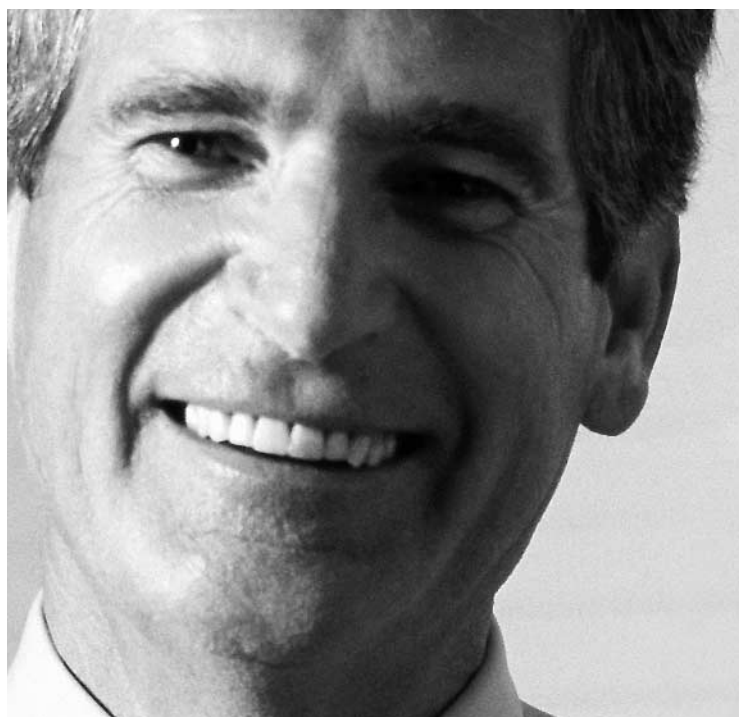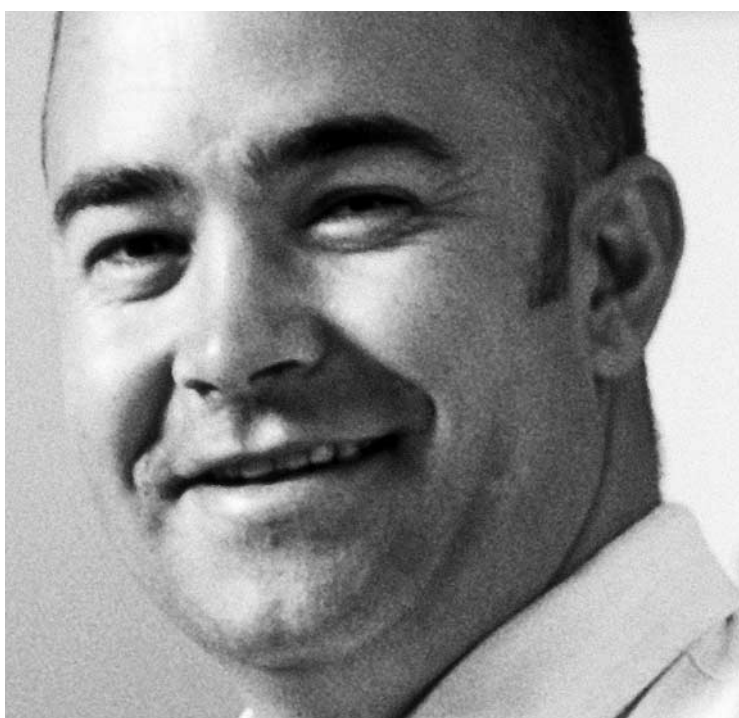# Annual Report 2003

RTA

Letter to the Minister

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

Dear Minister,

I have pleasure in submitting the Annual Report and Financial Statements of the Roads and Traffic Authority for presentation to the Parliament of New South Wales for the financial year ended 30 June 2003. It has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983*.

Yours sincerely,

Paul Forward
Chief Executive

Contents

About this report

This annual report is structured according to the objectives outlined in the RTA corporate plan. The format is identical to last year, so that readers can easily compare the authority's performance over time. The authority incorporated sustainability reporting for the first time in its 2001-02 annual report. This means that the document reported on social and environmental sustainability of the RTA's performance, alongside the usual financial reporting. This report again refers to the sustainability of the RTA's operations and each chapter in the **Performance in detail** section contains an overview of key points relating to economic, social and environmental sustainability.

The RTA strives to be a leader in environmental and social performance in the course of providing the services and facilities required by the people of New South Wales. Reporting on sustainability is supported by the implementation of sustainable practices across the vast range of RTA activities.

About the RTA

Statutory framework

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

Responsibilities

The RTA is the NSW State Government agency responsible for:

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

The RTA manages 17,624 km of State Roads, including 3,105 km of National Highways. This includes facilities such as traffic lights, roundabouts, signs and line marking. It also manages nearly 3,000 km of Regional Roads and Local Roads in the unincorporated area of NSW where there are no local councils. It provides financial assistance to local councils to manage 18,487 km of Regional Roads and, to a lesser extent, Local Roads, through funding and other support.

Other areas of RTA interest include 4,701 bridges, including major culverts and tunnels, and nine vehicular ferries.

History

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

Assets

The written down value of the road, bridge and traffic infrastructure the RTA manages is more than $58 billion, including the value of land under roads. Property, plant, equipment, private sector provided infrastructure and other non-current assets are valued at $4.2 billion.

Funding

Annual funding for the Roads Program is about $2.7 billion, including State and Commonwealth contributions and road user charges.

Our people

The RTA employs more than 6500 people in positions across more than 180 offices throughout NSW, including 129 motor registries.

Customers

The RTA has a vast range of customers, including individuals, private organisations, community and road transport groups, local councils and State and Federal Government agencies. The 4.3 million drivers and owners of 4.5 million vehicles in NSW generate about 380,000 road-related transactions and 60,000 phone calls a week.

Vision, mission, values and priorities

Our vision

A sustainable, safe and efficient road transport system.

Our mission

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

Our values

The RTA is guided by shared values:

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

State Government priorities

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

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

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

RTA corporate plan

The Journey Ahead is the RTA's corporate plan, which builds on the organisation's achievements and outlines the vision for the future. It sets out direction and priorities, and reflects the initiatives and challenges of implementing the NSW Government's *Action for Transport 2010 – An Integrated Transport Plan for NSW*.

This annual report includes information on the RTA's performance and achievements against *The Journey Ahead's* objectives, initiatives and performance measures.

An updated corporate plan was under development in 2002-03.

Corporate governance

The RTA has implemented corporate governance structures and practices to ensure high standards of business ethics and accountability throughout the organisation and to ensure it delivers cost-effective products and services to the community.

Code of Conduct and Ethics

The RTA's Code of Conduct and Ethics details the standards and values the organisation will apply in relationships with customers, contractors, employees and the community. This code is reviewed regularly and enhanced to ensure that it provides practical assistance to staff on standards of behaviour and in solving ethical issues.

The Executive

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

The RTA Executive comprises the Chief Executive, Directors, the General Manager Environment and the Corporate Counsel. The General Manager Corporate Development contributes to and directly supports the work of the Executive. The Executive has accountability for ensuring effective governance of the organisation by determining strategic direction, managing risks, allocating resources, ensuring organisational policies are in place, reviewing organisational performance, and ensuring effective operational coordination and stakeholder relationships. The Executive is assisted in this by senior managers, advisory bodies and committees.

This structure supports effective corporate governance of the organisation.

Audit Committee

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

Strategic and business planning

Corporate objectives and strategies are set by the Chief Executive and senior management to meet the NSW Government's priorities and the community's road-based transport needs. The RTA's corporate plan – *The Journey Ahead* – sets out the organisation's vision, mission and key priorities. It also provides an integrated planning approach to transport through the inclusion of strategies linked to the NSW Government's *Action for Transport 2010 – An Integrated Transport Plan for NSW. The Journey Ahead* is supported by five-year strategic plans and business plans that are updated annually. Progress is monitored and reported against these plans and against community outcomes. Strategic management and planning is a cyclic process involving analysis of internal and external environments, strategic development and planning, service delivery and performance monitoring and evaluation.

Corporate card and purchasing card

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

Executive appointments and remuneration

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

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

Corporate structure

	CHIEF EXECUTIVE
	Paul Forward

ROAD SAFETY & ROAD USER MANAGEMENT	ROAD NETWORK INFRASTRUCTURE	TRAFFIC & TRANSPORT	CLIENT SERVICES	OPERATIONS
Director Sue Sinclair	Director Mike Hannon	Director Chris Ford	Director David Stuart-Watt	Director Ulf Fraser

CLIENT			PURCHASER	PROVIDER

ROAD SAFETY & ROAD USER MANAGEMENT
- Reduce road trauma
- Assess and license drivers and motorcyclists
- Educate road users
- Assess and register vehicles
- Maintain vehicle standards
- Maintain high standard of customer service
- Implement national transport reforms

ROAD NETWORK INFRASTRUCTURE
- Maintain State Roads and Bridges
- Develop the State Road network
- Contribute to integrated transport planning
- Manage National Highway and Roads of National Importance
- Develop policies and provide advice on infrastructure contracts
- Develop and deliver Government Private/ Public Partnership projects

TRAFFIC & TRANSPORT
- Improve the operational performance of the road network
- Manage incidents
- Plan and organise public transport infrastructure improvements
- Improve pedestrian and cyclist facilities
- Maintain traffic facility assets

CLIENT SERVICES
- Manage the provision and procurement of road infrastructure services to ensure best value for money
- Provide professional advice in the development and delivery of integrated road transport solutions
- Ensure consistency of practice across the State and integration of Local Government and community needs

OPERATIONS
- Provide comprehensive road, bridge, traffic, and driver and vehicle services across NSW
- Act as the RTA's principal service provider and deliver to agreed levels of time, cost and quality on a commercial basis

	ENVIRONMENT	CORPORATE COUNSEL
	General Manager Jay Stricker	Graham Read

FINANCE	CORPORATE SERVICES	COMMUNICATIONS & CORPORATE RELATIONS
Director Brett Skinner	Director Rod Tout	Director Paul Willoughby

CORPORATE SUPPORT

FINANCE

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

CORPORATE SERVICES

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

COMMUNICATIONS & CORPORATE RELATIONS

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

ENVIRONMENT

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

CORPORATE COUNSEL

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

The Executive

| PAUL FORWARD | JAY STRICKER | GRAHAM READ | MIKE HANNON | ROD TOUT |

Paul Forward Chief Executive

Paul Forward began his career as a lecturer in economics at the University of NSW and has degrees in economics and town planning. He joined the NSW public sector in 1980, holding senior management positions in the Department of Industrial Development and at the Sydney Water Board. In 1989 he joined Coopers and Lybrand Consultants as an Associate Director and conducted consulting assignments in strategic planning and marketing for public and private sector clients. In 1992 he was appointed Director, Corporate Planning, at the Water Board. He joined the RTA in February 1995 as Director, Road Network Infrastructure, and was responsible for the Network Development Program and the Infrastructure Maintenance Program. Paul was appointed Acting Chief Executive in May 1999 and Chief Executive in December 1999.

Jay Stricker
General Manager, Environment

Jay Stricker is an ecologist and environmental strategist with more than 25 years' experience in the management of a broad range of environmental issues spanning air quality, stormwater management, road traffic noise, biodiversity conservation, energy and waste management and indigenous and European heritage. Jay previously worked in the public sector at Sydney Water Corporation and The Australian Museum.

Graham Read Corporate Counsel

Graham Read has held the position of Corporate Counsel since joining the RTA in June 1998. Graham started his career at Freehills in Sydney where he spent five years working primarily in finance and litigation. After that, he spent two years establishing an internal legal branch at NSW Treasury Corporation with a focus on corporate governance, debt raising, capital markets and project financing. Graham has broad experience in the management of legal issues and teams across a range of major contractual, regulatory and disputed matters.

Mike Hannon
Director, Road Network Infrastructure

Mike Hannon is a civil engineer with over 30 years' experience in the NSW Public Service. Mike began work with the Public Works Department and in 1989 was appointed Regional Manager Metropolitan North and subsequently Deputy Director Regional Operations. A range of subsequent senior appointments included Chair of the Construction Policy Steering Committee, responsible for implementing the recommendations of the Royal Commission into Productivity in the Building Industry. He was involved in major projects such as the Walsh Bay Redevelopment, the Conservatorium of Music, Hunter Sewerage Scheme and Wharves 9 and 10, Darling Harbour. Mike was seconded to the RTA in 1999 and subsequently appointed Director, Road Network Infrastructure.

Rod Tout Director, Corporate Services

Rod Tout has had broad management experience in seven very different government organisations at State and Federal level, including a central agency, a commercialised business agency, the Judiciary and direct service-delivery agencies. Rod holds a Diploma in Public Administration, a Bachelor of Business and a Masters Degree in Law and Policy. He is a Fellow of the Australian Institute of Management and Justice of the Peace.

Ulf Fraser Director, Operations

Ulf Fraser is a civil engineer by profession with over 35 years' experience in all aspects of the development and management of the NSW major roads and traffic system. He started his career with the then Department of Main Roads designing bridges before moving on to supervision of their construction and maintenance. His responsibilities were later broadened to include accountability for the contract management of all road and bridgeworks across the State. In 1987 Ulf was appointed Project Manager, Sydney Harbour Tunnel, and subsequently negotiated the first tollroad project in NSW - the M4 in Sydney. Ulf held several senior positions with the RTA before being appointed Director, Operations, in 1999.

ULF FRASER   DAVID STUART-WATT   BRETT SKINNER   CHRIS FORD   PAUL WILLOUGHBY   SUE SINCLAIR

David Stuart-Watt
Director, Client Services

David Stuart-Watt was educated in Australia and France and holds degrees in both engineering and management. David worked for 25 years in a variety of positions with the Department of Main Roads and then the RTA before joining Local Government in London, England. David was appointed back to the RTA as a Director in 1995 and has held his current position of Director, Client Services, since 1999.

Brett Skinner Director, Finance

Brett Skinner began his career with a global accounting firm, working in the audit area covering a wide range of clients. He then worked for large private companies involved in agriculture and manufacturing. For 10 years Brett held Chief Financial Officer roles in the utilities industry covering electricity, gas, water and wastewater. These roles included ensuring good financial management and corporate governance. The roles also required advising the organisation's Board of Directors and executive management team on strategies to enhance the financial performance of their business units and the organisation as a whole. Most recently Brett worked for ActewAGL, an energy and water company in Canberra. One of his key roles was in forming and implementing a joint venture with AGL to ensure the financial security of ACTEW in a competitive market. Brett was appointed as Director, Finance, at the RTA in November 2001.

Chris Ford
Director, Traffic and Transport

Chris Ford is an engineer with extensive experience in traffic management. He began his career with the Department of Motor Transport in 1966. He worked as a consultant engineer, a transportation specialist with the Planning and Environment Commission and a network manager with the Ministry of Transport, before joining the Traffic Authority in 1986. His long career with the RTA includes appointments as the Manager of Development and Road Safety, Sydney Western Region, Manager, Network and Road Safety, Sydney Region, and Director of Road Safety and Traffic Management.

Paul Willoughby
Director, Communications and Corporate Relations

Paul Willoughby has spent more than 20 years involved in media and communications. He began his career as a journalist at the Adelaide Advertiser, working in the Federal Parliamentary Press Gallery before joining Government in 1990. Before joining the RTA, Paul was Director, Corporate Affairs, at the Olympic Roads and Transport Authority (ORTA). He developed the successful media and communications strategy on transport for the Sydney 2000 Olympic and Paralympic Games. He was appointed the RTA's Director, Communications and Corporate Relations, in March 2001.

Sue Sinclair Director, Road Safety and Road User Management

Sue Sinclair has worked for the RTA since 1981. During this period she has been appointed to a range of senior positions within the organisation and has a wealth of experience in public administration. Her roles at the RTA include Corporate Counsel, Director of Corporate Services and, from April 2000, Director, Road Safety and Road User Management. In 1994-95 she was seconded to the Homebush Bay Corporation as Senior Manager, Investments Olympics. Sue has managed a broad range of projects and led a diverse number of negotiations with both the private and public sector including major toll roads, data processing and desk top support, and commercial initiatives including the tourist development opportunity for the Sydney Harbour Bridge. In October 2001 Sue was selected by the Premier's Department to attend the Strategic Public Sector Leader's course. This is a State and Commonwealth initiative to recognise and develop senior executives in the public sector.

Overview RTA Chief Executive Paul Forward

This annual report

The photographs through this report focus on teams of RTA staff who work together to deliver services to the people of NSW. Some of these teams are made up of people who live and work in very different parts of the State. They reflect the fact that our work is important to all people in NSW, no matter where they live. This also brings to mind the collaborative nature of our work. We work with all sectors of government, the private sector, community groups and individual members of the public. For major projects, for example, community liaison groups ensure that people can discuss their concerns and ideas directly with the RTA staff building the road.

One of the aims of this approach is sustainability. This annual report continues our move last year to report more explicitly on the sustainability of our performance – not just economic indicators, but social and environmental sustainability as well.

This report also continues our approach of aligning our reporting with our corporate plan, *The Journey Ahead*. Over time, readers will be able to track our performance by referring to the performance and sustainability summaries at the beginning of each chapter.

Our performance in 2002-03

The RTA's prime responsibility for road safety again was a keen focus across the organisation. Working together with Police, other government agencies, local government, the community and the private sector, we delivered important and effective programs, such as WestSafe, which was expanded and continued to save lives in Western Sydney (fatalities in the

strategy area were 39% lower in 2002 than 2000). In western NSW, Operation WestRoads used the WestSafe approach and lowered the road toll in that region by 32% compared to the previous year. Despite these achievements, the road toll remains a critical concern, with speeding continuing to be the biggest killer. To reach the young men who are disproportionately involved in speeding crashes, the RTA broke new ground by becoming the major sponsor of the NSW Cricket Team – now known as the SpeedBlitz Blues. The team won the one-day and four-day competitions and the players made a strong contribution to the RTA's speeding campaigns. Development and trialling of the Driver Qualification Test – the last step in the new licensing scheme to produce better, safer drivers – was completed in preparation for introduction of the test on 1 July 2003.

The major program to develop the road network took big steps forward this year. The projects are all designed to deliver benefits to the community and business. Landmarks included:

- The beginning of construction of the Cross City Tunnel, which will relieve congestion in the CBD and improve east-west travel times.

- The contracting of the consortium to build the Westlink M7, Australia's biggest urban road project and a key missing link in Sydney's orbital network of motorways.

- Completion of the upgrade of the full length of Old Windsor Road and substantial work on the widening of Windsor Road, improving travel times and safety on this key road corridor.

FIGURE 01: Speed and traffic volume trends for seven major routes to and from Sydney

PM Speed
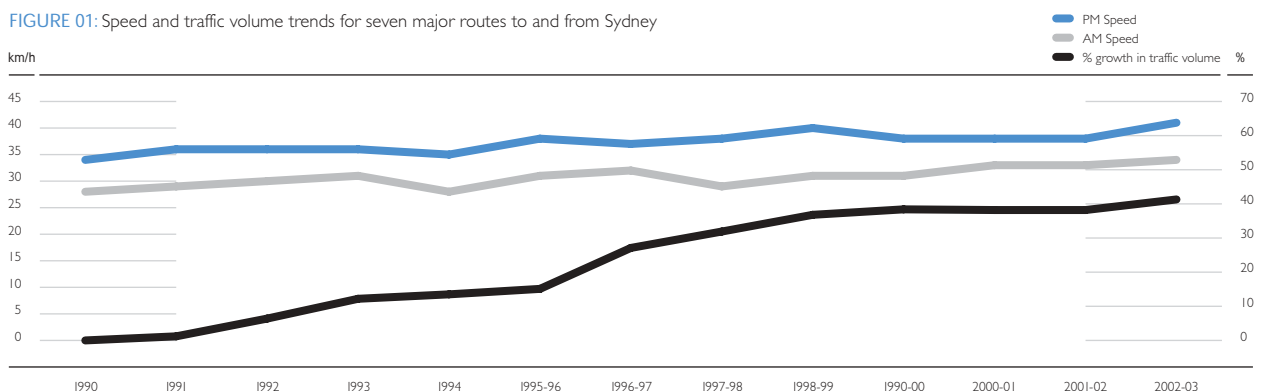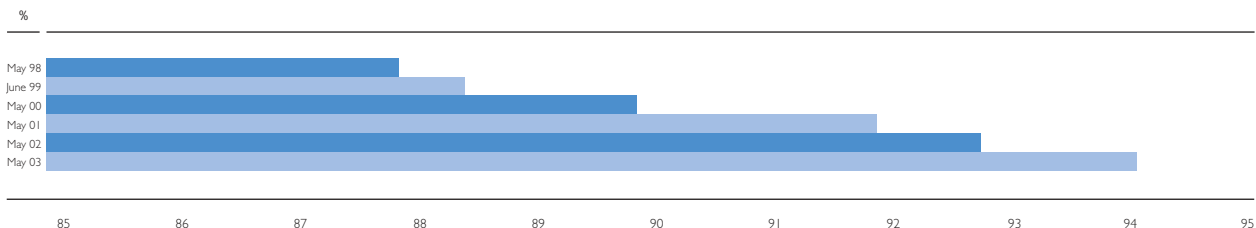AM Speed
% growth in traffic volume

FIGURE 02: Overall customer satisfaction with Motor Registry Service

- The start of operations on the Liverpool-Parramatta T-way.

- Major works progressing or being completed on the Pacific Highway, including the opening to traffic of the $348 million upgrade between Yelgun and Chinderah, bypassing the notorious Burringbar Range blackspot.

- Substantial progress in the program to widen the Great Western Highway to four lanes between Penrith and Katoomba and to mostly three lanes between Katoomba and Mount Victoria.

- The first stage of the widening of the F3 was completed with work beginning on the second.

The quality of the road network is being maintained, with ride quality being maintained or improved on most major routes.

RTA efforts to manage traffic flow succeeded in maintaining consistency of peak travel times on the State Road network in Sydney. We also provided expanded traffic information to the public through our revamped website, including real-time traffic information and live views of 10 traffic cameras across Sydney. The e-toll tag program continued to expand, improving traffic flows in central Sydney. We also encouraged alternative travel, funding 97 local bicycle projects, providing greater priority for buses on the roads and assisting local councils to provide better pedestrian facilities.

Access to RTA services was improved particularly through the expansion of the Government Access Program in rural and regional NSW. The RTA managed the program's expansion to 67 sites across the State. We also expanded the online options available to

customers to include driving test bookings, address changes and an online customer inquiries system. Satisfaction with the RTA's customer service continued to rise, with an independent survey showing that 94% of customers rated the RTA's service as good or very good.

Protecting the environment was again at the forefront of RTA activities. RTA leadership contributed to tighter noise and emission standards for Australian vehicles, a move which will benefit all Australians. Environmental work continued strongly in connection with all of our major projects, with a number of important projects to protect biodiversity in the sensitive areas of northern NSW affected by the Pacific Highway upgrade. Accountability remained important, with the completion of our annual environment report and an inventory of greenhouse gas emissions from RTA internal activities.

The RTA's hard-working and innovative staff are worthy of tribute. Our work is complex and requires strong relationships between staff across the organisation, with our partners and stakeholders, and with the community that we serve. This report includes a photographic tribute to the teams of staff who work together to deliver projects of benefit to the community. My gratitude goes to them, and to the many other public and private sector organisations and individuals who have worked with the RTA this year to deliver such a broad range of important services to the people of NSW.

Paul Forward Chief Executive

FIGURE 03: Ride quality on State Roads (including National Highways)
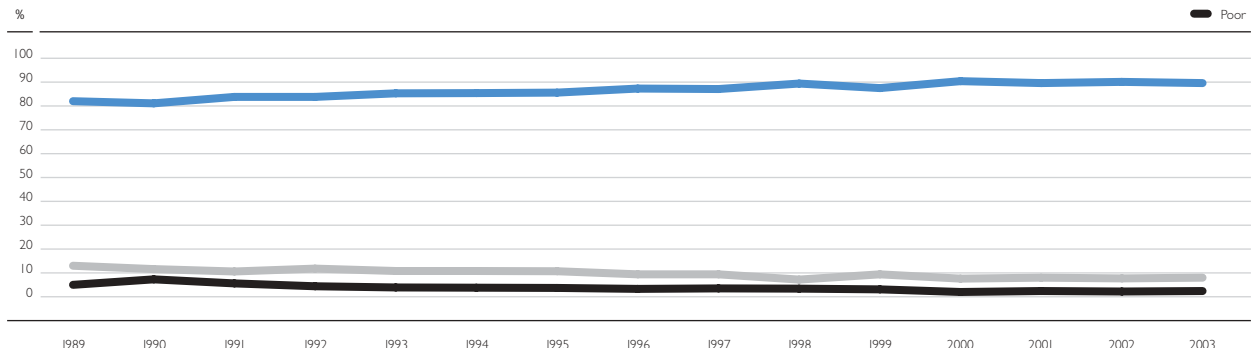
Financial overview

Enhancing business efficiency, financial and risk management across the RTA.

Bottom line

The RTA's economic bottom line is based on sound financial management, efficiency and productivity. It means the RTA strives to operate efficiently and effectively to maximise the benefits from funds provided by the State and Federal governments and generated by the RTA, to support the continuity of our business. These funds enhance the organisation's financial strength and enable us to develop and provide the best road network, road safety and traffic management solutions and value for money services to customers and the NSW community.

The RTA also contributes to social and environmental outcomes by extending the range of services provided, making them more accessible to the community and ensuring that services are delivered in a sustainable manner. A strong focus on customer service contributes to provision of better roads program related solutions and a high level of customer satisfaction.

As our customer base broadens and the RTA's economic strength grows, we are able to consider and invest in new technology and better service delivery options that will further benefit stakeholders.

Objectives

Managing the finances by focusing on:

- Revenue and funding sources to ensure adequate funding for core programs.
- Implementing a new financial management framework.
- Planning and monitoring performance to ensure best use of assets and financial resources.
- Re-engineering costing, budgeting and reporting processes to provide more effective management information.
- Re-engineering the procurement and contract management processes.
- Proactively managing risk exposures.
- Ensuring provision of high level financial and commercial advice to support strategic business decision-making.
- Managing the property portfolio effectively.

Achievements

- Sound financial management of $2.7 billion funding and expenditure program.
- Developed a new Financial Management Framework.
- Developed and implemented a Strategic Risk Reporting Framework.
- Generated gross revenue of $58.8 million from sale of surplus property and leasing of residue property.
- Commenced a review of untenanted land for future road works.
- Administered $65.9 million and processed 372,142 claims from more than 240,000 registered customers of M4/M5 Cashback Scheme.
- Commenced trial of Expense Management System for purchase card management.
- Implemented changes to the banking contract with savings of over $2 million and recovered $1.1 million, previously considered doubtful, through a pilot outsourced debt recovery program.
- Met target for debt reduction by repaying $98 million and unfunded superannuation liabilities by contributing $32 million during the year.
- Implemented robust evaluation and benefit realisation monitoring processes of business investment and other commercial proposals.
- Evaluated private sector infrastructure projects for financial and economic viability and developed benchmark models for assessing bids and determining the value of potential risks.
- Further enhanced the organisation's control framework.
- Managed property information relating to $3.2 billion of property assets.

