.
- public interest disclosure incorporated in the Fraud and Corruption Prevention training provided by the Corruption Prevention and Investigation Section. During the year, 25 training sessions were given at various locations around the state.

**Table 38: Public Interest Disclosures for Roads and Maritime Services 2016-17**

	Public Interest Disclosures made by public officials performing their day-to-day functions	Public Interest Disclosures made under a statutory or other legal obligation	All other Public Interest Disclosures	Total Public Interest Disclosures 2016-17
Number of public officials who made Public Interest Disclosures directly	7	0	8	15
Number of Public Interest Disclosures received	7	0	11	18
<b>Of Public Interest Disclosures received, number primarily about:</b>				
Corrupt conduct	7	0	11	18
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

# Appendix 10: Privacy Management Plan

In compliance with section 33 of the *Privacy and Personal Information Protection Act 1998* (PPIP 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 PPIP Act and the *Health Records and Information Privacy Act 2002*. The communication of those policies and practices to persons within Roads and Maritime Services; the procedures that the agency adopts in relation to any internal review under Part 5 of the PPIP Act; and other matters as are considered relevant by Roads and Maritime Services in relation to privacy and the protection of personal information held by the agency.

The plan is available on the our website.

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 and Privacy Unit  
Transport for NSW  
PO Box K659  
Haymarket NSW 1240

**Phone:** 02 8202 3768

**Email:** [privacy@transport.nsw.gov.au](mailto:privacy@transport.nsw.gov.au)

## Privacy reviews

During 2016–17 we conducted one internal review about conduct relating to the use, access or release of personal and/or health information. The internal reviews determined that no breaches had taken place.



Roads and Maritime employees at the Yennora depot.

# Appendix 11: Multicultural policies and services

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

We have 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.

The Transport for NSW Multicultural Policies and Services Plan 2017-20 focuses on key objectives that support existing work within the transport cluster and builds on existing activities to improve access by culturally, linguistically and religiously diverse communities to transport services.

As part of the Transport cluster, Roads and Maritime are aligned to the Transport for NSW Multicultural Policies and Services Plan and have identified the following priorities and actions:

- Planning: integrating multicultural principles in corporate and business plans to ensure accessibility
- Consultation and feedback: undertaking inclusive engagement with culturally and linguistically diverse (CALD) communities on information, policy, program and service delivery considerations

- Staff development and support: appropriate resourcing and linguistic and intercultural skills are embedded in services and training is provided on inclusivity. Celebration of NAIDOC and Harmony Day events across NSW
- Communication: improve accessibility of culturally appropriate information to CALD communities about transport services, programs, rights and complaint mechanisms.

## Community Language Allowance Scheme

Our Community Language Allowance Scheme encourages and rewards frontline employees who use their linguistic skills in service delivery. For employees who speak 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

We have a strong commitment to reducing barriers for customers from CALD backgrounds. Several of our 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](http://transportnsw.info) website. Customers can call **131 500** and ask for an interpreter.

Our employee induction includes training on the multicultural values of our customers and the differing needs of our customers. We also value the cultural and linguistic skills of employees and keep a register of employees with linguistic skills to assist in operational and customer service delivery.



# Appendix 12: Disability Action Plan

We implement initiatives to support the objectives contained within the [Transport for NSW Disability Action Plan 2012-17](#) which outlines 150 actions to improve accessibility across the transport network for people with disability.

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 1992* standards are met or exceeded within agreed timeframes
- provide better customer support and information services for people with 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 disability.

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

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

At Roads and Maritime, we are implementing a Diversity and Inclusion Action Plan for the agency to address outcome six. This included transitioning our offices in Ennis Rd, Wagga Wagga and Newcastle to activity-based work environments to provide better access to mobile technology and improve ergonomics to cater to differing needs. It also improved access to buildings, ensuring wheelchair accessibility in newly refurbished buildings.