Financial management

The emphasis remained on further enhancing business efficiency and risk management across all RTA operations. New financial and risk management frameworks were developed and implementation began during the year to enhance resource allocation, budgetary control and management reporting processes. Re-engineering of the finance function was initiated during the year to focus on the changing commercial environment. Change management processes including extensive consultation, team briefing sessions and electronic communication channels were utilised throughout the year to keep staff fully informed and ensure a smooth transition to the new operating model.

e-Business

The RTA's web-based Online Property Inquiry System (OPIS) is being enhanced to enable information brokers to download

Construction of the Cross City Tunnel began in January 2003. The tunnel will be opened to traffic in 2005.

batch files of property inquiries from their clients to OPIS and to upload the RTA's responses to these enquiries. Upon implementation, the system is anticipated to handle approximately 60,000 inquiries per annum.

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

Integrated management system

The successful implementation of Stage 1 of a new Integrated Management System (SAP R/3) reduces interfaces and streamlines and automates business processes. The success of the systems implementation was recognised when the RTA was one of two winners of the 'Best Industry Solution Implementation' award from German software company SAP. Stage 1 provided a platform for progress in implementing the Business Warehouse (BW) reporting solution, and Stage 2 development in Employee Self Service (ESS) and Project Management 21st Century Systems (PM21s).

BW was successfully implemented this year to supply high level executive management information in a timely manner for strategic decision making. Aggregated data in the Financial and Human Resource models is now available in BW to facilitate timely management reporting at all levels.

ESS is a web-based human resources information management solution that allows employees to update and maintain their personal data and enter electronic requests via the RTA Intranet. ESS moves the RTA from a paper-based to an electronic system and ensures that all employees, including senior managers, no longer have to rely on a third party to access their personal records. The rollout of ESS was completed for the majority of salaried staff, with motor registry staff scheduled to receive ESS from August 2003.

The RTA successfully completed the Phase 1 implementation of the PM21s. This enhanced project management system is now in use by the Client Services and Road Network Infrastructure directorates for the management of network development projects. The system allows the RTA to achieve better project outcomes, including more efficient project management. The project was delivered on time and within budget due to the cooperation, enthusiasm and commitment of staff and management.

Total roads program

The expenditure for the year was $2718 million ($2496 million in 2001–02). In achieving this result, the RTA met Government commitments to specific initiatives, including *Action for Transport 2010*, the Pacific Highway Upgrade, Western & South Western Sydney Roads and Rebuilding of Country Roads programs.

A summary of the RTA's financial performance in 2002-03, as compared to previous years, is shown in the table below:

	Notes	Result 99–00	Result 00–01	Result 01–02	Target 02–03	Result 02–03	Target 03-04
Financial performance indicators							
Debt servicing cost as % of Roads Program		4.4	3.3	3.5	6.5	6.5	5.6
Asset sales ($M)	1	38.7	34.4	35.9	35.0	45.0	45.0
% interest earned – Hourglass facility	2	5.5	6.0	5.3	5.0	4.7	4.7
– Other institutions		5.4	6.0	5.0	5.0	5.0	4.7

General Notes

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

1 Sale of surplus real properties including those acquired for roadworks, and which are no longer required. All dollar amounts reported in nominal terms.

2 Target represents benchmark rate as advised by Treasury Corporation.

Funding sources

Of the total funds applied to the Roads Program in 2002–03, State sources provided $2474 million or 86% ($2039 million in 2001–02). The Federal Government contributed $388 million or 14% ($359 million in 2001–02) towards National Highways in NSW, Roads of National Importance and the Australian Transport Safety Bureau – Blackspot Program.

Risk management

During the year the RTA demonstrated its commitment to further improving the way it identifies and manages risks by documenting and formalising its strategic risk-reporting framework. The framework reiterated the Chief Executive's commitment to requiring senior managers to take responsibility for managing strategic risks within the operations for which they are responsible.

Other aspects of the framework include:

- The appointment of an Executive Director as the RTA's Chief Risk Officer.

- Agreement to the establishment of Risk Management Working Committee to monitor the identification and management of the RTA's strategic risks.

- The specific linking of strategic risks to directorate and corporate planning.

- Key Performance Indicators.

The RTA identified and managed its risk exposures through practices and policies such as:

- The use of a formal risk model as an integral part of the RTA's internal audit process.

- Risk assessments before the start of specific projects, depending on the level and type of risk involved.

- Requiring all construction projects valued at more than $5 million to be the subject of a risk review before commencement.

- Transfer of risks to contractors and service providers to ensure appropriate accountability.

- Use of risk-based funding priorities to support the Road Infrastructure Maintenance Program.

Risk insurance

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

Purchase of this cover prior to the crisis in the insurance industry has provided low cost insurance for the RTA's construction projects and road infrastructure maintenance program during a year when insurance has been difficult to purchase and premium costs have escalated.

FIGURE 04: Source of Funds 2002-03 $2,718M

- RTA Revenue $534
- Commonwealth State $388M
- Motor vehicle taxes $881M
- Consolidated fund allocation $716M
- Untied Commonwealth Road funds $134M
- M4/M5 cashback scheme $65M

FIGURE 05: Expenditure 2002-03 $2,718M

Road Network Infrastructure:
- Network Development $1,021M
- Infrastructure Maintenance $757M

- Traffic and Transport $258M
- Road Safety & Road User Management $439M
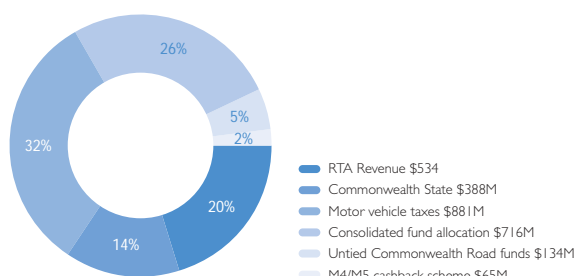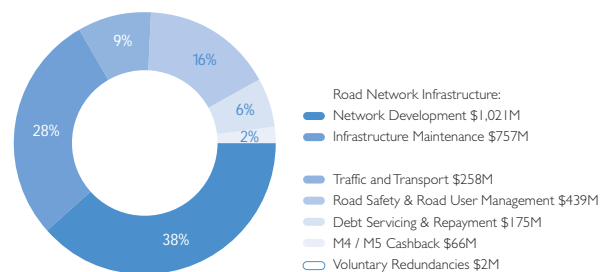- Debt Servicing & Repayment $175M
- M4 / M5 Cashback $66M
- Voluntary Redundancies $2M

Commercial risk

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

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

Interest rate risk

Interest rates on the RTA's debt are a mixture of fixed and floating rates. In January 2000, the RTA agreed that Treasury Corporation should manage the RTA Debt Portfolio.

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

Office accommodation

The RTA submits an annual Office Accommodation Strategy covering 27 major offices to the NSW Government Asset Management Committee. The current average space density ratio of office space for these sites is approximately 14.3m^2 per person, which complies with the NSW Government accommodation guidelines.

Property management

The RTA's property portfolio is reviewed regularly. Property not required for current and future road construction and related purposes was either disposed of or leased in accordance with Government policy. Revenue generated from the leasing or sale of property was on target (gross revenue of $63.2 million was generated this year).

Internal audit

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

More details of internal audit and other services are provided in **Appendix 7 – Control Management Services.**

Cashback scheme

In October 1996, the State Government announced that from 1 January 1997 drivers of NSW privately registered motor vehicles using the M4 and M5 motorways would be eligible for a refund on tolls paid on these roads. The M4/M5 Cashback Scheme is administered by the RTA and refund claims are made quarterly. During 2002–03, 372,142 claims were processed. The total cost of the scheme including administration was $65.9 million. At 30 June 2003, there were more than 240,000 Cashback accounts registered with the motorway companies. The total cost of the scheme is funded from Consolidated Revenue.

FUTURE CHALLENGES

- Improve budgeting and funding bids to better reflect resource requirements with corresponding gains and benefit outcomes.

- Improve and broaden the RTA's revenue base through commercial agreements, partnering arrangements and private financing proposals.

ENVIRONMENTAL
SOCIAL
ECONOMIC

Wages classification structure project

The assessors worked with a high degree of motivation and good humour to complete a very challenging task. I really appreciated the way that they worked together so strongly as a team – always ready to offer support to each other and help each other out. *Brett Knopke*

FROM LEFT: Barney Morrow, Assessment Coordinator/Mechanical Tradesperson, Port Macquarie // Brett Knopke, Team Leader, Parramatta.

Our people

Strategic outcome

A safe, skilled, motivated and ethical workforce.

Performance overview

Strategic outcome	Measures of success	Performance against these measures in 2002-03
A safe, skilled, motivated and ethical workforce.	Reduction in the number and severity of injuries.	During the year the number of claims increased by 12% and the severity of claims increased by 5% – the first increase in workers compensation for 14 years.
		This increase reflects a public sector-wide increase following the introduction of provisional liability under workers compensation legislation.
	Reduction in sick leave absences.	Sick leave absences were reduced by approximately 3%.
	Human resources benchmarks are within the desired range for industry groups.	RTA continues to operate within the industry groups' desired benchmark range.
	Percentage participation in management development activities.	99% of nominated Middle and Frontline Managers attended the Management Skills and Development Program and 90.2% of nominated Registry Services Managers attended the Registry Services Management Skills Development Program.

Sustainability

The economy

The RTA is committed to providing a safe working environment that protects the health and welfare of staff. The RTA invests significantly in people and resources to manage health and safety risks at its workplaces. This contributes to the efficiency of business processes and minimises negative impacts on the health of the workforce and associated costs. The RTA has developed a human resources policy framework, including a Code of Conduct and Ethics, to ensure staff carry out duties in an economical and resource-efficient manner.

The environment

The RTA's telecentres at West Gosford and Penrith enable staff who usually work at Sydney metropolitan locations to access RTA office and computer systems closer to home, reducing travel times and associated motor vehicle emissions.

The community

The RTA's investment in Occupational Health and Safety (OHS) has a significant social dividend. The injury prevention and injury management programs seek to minimise disruption to employees' families and communities. The RTA's insistence on high standards of OHS by contractors also spreads these benefits beyond the RTA, particularly in the civil construction sector and local government through road maintenance contracts.

Performance in detail

Workforce Capability Plan

The Workforce Capability Plan was researched, developed and endorsed by the Chief Executive for launch in 2003. The Workforce Capability Plan provides the framework for enhancing the RTA's capabilities and creating a safer and healthier work environment. To achieve these goals, the plan identifies six strategic priorities for the next five years:

- Develop leadership and management capability.
- Build a high performance culture.
- Plan for the future workforce.
- Behave with integrity.
- Provide a healthy and safe work environment.
- Continue to learn and develop.

Human Resources policies and practices

The RTA Human Resources Manual was re-issued in October 2002. Policies were revised to reflect changes in Federal and State legislation, NSW Government policy, general public sector standards and current RTA administrative practice. Responsibilities within policies were aligned with the revised RTA Delegations Manual and the current organisational structure.

The manual was re-issued in August 2002. A comprehensive review of delegation levels was conducted which took into account significant organisational change in the RTA in recent years and the changing nature of the RTA's business and functions.

Occupational Health and Safety

OHS performance is closely monitored within the RTA. The Executive receives a comprehensive report on a quarterly basis and has initiated a monthly report on practical measures implemented, and obstacles experienced, in improving OHS standards. Senior managers also receive monthly reports on OHS performance in their areas. OHS performance is measured annually through an assessment against the RTA OHS Management Standard. Each RTA Directorate is required to develop an annual OHS Improvement Plan in response to this assessment.

During the year the RTA introduced an OHS Incident Helpdesk to allow rapid reporting of OHS incidents by employees. The new system provides quicker dissemination of information and better control of investigations and follow-up of outcomes.

The quarterly Best OHS Team Performance competition continues to provide a vehicle in high-risk operational areas for focusing attention on priority safety issues each quarter. This initiative received a high commendation from the judging panel in the 2002 Treasury Managed Fund Public Sector Risk Management OHS award. The RTA also received a high commendation in the Workplace Innovation category for the work of Fleet Services in reducing the manual handling risks of setting up traffic control devices at the entry of the M5 East Freeway to General Holmes Drive.

A mandatory OHS training program began this year to ensure that all employees and managers are aware of the processes in place for managing health and safety, the risks they may face in their work and the control measures in place for managing those risks.

External monitoring of the RTA's OHS performance, under the Premier's 'Taking Safety Seriously' strategy for the NSW Public Sector, reflects well on the RTA's commitment to better health and safety at work. Over a four year period to 31 December 2002, the RTA achieved:

- A 36% reduction in workers compensation claims compared to a whole of Government reduction of 7%.
- A 24% reduction in average cost of claims compared to a whole of Government reduction of 15%.

While these results are encouraging over the longer term, the short-term performance reinforces the RTA's recognition that continuing improvements will only be achieved through an all-embracing safety culture. The RTA remains absolutely committed to the pursuit of this culture.

Despite this effort, claims for workers compensation increased for the first time in 14 years.

The following results were reported compared to the previous year:

- A 12% increase in total number of workers compensation claims.
- 9.1 workplace claims per 100 employees compared to 8.2 last year.
- A 16% increase in lost time injury claims.
- 5.6 lost-time injury claims per 100 employees compared to 5.1 last year.
- A 5% increase in claims severity compared to a 31% reduction last year.
- $424 cost of claims per employee compared to $415 last year.

Unfortunately, one incident on an RTA road construction project during the year resulted in the death of an employee of an RTA contractor. This was a tragic loss for this man's family and for those who worked with him. All incidents are investigated in detail to ensure that the lessons learnt are shared across the RTA.

The RTA's OHS strategies are designed to achieve compliance with OHS legislation. The RTA works cooperatively with WorkCover to rectify hazards and minimise risks to employees where areas of non-compliance are identified.

In 2002-03 the following activities were recorded in relation to WorkCover:

- Three WorkCover Prohibition Notices compared to one last year.
- 12 WorkCover Improvement Notices compared to seven last year.
- Three Infringement Penalty Notices compared to one last year.
- 27 reports of notifiable workplace incidents to WorkCover compared to 68 last year.

Developing our people

RTA training excellence

The NSW Department of Education and Training recognised the RTA's achievements in developing its people by selecting four RTA finalists in the 2003 NSW State Training Awards. The winners will be announced in the latter part of 2003. RTA finalists were selected in the following categories:

- State Training Initiative Award: Wages Classification Structure Assessment Project.

- Aboriginal & Torres Strait Islander Student of the Year: Troy McGrath, Albury Motor Registry.
- Australian Business Trainee of the Year, Riverina: Alyssum Taylor, Wagga Wagga Client Services.
- Australian Business Trainee of the Year, North Coast: Danielle Shelley, Newcastle Administration Centre.

The RTA has maintained its status as a Registered Training Organisation under Section 22C of the *Vocational Education and Training Accreditation Act* of 1990 and is compliant with the Australian Quality Training Framework introduced in 2002. The RTA develops and delivers a range of competency-based programs to staff across all areas.

Competency based training and assessment

Implementation of the Wages Classification Structure Assessment Project involved the training and development of 19 wages staff as workplace assessors from across different trades and non-trades areas. These staff have developed more than 140 instruments for assessing Wages Classification Structure identified competencies. As of June 2003, more than 1400 wages staff had participated in a formal workplace assessment of competencies aligned to their position. During the process 18,368 units of competency were assessed, of which competency was demonstrated in 16,097 units. Statements of Attainment were issued for 6509 national units of competency from the National Civil Construction Training Package.

Regional training

The RTA provides Learning & Development delivery teams across its six regions. This strategy aims to place training as close as possible to the workplace for the RTA's dispersed workforce. Many innovative projects have been developed regionally, which will be able to be used more broadly across the RTA.

South West Region developed training in the handling of sharps and blood borne pathogens in the workplace.

Southern Region developed a partnership with West Wollongong TAFE, with graphic arts students designing new training logbooks for the RTA.

Hunter Region piloted the new Management Skills Development Program. In conjunction with Yamuloong Association Incorporated, Hunter Region also commenced a mentoring program for nine indigenous trainees. This program provided additional support to trainees and promises to aid the retention and improve the integration of trainees in the workplace.

RTA targeted recruitment programs

The RTA targets the recruitment of graduates, trainees, apprentices and cadets, and offers scholarships in a variety of disciplines, designed to meet the RTA's future workforce needs and the Government's Equal Employment Opportunity and Aboriginal policies.

GRADUATE RECRUITMENT AND DEVELOPMENT (GRAD) PROGRAM

During 2002-03, the RTA further developed its expanding GRAD Program. For the first time the program took two graduate intakes – 11 in August 2002 and 26 in January 2003. The program continued to prove its value in providing future managers for the RTA, with 85% of the completing graduates being retained by the RTA and 69% securing permanent RTA positions. The program has helped the RTA to address the workforce planning issues highlighted in the Workforce Capability Plan.

Graduates offer a fresh perspective on the RTA, which is important to organisational improvement and growth. In November 2002 a special graduate project team presented to the RTA Executive a range of findings and recommendations on business improvement opportunities. This included a consolidated critique of the organisation, including an investigation of the impact of emerging themes on the business and a visualisation of the organisation in 8-10 years time. This resulted in a set of graduate recommendations to inform the business improvement program and development of the next corporate plan.

The program continues to develop a positive reputation with graduates and universities for providing major project work to allow the accelerated development of the graduates' skills.

SCHOLARSHIP PROGRAM

The RTA has established an undergraduate scholarship program with selected universities in NSW. During 2002-03 the RTA expanded the range of scholarships to include Spatial Systems/Surveying (an identified area of workforce capability need). The program is designed to ensure that future generations have the knowledge and skills necessary to work in the roads industry. It has the added advantage of providing staff to regional and metropolitan locations during peak leave periods.

Between November 2002 and February 2003, the engineering scholarship recipients completed their first work placements with the RTA. They gained experience across the State within a range of diverse projects including regional road infrastructure, project management services and Sydney Transitways. Feedback from placement supervisors was positive, particularly about the skills and flexibility of the scholars who, in turn, valued the challenge and the opportunity to apply their skills in the workplace.

APPRENTICESHIPS

The four-year apprenticeship program rotates apprentices between workshops and worksites across the State to ensure they gain exposure to a broad range of skills relevant to their TAFE studies.

The RTA recruited 15 new apprentices in 2002-03 across a range of trade classifications including carpenters, electricians, metal fabricators, plant mechanics, painters and traffic signal technicians. A total of 67 apprentices are employed by the RTA. Fourteen apprentices completed their apprenticeships at the end of 2002 and the RTA retained eight of them.

TRAINEESHIPS

The RTA provides career-start opportunities through traineeships, with 93 trainees working towards their qualifications. Traineeships may be based in regional offices, administration centres, motor registries or call centres. Special placements are identified for people with a disability and for Aboriginal people.

In 2002-03 the RTA supported some high achievers, with two trainees placed within their region as finalists in the NSW Training Awards and one trainee placed as a State finalist.

Staff from the RTA's Parkes Regional Office have their heads shaved to raise funds for the Leukemia Foundation.

RTA Spokeswomen

The RTA has an active Spokeswomen's Program that:

- Facilitates regular information and discussion sessions.
- Provides development and growth opportunities for women throughout the RTA.
- Develops activities in major areas of interest for women.
- Provides access to information, services and advice.

The program is supported by a Women's Liaison Officer and eight Spokeswomen representing all NSW regions.

The Spokeswomen organised annual Women's Information Days titled 'Growing Stronger Every Day'. These days were held in nine locations throughout the State and more than 400 women participated.

Elections were held for four new Spokeswomen in May 2003.

Internal communications

The RTA has given a high priority to internal communications projects to improve the RTA's efficiency and customer service. The RTA's first Internal Communications Project Manager was appointed in March 2003. Tasks undertaken include supporting the Intranet redevelopment and assisting in the development of the corporate plan, internal information directories, the staff magazine and staff awards. The role also provides advice and support to managers and regional offices.

Another internal communications milestone was the creation of a new staff magazine, *Momentum*, in March 2003. The magazine has a much greater emphasis on profiling best practice and sharing information with staff.

Other internal communications projects are being developed which support staff in regional centres and isolated areas and improve communication between management and staff.

Improved access and participation for Aboriginal people

The RTA's Aboriginal Action Plan provides the strategic direction for the RTA's Aboriginal program.

Aboriginal Licensing Coordinator and Road Safety Coordinator

An Aboriginal Licensing Coordinator and an Aboriginal Road Safety Coordinator were appointed. The role of the Aboriginal Licensing Coordinator is to develop strategies to improve community access to the licensing system. The Aboriginal Road Safety Coordinator manages the development and delivery of road safety initiatives and materials appropriate for Aboriginal communities.

In addition to the RTA's Aboriginal Program Consultants, the RTA also appointed Aboriginal and Torres Strait Islander Registry Service Officers, an Accounts Officer and an Administration Services Officer. An Aboriginal mentoring program is being developed to assist Aboriginal staff.

Aboriginal traineeship and cadet program

The RTA has one Aboriginal and Torres Strait Islander Cadet, as part of the NSW Indigenous Cadetship project run by the Office of the Director of Equal Employment Opportunity in Public Employment. The cadetship is funded by the Commonwealth Department of Employment, Workplace Relations and Small Business.

The RTA employs more than 20 Aboriginal trainees in the Newcastle Call Centre and at selected motor registries.

Aboriginal participation in construction guidelines

A number of construction projects, such as the Walgett and Brewarrina bridges, were included as part of the implementation of the Construction Policy Steering Committee's Aboriginal Participation in Construction Guidelines. Aboriginal program staff conducted workshops in Sydney, Wollongong and the Hunter to explain how the guidelines could be used by project managers to increase the participation of Aboriginal people in the workforce.

FUTURE CHALLENGES

- Implementation of the Workforce Capability Plan priorities.
- Conduct the RTA Climate Survey in 2003-04.
- Achieving a 10% reduction in injuries by 2005.
- Revise and update the Aboriginal Action Plan, the Disability Action Plan, the Diversity and Equity Plan and the Ethnic Affairs Priority Statement and Plan.

Aboriginal driver education program

The answer to working successfully with Aboriginal communities is through genuine consultation. The regionally placed Aboriginal Program Consultants are the key to accessing the community. This process is integral to the RTA delivering effective road safety programs to Aboriginal people. *George Shearer*

FROM LEFT: Mary-Lou Buck, Aboriginal Program Consultant, Kempsey // George Shearer, Aboriginal Road Safety Coordinator, Sydney.

Road safety

Strategic outcome

Reduced trauma and cost to the community
of road deaths and injuries.

Performance summary

Strategic outcome	Measures of success	Performance against these measures in 2002-03

Strategic outcome

Reduced trauma and cost to the community of road deaths and injuries.

Measures of success

Halve the number of fatalities by 2010, based on 1999 figures.

Performance against these measures in 2002-03

Developed and implemented *Road Safety 2010* strategy.

- Lowest financial year road toll (531 fatalities) since 1947-48 and 34 lower than 2001-02.

- Installed additional fixed digital speed cameras, taking the total number of cameras to 100, plus a trial of 10 bi-directional cameras at schools.

- Installed 40km/h school zones at the entry points of 3153 schools in NSW.

- Developed a trial Sober Driving Program.

- Legislation for the Alcohol Interlock Program was passed in September 2002 for implementation in July 2003.

Sustainability

The economy

The RTA is committed to reducing deaths and injuries due to motor vehicle accidents. It is estimated that short-term strategies, such as enhanced Police enforcement with targeted public education campaigns, can deliver up to $3 for every road safety dollar spent. Longer-term road safety strategies tend to deliver around a $2 benefit for every dollar spent. NSW blackspot funding was worth $15.5 million in 2002-03.

FIGURE 06: Fatalities in NSW contributing factors 2002

Speed   Illegal Alcohol
Fatigue   Non-use of restraints

46
23
20
20

Note: Contributing factors are not necessarily mutually exclusive and these percentages should not be added together.

% 0   10   20   30   40   50   60   70

The environment

While the road safety program aims to reduce deaths and injuries, there is a positive impact on the environment through lower vehicle emissions in 50km/h residential areas and 40km/h school zones. It was announced in May 2003 that NSW would adopt 50km/h as the default urban speed limit on 1 November. In addition, at 30 June 2003, all roads with a current school access point had a school zone installed.

The community

Significant suffering results from motor vehicle deaths and injuries, particularly for families. Road safety programs seek to reduce this suffering and ease pressure on health and community services and facilities. The success of these programs is indicated by the road toll – the lowest financial year toll for 55 years. RTA road safety efforts included a focus on local community issues through initiatives such as Operation WestSafe and work with local government and community groups.

Performance in detail

Outcomes

There were 531 fatalities on NSW roads in 2002-03, 34 fewer fatalities than 2001-02 and the lowest financial year result since 1947-48 (with 508 fatalities).

Factors involved in fatal crashes

A study of the calendar year ending 31 December 2002 revealed that:

- Speeding was a factor in around 46% of fatalities.
- At least 20% of people killed in motor vehicles were not wearing available restraints.
- At least 23% of fatalities were the result of an incident involving a driver with a blood alcohol level above the legal limit.
- Driver fatigue contributed to about 20% of fatalities.
- At least 5% of motorcyclists killed were not wearing helmets.

Community and interagency programs

Enhanced Enforcement Program

The Enhanced Enforcement Program is a partnership with the NSW Police to encourage safe road user behaviour by ensuring a higher level of Police visibility at strategic times of the year. The RTA provided $4.2 million for the financial year to fund operations targeting speeding, drink-driving, fatigue and seat belt and helmet use.

Seven Statewide enforcement operations were conducted and supported by RTA public education campaigns. NSW roads were safest in 2002-03 during Statewide operations such as 'Safe Arrival' at Christmas and 'Tortoise' at Easter. In addition, regional operations addressed more local issues. The co-ordinated RTA/Police 'WestSafe' strategy, which began in late 2000 and was expanded in 2002, continued to reduce fatalities in Western Sydney. Compared with the 2000 figures, fatalities in the original WestSafe area were 33% lower in 2001 whilst fatalities in the expanded WestSafe area were 39% lower in 2002. In western NSW, Operation WestRoads has used the WestSafe approach and lowered the road toll in that region by 12 – or 32% – compared with the previous year.

Local Government Road Safety Program

The RTA continued an effective partnership with local government through the jointly funded Local Government Road Safety Program (LGRSP), which develops road safety initiatives within local communities. By 30 June 2003, 100 councils across NSW were involved. Six new councils joined the program during the year. As part of the program, 74 Road Safety Officers are employed in local councils. These officers delivered more than 200 community-based road safety education projects in the past year. The LGRSP is the result of a positive and proactive collaboration between the RTA, Institute of Public Works Engineering Australia, Motor Accidents Authority and the Local Government and Shires Association.

Community-based action

The RTA encourages the community to support and be involved in road safety initiatives, particularly at a local level. As well as the LGRSP, other community initiatives included:

- Nine Community Road Safety Groups in the Southern and South West RTA regions.
- Three RTA/NSW Health Safe Communities pilot projects.
- Four RTA-funded Drink Drive Prevention Officers employed across regional areas of NSW in partnership with Area Health Services.

Community information

The RTA's Community Information program supports public education initiatives by providing free road safety material. Orders for materials are processed via the toll free telephone number 1800 060 607. In 2002-03, 11,881 calls were received and more than 3.5 million road safety materials were distributed. A catalogue of road safety community education materials is available on the website and online ordering is expected to be introduced later in 2003.

SpeedBlitz Blues: Cricket NSW sponsorship

The 2002-03 cricket season was the first in which the RTA was the major sponsor of the NSW Cricket team, now known as the SpeedBlitz Blues. The three-year sponsorship is a key component of the RTA's efforts to raise public awareness and change attitudes relating to speeding – the single biggest contributing factor in road deaths and injuries.

The sponsorship's first year was very successful, with the SpeedBlitz Blues winning both the one-day ING Cup and the Pura Cup competitions for the first time in 10 years. The success of the team, and the regular appearance of Australian Test greats Mark and Steve Waugh, meant that the RTA's speeding message was prominent throughout the season.

The sponsorship is the first road safety involvement by a team of elite Australian cricketers and some of the team's most prominent players appeared in two road safety television commercials. Team members were also involved in road safety radio commercials, a billboard advertisement and other publicity activities. As well as player appearances, the sponsorship included signage at the Sydney Cricket Ground and prominent branding of uniforms.

This cricket sponsorship is a new opportunity to get speeding road safety messages to the public, particularly young males who continue to comprise the most at-risk group on the roads. The cricket team's efforts in promoting such an important road safety message were outstanding.

Additional activities were being planned for 2003-04, including SpeedBlitz Blues On The Road, taking the anti-speeding message to high school students throughout metropolitan and regional NSW.

Black Spot programs

The State and Federal Black Spot programs target the road network's worst 'black spots' and 'black lengths'. A total of $15.5 million of State funds was spent in 2002-03 on State Black Spot treatments. These funds allowed for a

This billboard, featuring the NSW SpeedBlitz Blues, supported a Statewide television advertising campaign which also included the champion cricketers.

number of improvements across the road network including traffic signal improvements, intersection reconstruction and safety barrier installation. Significant improvements were made to 130 high-risk locations, addressing local community concerns.

The Federal Black Spot program, administered by the RTA, constructed 107 new road safety projects, with total Federal funding of $14.3 million.

Heavy vehicle safety

Seat belt campaign

Following research indicating the effectiveness of seat belts for heavy truck drivers and observational surveys indicating low wearing rates, the RTA implemented a Statewide heavy vehicle seat belt campaign targeting heavy truck operators and drivers. The campaign included information on Rig Radio, press, direct mail, billboards, and road stenciling at heavy vehicle checking stations.

Heavy vehicle speed surveys

Surveys of heavy vehicle speeding on all major freight routes were undertaken to assist in the development, implementation and targeting of strategies to manage heavy vehicle speeding. High average and peak vehicle speeds were detected across the road network. The information

has been communicated to the NSW Police and heavy vehicle industry.

Heavy Vehicle Safety Issues and Countermeasures

A Heavy Vehicle Safety Issues and Countermeasures document was developed to outline the key safety issues for heavy vehicles in NSW and countermeasures to address these issues.

Bus safety

Investigation of the retrofitting of seat belts in buses was completed. The investigation was set up to ensure retrofitted seat belts provided adequate protection and did not present a hazard to occupants. The investigation involved the inspection and dynamic testing of installations. Two bulletins were produced for small and large buses, to assist Vehicle Inspectors ascertain whether inspected vehicles are adhering to standards.

Road environment and light vehicle standards

Rest areas

The RTA built 10 new rest areas and improved 25 existing rest areas to help drivers and motorcyclists avoid fatigue. During 2002-03, the RTA spent $5.47 million to develop and upgrade rest areas, including improving signage where appropriate. Maps showing light

vehicle and truck rest areas are available from motor registries and on the RTA website.

Roadside facilities

In 2002-03, Crashlab tested the performance of various safety barriers and other roadside devices used by the RTA. The testing program has resulted in improvements to safety barriers, safety barrier terminals, pedestrian fences and sign structures for use by the RTA and councils.

Australian New Car Assessment Program (ANCAP)

The RTA continued its active participation in ANCAP, which has provided consumers with vehicle safety information for 11 years. The crash test and pedestrian compatibility test program provided updated information on compact 4WD safety in December 2002 and February 2003. A brochure on large car safety was released in May 2003.

Approved child restraint fitting scheme

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

School and youth programs

Road safety education

The road safety education program continued to ensure the delivery of road safety education to every school child in NSW through a mandatory curriculum. The program is supported by road safety education resources developed by the RTA in consultation with the education sectors. These resources are provided free to all schools. Professional development of teachers is an integral part of the program.

Secondary school road safety education resources were redeveloped and a strategy was developed to use interactive technology to engage students in issues such as risk-taking and decision-making as road users.

The RTA collaborated with education agencies and the University of Wollongong to develop a new Stage 4 road safety education curriculum resource to support school Personal Development, Health and Physical Education programs.

The RTA and the NRMA were working together to provide schools with a Stage 5 teaching resource, 'Shift 2nd Gear'. It will include a new range of creative learning experiences on CD ROM, with a teacher's support booklet.

Safety Around Schools

This program was initiated following a Ministerial commitment to improve road safety facilities around schools. It includes:

- 40km/h school zones on all roads with current school access points.
- School crossing supervisors at selected infants and primary schools.
- Installation of road safety facilities on RTA roads near schools.

At 30 June 2003, all roads with a current school access point had a school zone installed. Forty-eight new school crossing supervisors were appointed, taking the total number of supervised crossing sites to 646.

An independent Safety Around Schools Review Panel was established to review RTA decisions at the request of schools and provide advice to the Chief Executive. The panel reviews decisions made by the RTA on submissions from schools for road safety projects or resources.

Youth programs

The Graduated Licensing Scheme is supported by workshops for parents and supervisors of learner drivers. The workshops – Helping Learner Drivers Become Safer Drivers – are run by the RTA and local councils. They provide practical advice about supervising novice drivers. More than 150 workshops were conducted across the State in 2002-03.

YOUTHSAFE

Communication initiatives to promote road safety for young people were developed through the Youthsafe Injury Prevention Program.

The Everyday program was developed to support school-based road safety education for Stage 4 students (Years 7-8). The program provides guest presenters to conduct workshops in high schools, a Youthsafe website, and a lesson plan for teachers. The presentation discusses risk in everyday travel situations.

Information for parents – *Helping Teenagers Become Safer Drivers* – was distributed to parents of learner drivers through school and community-based safe driving programs. Tips about how to supervise learner drivers were published in the ethnic press.

Speed management

Fixed digital speed cameras

The RTA completed the installation of fixed digital speed cameras during the year, taking the total number in NSW to 100. The cameras were located on the basis of the crash and speeding history of each site, with the criteria for placement developed in consultation with the NSW Police and the NRMA. Research demonstrates the cameras have slowed vehicles and reduced accidents. An additional 10 bi-directional cameras were installed for a trial outside selected schools.

50km/h urban speed limit

The introduction of the 50km/h urban speed limit aims to reduce the number and severity of crashes in urban areas, particularly for vulnerable road users such as older and younger pedestrians and cyclists. Almost 85% of NSW councils have voluntarily adopted the 50km/h initiative since 1997. From November 2003, NSW will adopt 50 km/h as the default urban speed limit.

Novice drivers and passengers

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

Strategy and business development

Road safety strategic planning

In 2002-03, five three-year action plans were published to underpin the Government's 10-year strategy, *Road Safety 2010*. The plans, which cover the calendar years 2002-04, are:

- Drink Driving
- Speed Management
- Motorcyclist and Bicyclist Safety
- Pedestrian Safety
- Driver Fatigue (for light vehicles)

Two more plans, Heavy Vehicle Action Plan and Occupant and Rider Protection Action Plan, both covering the years 2003-05, were developed.

Road user safety

Drink driving

SOBER DRIVER PROGRAM

The Sober Driver Program has been developed as a whole-of-Government initiative to rehabilitate repeat drink drive offenders and help them understand the effects of drink driving on themselves and the community. The program is jointly funded by the Motor Accidents Authority and the RTA, and is implemented by the Probation and Parole Service, Department of Corrective Services.

The program was piloted and evaluated between October and December 2002 and will be introduced across the State from July 2003.

To ensure that all recidivist drink drivers in NSW have the opportunity to be part

Images from an RTA speeding campaign television commercial which highlights the difference in stopping distances of cars driven at 60km/h and 65km/h.

of the program, two alternative versions are being developed: a condensed version of the program for offenders living outside regional and rural centres and a distance learning version for offenders living in isolated rural areas of NSW.

PUBLIC EDUCATION CAMPAIGNS

To acknowledge the 20 years since the introduction of Random Breath Testing (RBT), two drink-drive enforcement advertisements were launched in November 2002. These advertisements aimed to increase awareness of Police RBT operations and the perceived risk of being caught. The 'White tube' advertisement was a 15 second commercial which used breathalyser tubes to represent the large number of RBTs that are conducted each year in NSW.

'Policeman' was a 15 second advertisement which emphasised the consequences of getting caught drink-driving and focused on the fear and anxiety associated with being pulled over by a Police officer.

ALCOHOL INTERLOCKS

An alcohol interlock is an electronic breath-testing device which prevents a motor vehicle from being started if the concentration of alcohol in the driver's body exceeds the pre-set limit of 0.02.

The *Road Transport Legislation Amendment (Interlock Devices) Bill 2002* was passed in September 2002. This legislation allows courts to order the fitting of interlocks to vehicles owned by people convicted of certain major alcohol related offences.

From July 2003, courts will decide who is eligible to enter the Alcohol Interlock Program. The program will be voluntary and operate on a user pays basis after participants meet certain medical and vehicle installation criteria. There will be a subsidy scheme for low-income participants. The program will be evaluated after two years.

Driver fatigue

PUBLIC EDUCATION CAMPAIGN

A new driver fatigue campaign was launched in April 2003. 'Circadian Rhythms' was the second fatigue campaign to feature well-known science communicator Dr Karl Kruszelnicki. Its message was that people are programmed to sleep at night and are four times more likely to be involved in a fatal fatigue-related accident when driving between 10pm and 6am than at other times of the day. The campaign provided new information to emphasise the uncontrollability of fatigue and to motivate drivers to notice and act on the early warning signs of fatigue.

DRIVER REVIVER

Driver Reviver is a community-based program supported by the RTA. Driver Reviver sites are rest places for motorists undertaking long distance driving during peak holiday travel periods. There are

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

New Driver Reviver signs were installed in almost all Driver Reviver sites across the State. The RTA continues to promote the use of Driver Reviver through advertising, publicity, variable message signs, the RTA Call Centre and the RTA website.

A new NSW Road Map showing rest areas and Driver Reviver sites was produced and distributed throughout the State.

Motorcycle safety

In July/August 2002 the RTA researched the attitudes and behaviour of NSW motorcyclists and drivers in relation to various motorcycle road safety issues. Observational research examined the use of protective equipment and clothing by motorcycle riders and pillion passengers. The results of this research were presented at the NRMA motorcycle safety seminar, Zen and the Art of Motorcycle Safety, in October 2002.

A motorcycle safety public education campaign was launched in October 2002 during Motorcycle Awareness Week. This campaign was jointly funded by the Motor Accidents Authority and the RTA and was developed in partnership with the Motorcycle Council of NSW. The campaign messages focused on driver awareness of motorcycles, rider awareness of their vulnerability, drink-riding, wearing of protective clothing and the high-risk nature of road curves for motorcycle riders.

Pedestrian safety

The results of a pedestrian survey were combined with pedestrian crash data to develop a new pedestrian safety public education campaign. The campaign was to be launched in late 2003.

The RTA began to implement 40km/h speed limits in areas of high pedestrian activity. This is a joint initiative between local councils and the RTA. North Sydney Council introduced the first 40km/h speed limit under this initiative in May 2003. The RTA has developed a public education campaign that can be localised for each participating council. New 40km/h speed limit signs were developed to support the initiative.

Aboriginal road safety

An Aboriginal Road Safety Coordinator was employed to manage the development and delivery of road safety materials for Aboriginal communities.

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

Culturally appropriate press and radio advertisements were developed for Aboriginal newspapers and radio stations, promoting the need to take a break when travelling long distances to the Knockout (a popular Aboriginal football tournament).

FUTURE CHALLENGES

- Educate the community that there is no such thing as 'safe' speeding.
- Implement a 50km/h default urban speed limit.
- Implement 40km/h speed limits in areas of high pedestrian activity.
- Increase the number of Road Safety Officers and School Crossing Supervisors.
- Increase the number of parent workshops being offered in NSW to support the Graduated Licensing Scheme.
- Build on the success of Operation WestSafe by supporting new enforcement operations with targeted public education.
- Implement programs for heavy vehicles to combat fatigue and speeding and encourage seatbelt use.

FIGURE 07: Fatalities in NSW 1980-2002

Number of persons killed
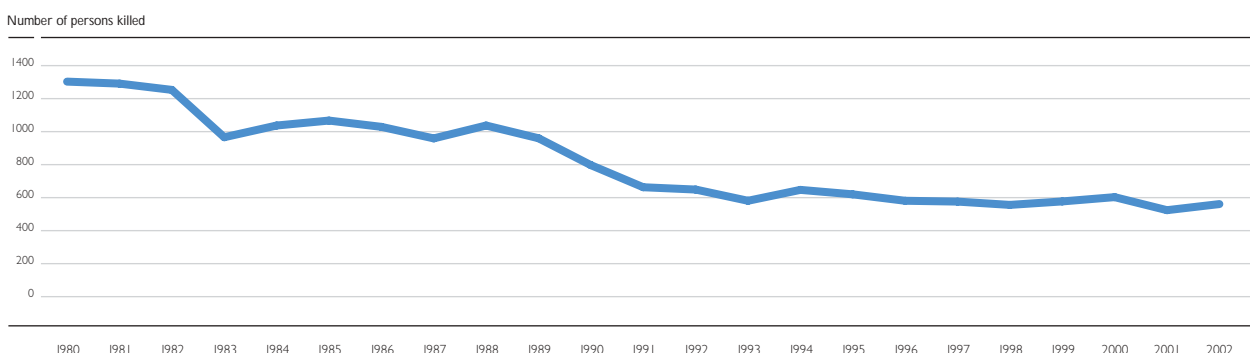
Reconstruction of the Miranda Five Ways intersection

The successful delivery of a complex project to a tight timeframe such as this requires a multi-disciplinary teamwork approach. I'm proud to have worked with a dedicated team of professionals committed to producing the best result for the community. *Joe Plaza*

FROM LEFT: Joe Plaza, Project Manager, Blacktown // Branimir Curic, Construction Engineer, Yennora // Dennis Wood, Traffic Management and Analysis, Eveleigh.

Mobility of people and goods

Strategic outcome

Optimal efficiency of the transport system in moving people and goods.

Performance summary

Strategic outcome	Measures of success	Performance against these measures in 2002-03
Optimal efficiency of the transport system in moving people and goods.	Maintain average peak travel speeds in Sydney at existing levels.	Peak travel speeds maintained (see Figure 01 in **Chief Executive's overview** on page 10).

Sustainability

The economy

This area of the RTA's work supports economic sustainability in NSW by ensuring the road network operates efficiently for all users, including the many businesses that rely on road transport. The data here shows that peak travel speeds have been maintained, despite the growth in traffic.

The environment

Environmental benefits arise from consistent traffic flows, particularly the reduction in vehicle emissions caused by stop-start motoring. The RTA is working to reduce growth in the number of vehicles on roads by encouraging the use of teleworking, public transport, cycling and walking to work.

The RTA worked with the Sustainable Energy Development Authority to develop and implement a program to help State and local government agencies produce and use transport access guides. Transport access guides provide customised travel information for people travelling to and from a particular site using low energy forms of transport, such as public transport, walking and cycling.

High energy incandescent lamps in traffic signal lanterns will be replaced with LED lanterns, beginning over the next year. This change will reduce power charges and result in long-term environmental benefits.

The community

Community benefits of the RTA's work include:

- More convenient use of the roads, particularly less congestion and delays.
- Safer roads for all users, including cyclists and pedestrians.
- Enhanced family life through the convenience of teleworking and maintained travel times to and from workplaces.

Traffic information was made more accessible to the public this year, through the provision of traffic updates and camera images on the revamped RTA website.

The community continued to show its appreciation of the RTA's Traffic Emergency Patrols on major Sydney roads. The patrols provide timely assistance to motorists who often feel vulnerable when they encounter difficulties on Sydney's busy arterial roads.

Performance in detail

During 2002-03, RTA programs succeeded in maintaining consistency of peak travel times on the State Road network in Sydney. Average speeds in 2002-03 for the overall network were 37 km/h for the AM peak and 40 km/h for the PM peak. These results are similar to speeds over the last four years, with the PM peak the same as 2001-02 and the AM peak slightly lower.

On the seven major routes to and from the Sydney CBD, average speeds in 2002-03 were 34km/h for the AM peak and 41km/h for the PM peak. The trends in average speeds for these major routes are presented, together with the growth in traffic volumes on these routes during that same period, in Figure 01 (see **Chief Executive's overview** on page 10).

Despite traffic volume growth of around 39% since 1990 on the seven major routes, average peak hour speeds have remained consistent.

Reducing traffic disruptions from incidents and special events

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

The TMC is responsible for optimising the operation of traffic systems, including fine-

tuning coordinated traffic signal systems and controlling other traffic operations such as:

- Deployment of Traffic Commanders to assume primary responsibility for traffic management around incidents on major roads.
- Deployment of a Traffic Emergency Patrol service for motorists along major routes in Sydney.
- Expansion and operation of the 82 variable speed limit (VSL) signs on the M4 and M5 Motorways to allow speed limits to be adjusted in response to prevailing traffic conditions.
- Expansion and operation of the system of 115 VMS across Sydney's metropolitan area.

- Expansion and operation of the network of 383 closed circuit television cameras monitoring roads across Sydney.

The RTA successfully launched its new website during 2002-03. Part of its success is the ability to communicate real time traffic information to the public, through the 'traffic reports' section of the website. The public is able to access up to date incident information across the NSW road network and view traffic conditions through 10 closed circuit television cameras.

Real time traffic information is also communicated to the public via the media using the TMC's media website called IRIS – Incident Reporting Internet Service. The website is a key source of traffic information for traffic reporters and media outlets. The TMC has also established strong relationships with the Australian Traffic Network, metropolitan and regional traffic reporters, and is proactively providing traffic information to the media.

Addressing congestion and delay

Intersection improvements

Intersection improvements result in reduced travel times and delays on corridors and at specific locations. Congestion and travel times on the network are monitored to identify routes and locations in need of attention. Improvements implemented include construction of traffic signals, roundabouts and additional lanes, especially in growth areas such as suburban Sydney (for example Elizabeth Drive, The Horsley Drive, Port Hacking Road), the Central Coast (Brisbane Water Drive, The Entrance Road, Pacific Highway) and regional centres (such as Newcastle, Wollongong, Tamworth and Lithgow). Reconstruction of the Five Ways at Miranda was completed in December 2002.

Traffic signal coordination

Traffic signal coordination is essential in moving traffic efficiently on arterial roads. The Sydney Coordinated Adaptive Traffic System (SCATS) adapts to traffic demand as it happens and coordinates the traffic signal timings to ensure the best traffic flows. SCATS was continuously improved during 2002-03. All SCATS regions are operating on SCATS version 6, which features improved data collection and online analysis capabilities, more sites per region,

dial-up to remote sites and ease of maintenance. A further major upgrade – SCATS 7 – is continuing, and the first release is due for completion during 2003-04. Usage of SCATS continues to expand worldwide. An additional 1500 intersections were added to the system this year, through the introduction of new systems and expansion of existing systems.

Electronic toll collection

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

More than 120,000 electronic toll tags for the Sydney Harbour Bridge and Sydney Harbour Tunnel have been issued. A daily total of more than 55,000 tag readings are being achieved on the bridge and tunnel. In the morning peak, E-toll is being used by more than 50% of traffic.

Sydney's privately-owned tollways presented additional challenges in delivering an E-toll system that would allow motorists to use one tag on all motorways and receive a single bill. The M4 Motorway electronic tolling system became interoperable in January 2003. The new system on the M2 Motorway began operating in February 2003 and M2 tags became interoperable with the other Sydney motorways from May 2003.

During the latest interoperability trial with Melbourne City Link (MCL), RTA tags are being accepted in Melbourne and Melbourne tags are accepted at the Sydney Harbour Bridge and Tunnel. The second stage (partial tag read) of MCL's three-stage process to achieve total interoperability with the RTA began in June 2003. A stage three prototype (complete tag read and tracking) has been tested and was due to be trialled in Melbourne by the end of 2003.

Improved signposting

The RTA has conducted market research into road users' understanding and expectations of RTA guide signposting.

The research has shown that:

- Drivers typically plan their trips by using maps or street directories.
- Guide signs provide confirmation and reassurance.
- Drivers want a standard route marking system nationwide.
- The provision of road/street names is seen as critical.
- Road users are aware of current inconsistencies in legends on signposting.
- RTA should work with councils to provide uniformity across the whole road network.

An audit of all guide signs in the Sydney area was completed in June 2003. An audit of guide signs on the State Road network outside the Sydney metropolitan area was completed in the previous year. The market research data and audit findings will enable the RTA to begin to implement a refreshed and reviewed network of guide signs.

In partnership with Tourism NSW and the NSW Council of Tourist Associations, the RTA continues to play a lead role in the development of new tourist signposting strategies.

Encouraging alternative transport use

Bus priority

Bus priority measures improve the efficiency of bus operations and include bus lanes, transit lanes, priority traffic signals and bus bays along existing major bus corridors.

During 2002-03, five kilometres of red bus lanes were introduced on Parramatta Road between Glebe and Leichhardt to support the STA's bus services strategy on this major access corridor for the Sydney CBD.

Private bus operators identified more than 100 locations in Sydney, Newcastle, the Central Coast and Wollongong for investigation and implementation of bus priority measures. The treatments introduced included support for operators of new services between the Hills District and Sydney CBD via the M2 Motorway corridor, including new bus lanes on Windsor Road at Baulkham Hills.

RTA E-toll tags allow quicker and easier passage through toll-booths.

In 2002-03, the program of improvements included:

- An increase in the total length of bus lanes by 19km (including those associated with Transitways) with more increases planned for future years.

- Finalisation of the application of red colouring to all bus lanes in Sydney, to make them easily visible to motorists.

- Successful trials of a digital camera-based bus lane monitoring system at Oxford and York Streets and the Warringah Expressway.

- Investigation and future trials of a Public Transport Information and Priority System, for real-time traffic signal priority for buses.

- Improved bus stop facilities throughout rural NSW.

Teleworking

The RTA continued to provide advice and assistance to government and business on teleworking. This work was part of the RTA's commitment to reduce car dependency and vehicle kilometres travelled and improve air quality. RTA staff were supported in teleworking at home or at RTA telecentres in Gosford and Penrith. An ongoing teleworking survey was published on the RTA website to improve service and information to customers and to collect data about the link between teleworking and vehicle kilometres saved on teleworking days.

Mobility management

The RTA worked with the Sustainable Energy Development Authority (SEDA) to develop and implement a program to help State and local government agencies produce and use transport access guides. Transport access guides provide customised travel information for people travelling to and from a particular site or venue using low energy forms of transport, such as public transport, walking and cycling.

During 2002-03, more than 160 government representatives attended the series of workshops and many of these developed transport access guides for their worksites. The RTA will continue the program, including following up program participants to assist in completion of their guides.

Information about transport access guides is on the RTA web site at www.rta.nsw.gov.au/transportaccessguides.

Cyclists

Cycling is a viable alternative to the car for middle distance trips and an efficient alternative for short trips. Bicycle travel can reduce the number of vehicles on the roads, improving the quality of local streets and neighbourhoods and reducing vehicle emissions.

The RTA recognises that cycling is a healthy, affordable, flexible and environmentally-friendly form of transport. Promoting cycling is an important part of the Government's planning and transport strategy, particularly in relation to reducing car use in Sydney and NSW.

In 1999, the Government launched a 10-year plan, *Action for Bikes – BikePlan 2010*. The plan outlines the development of an integrated network of cycling facilities. The plan aims to promote cycling and provide improved facilities and safety for cyclists. It outlines a masterplan for the construction of a comprehensive cycle network for Sydney by 2010.

UNPRECEDENTED GROWTH
IN CYCLEWAYS

In 2002-03, funding for cycling facilities increased to $44 million. The RTA continued to work with councils to provide better local cycle networks, including funding for 97 bicycle projects. This included funding for local network development and construction with councils on a dollar-for-dollar basis.

As a result of this increase in investment, an unprecedented number of cycleways have been built or are under construction. An average of 200km of cycleways has been created each year across NSW, under *Action for Bikes*.

Major cycleway projects completed in 2002-03 included:

- Fairfield to Prospect Reservoir.

- Off-road cycleways in Western Sydney along major transport corridors:
  - Cowpasture Road between Elizabeth Drive and The Horsley Drive.
  - The Horsley Drive between Cowpasture Road and Mimosa Road.
  - Elizabeth Drive between Cowpasture Road and Cabramatta Road west.

- Improvement to the off-road cycleway along Orphan School Creek to Canley Vale, and connection to the Parramatta to Liverpool Rail Trail.

In rural and regional NSW, completed cycleways included:

- Adamstown to Kahibah cycleway (Fernleigh Track).

- Buronga (Wentworth) cycleway.

- Bourke cycleway.

- Murrin Bridge (Cobar) cycleway.

- Stage One Extension of the Point Clare to Woy Woy cycleway.

- Junee cycleway.
- Boorowa cycleway.
- Leeton cycleway.
- Three new cycleways in Shoalhaven.
- Moruya South Head cycleway.

PROMOTING CYCLING

The RTA continued its support of community events to promote cycling, including the RTA Big Ride and RTA Cycle Sydney. In November 2002, 7800 people participated in the RTA Cycle Sydney – an increase of 66 per cent over 2001. The 2003 Big Ride took place in March with about 1500 cyclists riding 588km from Warragamba to Cootamundra.