We have also made progress on outcome one by improving disability access as part of the Wharf Upgrading Program and promoting [Web Content Accessibility Guidelines 2.0](#) to ensure that web content accessible to a wider range of people with disabilities. This includes blindness and low vision, deafness and hearing loss, learning disabilities, cognitive limitations, limited movement, speech disabilities, photosensitivity and combinations of these.

# Appendix 13: Waterways Fund

## Financial overview

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

It accounts for all revenues and expenditures associated with the boating safety, maritime property management and infrastructure functions delivered in accordance with NSW marine legislation. Until 26 June 2017, an independently chaired Waterways Fund Management Committee provided oversight of the integrity and transparency of the Waterways Fund and advice to the Chief Executive. This committee was dissolved from this date forward as part of changes under the OneRMS operating model.

The revised governance process has aligned the approval of expenditure drawn from the Waterways Fund with the approval process for project funding across the Transport cluster. Funding proposals drawing on the Waterways Fund will now be treated the same as any other proposal for funding from across the Transport cluster and only considered in line with cluster-wide finance and budget processes. Under this model, all new funding proposals will be jointly submitted on a biannual basis to the Chief Executive, Roads and Maritime Services and Transport for NSW's Deputy Secretary, Freight, Strategy and Planning, in line with the cluster budget process to:

- confirm the proposal aligns with the strategic priorities
- confirm the proposal satisfies the statutory requirements for the fund
- determine whether the proposal can be accommodated through reprioritisation within the existing budget for the fund
- endorse the proposal for funding, or where required, its progression to the Transport for NSW Finance and Investment Committee for consideration.

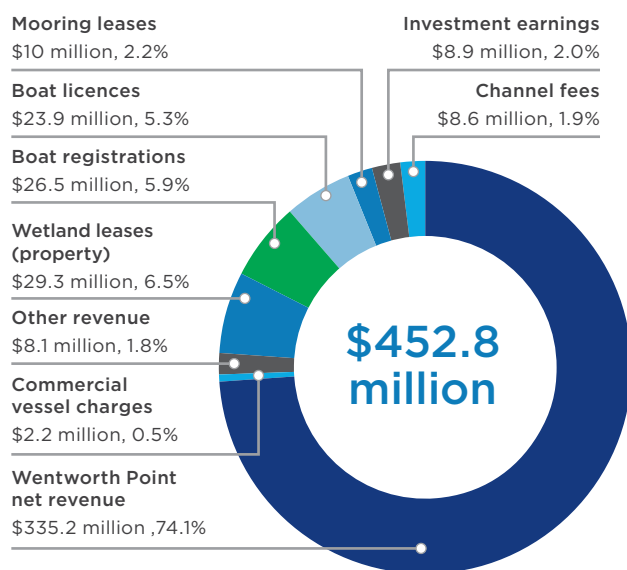
The fund is subject to financial controls and monitoring to ensure the fund receives all revenue payable to it and that expenses met by the fund accord with the governing legislation. The main sources of revenue are from maritime property, boat driver licensing, vessel registrations, mooring fees and 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 2016-17 Transport for NSW provided the maritime and boating strategic policy agenda and our agency delivered safety and education services and programs.

Information relating to the Waterways Fund is aggregated in Volume 2 financial statements of this report. A summary of 2016-17 Waterways Fund revenue and expenditure follows.