The RTA organises the annual Bike Week each September to encourage bicycle use in the local community and to promote bicycle safety issues. The local community activities are designed to encourage cycling on a regular basis. Many schools in NSW provide a safe cycling event during Bike Week. In 2002, there were 16 events in Sydney and 49 events in other parts of the State during Bike Week.

Pedestrians

The RTA worked on a number of initiatives to improve pedestrian access and safety.

The RTA continued to assist local councils to develop integrated pedestrian networks through a major initiative – Pedestrian Access and Mobility Plans (PAMPs). The plans aim to develop integrated pedestrian networks that link public transport, key community centres and commercial facilities. Nine PAMPs were completed in 2002-03, bringing the total across the State to 54.

The RTA continued to assist local councils implement pedestrian facilities based on these plans. Works provide access for all pedestrians, especially those with a mobility or vision impairment. New standards apply to new and upgraded pedestrian facilities.

The RTA continued to promote walking as an alternative to private car travel, for short trips. Continued support was provided to the Pedestrian Council of Australia Limited for its annual Walk to Work Day in October 2002. The RTA also sponsored the council's third Walk Safely to School Day

held in April 2003 to reinforce safe pedestrian behaviour amongst parents, teachers and children.

The RTA has been reviewing and upgrading its guidelines for pedestrian facilities to promote consistency in their development and implementation. New guidelines will focus on reducing delays for pedestrians, including more conveniently located pedestrian facilities, to encourage people to walk more.

Facilities provided for pedestrians included:

- Pedestrian bridges at Strathfield, Maroubra and Bossley Park, with priority given to sites near schools.
- Additional audio-tactile push buttons to assist pedestrians with vision impairment. 71% of traffic signal sites in NSW are now fitted with these buttons.
- Kerb ramps.
- Pedestrian fencing.
- Pedestrian crossings, such as refuges and new and reconstructed traffic signals. Locations in 2002-03 included Point Clare, Murrurundi, Wingham, Long Jetty, Coffs Harbour, Byron Bay, Yamba, Kiama, Shellharbour, Albion Park, Fairy Meadow, Auburn, Winmalee, Chatswood, Enfield and the Blue Mountains.

Traffic in local streets

The partnership between the RTA and local councils was the cornerstone of local street environment initiatives. These initiatives promote the management and reduction of through traffic in town centres and residential areas where pedestrians are concentrated. Measures to improve these streets included traffic calming treatments, such as roundabouts and slow points. Locations of projects completed in 2002-03 included Homebush, Waverton, Goulburn, Lane Cove, Lismore, St Marys and Wakeley.

Maintaining traffic facilities

The RTA provides effective and efficient management of traffic facilities to ensure they remain in appropriate condition and to minimise costs. Traffic facilities include signs, longitudinal lines and other pavement markings, traffic signals and other electronic equipment.

A new approach is being taken to maintenance, focusing on the performance of traffic facilities based on condition and need. A traffic asset inventory management system has been developed and field data collected. This enhanced knowledge is providing benefits in cost-effective maintenance.

Another approach to improving value for money is reducing the cost of providing services. For example, incandescent lamps in traffic signal lanterns have high energy consumption. Replacing them with LED (Light Emitting Diode) lanterns brings long-term environmental benefits, reduced power charges and improved visual performance. Mains voltage incandescent globes are used in about half of the traffic signal lanterns. Preparations for a program of bulk replacements are complete and implementation will commence in 2003-04.

FUTURE CHALLENGES

- Continue to maintain consistent travel times by enhancing network operation and effective management of planned events and unplanned incidents.

- Implement an Intelligent Transport System (ITS) strategy to integrate appropriate technology which improves traffic flow and traveller information.

- Provide priority for buses by integration of the Transitway network, active response at traffic signals and effective enforcement of bus lanes and T-Way lanes.

- Optimise the selection of network management and development options by modelling traffic flow patterns.

- Develop a cycleway network and pedestrian facilities that make cycling and walking more attractive alternatives.

- Continue to improve traffic facilities maintenance practices, including the bulk replacement of high voltage traffic signal lamps.

ENVIRONMENTAL
SOCIAL
ECONOMIC

West Charlestown Bypass

It's been very exciting to see this project develop. It is the most significant road project that we have seen in the inner Newcastle area. Many staff from the RTA's Hunter Region have been involved to make it a success. *Leanne Henry*

FROM LEFT: Bob Handley, Senior Project Manager, Newcastle // Phil Vine, Designer, Newcastle // Leanne Henry, Communications Officer, Newcastle // Nick Godfrey-Smith, Environmental Adviser, Newcastle.

Developing the road network

Strategic outcome

Develop the State Road network to promote economic growth, access to communities, road safety and use of public transport.

Performance overview

Strategic outcome	Measures of success	Performance against these measures in 2002-03
The State Road network developed to promote economic growth, access to communities, road safety and use of public transport.	On-time and on-budget completion of major State Road network projects.	79% of major projects delivered within or near budget (% of projects weighted by project cost).
		91% of major projects delivered on or near time (% of projects weighted by project cost).

Sustainability

The economy

The major projects described in this chapter have a range of economic benefits in common, including:

- Reduced travel times for business and residents.
- Reduced costs of transport for producers.
- Increased accessibility to areas, thus improving prospects for business.

The Windsor Road upgrade has reduced travel times between residential areas near the route and many workplaces. Further development will continue to improve access to employment centres at Parramatta and Blacktown.

Upgrades of the Pacific and Great Western highways are improving access to regional areas, reducing travel times for residents and supporting tourism and other economic activities. In the first seven years of the Pacific Highway upgrade, regional economic development has been boosted and jobs have been created.

Many of these projects improve road safety, with resulting economic returns. The Yelgun to Chinderah Freeway was opened in August 2002 to bypass the notorious Burringbar Range where there were about 25 serious casualty accidents per year. The project also provides the foundation for the economic development of local communities by reducing travel times for business and residents and transport costs for producers.

The bus Transitway program supports the NSW Government's objectives for the sustainable economic development of Western Sydney. Transitway services will improve access to jobs in key industrial areas and commercial centres for residents in Western Sydney. The start of bus operations on the Liverpool-Parramatta T-way has improved access to jobs in major industrial areas such as Smithfield and Wetherill Park. In the first four months of operation, the Liverpool-Parramatta T-way moved 300,000 people without increasing congestion on the general traffic network. The beginning of bus operations in February 2003 returned benefits to the community earlier than would have been possible by waiting for completion of all construction work on the route.

The environment

Key environmental benefits of the projects described in this chapter include:

- Reducing traffic volumes and noise on local streets.
- Reducing congestion, thus improving air quality through a reduction in vehicle emissions.

Major projects also involve environmental initiatives designed to reduce the impact of construction. For example, during the design and construction of the West Charlestown Bypass emphasis was placed on protection of the environment. Features include detention basins, water quality ponds and sedimentation ponds to control water runoff volume and quality. Acoustic mounds and barriers reduce traffic noise impacts. An extensive revegetation program included the collection of native seeds prior to construction, which were propagated and replanted in their natural habitat. During and after construction almost 90,000 trees and shrubs were planted and a 40 metre wide wildlife corridor has been provided on the western side of the bypass between Warners Bay Road and Winding Creek to facilitate the movement of local fauna.

A significant proportion of patronage on the Liverpool-Parramatta T-way has come from people formerly using private vehicles or not making trips to the destinations now available. The T-way is helping to meet the NSW Government's objective of reducing private vehicle kilometres travelled. As well as reducing car use, the T-way will have local and regional benefits in terms of air quality, noise and natural systems. The use of low-emission buses (such as CNG) on the T-way is helping to reduce emissions. The T-way program will eventually result in a higher proportion of clean vehicles in the Western Sydney bus fleet.

The community

Social benefits of the development of the road network are many. Key benefits include:

- Improved safety.
- Easier and quicker travel.
- Employment opportunities.

The widening of arterial roads such as Windsor Road and Old Windsor Road in the fast-developing north-west sector of Sydney has delivered significant social benefits to residents, including improved access to jobs, education and shopping.

Commissioning of bus operations on the Liverpool-Parramatta T-way has improved access for residents to employment, health, educational and recreational opportunities. The T-way is reducing trip costs and times to some destinations and allowing trips to areas not previously accessible by public transport.

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

The RTA also seeks to minimise inconvenience while work is underway. For example, the first stage of widening work on the F3 Freeway was handled in such a way that two southbound and two northbound lanes remained operational. This meant that delays were insignificant and resulted in minimal impact on motorists. The completion of the first stage has provided motorists with improved road safety and reduced traffic delays. The F3 Freeway is also used by a large number of heavy vehicles and the improved safety and reduced delays will reduce freight costs, benefiting the whole community.

Performance in detail

Improving access within Sydney

Cross City Tunnel

Construction of the Cross City Tunnel began in late January 2003. Work was well underway in all areas, with two of the planned seven tunnel road headers in operation at the end of the financial year. All construction work is undertaken by the Cross City Motorway Consortium, in line with the project agreement with the RTA and the 265 updated planning approval conditions issued by the Minister for Planning.

The 2.1km tunnel, between Darling Harbour and Kings Cross, will link the Western and Eastern distributors. The tunnel is designed to improve east-west traffic flows, ease traffic congestion and improve conditions in Sydney's CBD and on the streets approaching the city. The tunnel is expected to be used by more than 90,000 vehicles per day; without the tunnel, the majority of these vehicles would be travelling on the city's streets.

An Environmental Impact Statement (EIS) was released in August 2000 and the Minister for Planning approved the project in October 2001. The Minister for Roads announced in February 2002 that the Cross City Motorway Consortium

had been selected as the preferred proponent to finance, construct and operate the tunnel. The CrossCity Motorway Consortium includes Cheung Kong Infrastructure Holdings Ltd (CKI, 50%), DB Capital Partners – the private arm of Deutsche Assett Management (30%) – and Bilfinger Berger BOT GmbH (20%), the investment company of Bilfinger Berger. Baulderstone Hornibrook and Deutsche Bank Australia are joint sponsors.

The consortium proposed some design changes to enhance environmental aspects of the project and improve road safety, transport efficiency and community amenity. Following public display of a supplementary EIS for the proposed modifications in August 2002, the RTA sought and obtained an updated planning approval in December 2002. The RTA and the consortium reached agreement in December 2002.

The project will be funded, designed and built by the consortium at an estimated development, design, construction, fit-out and commissioning cost of $680 million. The agreement also defines that the tunnel will be opened to traffic by October 2005 and then be operated, maintained and repaired by the consortium for 30

years and two months. The project-related surface road and property works, and some of the services works, will also be maintained and repaired by the consortium during this period. The project will have a toll.

Lane Cove Tunnel

The Lane Cove Tunnel project between the M2 Motorway and the Gore Hill Freeway will complete a link in the Sydney Orbital, connecting the north-west sector of Sydney with the CBD. An EIS was placed on public display from 8 November 2001 until 1 February 2002. The Minister for Planning approved the project in December 2002.

The Minister for Roads announced in June 2003 that two consortia had been selected to proceed to detailed negotiation. Further assessment of the bids is progressing with the design and construction process expected to commence in late 2003 and completion of the project expected in 2007. The project will be funded, designed and built by the successful consortium. The project will have a toll.

Journeys from the north-west to the city will be quicker with the Lane Cove Tunnel, which will bypass five sets of traffic lights.

Motorists travelling between Falcon Street and the M2 will avoid the Pacific Highway and bypass 26 sets of traffic lights.

The project will also:

- Provide bus priority lanes along Epping Road and transit lanes on the widened Gore Hill Freeway from the M2 at the Lane Cove River to the Warringah Freeway.

- Provide new ramps to and from the north between Falcon Street at North Sydney and the Warringah Freeway to improve access to the Gore Hill Freeway – M2 corridor.

Westlink M7

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

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

The Westlink Motorway Limited consortium was contracted in February 2003 to finance, design, build, maintain and operate the project. Equity is provided by Transurban, Macquarie Infrastructure Group, Abigroup Contractors and Leighton Contractors. Westlink will in return have the right to toll the road for the concession period of 30 years after which the motorway and facilities will revert to the care and control of the Government. Tolling will be fully electronic and interoperable with other Sydney tollroads. There will be no toll booths on the Westlink M7.

Preliminary work began in March 2003 and major construction was due to start in July 2003. Work is expected to be completed by the end of 2006.

Urban projects

Windsor Road upgrade

The $323 million program to upgrade Windsor Road and Old Windsor Road to a minimum of four lanes by the end of 2006 is well advanced. During the year, the upgrade of the full length of Old Windsor Road was completed with the Seven Hills Road intersection and the Norbrik to Celebration Drive northbound carriageway the final works. Work started in March 2003 on the Level Crossing Road to Henry Road and Curtis Road to Pitt Town Road sections of Windsor Road.

The contract for widening between Schofields Road and Mile End Road was awarded in January 2003 with construction starting in February 2003. The widening of Windsor Road, between Old Windsor Road and Schofields Road at Rouse Hill, will be completed in the second half of 2003. Work also commenced to widen Windsor Road between Norwest Boulevard and Showground Road at Baulkham Hills.

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

Bangor Bypass

The Bangor Bypass will be a four lane divided road and consists of two sections –a 3.4km east-west link between the Woronora Bridge and Old Illawarra Road and a 2.8km north-south link between New Illawarra Road and Alfords Point Road.

The Bangor Bypass was approved by the Minister for Planning in November 2002. The construction contract for the east-west link and a short section of the north-south link was awarded to Abigroup and major work began in June 2003.

The bypass is designed to relieve pressure on Menai and Old Illawarra roads, enabling better access between southern Sydney and Bankstown, and reduced congestion and improved safety on Menai Road.

Transitways

Liverpool to Parramatta T-way

The Liverpool-Parramatta T-way began operating in February 2003. Daily patronage of the T-way continued to increase at about 500 per week and has exceeded 18,500 per week. Patronage is on track to reach forecast levels, with the progressive completion of busway stations and improving service quality. Construction of stations and the remaining sections of bus lanes covered by the project approval is expected to be completed by the end of 2003.

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

North-West T-way Network

An EIS for the North-West T-Way Network was placed on public exhibition between 3 December 2002 and 7 February 2003. More than 100 representations were received relating to noise mitigation, property impacts and privacy, effects on local streets and traffic, pedestrian and vehicle access, bus services and the route through the Westmead health precinct.

The project is expected to be submitted to the Department of Infrastructure, Planning and Natural Resources for approval in August 2003. Negotiations are continuing with owners of property where total acquisition is required.

The network comprises two links – Parramatta to Rouse Hill Regional Centre (17km with 19 stations) and Blacktown to Castle Hill (15km with 20 stations). The T-way will service the suburbs of Parramatta, Westmead, Wentworthville, Old Toongabbie, Winston Hills, Seven Hills, Kings Langley, Bella Vista, Glenwood, Newbury, Kellyville Ridge, Mungerie Park, Blacktown, Kings Park,

Acacia Gardens, Parklea, Stanhope Gardens, Balmoral Road release area, Kellyville, Castle Hill and Baulkham Hills. These areas will be provided with better connections to educational, recreational, employment and health facilities and to the CityRail network.

Improving access between cities and regions

Pacific Highway upgrade

The NSW Government is committed to developing the whole Pacific Highway as a dual carriageway route, as confirmed by the Government's *Action for Transport 2010* plan. The NSW Government is looking to the Commonwealth to match the NSW commitment by continuing the existing joint funding arrangement beyond 2006.

The current 10-year agreement requires the NSW Government to maintain its existing commitment of $100 million per year to the Pacific Highway for major projects, maintenance and minor works. An additional $120 million per annum is funded equally by the NSW and Federal governments.

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

Highlights during the year included:

YELGUN TO CHINDERAH FREEWAY

The $348 million upgrade of the Pacific Highway between Yelgun and Chinderah, jointly funded by the State and Federal governments, was opened to traffic on 6 August 2002. The project provided 28.6km of dual carriageway, bypassing the notorious Burringbar Range – a well-known black spot.

The Yelgun to Chinderah upgrade is not only a major milestone for the Pacific Highway upgrade program as a whole, but it also means a substantial increase in road safety and efficiency levels for local communities and other motorists.

Due to the complex nature of the region along the route, a number of factors had to be considered in the project's development. The RTA managed the project to achieve a balance between social, ecological, engineering and cost factors, while continuing to provide for the future transport needs of highway users and Tweed Valley communities.

KARUAH BYPASS

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

BUNDACREE CREEK TO POSSUM BRUSH

Registrations of interest have been called for the design, construction and maintenance of this 9.7km upgrade of the Pacific Highway near the township of Nabiac. The $107 million project is jointly funded by the State and Federal governments.

TAREE TO COOPERNOOK

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

COOPERNOOK BYPASS

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

HALFWAY CREEK

Construction of the $21.5 million Halfway Creek Realignment began in March 2002. The fully State-funded upgrade will provide 3.4km of high standard dual carriageway with improved intersections, fewer curves, better sight distance, safer overtaking opportunities and better travelling conditions. Construction is due to be completed in late 2003.

PROJECTS UNDER DEVELOPMENT

Major projects currently being planned include:

- Karuah to Bulahdelah (34km)
- Bulahdelah Upgrade (8.7km)
- Coopernook to Moorland (10km)
- Moorland to Herons Creek (22km)
- Kempsey to Eungai (39km)
- Warrell Creek (4.9km)
- Macksville to Urunga (40km)
- Bonville Deviation (9.6km)
- Coffs Harbour Planning Strategy
- Sapphire to Woolgoolga (21km)
- Ulmarra Bypass (4.8km)
- Ballina Bypass (12.6km)
- Bangalow to St Helena (5.2km)
- Brunswick Heads to Yelgun (8.7km)

These projects are at various stages of development, with some having received planning approval (Karuah to Bulahdelah and the Ballina Bypass) and others in relatively early stages of route selection (such as Macksville to Urunga).

Princes Highway

North Kiama Bypass

The first stage of the North Kiama Bypass was finished with the completion of a 942m bridge across the Minnamurra River Floodplain in February 2003. The bridge is an important milestone for the North Kiama Bypass that will link the Kiama Bypass in the south and the Princes Highway near Dunmore in the north.

Great Western Highway

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

Projects have been completed at Blaxland, Warrimoo to Valley Heights, Faulconbridge, Linden Bends, Soldiers Pinch and South Bowenfels. In the last

Peter (left) and Mirko Nikolovski from the Bangor Bypass construction team begin work on the project's east-west link.

year construction continued at Linden, Shell Corner near Katoomba and at Medlow Bath. During 2002-03, construction commenced on the Leura to Katoomba project and urban design improvements were made at Coomassie Shopping Centre, Faulconbridge. Planning works progressed for the Woodford to Hazelbrook, Lawson and Wentworth Falls West projects.

The upgrade is funded by the State and Federal governments ($360 million and $100 million respectively).

Along with the upgrade, work continues to improve the overall safety of the route. A new electronic snow and ice warning system has been installed on the highway between Lithgow and Bathurst. The system involves in-road sensing of the temperature and surface ice conditions – the sensors operate two variable message signs to alert motorists of icy and hazardous conditions.

Hume Highway

Mittagong Bypass Subsidence Bridges

The Hume Highway is part of the National Highway network. This fully Federal-funded project involved the removal of a subsiding dual carriageway embankment and replacement with twin 120m bridges on a section of the highway, 121km south of Sydney, forming part of the Mittagong Bypass. The project was completed with the southbound bridge opened to traffic in August 2002 and the northbound bridge opened to traffic in May 2003.

Hunter/Central Coast Projects

West Charlestown Bypass

The West Charlestown Bypass was opened to traffic on 10 March 2003. West Charlestown Bypass is a six kilometre section of the Newcastle Inner City Bypass running from the Pacific Highway at Windale to Charlestown Road at Kotara. It diverts traffic around the commercial centre of Charlestown and comprises four traffic lanes with flyovers at crossings of other roads.

The $107 million bypass began in September 1997 with the construction of the bridges at Willow Road and Warners Bay Road. A second contract, completed in December 1999, saw the construction of a multi-lane bridge over the bypass at Myall Road and bridge approach roadworks, a concrete arch over Winding Creek, a multi-cell box culvert at Scrubby Creek, a section of cycleway, flood detention works and a pedestrian bridge over the bypass at Windale.

The third contract included the earthworks over the whole length of the bypass and the Hillsborough Road interchange with the final contract for the construction of the concrete pavement beginning in May 2002.

F3 Freeway

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

The widening is being undertaken in two stages – from Calga to Mount

White and from Mount White to Jolls Bridge. The 2.5km first stage commenced in July 2002 and was opened to three lanes in each direction for the 2002 October long weekend. The final asphalt layer was placed in November 2002. The total cost of the first stage was $15 million. Community benefits include improved road safety and reduced traffic delays.

The eight kilometre second stage began in June 2003 and is due for completion in late 2005.

King Street, Warners Bay

Road safety and travel conditions on King Street at Warners Bay have been significantly improved with reconstruction and widening works. The $3.3 million State-funded project provides a four-lane road on King Street for its entire length. King Street, between Margaret and Albert streets, has been widened to two lanes in each direction. The project included new pavement, a raised median, cycle lanes and a bus bay. Traffic signals at the intersection of King, Margaret and Pring streets were constructed and will assist safety and traffic flow for motorists and pedestrians.

Pacific Highway, Wyoming

The $10 million reconstruction of the Pacific Highway from Renwick Street to Brooks Avenue at Wyoming was opened to traffic in June 2003. The project was completed in two stages – construction of the northbound carriageway was completed and then traffic was moved to this section while the southbound carriageway was reconstructed. The wider modern pavement provides a stronger, smoother surface for motorists. The project includes enhanced facilities for buses, cyclists and pedestrians and provides improved road safety and traffic flow.

Rural projects

Kings Plains

The Kings Plains Deviation on the Mid Western Highway, just east of Blayney, involved the construction of a five kilometre section of new road, eliminating a winding and narrow section of highway through Kings Plains village – an accident black spot.

Urban design

Urban design has become a mainstream activity of the RTA. The RTA's Urban and Regional Design Practice Notes – known as 'Beyond the Pavement' – are being applied to all road projects in NSW.

Key examples of this include the Yelgun to Chinderah Freeway and the road upgrade at Faulconbridge.

The Yelgun to Chinderah project provides a special scenic drive sweeping between the hills and canefields of northern NSW, punctuated by a suite of elegant and distinctive bridges crossing the highway. The Faulconbridge project carefully fits the road into the character of the town, for which the project team won the 2003 RTA staff award for urban design.

Commended in this year's awards was the team behind the Cahill Walkway project. This high profile project has opened up views of the area and improved pedestrian connections between Circular Quay, the Botanic Gardens and the Sydney Harbour Bridge.

Urban Design Corridor Frameworks are becoming an important urban design tool and frameworks are under development for Windsor Road, the Great Western Highway, Central Coast Pacific Highway and the Pacific Highway, Hexham to Tweed Heads. These help in the development of consistent urban design standards for all projects along a particular road corridor.

Promulgation of urban design has been a key activity this year and 14 urban design-training workshops were held around the State for RTA development managers, project managers and their teams. The RTA was also major sponsor of the 'Greening the City Conference' held in April 2003.

Two new draft urban design guidelines – for bridge aesthetics and noise wall design – were produced as 'Beyond the Pavement' initiatives.

FUTURE CHALLENGES

- Progress the Sydney Orbital Road network by continuing construction of the Westlink M7 and awarding the Lane Cove Tunnel contract.

- Progress the construction of the Cross City Tunnel.

- Progress the Pacific Highway upgrade, including Karuah Bypass, Taree to Coopernook and Halfway Creek projects.

- Progress the Princes Highway upgrade, including the North Kiama Bypass.

- Progress the Great Western Highway upgrade in the Blue Mountains.

- Continue to implement urban design corridor strategies.

- Complete the widening of Windsor Road, between Old Windsor Road and Schofields Road at Rouse Hill, and continuing construction of other sections of the route.

- Complete the widening of Cowpasture Road and begin widening of Camden Valley Way.

- Complete the construction of the Liverpool to Parramatta T–way.

- Implement the Central Coast Transport Action Plan.

- Progress construction of the Bangor Bypass.

- Complete a Federally-funded feasibility study into a National Highway link between the Sydney Orbital and the F3 Freeway.

Repainting the Sydney Harbour Bridge

People might say things are too hard to be achieved, but in the RTA we say that if you can imagine it you can do it – whether it's maintaining the main arch or building a travelling platform to paint the whole southern approach.

Bala Muhunthan

FROM LEFT: Jacques Calluaud, Works Manager, Harbour Bridge // Christine McDavitt, Community Relations Coordinator, Blacktown // Bala Muhunthan, Bridge Maintenance Manager, Blacktown.

Road system maintenance

Strategic outcome

Roads and bridges maintained at a standard to provide safe and efficient travel at minimum whole of life cost.

Performance summary

Strategic outcome	Measures of success	Performance against these measures in 2002-03
Roads and bridges maintained at a standard to provide safe and efficient travel at minimum whole of life cost.	Ride quality rated 'good or better' for 88% of State Roads.	Ride quality rated 'good or better' for 90% of State Roads.

Sustainability

The economy

Economic sustainability is a key objective of the RTA's road maintenance program. The *NSW Roads Act* focuses the RTA on funding arterial roads, the State's inter-regional transportation corridors, and limits the extent to which the RTA can fund local roads. The Act supports sustainable economic management by linking State funds to those roads that are critical to the development of the State. In consultation with local government, the RTA periodically reviews the classification of roads to ensure funding is directed to the most economically important roads.

Good asset management practice and *Action for Transport 2010* require that the RTA manage its infrastructure as a long-term renewable asset, keeping its arterial network as a whole in good working order.

The RTA's maintenance programs have five intermediate outcomes:

- Total Asset Management 2000 – systems and procedures to manage the RTA's arterial road network assets on a whole of life basis.
- Commitments – Financial Assistance Grants to assist local government to manage its arterial road infrastructure assets and management of Government funds for disaster repairs for RTA and council-managed public roads.
- Safety – maintenance of safe standards for the RTA's arterial roads, bridges and traffic facilities.
- Retained value – minimisation of risks to the integrity and value of the RTA's arterial roads, bridges and traffic facilities.
- Reliability – provision of consistent conditions on the RTA's arterial roads.

This approach ensures the economic sustainability of the RTA's maintenance programs.

The environment

The Infrastructure Maintenance Program's management system supports environmental outcomes via a regime of standards, policies and procedures to address environmental concerns and impacts. These systems include formal Reviews of Environmental Factors and, where appropriate, Environmental Impact Statements. Smoother roads create direct environmental benefits by reducing fuel and oil consumption.

The RTA is participating with local catchment committees and councils in the preparation of Stormwater Management Plans and funds a Stormwater Quality Improvement Program for RTA assets.

The RTA's maintenance implementation arrangements include environmental criteria as part of all contracts for maintenance of State Roads with clear standards being prescribed for a wide range of issues. In relation to bridges, the RTA has committed to develop and implement Conservation Management Plans for its State heritage assets, including the Sydney Harbour Bridge. The RTA is implementing its strategy for managing items of Aboriginal heritage.

The community

The Government's use of single invitation maintenance contracts improves employment security for rural and regional workforces and relies on benchmarking rather than competitive tendering to drive efficiency gains. The RTA's management systems distribute maintenance resources on an equitable Statewide basis between types of works and different roads. They do this by closely monitoring road performance, road condition, the level and nature of use, by community attitude surveys and by consultation with stakeholder groups.

Performance in detail

The NSW road network

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

The road system is divided into four categories:

- 17,624km of RTA managed State Roads including 3105km of Federally-funded National Highways.

- 2962km of RTA managed Regional and Local Roads in unincorporated NSW.

- 18,487km of council managed Regional Roads, which receive significant RTA grant funds.

- 142,922km of council-managed local access roads, funded by both local ratepayers and Federal road assistance grants.

The RTA is also responsible for managing:

- 4701 bridges and major culverts on RTA and council-managed roads.

- 3330 traffic signal sites.

- Nine vehicular ferries.

Infrastructure condition

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

The number of bridges on the State's arterial roads requiring temporary measures to ensure safe use increased during the year. These temporary measures ranged from the imposition of speed limits to provision of additional support. Bridges requiring such measures included the Hexham Bridge on the Pacific Highway, which was severely damaged by an over-height vehicle. The RTA is implementing plans to manage these structures and restore them to full use where appropriate.

Maintenance plan

Priorities for the Infrastructure Maintenance Program are established on a risk basis to support safety, retained asset value and reliability of travel on State Roads. These strategic priorities are linked to outputs and service standards using program budgeting and maintenance contracts. The maintenance contracts establish consistent minimum levels of service, with requirements for the identification and rectification of defects.

Road Maintenance Reform Package

The Road Maintenance Reform Package, introduced on 1 July 2000, saw a major change in the way that road maintenance is delivered across the State.

A key component of the package was the introduction of single invitation maintenance contracts to create a contractual relationship between the RTA and council maintenance providers. The package continues to progress in a solid collegiate manner, with more than 120 contracts with councils and the RTA's in-house service contractors. These reforms include use of consistent standards, procedures and management systems for worker safety, traffic control and safety, environmental protection and works quality.

Rebuilding Country Roads Program

The Government's Rebuilding Country Roads Program, part of *Action for Transport 2010,* involves a commitment by the RTA to spend at least $100 million a year on renewing roads and bridges to the latest standards. In 2002–03, the RTA spent $129.6 million on the program.

The first stage of the Rebuilding Country Roads Program has been the five-year

FIGURE 08: Roughness (% good) on all State funded State Roads

Legend: Pacific, Princes, Western, Mitchell, All State funded State Roads
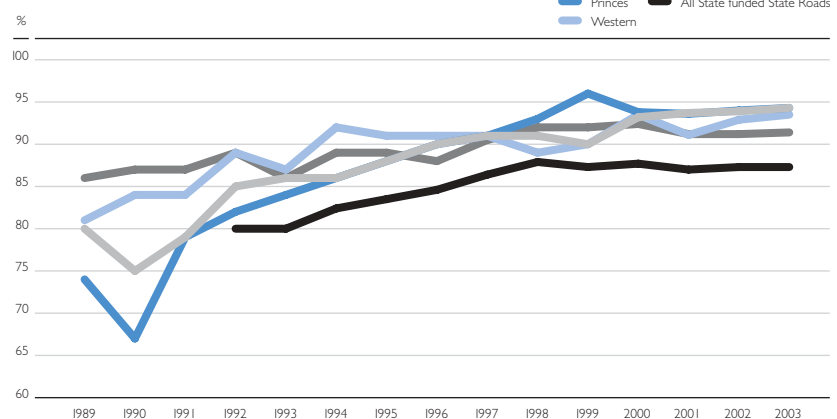
FIGURE 09: Roughness (% good) on National Highways

Legend: Hume, Sydney/Newcastle, Cumberland, All National Highways, Canberra Connection, New England, Newell, Sturt

Note: Change in 'Cumberland' between 2000 and 2001 is due to federal redefinition of National Highway links.
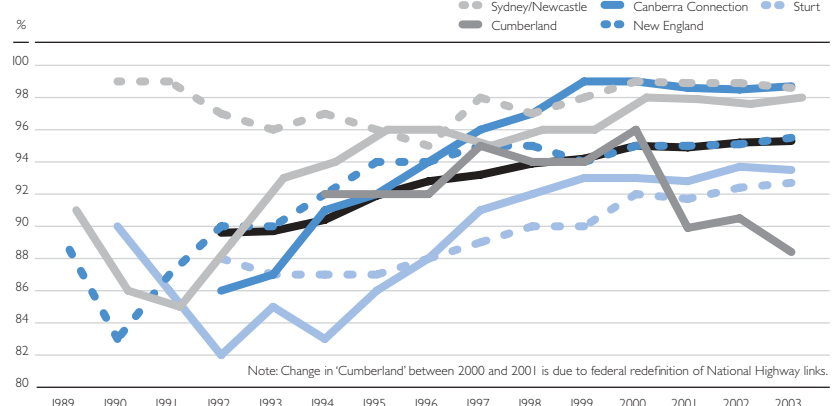
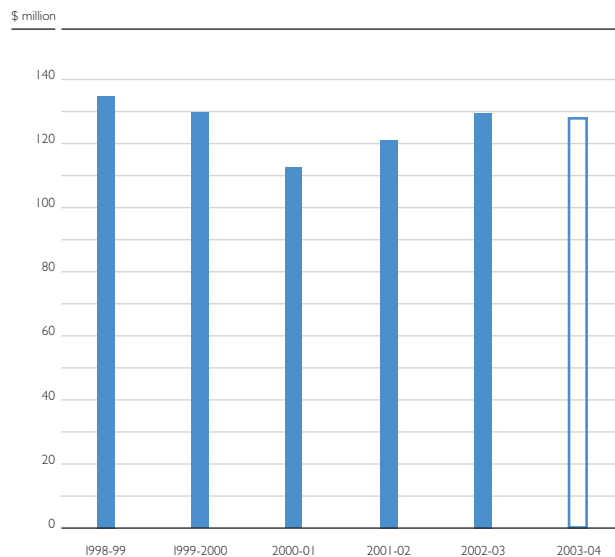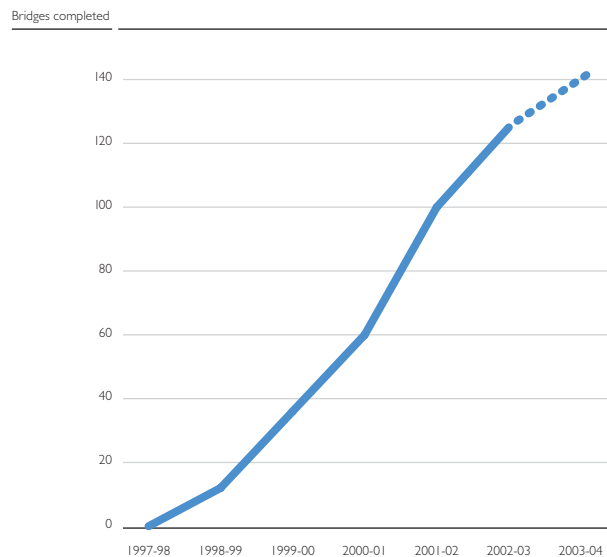FIGURE 10: Rebuilding Country Roads Program expenditure

$ million

FIGURE 11: Country Timber Bridge Program – number of bridges completed

Bridges completed

Country Timber Bridge Program to replace or restore 140 key timber bridges. It provided extensive investment across rural NSW, with a large concentration in the North-West Slopes, the North Coast and Tablelands as well as the Hunter region.

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

Major rural and regional works in progress or planned include reconstruction and widening of:

- 26km of the Gwydir Highway between Moree and east of Glen Innes.
- 15km of the Mid Western Highway west of West Wyalong.
- 10km of the Cessnock Road east of Cessnock.
- 20km of the Castlereagh Highway north of Lithgow.
- 15km of the Cobb Highway north of Deniliquin.

Disaster repairs

Disasters cause significant and widespread hardship for the people of NSW, industry and communities.

The State Government provides significant financial assistance to councils to repair roads damaged by declared natural disasters. It also funds repairs to road infrastructure on Crown Roads.

In 2002-03, the RTA managed the provision of $12.9 million of Government funds to repair damage from declared storms, flooding and bushfires.

Murray River border crossings

The Government's *Action for Transport 2010* identified eight key crossings of the Murray River that needed to be upgraded. The NSW and Victorian governments published a Murray Crossings Strategy and are fully funding a new crossing at Barooga-Cobram.

The NSW Government, with the Federal and Victorian Governments, is replacing the crossings at Corowa, Moama-Echuca and Robinvale.

Graffiti and litter

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

Sydney Harbour Bridge

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

Local Government Liaison Committee

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

The committee's role is to enhance communication and promote cooperation between the RTA and local government on road and traffic issues of mutual interest. The committee discussed a range of issues and oversaw the establishment and operation of a number of joint committees to address specific issues.

Key issues addressed during the year included: funding assistance for Regional Roads; the 50km/h urban speed limit; expansion of the Council Road Safety Officer Scheme; local government funding campaigns; regular updates on the progress of the single invitation contract arrangements and benchmarking; unregistered vehicle taskforce; mobility parking scheme; footway parking and reviews of road classifications and the *Roads Act*.

FIGURE 12: Number of structurally deficient bridges on State Roads (including National Highways)
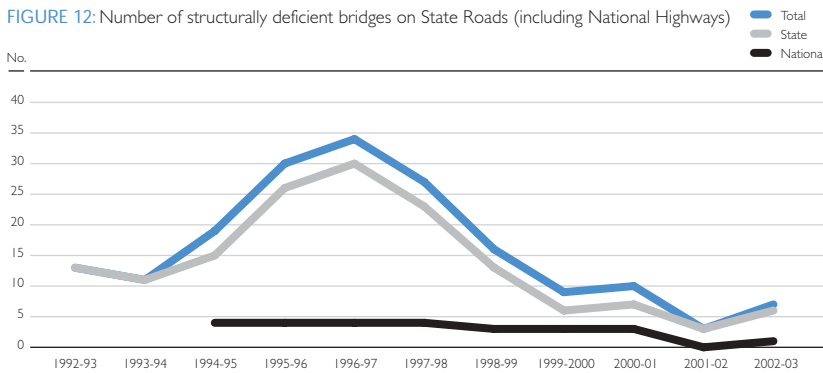
FIGURE 13: Distribution of construction period for State Roads' pavements
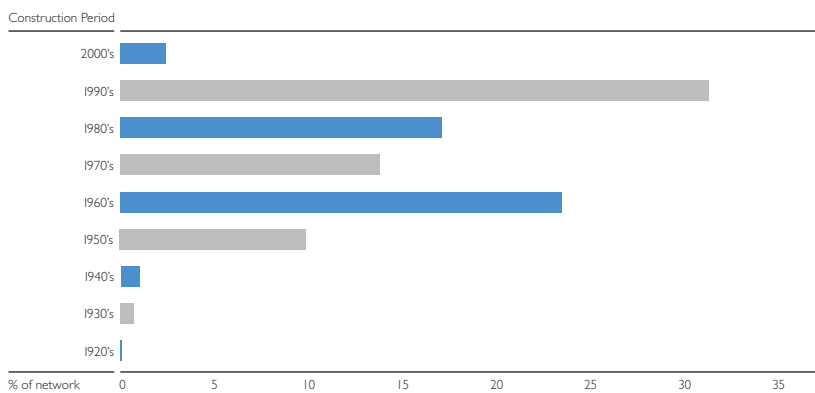
FIGURE 14: Pavement durability on sealed country State Roads (including National Highways)
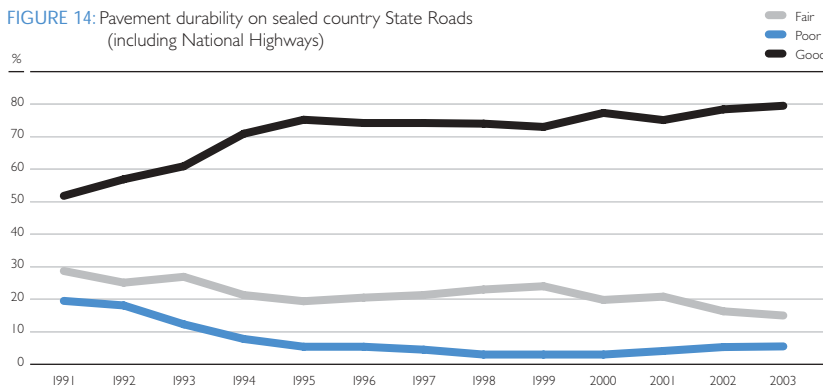
FIGURE 15: Average unit rates for routine maintenance of State Roads by single invitation maintenance contracts
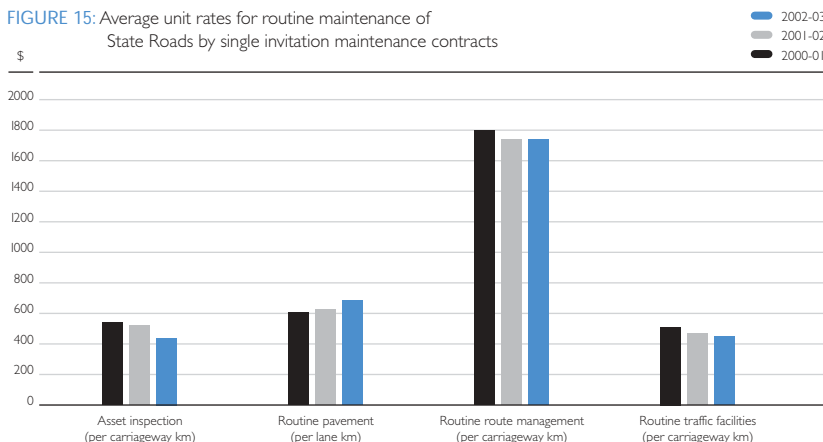
FUTURE CHALLENGES

- Develop and implement through councils a program to upgrade up to 369 timber bridges on Regional Roads over a seven year period commencing in 2004-05.

- Develop and commence a program to strengthen older RTA bridges.

- Continue to implement the Rebuilding Country Roads Program.

- Continue to implement the Government's ongoing accelerated maintenance and rebuilding program for RTA roads using the increases in various RTA charges, including the Sydney Harbour Bridge toll, announced in December 2001.

- Continue to work with local government and industry to implement the Road Maintenance Reform Package, including use of single invitation maintenance contracts with more than 120 councils and internal deliverers.

- Complete and implement the Conservation Management Plans for State heritage timber truss bridges.

Online services

A large number of staff combine effectively to deliver the RTA's online services. Although it is challenging and diverse work, it is rewarding to be able to deliver services that impact positively on so many customers and business partners. *Craig Smith*

FROM LEFT: Petrina Noel, IT Project Manager, Sydney // Craig Smith, Commercial Development Manager, Sydney.

Road use regulation

Strategic outcome

Compliance with driver licensing and
vehicle registration requirements.

Performance summary

Strategic outcome	Measures of success	Performance against these measures in 2002-03
Compliance with driver licensing and vehicle registration requirements.	98% of vehicles using the road are registered.	Preliminary analysis of a survey conducted in June 2003 shows that more than 98% of vehicles were registered.

Sustainability

The economy

The driver's licence is widely used and accepted in the community as proof of identity. Improved proof of identity requirements for licences assist other institutions in their efforts to prevent credit and other fraud.

The environment

The Heavy Vehicle Rules manual for Authorised Inspection Stations (AIS) has been distributed primarily using CD-ROM technology, resulting in significant savings in printing costs.

The community

Compliance with licensing and registration requirements has improved road safety and reduced the potential for identity fraud and vehicle theft and re-birthing. This has a significant positive impact on outcomes for the community, particularly reduced road deaths and injuries and reduced financial loss for innocent parties.

Members of the RTA's Vehicle Identification Inspection Unit were awarded a certificate by the International Association of Auto Theft Investigations for their expertise and professionalism in a major police operation in 2002.

Performance in detail

Driver licensing

Community based driver knowledge testing

A Community Based Driver Knowledge Testing program, which helps prepare people for the test, has operated in a number of towns in the west of the State for several years. The scheme is designed to assist people in Aboriginal communities and with low levels of literacy, and those who feel uncomfortable attending a motor registry, to obtain a driver licence.

An evaluation of the program found strong support and the scheme was extended to another 10 locations (two correctional centres, two juvenile justice centres and six community-based organisations). The scheme now operates at 30 locations.

Online practice Driver Knowledge Test

To assist licence applicants to better prepare for the Driver Knowledge Test (DKT), a full online practice version was released in December 2002. The online version is available on the RTA website in English and nine other languages. As with the actual test, the online version randomly draws 45 questions from the DKT question bank. The test proved so popular that the application was expanded to increase its capacity to 350 simultaneous users.

Driver Qualification Test

The Driver Qualification Test (DQT) is the final test undertaken by Class C (Car) applicants in the Graduated Licensing Scheme before progressing to an unrestricted driver licence. The DQT is a two-part computer-based test which assesses an applicant's knowledge of safe driving practices and the ability to recognise and respond to potentially dangerous driving situations. It uses film footage of real driving situations. During 2002-03 development work and extensive trialing of the DQT were completed in preparation for introduction of the test on 1 July 2003.

New style photo-cards

The RTA introduced a new look driver licence card in November 2002. The new licence has security features including a secondary 'ghosted' photo image of the licence holder and a hologram. These features help prevent fraud and assist in tamper detection.

Mobility Parking Scheme

The Mobility Parking Scheme (MPS) is being enhanced to protect the interests of legitimate users and to help deter potential misuse by ineligible people. Planned changes include:

- New style cards similar to driver licence cards, with security features such as holograms and photographs.
- A requirement for MPS applicants to produce a medical certificate to ensure that the eligibility criteria are met.
- Improved enforcement arrangements in consultation with local councils.

New national medical guidelines

In cooperation with Austroads and the National Road Transport Commission, national medical standards for commercial vehicle drivers were reviewed and combined with standards for private vehicle drivers. Road agencies, industry bodies and organisations representing general practitioners, medical specialists and other health professionals were consulted. A new publication – *Assessing Fitness to Drive for Commercial and Private Vehicle Drivers* – was developed for distribution to medical professionals and other interested parties.

Safety of vehicle occupants

New measures were developed to enhance the safety of vehicle occupants following a number of fatal crashes involving young drivers and passengers. Legislation was passed which restricts L and P plate licence holders from driving or carrying passengers without wearing seatbelts and banning any driver from carrying passengers in the boot of a car. These changes were expected to be introduced in July 2003.

Vehicle registration

European style number plates

European style plates have proven to be popular, with nearly 9000 sold in the first 12 months of their availability. The distinctive plates are designed specifically for European vehicles.

Drought initiatives

Seasonal registration provides farmers with 2x3 monthly or 1x6 monthly registration periods per year, without requiring them to hand in number plates or re-register their farm vehicles. These registration periods do not have to be continuous. Farmers have the flexibility of selecting seasonal registration periods to coincide with the demands of their harvests.

In a move that was welcomed by the NSW Farmers' Association, the RTA permitted an extra 2x3 monthly or 1x6 monthly registration period annually for harvest vehicles up to the end of 2003, to allow for the special transport needs caused by the drought.

REVS certificates

Since 1988, customers have been required to purchase a Register of Encumbered Vehicles (REVS) certificate when establishing the registration of an interstate registered vehicle in NSW. If a vehicle was financially encumbered, the customer had to obtain a letter from the finance provider authorising its re-registration in NSW. Following a review, the requirement for customers to purchase a REVS certificate was abolished in November 2002 to streamline customer service.

Registration of interstate vehicles

The NSW Government enacted legislation to ensure that vehicles garaged and used continuously in NSW by corporations are registered in NSW. This is to ensure that appropriate NSW motor vehicle registration and Compulsory Third Party (CTP) insurance charges are paid. Industry groups were advised of the new legislation and a law enforcement program targeting self-drive car rental companies began in May 2003.

Conditional Registration Scheme

The Conditional Registration Scheme was introduced in May 2002 to replace long-term Unregistered Vehicle Permits for non-complying vehicles. The advantage of the new system is that these vehi-

cles and their conditions of use are now effectively identified. The vehicles display distinctive number plates and operators carry a certificate stating their conditions of operation.

Around 33,000 vehicles were registered conditionally in the past year. These included vehicles such as golf buggies, all-terrain vehicles, agricultural harvesters, tractors, historic and street rod vehicles.

Compliance strategy

Review of the Heavy Vehicle Inspection Scheme (HVIS)

Annual inspection as part of the HVIS is a registration requirement for most classes of NSW registered heavy vehicles. Approximately 100,000 inspections are undertaken annually at 400 inspection sites. A review of the HVIS, completed in 2002, provides direction for significant improvements to the efficiency of the scheme and, therefore, road safety. Changes to the scheme include a reclassification of vehicles requiring an inspection, introduction of an inspection booking fee and suspension and cancellation of registration if inspection requirements are not met. The new scheme is scheduled to begin from November 2003.

Review of heavy vehicle checking stations

Heavy vehicle checking stations are strategically located along major transport corridors. These sites check heavy vehicle compliance with RTA regulations, including loading, dimensions, driving hours and roadworthiness. A review completed in 2002 recommended implementation of a formal risk-based approach to the operation of heavy vehicle checking stations. Truckscan heavy vehicle screening technology and an operator rating system were recommended.

Coupled with a more flexible approach to operations and the use of mobile enforcement, the new approach is expected to bring significant improvements by targeting higher risk non-complying heavy vehicles and operators.

Heavy vehicle operator rating system

The RTA has successfully developed a heavy vehicle operator rating system that collects and analyses all heavy vehicle non-compliance data to generate a non-compliance rating for heavy vehicle operators. The system draws information from Safe-T-Cam reports, defects, breaches, traffic infringements issued by RTA Inspectors and traffic offences detected by Police.

The heavy vehicle operator rating system is the first of its kind in Australia. It will enable the RTA to positively impact the behaviour of heavy vehicle operators and their drivers.

Mobile communication devices for enforcement officers

Following a successful trial of in-car mobile computers, the RTA expanded use of the technology across the State. These vehicles provide instant access to registration, licensing and Safe-T-Cam information, together with access to electronic rules and regulations. The technology has significantly improved the effectiveness of roadside inspection.

'3 Strikes' scheme

A revised '3 Strikes' scheme was introduced on 1 January 2003. The original scheme provided for strikes to be applied to heavy vehicle speeding offences where the vehicle was travelling at, or more than, 115km/h. The scheme was expanded to include all heavy vehicle speeding offences 15km/h or more above the heavy vehicle speed limit. This places greater responsibility on operators to manage their vehicles and drivers to prevent heavy vehicles exceeding speed limits.

If three strikes are recorded against a vehicle in a three-year period, the RTA will act to suspend the registration of a NSW registered vehicle, or the visiting privileges of an interstate registered vehicle.

Mobile crane GPS trial

In September 2001, the RTA provided a travel-time concession to over-dimensional mobile cranes fitted with a Global Positioning System (GPS) tracking system. The concession gave vehicles up to 2.9m wide the opportunity to travel in clearway times (vehicles are normally restricted to 2.5m). The GPS tracking system gives the RTA confidence that these vehicles are not travelling on any of the restricted routes in NSW (including the Sydney Harbour Bridge).

The RTA is one of the first regulators in the world to use GPS tracking as a compliance tool. The scheme continues to be a success, with approximately 40 vehicles participating and the crane industry suggesting that productivity improvements could potentially be worth tens of millions of dollars.

National Heavy Vehicle Accreditation Scheme

The National Heavy Vehicle Accreditation Scheme (NHVAS) has been operating in NSW since July 2001 and offers operators accreditation in Maintenance Management and Mass Management. Heavy vehicles over 4.5T Gross Vehicle Mass (GVM) can join the NHVAS provided that operators can demonstrate compliance with the business rules and standards via regular audit.

In NSW the benefits of being accredited in the NHVAS include exemption from annual inspection for accredited vehicles under the Maintenance Management module and access to Higher Mass Limits for vehicles accredited under the Mass Management module (for vehicles operating on the Newell Highway only). Forty operators and 2566 vehicles are participating in the Maintenance Management module and 16 operators and 130 vehicles are participating in the Mass Management module.

Review of the Authorised Inspection Station (AIS) scheme

In March 2003, the RTA commenced a review of the AIS scheme. The scheme began in 1939 as a result of public concern about unroadworthy vehicles. The last major review of the scheme was in 1993 when the Safety Check concept was introduced (the inspection of vehicles to ensure they are safe to travel on the road).

The review is being conducted in consultation with key stakeholders and its key objectives are to ensure that the scheme continues to contribute to the RTA's road safety initiatives, while providing value for money. A major consideration of the review is to further promote the use of technology within the scheme, particularly the e-Safety Check.

Freight policy

The RTA supervised the trial of a variety of heavy vehicle combinations to identify opportunities for more efficient freight movement. The RTA also conducted route and safety impact assessments, developed guidelines for the assessment of non-standard loads and issued permits for non-standard vehicles.

EXPORT FACILITATION INITIATIVE

The RTA worked with Dubbo City Council to develop a Regional Intermodal Transport Strategy. The plan aims to support regional export enterprises and economic growth by improving productivity through optimal use of local road and rail infrastructure. The arrangement permits the transport of export shipping containers from depots to railheads in regional centres at higher weight than currently permitted under regulation.

HEAVY VEHICLE LICENCE ENQUIRY SYSTEM

The RTA implemented the Heavy Vehicle Licence Enquiry System to enable road transport operators to check online that their heavy vehicle drivers have a current valid licence.

NETWORK ACCESS

Permit arrangements allowing 19m B-Doubles to operate at full axle loads across the Blue Mountains via the Great Western Highway were introduced following community consultation and collaboration between the RTA and road transport operators. Road transport operators achieve a 15% productivity increase while the community benefits from safety features such as ABS brakes on prime movers and trailers, a mass management regime, controls on engine brake noise and diesel exhaust emission controls.

INTELLIGENT ACCESS PROGRAM

The RTA participated in the Austroads feasibility study of a national Intelligent Access Program (IAP). Intended as a voluntary scheme, IAP establishes satellite tracking of heavy vehicles for compliance purposes as a condition attached to productivity concessions. The RTA undertook a review of government-run systems in Australia and overseas which use satellites to track vessels and heavy vehicles

for compliance purposes. Following a positive finding from the feasibility study the IAP has moved to the implementation phase.