**Figure 16: Waterways Fund revenue 2016-17**



## Expenditure

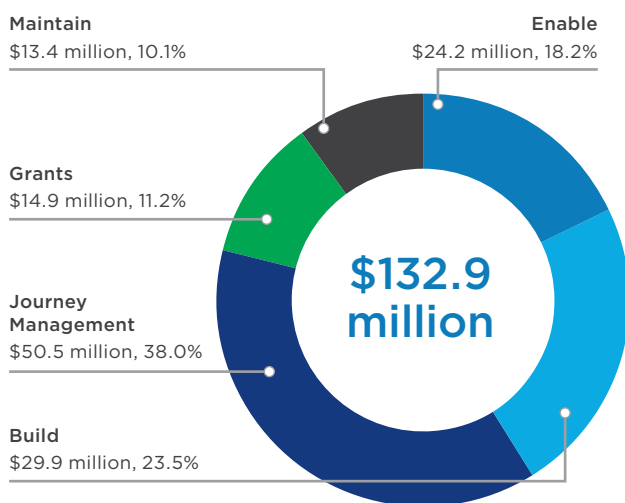
### Building works and infrastructure upgrades

The Wharf Upgrade Program continued in 2016–17 at a cost of \$22.9 million. An additional \$7 million included the Rose Bay seaplane terminal and waterways remediation in Woolooware Bay, which brought the total to \$29.9 million.

### Journey management and operations

Journey management represents the largest portion of Waterways Fund expenditure at \$50.5 million (Figure 17). It includes the operations of the Maritime Division, which are focused on core boating safety, education and compliance, mooring and aquatic event management, marine pollution preparedness and response, commercial vessel survey and certification functions, and broader Roads and Maritime customer service.

**Figure 17: Waterways Fund expenditure 2016–17**



Journey management expenditure also includes functions delivered by Transport for NSW’s Freight, Strategy and Planning Division (\$7.5 million). This division delivers port safety management and marine pollution strategic capability and policy functions for NSW.

### Asset maintenance

We maintain 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 2016–17 was \$13.4 million.

### Enabling functions and property

Enabling functions support every part of the agency, including those connected to the property portfolio and information management and technology. In 2016–17 direct expenditure (Figure 17) comprised:

- \$11.6 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, as well as some adjoining lands
- \$4.9 million on administration and management of customer support services
- \$2 million on vessel procurement and a dockside crane
- \$3 million to support delivery of boat driver, aquatic and mooring licence and vessel registrations via the Government Licensing Service
- \$0.6 million for software application development to provide customers with online access and live remote access to customer details for boating safety compliance and governance
- \$2.1 million for minor premises improvements and maritime equipment.



## Marine and boating grants

We provide grants to support recreational boating infrastructure, safe navigation and volunteer marine rescue services. In 2016–17, we provided \$14.9 million in grants for the following:

- \$10.1 million for the NSW Boating Now Program
- \$1.7 million to Marine Rescue NSW to support its operations
- \$1.1 million to the Australian Maritime Safety Authority
- \$0.7 million for the administering of boating infrastructure grants
- \$0.5 million for the Better Boating Program<sup>52</sup> to support local councils deliver boat ramps and other boating infrastructure
- \$0.8 million for minor grants and riverbank erosion.

We also collected a contribution on behalf of Marine Rescue NSW as part of boat licences and vessel registrations. In 2016–17 we forwarded \$5.6 million to the Ministry of Police and Emergency Services for the funding of Marine Rescue NSW.

52 The NSW Boating Now Program was introduced to replace the Better Boating Program. This funding was committed in 2014–15 but not transacted until this financial year.



Upgraded boat ramp and new pontoons at Lemon Tree Passage, Port Stephens.

## Appendix 14: Land disposal

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

In 2016-17 contracts were brought to account for the sale of 53 properties for a total value of \$387.56 million (exclusive of GST). Of these, 21 properties were valued at more than \$500,000, each totalling \$382.7 million.

The properties listed in Table 39 were offered for sale by a publicly contestable process (Public Auction, Public Tender or a call for Expressions of Interest).