NATIONAL HEAVY VEHICLE INITIATIVES

During the past year the National Road Transport Commission (NRTC) has continued with its road transport reform agenda. The RTA coordinated responses to NRTC proposals on increasing the length of B-Doubles, uniform truck and dog trailer weight limits, safety and infrastructure performance measures for the proposed Performance-Based Standards (PBS) regime for heavy vehicles, and the regulatory framework for PBS.

NATIONAL POLICY COORDINATION

The RTA provided input to national policy proposals including:

- The review of the National Road Transport Commission Act and the subsequent establishment of a National Transport Commission to deal with road transport, intermodal and rail issues.

- The introduction of a 50km/h default urban speed limit for NSW as well as other jurisdictions.

- The harmonisation of Road Transport Laws with the Commonwealth Criminal Code.

LEGISLATIVE SERVICES

The RTA supported a range of legislative initiatives, including:

- Notices for restricted access vehicles including B-Doubles, road trains, 4.6m high vehicles as well as oversize and overmass vehicles. Rather than requiring operators to obtain specific permits for journeys by restricted access vehicles, the RTA may publish Notices in the Government Gazette that provide umbrella approval for designated types of vehicle to use certain routes, subject to conditions (such as time of travel and other vehicle operating requirements).

- Amendments to Road Transport Law.

- Amendments to allow the introduction of an Australian

Standard for frontal protection systems (such as controlled crumple zones to protect vehicle occupants in the event of a frontal collision) for vehicles that do not exceed 3.5 tonnes GVM.

- Amendments to the scheduled fees, charges and penalties.

Aboriginal licensing coordinator

The RTA has appointed an Aboriginal licensing coordinator to assist in the development and implementation of strategies specific to the licensing needs of the Aboriginal community of NSW.

FUTURE CHALLENGES

- Expand the Community Based Driver Knowledge Test program.

- Complete the Review of Fines and Demerit Points in conjunction with the Road Safety Taskforce.

- Expand the use of electronic technology within vehicle regulation.

- Contribute to the development of a national performance-based regulatory framework for heavy vehicles.

ENVIRONMENTAL

SOCIAL

ECONOMIC

Call centre, Newcastle

The call centre is about working together as a team to provide a greater range of RTA services by phone or internet to our customers. *Jim Ralston*

Being a team leader has given me a lot of personal satisfaction in training new staff. *Lorraine Hearnden*

We receive a lot of calls each day. Being able to speak another language helps me with customers. *Jaki Rusev*

FROM LEFT: Jim Ralston, Call Centre Manager // Lorraine Hearnden, Team Leader // Jaki Rusev, Customer Service Officer, Newcastle.

Customer service

Strategic outcome

Increased access to better services.

Performance summary

Strategic outcome	Measures of success	Performance against these measures in 2002-03
Improved access to services.	90% of motor registry customers rate service as 'good' or 'very good'.	Independent survey in May 2003 indicated that 94% of registry customers rated service as 'good' or 'very good' (compared to 93% the previous year).
Better quality services.		Average waiting time halved to less than seven minutes in recent years with strategies to reduce waiting time as part of a five year strategy.

Sustainability

The economy

The development of online services, including renewal of registration, booking of tests and customer enquiries, has provided substantial business efficiencies and given customers greater service options. Online transactions continue to grow as people realise the convenience of services available. The number of transactions completed online increased by 84% in 2002-03 when compared with 2001-02. Online services help to constrain the overall cost of service delivery by offsetting the annual growth in transaction volume. Customers are so pleased with the online system to purchase special number plates that 25% of plate sales are now online.

Additional revenue from price variations contributes to a maintenance program for the State's ageing arterial road network. New pricing arrangements also contributed to reduced customer waiting times for testing services and since applicants are preparing better, pass rates have increased, resulting in the availability of more test time slots. Significant savings were also made in printing and distribution costs as a result of revised charges.

The environment

The number of kilometres travelled to access RTA services has been reduced thanks to enhancements to the network of motor registries and agencies delivering RTA services and the introduction of online services.

The community

RTA services must balance regulatory concerns, such as protecting the community from identity theft and vehicle rebirthing, with service delivery issues.

The RTA successfully delivered the Premier's commitment to establish 67 Government Access Centres (GAC) by 30 June 2003. These one-stop shops provide people in rural and remote areas with face-to-face access to services for eight Government departments and agencies and up to 27 different types of transactions. The RTA also established a trial urban GAC at Mt Druitt Motor Registry to provide improved access to Government services for the growing population in Western Sydney.

Online services reduce the need for people in rural areas to attend a motor registry. With the most widely-used State Government website in Australia, the RTA has successfully improved access to information for people throughout the State.

The RTA's Call Centre also provided road closure information during bushfire emergencies and during floods in northern NSW.

Customer service in motor registries

The RTA has a network of 129 motor registries, a Call Centre at Newcastle, 38 agencies and 67 Government Access Centres across NSW. Services are also provided at 44 itinerant sites. The network minimises travel and inconvenience, especially for customers in rural and regional areas.

Registry hours of operation are generally 8:30am to 5pm, Monday to Friday. In addition, approximately 50% of registries open for Saturday trading, generally from 9am to 12:30pm (nine are open until 2pm).

The majority of motor registries are wheelchair accessible. The RTA has an ongoing program of upgrading registries to include wheelchair accessible doors and lifts where practicable. A ramp for wheelchair access was included in the new registry at Botany. For people with hearing impairments the RTA provides audio loop facilities in motor registries and telephone typewriter (TTY) access to the Call Centre.

The RTA completes approximately 20 million registration and licensing transactions per annum for the 4.3 million drivers and 4.5 million registered vehicles in NSW. While the majority of these transactions are delivered face-to-face in motor registries, customers also have access to an increasing range of RTA services provided by telephone through the Newcastle Call Centre and over the internet.

In May 2003, an independent survey of customer satisfaction was conducted in the RTA's Motor Registries. A total of 6538 interviews were carried out. The results were pleasing – 94% of customers rated the service as 'good' or 'very good'.

The RTA upgraded its photo-licence printers in motor registries to improve reliability, reduce printing time and enhance security features of driver licences. A new photo-licence card was introduced at the same time to accept the new security features.

The RTA provides a number of facilities to assist customers to prepare for the Driver Knowledge Test (DKT). To prepare for the DKT, learner licence applicants are expected to study the *Road Users' Handbook*. This publication (and other driver handbooks) can be accessed at no charge from the RTA website. As a supplementary means of studying the road rules, the RTA has also published the entire DKT question bank on its website. To enable licence applicants to become familiar with the structure and format of the actual test, a demonstration version of the DKT has also been placed on the website.

Improved access to services

The RTA made improvements at a number of motor registry locations to upgrade the quality and accessibility of services, including:

- Completion of the construction of the new single level Fairfield Motor Registry. The registry was officially opened in February 2003.
- Relocation of Revesby Motor Registry to a larger site in a shopping centre in Padstow.
- Relocation of Rosebery Motor Registry to a larger site at Botany.
- Refurbishment of Eden Motor Registry.
- Redevelopment of Lithgow Motor Registry.

Government Access Program

In March 2001, the Premier announced the expansion of the Government Access Program to 67 sites by June 2003. The RTA managed the Government Access Program in collaboration with the Attorney-General's Department. The new centres were successfully established, as planned. Existing motor registry and local court networks were used, wherever possible.

There are now 67 sites in the program – 44 Government Access Centres (GAC) and 22 GAC Outreach and Internet Access Points across rural NSW, and one urban GAC at Mt Druitt in Western Sydney.

Performance in detail

GACs provide 'one stop shops' in rural and regional communities for a range of NSW Government services. The centres provide services for up to eight government departments and 27 transaction types (including applications for Birth, Death & Marriage certificates, information on housing services, processing of speeding and parking fines, issue of recreational fishing licences and renewal of recreational boat licences).

GAC Outreach sites provide rural communities with access to the full range of GAC transactions on a regular visiting schedule. GAC Internet Access Points enable customers to access Government information and transactions online via dedicated computers connected to State Government websites.

[The Waterways Authority opened a GAC at its Moama office in May 2003. Wakool Shire Council provides GAC outreach services at its offices in Barham and Moulamein.]

Online registration renewal

The online registration service provides a convenient and efficient option for customers to renew vehicle registrations via the Internet or telephone. The service is available outside standard business hours and has proven to be popular, with renewals increasing from 7000 per month in 2001-02 to 12,000 per month in 2002-03. Ninety-eight per cent of customers surveyed were satisfied with the online registration service.

Electronic green slips

The RTA continued to work with the Motor Accidents Authority and compulsory third party (CTP) insurers to increase the number of green slips transmitted electronically to the RTA (which enables more customers to access online registration). All but one of the CTP insurers now participate in this service. The RTA implemented a new system to further improve the security and speed of transmission of green slip data between insurers and the RTA.

Padstow Registry Manager Yvonne Antonic (left) and Alan Ashton MP (right) congratulate Alyce Marlowe on becoming the first person to gain P plates at the new registry.

e-Safety Check

Vehicles more than three years old require an annual inspection report (pink slip). Following a successful trial, the Motor Traders' Association, the Service Station Association and the Institute of Automotive Engineers worked with the RTA to introduce the e-Safety Check system in August 2002.

This system enables Authorised Inspection Stations (AIS) to transmit pink slip information electronically to the RTA. Customers who obtain an e-Safety Check are then able to renew their registration online. Over 500 AISs across NSW participate in this service. Ultimately it is expected that 3.5 million customers will be able to renew registration online.

Computerised test booking

The RTA began trialling an online booking system in July 2002 to enable customers to book Driver Knowledge and Hazard Perception tests via the Internet. Based on the success of the trial, the system was enhanced and broadened to include the new Driver Qualification Test. Almost 4000 tests were booked online during the year.

Online address change

The online address system was introduced in December 2002 to enable customers to submit an address change via the Internet. The system was enhanced in March 2003 and now enables customers to update their own address information online. The new address details provided by the customer are changed directly on the RTA computer system, without need for intervention by RTA staff.

Dealer Online system

The trial of the RTA's Dealer Online system was extended in September 2002 to include a larger range of transactions. Motor dealers are now able to transfer registration, record disposal of vehicles, exchange plates between vehicles and register new vehicles. The RTA also worked with industry representatives to investigate improved methods of data transmission between motor dealers and the RTA for Dealer Online transactions.

Customer enquiries system

The online customer enquiries system was released in May 2003. The system enables customers to check their demerit points, purchase a copy of their driving record, check vehicle registration details and lodge a notice of disposal for their

vehicle. The system was immediately popular, with more than 31,000 enquiries completed since its introduction (including 20,000 in June 2003).

Infringement payments

To assist the NSW Police during the relocation of the Infringement Processing Bureau from Parramatta to Maitland, the RTA began accepting infringement payments at Parramatta Motor Registry from December 2002.

Premier's Public Sector Awards 2002

The RTA received the Bronze Award in the 'Service Delivery' category of the 2002 NSW Premier's Public Sector Awards, for its 'Driving Customer Focus' nomination. The award recognises the RTA's achievement in improving customer service through an integrated approach that uses a range of delivery channels (including over-the-counter services in motor registries, call centre operations and online services).

Customer Call Centre

The RTA Customer Call Centre in Newcastle continued to offer valuable support to customers. Operators answer enquiries and undertake a number of transactions for registration, licensing and e-toll services. The centre handled about 65,000 calls per week during the year. The service reduces the demand for motor registry services and therefore reduces waiting times for customers at registries. The Call Centre provides customers with the option to obtain information or undertake transactions on the telephone rather than visit a motor registry.

FUTURE CHALLENGES

- Increase customer awareness of e-business services to enable more customers to take advantage of the benefits of online systems.

- Expand e-Safety Check across the State to enable more motorists to renew registration online.

- Improve e-business systems to increase features and useability for customers.

- Determine the feasibility of providing other transactions through Government Access Centres.

- Promote community awareness of Government Access Centres and the services they provide.

- Maintain the high level of customer satisfaction, given increasing customer expectations.

Repairing the historic
Junction Bridge, Tumut

Road Service's bridge crew, South West Region asset staff and Bridge Branch are to be congratulated for their sustained and dedicated effort in returning this highly significant heritage structure to working condition under tight time constraints. The local residents were impressed.

Terry Doolan

FROM LEFT: Danny Hodge, Apprentice Carpenter, Wagga Wagga // Norm Young, Foreman, Wagga Wagga // Andrew Cramp, Bridge Planner, Wagga Wagga // Terry Doolan, Design & Specialist Adviser, Sydney.

The environment

Strategic outcome

The natural environment and heritage protected and enhanced.

Performance summary

Strategic outcome	Measures of success	Performance against these measures in 2002-03
The natural environment and heritage protected and enhanced.	Achieve no infringements from State Government environmental regulators.	The RTA received no Penalty Infringement Notices (PIN) from the Environment Protection Authority.

Sustainability

The economy

The RTA's environmental initiatives are frequently related to economic issues and most initiatives in this chapter do so. For example, activities that aim to reduce energy consumption, reduce energy costs and measures to protect water quality assist in supporting the fishing, tourism and recreation industries.

Road user economic analyses, included in RTA environmental impact assessments, help the RTA to ensure value for money in the expenditure of road funds. In addition, increasing emphasis is being directed to seeking meaningful measures and methods to improve our understanding of the full environmental costs and benefits of our activities.

Broader economic impacts, such as business and property effects, are also assessed. For example, the removal of many heavy vehicles from town centres may be considered for safety and environmental reasons, but it also has economic implications. Increasing the quality of town streets can result in increased use of facilities and businesses and expanded tourism opportunities. At the same time, removal of through traffic can adversely affect trade for businesses such as service stations and motels.

Economic and environmental considerations can be intertwined. For example, the retention of heritage-listed timber bridges raises many interlinked issues.

The environment

This chapter reports on the RTA's direct contribution to ensuring environmental sustainability through its activities. The RTA is socially and legally bound to undertake activities in an environmentally-responsible manner, to ensure the best outcome for present and future generations. As a result, various actions are taken and reported on in this chapter, including: Maintenance of the Environmental Management System; emissions testing; development of recovery plans; waste minimisation activities; contaminated land management.

The community

Protecting the environment is often directly aligned with protecting the health and quality of life of the community, today and into the future. This chapter covers RTA activities that address these concerns.

These activities include environmental impact assessment, reducing air pollution and greenhouse gas emissions, conserving heritage items, reducing noise effects and preventing water pollution.

The RTA involves the community in project development. The environmental impact assessment process provides opportunities for the public to be involved through commenting on the environmental impact statement, community workshops, newsletters and public displays.

The RTA's activities in conserving heritage are another significant contribution to social sustainability.

Community interests were considered in all the RTA's activities related to noise prevention, such as participation in the Northern Pacific Highway Noise Taskforce, development of noise emission standards, noise testing and continuation of the noise abatement program.

The RTA is accountable to the community and publicly reports on environmental activities and performance through its annual environment report and its website.

Environmental impact assessment

The RTA prepares Reviews of Environmental Factors (REF) to consider potential environmental impacts and decide whether a proposal is likely to significantly affect the environment. The RTA has operating systems in place that ensure the separation of responsibility for preparation, assessment and approval of REFs. In 2002-03, 480 REFs were prepared.

Environmental Impact Statements (EIS) are undertaken in relation to proposed projects that are considered likely to have significant impacts on the environment.

EISs are exhibited for public comment in accordance with the requirements of the *Environmental Planning and Assessment Act 1979*. During 2002-03, the RTA prepared and exhibited the following EISs:

- Cross City Tunnel Supplementary.
- Windsor Flood Evacuation Route – South Creek.
- Newell Highway Bypass of Moree.
- New Crossing of the Murray River between Cobram and Barooga.
- Wollongong Northern Distributor Extension.
- North West Transitway.
- Main Road No 92, Nowra to Nerriga.

Environmental Management System

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

Key developments in the EMS in 2002-03 included:

- A comprehensive review of the EMS by an independent consultant to identify gaps and areas for improvement.
- Ongoing review of environmental specifications to be used in construction and maintenance contracts.
- Ongoing review of the RTA's Quality, OHS and Environmental Audit Package, including fine-tuning the risk-based approach.

Air quality

M5 East Freeway Air Quality Management Plan

The M5 East Freeway Air Quality Management Plan was released in 2002 and implementation began this year. The plan, a condition of the project's approval, was developed to offset emissions from the M5 East ventilation stack.

Strategies implemented included:

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

Ambient air quality monitoring continued for the M5 East during the reporting year. There were no exceedances of air quality goals due to operation of the M5 East. However, there were above-goal readings for particulate matter below 10 microns in diameter and nitrogen dioxide. This was due to:

- Bushfires from early December 2002 to early February 2003, which affected air quality in the entire Sydney basin.
- A dust storm in mid March.
- Bushfires and dust storms in October 2002.

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

SMOKY VEHICLE ENFORCEMENT

As part of the M5 East Freeway Air Quality Management Plan, the RTA continued action to address the problem of smoky vehicles.

Monitoring of smoky vehicles has been conducted on the M5 East by RTA inspectors since its opening. A number of vehicle checking strategies have been used, including short-term 'blitz' monitoring.

During 2002-03, the RTA observed 348 vehicles failing to comply with visible smoke regulations resulting in 297 Penalty Infringement Notices. Since the EPA smoky vehicle reporting system commenced in 1996, the RTA has reported 2444 smoky vehicles to the EPA resulting in 1859

Performance in detail

Penalty Infringement Notices being issued. In addition, variable message boards warn motorists that such checking is carried out on the road, reinforcing the message that smoky vehicles should be repaired.

Two training courses were held in December 2002, with officers from Canterbury, Rockdale and Marrickville councils becoming authorised as smoky vehicle enforcement officers. A third course was held in January 2003.

Open and sheltered valleys air quality study

Ambient air quality monitoring for roadside open and sheltered valleys was completed. The data will help determine the potential build-up of motor vehicle pollutants under a range of meteorological conditions. It will also assist in the modelling of air quality impacts. The final report is nearing completion.

Vehicle emission standards

The RTA has continued to represent NSW on the Motor Vehicle Environment Committee (MVEC) – the national body that advises transport and environment ministers on vehicle-related environment issues. The RTA has strongly advocated tighter vehicle noise and emissions standards. Significant progress has been made in narrowing the gap between the environmental performance of the Australian vehicle fleet and world's best practice.

Two new emission standards (ADR 79 & ADR 80) came into effect from 1 January 2003. Introduced at the same time were tighter fuel quality standards, reducing sulphur in petrol and diesel. The effect of these new vehicle and fuel standards is to significantly reduce emissions from all vehicles in NSW and Australia.

Diesel National Environment Protection Measure

The Diesel National Environment Protection Measure (NEPM) provides a range of measures that States can implement to reduce emissions from diesel vehicles. With funding from the Commonwealth, NSW is leading the implementation of the Diesel NEPM in Australia through a voluntary diesel test-

Colin Dixon (left) from the Deerubbin Local Aboriginal Land Council, RTA Project Manager Ian Burke and Megan Mebberson, from Australian Museum Business Services, working to excavate Aboriginal artifacts at Plumpton Ridge, on the route of the Westlink M7.

ing program and the development of audited maintenance guidelines for diesel vehicles. The RTA has undertaken an extensive diesel testing program that has helped to improve the in-service diesel test developed under the NEPM.

Heavy vehicle diesel emission testing

The RTA's voluntary diesel testing program continued throughout the year. The initial phase of the program tested 1088 vehicles from the State Transit Authority diesel bus fleet, based in Sydney, as well as 70 heavy vehicles from the RTA's fleet. The second phase of the program began in August 2002. Twenty-four private fleets from freight transport, private bus operators and local councils have participated in the program. The total program has tested almost 2000 diesel vehicles.

The testing identified high emitting vehicles and a proportion of these vehicles were repaired and re-tested. An average

emission reduction of 25% was achieved for repaired vehicles. Results for individual vehicles have been even more impressive. This testing has helped the RTA to identify the maintenance procedures that minimise diesel emissions. This information will form the basis of audited maintenance guidelines that can be applied by diesel fleet operators. The diesel testing program was funded by the Federal Government as part of the implementation of the Diesel NEPM. Following the success of this work, the Federal Government committed to fund further diesel emission reduction programs by the RTA.

Voluntary light vehicle emissions testing

The RTA continued to provide voluntary emission testing of light vehicles at its emission testing stations at Penrith and Botany motor registries. As well as providing voluntary testing for the general public, projects included testing of modified vehicles,

smoky vehicles and taxis. The EPA requires some light petrol and gas vehicles, infringed for emitting smoke, to be tested by the RTA to clear their defect notices. Modified vehicles are also referred for testing by the RTA. Since the introduction of light vehicle testing, 7321 tests have been completed on a range of vehicles. During 2002-03, 1825 tests were conducted.

Seminars and tours of the test facilities were conducted in conjunction with the TAFE Automotive Program to raise awareness of vehicle emissions among apprentice mechanics.

NSW clean car benchmarks

In May 2003, the NSW EPA released a discussion paper, *Clean Cars for NSW*, which proposed an environmental performance scoring system for new light vehicles to take account of greenhouse and noxious emissions. The RTA contributed to the development of these environmental benchmarks. The benchmarks will support other initiatives

under the NSW Government's Cleaner Vehicles Action Plan. When finalised, the benchmarks will help consumers and organisations choose cleaner cars.

Conservation of biodiversity

Koala monitoring

Koala monitoring at a number of locations on the Pacific Highway in northern NSW continued. The research aims to quantify the impact of road construction and operation on koala populations and determine changes in koala movement, social behaviour and reproductive success as a result of roads and associated changes to the habitat.

Threatened species

The RTA contributed to a number of Threatened Species Recovery Plans, including at least 10 draft plans and two finalised plans. See **Appendix 3** for details.

Vegetation management

The RTA has a number of policies relating to vegetation management in the road corridor. The implementation of policy, practices and procedures includes revegetation, bush regeneration and relocation of vegetation on both road maintenance and road construction projects. Native seed is collected from the local area for seeding and propagation for replanting following work. Examples in 2002-03 include works at Soldiers Pinch in the Blue Mountains as part of the Great Western Highway Upgrade, and tree planting and bush regeneration on the M5 East Freeway. These principles are incorporated into all construction and maintenance works.

RTA-funded biodiversity research

The RTA funded a range of studies in 2002-03 including:

- WIRES and International Fund for Animal Welfare research into the effectiveness of roadside reflectors to discourage native fauna from venturing onto roads. The three year study's first annual report was received in 2002.

- The beginning of a three-year postgraduate study with the Australian Catholic University to assess the usefulness of chemical repellents in managing vehicle collisions with wildlife in rural NSW.

Initial results were very promising and field trials are due to commence in 2003.

- A University of Western Sydney investigation into the impact of bridges on estuarine habitats including both saltmarshes and mangroves. The principal focus of the study is the Karuah Bypass project.

- Koala research project (see **Koala monitoring** above).

Roadside Environment

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

Committee achievements included:

- Nine training courses carried out by the REC and assistance given to private providers for another 15.

- Publication of the REC's major survey of local government vegetation management practices. All NSW councils participated and the results provide direction for REC and member agencies to target areas of greatest need.

- More than 200 'Significant Roadside Area' signs were distributed to 18 areas after a rigorous vetting process to ensure the quality of linear reserves.

- The REC continued its role in the NSW Litter Advisory Group, ensuring that the EPA grants scheme for 2002-03 focused on roadside litter management and the new 'tosser' campaigns targeted car users as a primary audience.

The inaugural NSW Roadside Environment Committee Award for best practice in the assessment, management and conservation of vegetation on linear reserves and roadsides was presented by the Minister for Local Government in October 2002. The Murray Regional Organisation of Councils and eight individual councils were selected on the basis of guidelines for tree preservation, protecting vegetation during works, litter control and revegetation. Winners included councils such as Armidale Dumaresq, with its long history

of innovative management tools, and Severn, which used community groups to compile an inventory of more than 1200km of road reserve.

Contaminated land management

The RTA undertook contaminated site investigation and remediation, where required, on more than 30 of its fixed sites. The works were undertaken for site management and to ensure RTA divestment properties were suitable for their zoned land-use before sale.

The RTA continued to utilise its Panel of Consultants for Contaminated Site Assessment and Management Services to provide high quality technical advice to staff. The panel was involved in the continued management of contaminated sites that may be acquired or divested and in the management of RTA fixed sites.

Acquisition of land is required for some new road development projects. The RTA uses the EIA process to identify potentially contaminated sites to be acquired. The panel has been used to provide remediation cost estimates to value acquisition properties. Where potential contamination is identified, site investigation and remediation works are progressed as early in the project process as possible.

The panel has also been used to provide environmental assessment of several timber bridge sites. These investigations have been focused on the assessment of contaminant concentrations in timber, soils and groundwater. The results are being used to determine the most appropriate methods for handling, storing, re-using, recycling and potentially disposing of timber from bridge demolition works. Soil and groundwater assessments have been undertaken to ensure that former bridge sites do not pose any long-term risk to the environment.

Government Energy Management Policy (GEMP)

The GEMP commits NSW public sector agencies to achieve and sustain reduced greenhouse gas emissions and significant energy cost savings. This commitment extends to all aspects of energy use. The GEMP has two specific building energy reduction targets: a 15% reduction by 2001-02 and a 25% reduction by 2005-06

(compared to a 1995-96 baseline year).

RTA building energy use reduced from 28,144,177kWh in 1995-96 to 24,015,144kWh in 2001-02. This represented a 14.7% reduction in building energy use, falling just short of the GEMP's target reduction of 15% by 2001-02. Noting that building Green Power purchases in 2001-02 amounted to 756,958kWh, the greenhouse impacts from RTA building energy use decreased by 17.4% when compared to the 1995-96 baseline year.

The RTA aims to achieve the GEMP's 25% reduction target by 2005-06. Key energy efficiency measures implemented this year included:

- Beginning energy audits of 14 of the largest RTA building sites, which consume about 40% of the RTA's total building energy use. Audit recommendations will be considered for implementation during the first half of 2003-04.

- Review of air conditioning plant in major owned buildings to ensure maximum efficiency.

- Agreement to commence the purchase of 6% Green Power for traffic signals from August 2003.

- An increase in the RTA's fleet of petrol-electric hybrid vehicles – from five to nine. Orders for another seven hybrid cars were expected.

- Assessment of the viability of migrating older incandescent traffic signal technology to modern and more energy efficient Light Emitting Diode technology – expected to offer significant cost savings.

The RTA monitors its energy use within office buildings, infrastructure and transport and is required to send an annual GEMP progress report to the Ministry of Energy and Utilities. A summary of the 2002-03 GEMP report findings will be provided publicly in the 2003 *RTA Environment Report*.

Greenhouse

Greenhouse Gas Inventory

During the year the RTA compiled an inventory of greenhouse gas emissions from its 2000-01 internal activities. It is now publicly available on the RTA web-site. The inventory considers emissions produced from buildings, fuel consumption from vehicles and plant, as well as indirect embodied emissions arising from the use of cement, bitumen and steel. Two working parties will be formed to produce a Greenhouse Gas Reduction Plan to address the inventory's findings. The overall aim of the working parties is to consider alternative materials, methods and energy sources to reduce the net greenhouse gas emissions produced by the RTA.

Climate change

A study was under development to identify the risk of climate change to the RTA's infrastructure. The study will identify likely climate variations in local bio-regions across NSW so that an analysis of potential risks to the existing network can be determined. Recommendations for future maintenance, design and planning activities will also form part of the study.

Greenhouse Gas Assessment Tool

A Greenhouse Gas Assessment Tool was being developed to allow the assessment of greenhouse gas emissions from some road projects. The tool may be used as part of the EIS/REF process.

Heritage

Major achievements included:

- Preparation of draft versions of 28 Conservation Management Plans for timber truss bridges listed on the State Heritage Register.

- Near completion of a new draft of the RTA Heritage Guidelines.

- Advice on the heritage components of many environmental impact assessments for road and bridge proposals.

- Regional Heritage Studies for the RTA's Northern, South-West and Hunter Regions and the commissioning of a Heritage Study for Western Region. The studies identify likely heritage items in each region.

- A heritage study to examine the heritage significance of pre-1948 concrete slab and arch bridges controlled by the RTA.

- Planning for the first heritage-themed rest area.

- Work began on an oral history of town bypasses.

- Completion of oral histories on developments in traffic management and road location and design.

- Participation in the National Trust Heritage Festival 2003, including the launch of the Southern Highlands self-guided tour brochure – the latest in a series of seven brochures.

At the end of 2002-03, there were 149 items on the Heritage and Conservation Register (see **Appendix 2** for details).

Noise

Northern Pacific Highway Noise Taskforce

The Northern Pacific Highway Noise Taskforce, established in February 2003 by the Minister for Roads, was chaired by the RTA's General Manager, Environment. The objectives of the taskforce are to:

- Increase understanding of local concerns about road traffic noise.

- Identify potential short and long-term strategies to address road traffic noise issues.

- Identify the roles of State and local government agencies in addressing these issues.

- Report key findings and recommendations to the Minister, including actions for the relevant State and local government agencies.

Membership of the taskforce included representatives from five local councils (Tweed, Byron, Ballina, Pristine Waters and Coffs Harbour), the EPA, the truck industry, the RTA and representatives from north coast community groups.

The taskforce is expected to provide a report to the Minister for Roads by August 2003 comprising short and long-term strategies and broad recommendations to address road traffic noise concerns along the northern Pacific Highway. In response to this report the Minister is expected to announce a package of noise mitigation measures to be implemented along the northern Pacific Highway over the following two years.

Noise emission standards

The RTA, representing NSW on the Motor Vehicle Environment Committee, strongly advocated tighter vehicle noise and emissions standards.

In 2002-03, new noise standards for light and heavy vehicles were introduced. Vehicle noise emissions standards had not been updated for more than 15 years. A new Australian Design Rule, ADR 83/00, was gazetted in March 2003. This rule introduces more stringent noise limits for new vehicles sold in Australia. The new noise standards will take effect from 2005 and will mean new cars are three decibels quieter, while new trucks and buses will be between four and seven decibels quieter than current standards.

The ADR noise package also includes a 'signature' noise level that is recorded, and which is unique for each vehicle model. These model-specific standards will form the basis for future on-road enforcement. The intent of the signature approach is to minimise the problem of noise caused by poorly maintained or modified exhausts.

Heavy vehicle engine brake noise

The RTA is contributing to the development of a regulatory framework by the National Road Transport Commission (NRTC) to address the use of noisy engine brakes. The RTA contributed to research by the NRTC to develop a test to identify excessively noisy engine brakes. Noise testing of engine brakes was undertaken in NSW in May 2003 as part of this project. Testing will help develop a noise measurement procedure and assessment criteria that objectively identifies excessively noisy engine brakes.

Noise Abatement Program

The RTA's Noise Abatement Program is designed to alleviate high noise levels on existing State and Federal roads by providing noise mitigation, such as noise walls or mounds, acoustic treatment or low noise pavement.

During 2002-03, the RTA funded more than $2.3 million in noise abatement, benefiting 106 residences on State Roads. About $673,000 was provided by the Federal Government for noise abatement benefiting around 35 residences on Federal projects.

Waste minimisation

The NSW Government's Waste Reduction and Purchasing Policy (WRAPP) was instigated in 1997 to minimise waste generated across all Government sectors and help increase the market for materials containing recycled content. The RTA submitted its WRAPP Plan to the NSW EPA in 1998. The 2002-03 financial year was the second in which it was mandatory for the RTA to detail in the annual report its activities to implement its WRAPP Plan. This report is in **Appendix 4**.

Water quality

Major water quality programs undertaken in the past year include:

- Stormwater Environment Improvement Program (SEIP)

  The RTA works with local councils to prepare Stormwater Management Plans for each of the catchments, districts or local government areas within which the RTA has some responsibility for stormwater management. The RTA carries out activities and supports local council initiatives to improve water quality by removing potential pollutants nearest to the source and reviewing activities to reduce environmental impacts on stormwater. In 2002-03, the RTA spent $990,000 on the SEIP.

- Environmental specifications review

  New RTA specifications for Soil and Water Management Plans and Erosion and Sedimentation plans were reviewed. The specifications will be released following incorporation of comment from the final review by industry representatives. Best practice notes have been completed to support the new specifications and provide ease of interpretation for RTA staff and contractors.

- Procedures for Selecting Treatment Strategies to Control Road Runoff

  The procedures document was completed for release during 2003. The procedures are for stormwater treatment during the operation of roads following construction.

- Acid Sulfate Soil Policy, Procedures and Guidelines Review

A draft guideline was produced incorporating contemporary developments in acid sulfate soil management, including the NSW Acid Sulfate Soil Management Advisory Committees' Manual. Release of the updated RTA guideline was expected in late 2003.

Regulatory compliance

No Penalty Infringement Notices were issued to the RTA from the EPA during 2002-03.

FUTURE CHALLENGES

- Increase recycled content within material purchases and find high-value reuses for excess materials resulting from construction and maintenance activities.

- Reduce the environmental impact of office purchasing and waste management.

- Improve data collection for the RTA's Waste Reduction and Purchasing Policy.

- Reduce greenhouse gas impacts from RTA energy use.

- Ongoing implementation of the M5 East Air Quality Management Plan strategies and vehicle emissions programs.

- Establish policy for fire management and biodiversity on roadsides.

- Continue examination of measures to deter fauna from crossing roads.

- Commence review of RTA Heritage Strategic Plan.

- Evaluate the accuracy of EIS analyses of social impacts.

- Develop improved mechanisms for evaluating the success of community involvement programs.

- Develop RTA environmental offset policies to address those environmental impacts that remain after all other measures to avoid, minimise and mitigate impacts have been explored.

ENVIRONMENTAL

SOCIAL

ECONOMIC

Rebuilding the RTA website

Completely rebuilding the busiest State Government website in Australia was always going to be a challenge – bringing live traffic cameras online for the first time really raised the bar. With teamwork we did it and the new website was tremendously well received. *Wayne Hillier*

FROM LEFT: Wayne Hillier, Online Communications, Sydney // Camilla Keys, Marketing Officer, Eveleigh // Jim Koulousidis, Web Publishing, Parramatta.

Consultation
and information

Strategic outcome

Effective relationships with the community
and key stakeholders.

Performance overview

Effective relationships
with key stakeholders.

Increase in community
satisfaction with the RTA
as a consultative agency.

Overall satisfaction with the RTA is trending upwards, according
to a survey undertaken in the previous financial year. No survey
was undertaken this year, however the range of consultative
activities and the quality and breadth of information available to
the public has improved.

Sustainability summary

The economy

Consultation and collaboration with the community, government
and the private sectors allow the RTA to ensure that its activi-
ties are economically sustainable. For example, in consultation on
major road projects, local government and businesses have the
opportunity to have a say about the economic impact of pro-
posals. The communication strategies described in this chapter
are also designed to enable businesses to plan effectively. The EIS
process, in which the community has the chance for input,
includes analysis of economic impacts.

The environment

Consultation on major projects seeks community feedback on
the full range of environmental concerns, from protecting local
waterways to reducing noise. The RTA, for example, has worked
closely with communities along the Pacific Highway to formulate
solutions to concerns about noise. The Bangor Bypass project
is also a good example of the local community raising environ-
mental concerns and having these addressed by the RTA (see
later in this chapter for more details).

The community

The RTA encourages close community involvement in the plan-
ning and development of major projects. For example,
Indigenous stakeholders have been consulted on road and
bridge infrastructure programs in relation to cultural and her-
itage considerations. The broad community has also had consid-
erable input in the past year into issues such as town planning
and urban design of projects.

RTA communication strategies also seek to provide information
to help individuals and businesses go about their daily work. For
example, the RTA's very popular website this year expanded the
range of traffic information to include live images of major routes
around Sydney.

Terry Munce (left) and Tim Page are ready to answer the public's questions
about the Bangor Bypass project at a display centre at Bangor Shopping Centre.

Performance in detail

Consultation and collaboration across the RTA

This chapter outlines the RTA's efforts to consult with the community on major projects and continually improve the public's access to information about the authority's work. Other chapters of this report detail a range of collaborative projects.

- See the **Road safety** chapter for information about the RTA's work with local communities, and collaboration with Police, to lower the road toll.

- See **The Environment** chapter for details of the Environmental Impact Assessment process, in which the community has opportunity for input into major proposals.

- See the **Mobility of people and goods** chapter for information about the RTA's work with local government to improve pedestrian and cycling facilities.

- See the **Developing the road network** chapter for information about private sector involvement in major projects.

- See the **Appendices** for information about advisory groups to which the RTA contributes, grants to community groups and the full list of publications produced during the year.

Consultation on major projects

Community consultation is a key priority for the RTA and the authority strives to ensure its products and services meet community needs. To help understand those needs, the RTA conducts a range of consultation activities aimed at giving communities the opportunity to participate in decisions which affect them. Communities are also encouraged to provide feedback on all areas of RTA business.

The RTA aims to consult widely for all projects ranging from construction of a new roundabout or cycleway, installation of a new pedestrian crossing or bridge through to building new roads or upgrading existing roads.

Community liaison and consultation over the past year has included a range of techniques such as brochures, newsletters, media releases, websites, telephone information lines, displays, information days, strategic and value management workshops and public meetings. The RTA is also increasingly forming community liaison groups to allow residents affected by projects to have direct access to RTA project teams, to raise issues and have them addressed, and to have an input, where appropriate, on decisions.

Windsor Flood Evacuation Route

Community consultation was an important component of the environmental assessment of the proposed Windsor Flood Evacuation Route. The community was encouraged to comment on the proposal and was provided with information through public displays, including a three-dimensional model of the proposal, newsletters, brochures, four information sessions with the project team, advertising and a summary document of the Environmental Impact Assessment. Community liaison groups will also be established for the construction stage of this major project.

Bangor Bypass

Work started in January 2003 on the Bangor Bypass. As one of the conditions of approval a community liaison group was formed to represent the local community for the east-west link. Monthly meetings are chaired by an Independent Community Liaison Representative and attended by senior representatives of the RTA's project team, the contractor and nominated community representatives. Representatives of this group are responsible for providing feedback to their communities.

Through these groups construction issues can be raised and discussed. As a result, a number of issues have been raised and clarified including:

- The sediment controls to be in place prior to clearing.

- The recycling of cleared vegetation for use in future landscaping for the project.

- Hours of work in relation to noise and vibration generating activities such as jack hammering and evacuation of rock.

- Noise monitoring.

- Noise walls – relocation, height and construction.

- Drainage under noise walls.

- Local access.

Street corner meetings have also been held to address issues for local residents. Information about the bypass is available through a display centre staffed by representatives of the contractor. A model, maps, photos, brochures and reports are available for the public to view at the centre. The RTA website also has the details of community liaison group meetings and the notes from the meetings are published.

Great Western Highway Upgrade

A number of community consultation activities have been conducted for each section of work on the Great Western Highway Upgrade. More than 45,000 newsletters have been distributed to communities inviting comments on proposals or providing updates on progress. Displays, including three-dimensional models, and project information sessions have been held to encourage the local community to talk to the project team and find out more.

Issues have been addressed and plans modified through value management workshops with key stakeholders, urban and landscape design planning sessions and written feedback from interested residents. Community groups have been formed and provide an opportunity for local residents to receive project updates and have issues clarified or addressed. These groups have also been actively involved in the design of landscape plans for townships and local areas.

Cowpasture Road and The Horsley Drive

Regular community liaison groups have been established for a number of RTA projects including, the upgrade of Cowpasture Road and The Horsley Drive. These forums provide an opportunity for local residents to receive project updates and to have issues clarified or addressed.

The RTA's Richard Rosengren (right) with driver Ray Scoop at 'Operation Consultation' at Halfway Creek. The information day provided an opportunity for truck drivers to chat informally to the RTA over a coffee and a barbeque.

Westlink M7

Extensive consultation was undertaken this year in the lead-up to the beginning of construction of the Westlink M7 in early 2003-04. Community consultation on the project included the formation of five community liaison groups (CLGs) along the Westlink M7 corridor. After three fortnightly meetings, the groups began a monthly meeting schedule. Consultation with these groups was required for all the environmental documentation prior to PlanningNSW approval to start substantial construction. Presentations on the environmental documents were provided at CLG meetings to explain each document and to obtain feedback.

Other key consultation activities included:

- Advertising of a freecall number for community contact and complaints.
- Launch of a website – www.wso.net.au – containing all minutes of CLG meetings.
- Three temporary display centres were established, with members of the community and all stakeholders encouraged to visit and comment on the project. These centres were initially at Blacktown RSL, Wonderland and Liverpool Catholic Club. Each centre displayed the full M7 route alignment, landscape design plans, noise walls, shared path alignment and other details. All centres were staffed and open Monday to Friday from 10am-6pm, and Saturdays from 10am-1pm.

Pacific Highway

The Pacific Highway Upgrading Program is a significant project affecting communities all along the fast-developing and environmentally sensitive NSW North Coast. Community consultation during this program is vital to ensure that the RTA delivers benefits for highway users and local communities for many years to come. From the early planning stage through to completion, community input and participation is encouraged.

In 2002-03, the RTA continued to work closely with communities in the Bulahdelah, Moorland to Herons Creek, Kempsey to Eungai, Coffs Harbour to Woolgoolga and Brunswick Heads to Yelgun areas. The RTA also began consulting with communities along the highway between Macksville and Urunga. Input from these interactions with local communities has led to improvements in project designs and also in how the RTA consults.

In addition, the RTA continued to liaise and consult closely with local communities during the construction of upgrades near Karuah, Taree, Coopernook, Halfway Creek and between Yelgun and Chinderah. As upgrading continues along the Pacific Highway, new challenges continue to present themselves. However, the RTA remains committed to achieving the best possible balance between the needs of highway users and North Coast communities.

In 2003, the Northern Pacific Highway Noise Taskforce was established in response to community concerns. The RTA has been working with local communities and stakeholders to determine the specific concerns relating to traffic noise and consider a way forward for both the highway upgrading program and local residents.

The RTA has also started work on implementing a plan for significantly increasing the availability of truck rest areas and stopping bays, along with improvements to signposting and existing facilities. It is expected that between $3 million and $5 million will be spent on these improvements during 2003-04.

Additional crossing of the Clarence River – feasibility study

Community consultation was a crucial part of the RTA's feasibility study for an additional crossing of the Clarence River near Grafton. The study began in July 2002 and community consultation was large-scale and high profile. It considered the views and opinions of the wider Clarence Valley community and was guided by a Community Involvement Plan.

The community consultation exceeded the typical level undertaken for a feasibility study. The RTA sought to gain as wide a perspective as possible, while ensuring that the feasibility study process was open and guided, as much as possible, by community expectations.

In addition to the formulation of a focus group and invitations to comment sent to the key groups, a community questionnaire was developed and 20,000 copies distributed in August 2002 to seek feedback from Clarence Valley residents. The questionnaire was intended to give each member of the community an opportunity to comment and provide input. More than 1900 questionnaires were filled in and returned.

Other consultation activities included three newsletters released to the community to provide an update on the feasibility study as it progressed, and a series of media releases which were provided to the local newspaper.

Oxley Highway upgrade at Port Macquarie

The Oxley Highway is one of the main links between the Pacific Highway and Port Macquarie. In 2002 the RTA commenced investigations to determine a preferred route for the dual carriageway upgrade. To enable the RTA to undertake the detailed investigations it has been of paramount importance to involve the community. A number of issues have already been resolved and planning is progressing extremely well.

Community involvement has included staffed displays, regular community update newsletters and the formation of a community liaison group.

Community access to information

The RTA website (www.rta.nsw.gov.au) is the most visited State Government website in Australia (source: Hitwise Australia). A revitalised RTA website was launched in November 2002 and traffic to the site has more than doubled since. The new site design improved navigation and accessibility and introduced a number of new facilities.

One of the most dramatic features of the new RTA website is the addition of online access to RTA traffic cameras and reports. This provides detailed traffic information in real time directly from the RTA's Transport Management Centre and live camera views of several major roads. This service has proved particularly valuable in keeping the community informed when roads have been significantly affected by major natural disasters such as bushfires and flooding.

The site also improves consultation on many of the major road projects by providing the community with convenient access to detailed information throughout the planning, development and construction phases.

The range of services available via the RTA website continues to expand. New services added this year include the ability for customers to inquire about personal details such as licence demerit points and change address details.

The most popular services on the website included the renewing of vehicle registrations and the ordering of personalised number plates. The purchase of custom plates via the internet grew to 30% of the total purchased. Use of online renewal of motor vehicle registrations also grew during 2002-03 to almost 100,000.

Liaising with Aboriginal agencies and communities

Aboriginal Program Consultants continually visit communities within their services areas to update Indigenous people on RTA program and policies. Indigenous stakeholders are consulted on road and bridge infrastructure programs in regard to cultural and heritage considerations, particularly in relation to the Pacific Highway and Westlink M7 projects.

Aboriginal heritage guidelines

RTA projects are now using the Aboriginal Heritage Guidelines, released last year, as a reference when dealing with Aboriginal issues. As a result of the guidelines, an Aboriginal Heritage and Culture protocol is under development.

The protocol will clarify and expedite negotiations with Aboriginal communities (particularly regional and local Aboriginal Land Councils) and the Department of Environment and Conservation about road and bridge works on land which is either Aboriginal owned or which may impact on items of spiritual or cultural significance.

NAIDOC week celebrations

A special ceremony and launch of Aboriginal and Torres Strait Islander week (NAIDOC Week) was conducted by the RTA in the south pylon of the Sydney Harbour Bridge, along with other activities.

Ethnic communities

See **Appendix 12** for more information about the RTA's work in communicating with people from a range of cultural backgrounds.

FUTURE CHALLENGES

■ Continue to improve and expand effective consultation with communities, particularly those affected by RTA projects.

■ Continue to improve the community's access to quality information through the RTA website and other communication tools.

The Integrated Management System

The successful implementation of the IMS project in a multi-disciplinary environment such as the RTA is an example of highly effective teamwork. The co-operation, enthusiasm and commitment of staff and management ensured the successful transition to the new system.

Susanna Nomchong

FROM LEFT: Susanna Nomchong, IMS Support Manager, Sydney // Colin Muir, HR Business Analyst, Sydney // Carolyn Burgemeister, Roll Out Manager, Sydney.

Informed and accountable management

Strategic outcome

Planning, organising, leading and controlling
the organisation to achieve outcomes.

Performance summary

Strategic outcome	Measures of success	Performance against these measures in 2002-03
Planning, organising, leading and controlling the organisation to achieve outcomes.	Implement the Integrated Management System (IMS).	Stage 2 of the IMS was successfully implemented. The corporate plan was reviewed and a revised plan developed in 2002-03 for finalisation and distribution early in 2003-04.

Sustainability summary

The economy

These initiatives help the RTA improve its business efficiency and delivery of services and products. The planning process, particularly work on the corporate plan, provides strategies to achieve economic sustainability. Improved management processes provide efficiencies which free up resources to be focused on the RTA's core business.

The environment

The planning processes provide strategies to achieve environmental sustainability. Electronic data flow developments enable information to be shared across the organisation, reducing paper use and eliminating the need for some travel.

The community

The review of the RTA's corporate plan ensures that priority is given to Government and community priorities, including accessibility, diversity and equity.

Good management across the RTA

This chapter deals mainly with corporate planning and RTA management systems. However, action is taken across the organisation to ensure informed and accountable management.

- See **The Environment** chapter for details on how the RTA's Environmental Management System allows the RTA to continually improve its environmental management.

- See the **Mobility of people and goods** chapter for information about how the RTA manages traffic.

- See the **Value for money** and **Road system maintenance** chapters for information about how the RTA's systems and procedures are contributing to management knowledge and accountability.

- See the **Our people** chapter for information about how the RTA manages Occupational Health and Safety issues.

- See the **Financial overview** for information about how the RTA manages its finances, including the management of risk and property.

Strategic planning

The annual report is structured around the strategic outcomes contained in the RTA's corporate plan *The Journey Ahead*, which outlines the RTA's vision and mission and sets out a broad organisational direction. *The Journey Ahead* also provides the strategic framework around which all other strategic and business plans in the organisation are built.

Work commenced on the review of the RTA's corporate plan to reflect Government and community priorities. A revised corporate plan will be finalised in the first quarter of 2003-04.

Diversity and Equity

The RTA continued to implement its Diversity and Equity Plan. This plan establishes the RTA's commitments, sets direction and influences the products and services provided to meet the diversity and equity needs of RTA staff and customers.

To build on these commitments, a Workforce Capability Plan 2003-08 was developed. One of the plan's aims is to increase the cultural diversity of the RTA's workforce and the participation rate of women and younger people, to ensure the workforce is more representative of the broader community. The RTA ethics plan, Integrity in Action 2003-05, includes initiatives related to continued improvement of recruitment practices.

Improving business efficiency

The RTA continued to focus on its e-Business program to enhance and improve customer experience. A number of new e-Business initiatives were delivered for RTA customers including online demerit point enquiries, online bookings for driver qualification test and online address change. (See the **Customer service** chapter for more details.)

The second stage of the Integrated Management System (IMS) progressed during the year. One of the main aspects of the IMS, Employee Self Service, includes view and transaction update via an integrated workflow. This allows employees to view leave status and to submit electronic leave requests that are automatically forwarded to approvers and then to payroll services.

More than 3000 staff attended training sessions on the use of Employee Self Service and implementation will be complete by the third quarter of 2003.

The Imaging Project aims to improve interaction with RTA vendors, including better management of invoices and timesheets. This project will be delivered in two phases. Phase 1, due in July 2003, will include scanning and imaging of vendor invoices to allow the viewing of scanned images via the Integrated Management System. Phase 2 will include workflow for online approvals of vendor payments and processing of wages employee timesheets. This is the automation of approval processes, where documents or tasks are passed electronically from one participant to another for approval or action.

Streamlined accounts payable and timesheet processing are expected to result in a reduction in processing times and costs.

Several information technology procurement processes have been automated and interfaces with suppliers have been developed through the integration of the RTA's Customer Relationship Management System, the IMS and the Asset Procurement Management System. Streamlined procurement is expected to deliver cost reductions, improved reporting and customer service improvements. Implementation is scheduled for September 2003.

A new Correspondence Workflow System was delivered this year and is being adopted progressively throughout the RTA. The Correspondence Workflow manages the business flow and approval process for a range of correspondence types. Initial statistics from the use of the new system have identified substantial improvements in response time to correspondence.

The Corporate Directory/Lightweight Directory Access Protocol (LDAP) project will integrate existing infrastructure directories and data sources to provide a platform for consolidation of security systems and user access. LDAP is like an address book that defines individual or 'role' permissions for accessing computer applications and data. This will minimise risks to the RTA's business and improve security access across the RTA systems. Implementation is expected to be completed by October 2003.

The Niku project management system has been enhanced this year to allow the direct costing of Information Management and Information Technology project services. This has resulted in more timely and accurate project cost information being available to clients.

Performance in detail

FUTURE CHALLENGES

- Develop and implement an RTA Climate Survey.
- Communicate the revised corporate plan to ensure all staff understand the aims and priorities of the organisation and their role within it.

Study into new crossing of Clarence River, near Grafton

Working as a team lessens the distance between Grafton and Sydney. Each person's skills, experience and knowledge are brought together to deliver projects and meet community expectations. Teamwork makes the RTA a more rewarding place to work. *Peter Collins*

FROM LEFT: Peter Collins, Regional Manager, Grafton // Sonia Williamson, Regional Communications, Grafton // Louise Briffa, Media Adviser, Sydney.

Value for money

Strategic outcome

The best use of resources.

Performance summary

Strategic outcome	Measures of success	Performance against these measures in 2002-03
The best use of resources.	Performance compared to benchmarks for:	
	■ Services delivered to the community.	Community satisfaction with the RTA's customer service continues to trend upwards.
	■ Client service fees and project management costs.	Charge-out rates for the financial year 2002-03 for client and project management services did not reflect the full rise in salary costs due to award increases, signifying productivity gains.
		Project cost savings of $6.9 million were made.
		Effective project management resulted in the completion of major projects ahead of schedule and in the identification of significant project-related savings.
	■ Business support services.	The RTA's shared services division, the Business Services Group, participated in two benchmarking studies (Accounts Receivable and Financial Accounting) conducted by the Australian Shared Services Benchmarking Consortium. Results indicated a high level of maturity for the shared services group, with the RTA comparing favourably with private sector organisations.
	RTA Operations to achieve specified corporate return and win 10% of Road Services and Fleet Services income from external clients by end of 2003.	RTA Operations exceeded the specified corporate return by more than $13 million and paid a $2 million rebate to its major internal RTA client, the Director, Road Network Infrastructure. For Fleet Services, 14.4% of income was from external clients. For Road Services, 4.2% of income was from external clients.

Sustainability

The economy

The measures described here support economic sustainability by ensuring the RTA makes the best use of its resources, including its financial resources. For example, this year the RTA achieved project-related savings, exceeded the corporate return for its Operations arm, and made considerable productivity savings and efficiencies through its shared services and other initiatives.

The environment

Value for money is a key factor in many of the RTA's environmental initiatives. The shared services initiative described here, for example, includes the purchase of hybrid electric vehicles for use in the RTA vehicle fleet.

The community

The RTA's value for money initiatives benefit the community by ensuring its work is efficient and productive. Savings are redirected into the delivery of core programs for the community's direct benefit.