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

**Table 39: Major land disposals in 2016-17**

Property	Total (\$'m)
14A Hill Rd, Wentworth Point <sup>53</sup>	360.30
28-50 Skipton Lane, Prestons	8.15
588B The Entrance Rd, Wamberal	1.20
501 The Entrance Rd, Erina Heights	1.13
390 The Entrance Rd, Erina Heights	1.05
588A The Entrance Rd, Wamberal	0.94
1-3 Arthur St, Granville	0.93
233 John Oxley Dr, Port Macquarie	0.88
Alcorn Rd, Knockrow	0.79
1450 Camden Valley Way, Leppington	0.74
976 Lovedale Rd, Allandale	0.67
426 The Entrance Rd, Erina Heights	0.66
4 Bel Hilton Pde, West Gosford	0.66
163 Dudley Rd, Whitebridge	0.66
572 The Entrance Rd, Wamberal	0.65
7007 Olympic Hwy, Moorong	0.61
Lot 10 Martin's Lane, Knockrow	0.61
131 Davies Rd, Padstow	0.54
257 Averys Lane, Buchanan	0.53
Corner Galga and Linden Sts, Sutherland	0.50
13 Rixon Ave, Bulli	0.50

<sup>53</sup> Wentworth Point was purchased for \$360.30 million dollars with disposal costs of \$25 million. This resulted in \$335.2 million being transferred to the Waterways Fund (Appendix 13, Figure 16, page 128).

# Appendix 15:

## Accounts payment and grants

### Funds granted to non-government community organisations

**Table 40: Funds granted to non-government community organisations from 1 July 2016 to 30 June 2017**

Division	Grant recipient	Grant	Program area	Project description	Target audience
Technical and Project Services	New South Wales Aboriginal Education Consultative Group Inc.	\$181,818	Regional Project Office	Cultural Heritage Offset Grant for the Hunter Expressway Project	Aboriginal cultural heritage
Stakeholder and Community Engagement	NSW Wildlife Council	\$25,000	Biodiversity	Support for wildlife carers who help native fauna injured on roads	Regional communities Conservation groups
Technical and Project Services	Richmond Landcare Incorporation	\$13,750	Pacific Highway Program Office	Woolgoolga to Ballina Native Bee Proposal; Buzzcare Rescue  Relocation of native bees affected by the upgrade works to local preschools within the Richmond River area and preparation of educational program	Richmond River community; Conservation groups
NSW Maritime	Sydney Flying Squadron	\$10,990	NSW Boating Now	Investigate options to provide safer and easier non-powered vessel access at the boat ramp at Milson Park, Kirribilli	Recreational boating community
NSW Maritime	Woollahra Sailing Club	\$9,510	NSW Boating Now	Investigate options to improve non-powered vessel access into Rose Bay	Recreational boating community
NSW Maritime	Concord Ryde Sailing Club	\$5,578	NSW Boating Now	Investigate options to improve non-powered Boating Access at Bennelong Park, Putney	Recreational boating community



## Payments to consultants

Details of the amounts paid to consultants in 2016-17 are provided in Table 41.

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

**Table 41: Payments to consultants**

Consultant	Category	Project	Cost
<b>Contracts of \$50,000 or more</b>			
Nous Group Pty Limited	Organisational review	Strategic advice on organisations new operating model	\$1,290,909
The Boston Consulting Group Pty Limited	Organisational review	Roads and Maritime organisational structure consultancy	\$323,455
<b>Total</b>			<b>\$1,614,364</b>
<b>Contracts less than \$50,000</b>			
One contract	Engineering	Methodology and analysis – Guide to transport impact assessment	\$6,230
<b>Total expenditure for 2016-17</b>			<b>\$1,620,594</b>

## Accounts payment performance

### Payment of accounts for goods and services

In 2016-17 Roads and Maritime Services settled 87 per cent of supplier accounts on time.

### Accounts due or paid within each quarter

**Table 42: Accounts due or paid within each quarter**

Measure	September	December	March	June
<b>All suppliers</b>				
Number of accounts due for payment	15,191	20,658	21,521	24,740
Number of accounts paid on time	11,272	16,885	19,100	23,818
Actual percentage of accounts paid on time (based on number of accounts)	74.2	81.7	88.8	96.3
Dollar amount of accounts due for payment (\$'000)	\$428,570	\$335,590	\$1,061,951	\$1,479,400
Dollar amount of accounts paid on time (\$'000)	\$374,732	\$288,991	\$941,430	\$1,425,296
Actual percentage of accounts paid on time (based on \$)	87.4	86.1	88.7	96.3
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid on overdue accounts (\$'000)	\$0	\$0	\$0	\$0
<b>Small business suppliers</b>				
Number of accounts due for payment to small businesses	443	496	453	588
Number of accounts due to small businesses paid on time	443	495	452	588
Actual percentage of small business accounts paid on time (based on number of accounts)	100.0	99.8	99.8	100.0
Dollar amount of accounts due for payment to small businesses (\$'000)	\$2,004	\$1,889	\$3,293	\$3,141
Dollar amount of accounts due to small businesses paid on time (\$'000)	\$2,004	\$1,863	\$3,290	\$3,141
Actual percentage of small business accounts paid on time (based on \$)	100.0	98.6	99.9	100.0
Number of payments to small business for interest on overdue accounts	-	-	-	-
Interest paid to small businesses on overdue accounts (\$'000) <sup>54</sup>	\$0	\$0	\$0	\$0

54 Rounded to zero as amount is less than \$1,000.

## Aged analysis at the end of each quarter

**Table 43: Accounts payment analysis by quarter**

Quarter	Current (that is within due date)	Less than 30 days overdue	Between 30 and 60 days overdue	Between 61 and 90 days overdue	More than 90 days overdue
<b>All suppliers (net of advances) (\$'000)</b>					
September	\$26,186	-\$2,191	-\$69,851	-\$178	-\$143
December	-\$10,748	-\$7,791	\$276	\$62	-\$69,773
March	-\$11,650	-\$18,031	\$3,410	-\$34	\$127
June	-\$103,108	-\$13,308	-\$211	-\$66	-\$631
<b>Advances (\$'000)</b>					
September	\$10,323	\$280	\$5	\$46	-
December	\$15,254	\$5	\$1	-	-
March	\$13,448	\$2,374	\$11	-	\$2
June	\$24,221	\$239	\$7,921	-	\$2
<b>Small business suppliers (\$'000)</b>					
September	-\$162	-\$2	-	-	-
December	\$0	-	-	-	-
March	-\$324	-\$10	-	-	-
June	-\$329	-\$28	-	-	-

## Credit card certification

I certify that credit card usage within Roads and Maritime Services for the financial year ending 30 June 2017 was in accordance with the Premier's Memoranda and Treasurer's Direction.



Ken Kanofski  
Chief Executive  
Roads and Maritime Services



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# Contact details

## General inquiries

13 22 13

(7am–7pm Monday to Friday)

## Traffic inquiries

13 27 01 (24 hours)

To report traffic conditions, incidents and signal faults:

13 17 00 (24 hours)

## Maritime Contact Centre

13 12 36

## International callers (outside Australia)

+61 2 4920 5500

(8.30am – 5pm Monday to Friday,  
8.30am – noon Saturday AEST)

## National Relay Service

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

Speak and Listen users: 1300 555 727

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DX 10516

## Maritime head office

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Locked Bag 5100 Camperdown 1450

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27–31 Argyle Street, Parramatta 2150

PO Box 973, Parramatta CBD 2124

Fax: 02 8849 2760

DX 28555 Parramatta

## Hunter Region

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Locked Bag 2030 Newcastle 2300

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DX 7813 Newcastle

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DX 7610 Grafton

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DX 5178 Wollongong

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PO Box 484, Wagga Wagga 2650

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## Western Region

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<sup>55</sup> External design services were used to ensure the annual report would comply with the Web Content Accessibility Guidelines (WCAG). The total external costs associated with producing the PDF version of the report were approximately \$21,000, including design layout and proof-reading.



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