Value for money across the RTA

The RTA seeks to provide value for money in all of its programs. This chapter deals mostly with business services and project management delivery. However, there are value for money initiatives detailed in many chapters of this report.

- See the **Customer service** chapter for details on how the RTA is improving value for customers, including through more convenient access to services.

- See **Mobility of people and goods** for information about how the RTA ensures the road system runs with maximum efficiency.

- See **Developing the road network** and **Road system maintenance** for further details on the management and delivery of major projects, and their value to the community.

- See the **Financial overview** for information about how the RTA manages its finances, including risk and property, to ensure maximum value for money.

Business improvement and productivity savings

This year has seen further development of the RTA's Business Improvement Program, which aims to identify, develop and ensure the implementation of strategic business improvement projects that produce tangible cost savings and/or improved organisational performance. The program is overseen by the Business Improvement Steering Committee, chaired by the Chief Executive and consisting of senior managers.

Business improvement projects this year included:

- Finalising the review of the surveillance function for maintenance on State Roads under the single invitation contract approach.

- Implementing enhanced monitoring and reporting processes to ensure timely delivery of the road maintenance program.

- Examining a number of driver licensing and vehicle registration processes.

- Revising the framework for the management of policies and procedures.

- Reviewing funding requirements for traffic facilities maintenance.

The Business Improvement Steering Committee also oversaw the identification and reporting of cost savings across the organisation to offset salary increases agreed by the Government. This work resulted in the RTA being on track to meet the Government's $28 million productivity savings target for the RTA by 2004-05.

Injury management and Occupational Health and Safety

External monitoring of the RTA's OHS performance, under the Premier's Taking Safety Seriously strategy for the NSW Public Sector, reflects well on the RTA's commitment to better health and safety at work. Over a four-year period to 31 December 2002, the RTA achieved:

- A 36% reduction in workers' compensation claims compared to a whole of Government 7% reduction.

- A 24% reduction in average cost of claims compared to a whole of Government 15% reduction.

While these results are encouraging over the longer term, the RTA's short-term performance reinforces the recognition widely held within the RTA that continuing improvements will only be achieved through an all embracing safety culture. The RTA remains absolutely committed to the pursuit of this culture.

Project management and delivery inside RTA

The RTA manages complex projects with the primary aim of delivering value for money. Core programs of road development, road maintenance, road safety and traffic management, amounting to $1.7 billion, were delivered in 2002-03.

This year, efficiency measures resulted in:

- Project cost savings of $6.9 million.

- Accelerated delivery of key programs.

Significant examples included:

- Opening of the Yelgun to Chinderah Freeway four months ahead of schedule.

Performance in detail

- Completion of the M5 and Moorebank Avenue interchange eight months ahead of schedule.

- Completion of the Cut 6 Mittagong (northbound), which was opened to traffic three months ahead of schedule.

- Completion of the Kings Plains road realignment five months ahead of schedule.

- Opening of the first stage of the F3 widening ahead of schedule.

Key efficiency measures included:

- Substantial improvements from all Single Invitation Maintenance Contracts (SIMC), with much more maturity in the contracts, including more consistent administration. An improved approach to contractor surveillance was implemented which enhanced monitoring and traceability through the use of monitoring checklists, reviewed the appropriateness of risk and surveillance plans and revised contractor performance reporting.

- Pavement design was amended on a risk management basis to reduce construction costs.

- Development and implementation of a reformed Bridge Project Management System impacting the whole-of-project life cycle.

- Increased opportunities for packaging of works, leading to savings in survey, design and geotechnical costs.

- Innovations in pavement design including substitution of flexible pavement for concrete pavement, leading to savings in cost and time, and scatter coating on primary seals eliminating the need for a correction seal.

- Production of a detailed foundation design for the SH9 – Devils Pinch project which will result in significant reductions in time and cost claims for variations to foundation treatments when construction commences.

- Savings in material through utilisation of a new method of driving in posts for safety fencing.

Julia Barbour (left), Sarah Chieza and Peta Dimech at the RTA's Blacktown office where Workflow software is saving time and improving customer service by automating handling of customer correspondence.

RTA Operations

The RTA's service delivery arm, RTA Operations, was formed on 1 July 1999. It offers products and services to the RTA and external clients. RTA Operations is managed under commercial principles and is required to generate income and be competitive in the private sector environment.

It exceeded its specified corporate return for 2002-03 by $13.6 million and paid a $2.2 million rebate to its major internal RTA client, the Director, Road Network Infrastructure. A total of $33 million was earned from external clients. Fleet Services earned 14.4% of its income from external clients and Road Services earned 4.2% outside the RTA. Fleet Services has already exceeded its end of 2003 target while Road Services is well behind its pro-rata target due mostly to another busy year with internal RTA clients reducing its capacity to take on external work. Meeting the needs of RTA clients is the top priority for RTA Operations. While total external work won in 2003-04 is expected to grow to about $40 million, it is unlikely that Road Services will meet its 10% external income target by the end of 2003, given the projected continuing strong demand from internal RTA clients.

Business support services

The RTA continued to make savings through shared business support services for all areas of the authority. These services include business processing and administration (such as payroll and accounts payable), injury management, financial and general administration, logistics and facilities and project-based initiatives.

The RTA's implementation of shared services has been widely recognised in the government and private sectors. This was demonstrated this year through positive results of studies completed with the Australian Shared Services Benchmarking Consortium (ASSBC). During March to May 2003, the RTA's Business Services Group participated in two studies with the ASSBC – Accounts Payable and Employee Services (Payroll). The results were finalised in June 2003 with the RTA comparing very favourably with the private sector organisations involved in the studies.

Achievements this year included:

- Significant contribution to the RTA's productivity savings targets, including a $1 million cash benefit achieved through effective strategic sourcing negotiated by the RTA's Business Services Group. Strategic sourcing allows the RTA to get a rebate once a contract reaches a certain volume.

- Improved service delivery, evidenced by positive internal customer feedback.

- Commencement of a project to develop and implement a pilot for an imaging and Intelligent Character Recognition system. This system will assist in the efficient delivery of accounts payable and wages processing, with expected cost and efficiency savings from the 2003-04 financial year.

FUTURE CHALLENGES

- Continue to identify cost savings and redirect these to services for the NSW community.

- Continue to implement a commercial framework for shared services to move to an Advanced Market Place model.

- RTA Operations to continue to meet the needs of internal RTA clients, while increasing external work won.

- Continue to refine project management and delivery to ensure maximum efficiency.

- Reduce injuries to employees through a renewed focus on risk management and safe behaviours.

Financial statements

Contents

INDEPENDENT AUDIT REPORT
ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

To Members of the New South Wales Parliament

Audit Opinion

In my opinion, the financial report of the Roads and Traffic Authority of New South Wales:

(a)   presents fairly the Authority's financial position as at 30 June 2003 and its financial performance and cash flows for the year ended on that date, in accordance with applicable Accounting Standards and other mandatory professional reporting requirements, in Australia, and

(b)   complies with sections 41B and 41BA of the *Public Finance and Audit Act 1983 (the Act)*.

The opinion should be read in conjunction with the rest of this report.

The Chief Executive's Role

The financial report is the responsibility of the Chief Executive of the Roads and Traffic Authority of New South Wales. It consists of the statement of financial position, the statement of financial performance, the statement of cash flows, the program statement – expenses and revenues, the summary of compliance with financial directives and the accompanying notes.

The Auditor's Role and the Audit Scope

As required by the Act, I carried out an independent audit to enable me to express an opinion on the financial report. My audit provides *reasonable assurance* to Members of the New South Wales Parliament that the financial report is free of *material* misstatement.

My audit accorded with Australian Auditing and Assurance Standards and statutory requirements, and I:

evaluated the accounting policies and significant accounting estimates used by the Chief Executive in preparing the financial report, and

examined a sample of the evidence that supports the amounts and other disclosures in the financial report.

An audit does not guarantee that every amount and disclosure in the financial report is error free. The terms 'reasonable assurance' and 'material' recognise that an audit does not examine all evidence and transactions. However, the audit procedures used should identify errors or omissions significant enough to adversely affect decisions made by users of the financial report or indicate that the Chief Executive had failed in his reporting obligations.

My opinion does not provide assurance:

about the future viability of the Authority

that the Authority has carried out its activities effectively, efficiently and economically,

about the effectiveness of its internal controls, or

on the assumptions used in formulating the budget figures disclosed in the financial report.

Audit Independence

The Audit Office complies with all applicable independence requirements of Australian professional ethical pronouncements. The Act further promotes independence by:

providing that only Parliament, and not the executive government, can remove an Auditor-General, and

mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office are not compromised in their role by the possibility of losing clients or income.

R J Sendt
Auditor-General

SYDNEY
15 September 2003

ROADS AND TRAFFIC AUTHORITY
YEAR ENDED 30 JUNE 2003

Pursuant to Section 41 C (1 B) and (1 C) of the Public Finance and Audit Act 1983, we declare that in our opinion:

1. The accompanying financial statements exhibit a true and fair view of the Authority's financial position as at 30 June 2003 and transactions for the year then ended.

2. The statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2000, the Treasurer's Directions and the directives of the Financial Reporting Code.

Further, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

Brett Skinner
Director, Finance
5 September 2003

Paul Forward
Chief Executive
5 September 2003

Statement of Financial Performance
For the Year Ended 30 June 2003

	Notes	Actual 2003 $000	Budget 2003 $000	Actual 2002 $000
Expenses				
Operating Expenses				
– Employee Related	2(a),7	213,760	244,203	216,394
– Other Operating Expenses	2(b)	558,428	291,132	369,936
Maintenance	2(c)	635,831	583,095	622,121
Depreciation and Amortisation	2(d)	567,447	312,380	499,959
Grants and Subsidies	2(e)	19,056	34,456	28,042
Borrowing Costs	2(f)	80,603	77,448	84,564
Total Expenses		**2,075,125**	**1,542,714**	**1,821,016**
Less:				
Retained Revenue				
Sale of Goods and Services	3(a)	214,669	264,588	180,914
Investment Income	3(b)	26,228	1,435	21,724
Retained Taxes, Fees and Fines	3(c)	5,684	–	5,916
Grants and Contributions	3(d)	37,891	37,604	73,796
Other Revenue	3(e)	346,199	50,832	25,540
Total Retained Revenue		**630,671**	**354,459**	**307,890**
Gain/(Loss) on Disposal of Non-Current Assets	4	**8,174**	**3,600**	**6,257**
Net Cost of Services	24	**1,436,280**	**1,184,655**	**1,506,869**
Government Contributions				
Recurrent Appropriation	6	1,189,424	1,157,200	1,085,240
Capital Appropriation	6	994,585	1,028,355	967,354
Total Government Contributions		**2,184,009**	**2,185,555**	**2,052,594**
SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES		**747,729**	**1,000,900**	**545,725**
SURPLUS/(DEFICIT) FOR THE YEAR		**747,729**	**1,000,900**	**545,725**
NON-OWNER TRANSACTION CHANGES IN EQUITY				
Net increase (decrease) in asset revaluation reserve	18	7,033,995	–	2,188,761
Net increase (decrease) in accumulated funds arising from a UIG transitional provision	18	–	–	–
Other increases (decreases)	18	227,275	–	579,320
Total revenues, expenses and valuation adjustments recognised directly in equity		7,261,270	–	2,768,081
Total changes in equity other than those resulting from transactions with owners as owners		8,008,999	1,000,900	3,313,806

The accompanying notes form part of these statements.

Statement of Financial Position
For the Year Ended 30 June 2003

	Notes	Actual 2003 $000	Budget 2003 $000	Actual 2002 $000
ASSETS				
Current Assets				
Cash	9	238,055	42,794	93,774
Receivables	10(a)	88,375	49,568	83,755
Inventories		7,614	7,340	7,757
Other	12(a)	5,317	1,992	1,681
Total Current Assets		**339,361**	**101,694**	**186,967**
Non Current Assets				
Receivables	10(b)	69,860	55,527	61,012
Property, Plant & Equipment				
– Land and Buildings	11(a)	3,194,126	2,671,448	2,795,173
– Plant and Equipment	11(b)	107,962	90,131	86,409
– Infrastructure Systems	11(c)	58,164,298	49,523,743	50,879,523
Total Property, Plant & Equipment		**61,466,386**	**52,285,322**	**53,761,105**
Other	12(b)	826,154	804,976	753,255
Total Non-Current Assets		**62,362,400**	**53,145,825**	**54,575,372**
Total Assets		**62,701,761**	**53,247,519**	**54,762,339**
LIABILITIES				
Current Liabilities				
Payables	13	339,260	278,607	383,022
Interest bearing liabilities	14	198,519	129,917	110,771
Provisions	16	61,858	96,541	70,525
Other	17	58,025	44,003	44,138
Total Current Liabilities		**657,662**	**549,068**	**608,456**
Non Current Liabilities				
Interest bearing liabilities	14	776,172	854,343	957,608
Provisions	16	424,170	284,943	368,561
Other	17	420,987	398,471	413,943
Total Non-Current Liabilities		**1,621,329**	**1,537,757**	**1,740,112**
Total Liabilities		**2,278,991**	**2,086,825**	**2,348,568**
Net Assets		**60,422,770**	**51,160,694**	**52,413,771**
EQUITY				
Reserves	18	20,172,964	11,185,044	13,138,969
Accumulated Funds	18	40,249,806	39,975,650	39,274,802
Total Equity		60,422,770	51,160,694	52,413,771

The accompanying notes form part of these statements.

Statement of Cash Flows
For the Year Ended 30 June 2003

	Notes	Actual 2003 $000	Budget 2003 $000	Actual 2002 $000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee Related		(174,381)	(237,028)	(139,054)
Grants and Subsidies		(19,056)	(34,456)	(28,042)
Borrowing Costs		(76,439)	(71,800)	(75,244)
Other		(1,269,007)	(1,041,818)	(1,098,859)
Total Payments		**(1,538,883)**	**(1,385,102)**	**(1,341,199)**
Receipts				
Sale of Goods and Services		208,881	266,540	175,126
Retained Taxes, Fees & Fines		5,684	–	5,916
Investment Income Received		24,502	1,435	21,544
Other		503,116	193,031	265,864
Total Receipts		**742,183**	**461,006**	**468,450**
Cash Flow from Government				
Recurrent Appropriation		1,189,424	1,157,200	1,085,240
Capital Appropriation		994,585	1,028,355	967,354
Net Cash Flows from Government		**2,184,009**	**2,185,555**	**2,052,594**
NET CASH FLOWS FROM OPERATING ACTIVITIES	24	**1,387,309**	**1,261,459**	**1,179,845**
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from Sale of Land and Buildings, Plant & Equipment and Infrastructure Systems		47,702	36,527	37,358
Purchases of Land and Buildings, Plant & Equipment and Infrastructure Systems		(1,191,606)	(1,199,786)	(1,135,076)
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(1,143,904)**	**(1,163,259)**	**(1,097,718)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances		–	–	–
Repayment of Borrowings and Advances		(99,124)	(98,200)	(29,573)
NET CASH FLOWS FROM FINANCING ACTIVITIES		**(99,124)**	**(98,200)**	**(29,573)**
NET INCREASE/(DECREASE) IN CASH		144,281	–	52,554
Opening Cash and Cash Equivalents		93,774	42,794	41,220
CLOSING CASH AND CASH EQUIVALENTS	9	**238,055**	**42,794**	**93,774**

The accompanying notes form part of these statements.

Program Statement – Expenses and Revenues
For the Year Ended 30 June 2003

ROADS AND TRAFFIC AUTHORITY EXPENSES AND REVENUES	Road Network Infrastructure*		Road Safety & Road User Management*		Traffic & Transport*		M4/M5 Cashback Scheme*		Not Attributable		Total	
	2003 $000	2002 $000	2003 $000	2002 $000	2003 $000	2002 $000	2003 $000	2002 $000	2003 $000	2002 $000	2003 $000	2002 $000
EXPENSES												
Operating Expenses												
– Employee Related	14,267	13,908	176,584	179,453	22,909	23,033	–	–	–	–	213,760	216,394
– Other Operating Expenses	195,478	63,063	213,450	181,622	83,519	69,731	65,981	55,520	–	–	558,428	369,936
Maintenance	469,665	522,083	–	–	166,166	100,038	–	–	–	–	635,831	622,121
Depreciation and Amortisation	559,943	495,966	6,364	3,494	1,140	499	–	–	–	–	567,447	499,959
Grants & Subsidies	11,449	17,534	7,607	10,309	–	199	–	–	–	–	19,056	28,042
Borrowing Costs	80,603	84,564	–	–	–	–	–	–	–	–	80,603	84,564
Total Expenses	1,331,405	1,197,118	404,005	374,878	273,734	193,500	65,981	55,520	–	–	2,075,125	1,821,016
Retained Revenue												
Sale of Goods and Services	116,197	98,807	90,973	75,114	7,499	6,993	–	–	–	–	214,669	180,914
Investment Income	24,629	21,026	771	333	828	365	–	–	–	–	26,228	21,724
Retained Taxes, Fees and Fines	800	696	4,884	5,220	–	–	–	–	–	–	5,684	5,916
Grants and Contributions	18,717	56,389	6,586	5,596	12,588	11,811	–	–	–	–	37,891	73,796
Other Revenue	346,199	25,540	–	–	–	–	–	–	–	–	346,199	25,540
Total Retained Revenue	506,542	202,458	103,214	86,263	20,915	19,169	–	–	–	–	630,671	307,890
Gain (Loss) on Disposal of Non-Current Assets	8,174	6,257	–	–	–	–	–	–	–	–	8,174	6,257
NET COST OF SERVICES	816,689	988,403	300,791	288,615	252,819	174,331	65,981	55,520	–	–	1,436,280	1,506,869
Government Contributions**	–	–	–	–	–	–	–	–	2,184,009	2,052,594	2,184,009	2,052,594
NET EXPENDITURE/ (REVENUE) FOR THE YEAR	816,689	988,403	300,791	288,615	252,819	174,331	65,981	55,520	(2,184,009)	(2,052,594)	(747,729)	(545,725)

ADMINISTERED REVENUES	Road Network Infrastructure		Road Safety & Road User Management		Traffic & Transport		M4/M5 Cashback Scheme		Not Attributable		Total	
[See Note 1(c)]	2003 $000	2002 $000	2003 $000	2002 $000	2003 $000	2002 $000	2003 $000	2002 $000	2003 $000	2002 $000	2003 $000	2002 $000
Consolidated Fund												
– Taxes, Fees and Fines	–	–	–	–	–	–	–	–	306,591	289,736	306,591	289,736
– Other	–	–	–	–	–	–	–	–	1,056,230	510,335	1,056,230	510,335
Total Administered Revenues	–	–	–	–	–	–	–	–	1,362,821	800,071	1,362,821	800,071

*The description and objectives of each program are summarised in Note 8.

**Appropriations are made on an agency basis and not to individual programs. Consequently, government contributions are included in the 'Not Attributable' column.

Summary of Compliance with Financial Directives
For the Year Ended 30 June 2003

	2003				2002			
	Recurrent appropriation	Expenditure/ net claim on consolidated fund	Capital appropriation	Expenditure/ net claim on consolidated fund	Recurrent appropriation	Expenditure	Capital appropriation	Expenditure
	$000	$000	$000	$000	$000	$000	$000	$000
Original Budget Appropriation/Expenditure								
– Appropriation Act	1,157,200	1,154,594	1,028,355	1,028,355	1,052,930	1,052,843	945,092	945,092
– Additional Appropriations	–	–	–	–	–	–	–	–
– Section 21A PF&AA – Special Appropriations	–	–	–	–	–	–	–	–
– Section 24 PF&AA – transfers of functions between departments	–	–	–	–	–	–	–	–
– Section 26 PF&AA – Commonwealth specific purpose payments	–	–	4,290	4,290	–	–	31,548	31,548
	1,157,200	1,154,594	1,032,645	1,032,645	1,052,930	1,052,843	976,640	976,640
Other Appropriations/Expenditure								
– Treasurer's Advance	392	392	4,000	4,000	7,308	5,444	19,380	17,244
– Section 22 expenditure for certain works and services	–	–	–	–	4,500	4,500	–	–
– Underexpenditure on Protected Items	–	–	–	–	–	–	–	–
– Transfers from another agency (Section 25 of the Appropriation Act)	–	–	–	–	–	–	–	–
– Reduction in Commonwealth specific purpose payments	–	–	–	(42,060)	–	–	–	(23,954)
– Section 22A (2) Motor Vehicles Taxation Act (hypothecation of motor vehicle tax)	34,438	34,438	–	–	19,877	19,877	–	–
– Section 225 Roads Act (hypothecation of heavy vehicle overloading fines)	–	–	–	–	–	–	–	–
– Transfer between Capital & Recurrent Appropriations	–	–	–	–	2,576	2,576	(2,576)	(2,576)
	34,830	34,830	4,000	(38,060)	34,261	32,397	16,804	(9,286)
Total Appropriations/Expenditure/Net Claim on Consolidated Fund	1,192,030	1,189,424	1,036,645	994,585	1,087,191	1,085,240	993,444	967,354
Amount drawn down against Appropriation		1,189,424		994,585		1,085,240		967,354
Liability to Consolidated Fund		–		–		–		–

The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first.

Consolidated funding for the RTA's Roads Program is classified as recurrent and capital appropriation based upon the way in which the appropriations are expended. The Program, as part of its appropriation, receives all the revenue from motor vehicle taxes in accordance with the Motor Vehicles Taxation Act, with the level of the funds from the motor vehicle taxes not known until 30 June each year.

Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2003

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity
The Roads and Traffic Authority (RTA), as a reporting entity, is responsible for:

– testing and licensing drivers and registering and inspecting vehicles;

– managing road usage to achieve consistent travel times, particularly during peak periods, by reducing congestion delays and helping the community use the road system more effectively;

– improving road safety by encouraging better road user behaviour, ensuring compliance with regulations, improving roads and enhancing vehicle standards;

– arterial road development, construction and maintenance, to meet community, environmental, regulatory and economic needs; and

– administration of the M4/M5 Cashback Scheme.

The reporting entity is consolidated as part of the NSW Total State Sector Accounts, except in regard to the reporting of Land Under Roads.

(b) Basis of Accounting
– The RTA's financial statements are a general purpose financial report which has been prepared on an accruals basis and in accordance with:

– applicable Australian Accounting Standards;

– other authoritative pronouncements of the Australian Accounting Standards Board (AASB);

– Urgent Issues Group (UIG) Consensus Views;

– the requirements of the Public Finance and Audit Act 1983 and Regulations; and

– the Financial Reporting Directions published in the Financial Reporting Code (FRC) for Budget Dependent General Government Sector Agencies or issued by the Treasurer under Section 9(2) (n) of the Public Finance & Audit Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed.

In the absence of a specific Accounting Standard, other authoritative pronouncement of the AASB or UIG Consensus View, the hierarchy of other pronouncements as outlined in AAS 6 "Accounting Policies" is considered.

Except for certain investments, land and buildings and infrastructure systems, which are recorded at valuation, the financial statements are prepared in accordance with the historical cost convention.

The accounting policies adopted, with the exception of accrued salaries, wages and voluntary redundancies which are now reported as payables whereas they were previously included as provisions, are consistent with those of the previous year.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Administered Activities
The RTA administers, but does not control, the collection of various fees, fines and levies on behalf of the Crown Transactions Entity. Monies collected on behalf of the Crown Transactions Entity are not recognised as the RTA's revenues but are separately disclosed in the Program Statement – Expenses and Revenues. The RTA is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of its own objectives.

Expenses incurred in collecting monies on behalf of the Crown Transactions Entity are recognised as the RTA's expenses and are reported within the Road Safety and Road User Management Program.

The accrual basis of accounting and all applicable accounting standards have been adopted for the reporting of administered revenues.

(d) Revenue Recognition
Revenue is recognised when the RTA has control of the good or right to receive, it is probable that the economic benefits will flow to the RTA and the amount of the revenue can be measured reliably. Additional comments regarding the accounting policies for the recognition of revenue are discussed below:

(i) Parliamentary Appropriations and Contributions from other Bodies.
Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as revenues when the RTA obtains control over the assets comprising the appropriations and contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

The split between recurrent and capital appropriations is based on the way the appropriations are to be spent.

In relation to the right to receive infrastructure assets, the recognition is on a progressive basis relative to the contract period.

(ii) Sale of Goods and Services
Revenue from the sale of goods and services comprises revenue from the provision of products or services, ie: user charges. User charges are recognised as revenue when the RTA obtains control of the assets that result from them.

(iii) Investment Income
Interest revenue is recognised as it accrues. Rent revenue is recognised in accordance with AAS 17 'Accounting for Leases'.

(e) Employee Benefits and other provisions

(i) Salaries and Wages, Annual Leave, Sick Leave and Oncosts
Liabilities for salaries, wages (including non-monetary benefits) and annual leave are recognised and measured in respect of employees' services up to the reporting date at nominal amounts based on the amounts expected to be paid when the liabilities are settled.

Sick leave accrued by employees of the RTA is all non-vesting and does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

The outstanding amounts of payroll tax and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. Workers compensation that may be applicable to leave entitlements has not been recognised as this expense is based on actual premiums paid, determined from past claims history, and not as a general percentage raised on salaries and wages.

(ii) Accrued salaries and wages – reclassification
As a result of the adoption of Accounting Standard AASB 1044 "Provisions, Contingent Liabilities and Contingent Assets", accrued salaries and wages have been reclassified to "payables" instead of "provisions" in the Statement of Financial Position and the related note disclosures for the current and comparative period. On the face of the Statement of Financial Position and in the notes, reference is now made to "provisions" in place of "employee entitlements and other provisions". Total employee benefits (including accrued salaries and wages) are reconciled in Note 16 "Provisions".

(iii) Long Service Leave and Superannuation
Long service leave is measured on a short hand basis. The short hand method is based on the remuneration rates at year end for all employees with five or more years of service together with an estimate for employees with less than five years service, based on the percentage who are expected to remain employed by the RTA long enough to be entitled to long service leave. It is considered that this measurement technique produces results not materially different from the estimate determined by using the present value basis of measurement.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (ie Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (ie State Superannuation Scheme and State Authorities Superannuation

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Scheme), the expense is calculated as a multiple of the employees' superannuation contributions. The final expense is adjusted at 30 June each year to take account of any actuarial assessment.

(f) Borrowing costs
Borrowing costs are recognised as expenses in the period in which they are incurred (except where they are included in the costs of qualifying assets).

(g) Insurance
The RTA's insurance is arranged through the NSW Treasury Managed Fund Scheme as a self insurance scheme for Government agencies. The premiums are determined by the Fund Manager based on past experience and risk exposures. CTP Insurance is arranged with a private sector provider by the NSW Treasury. The RTA, from October 2001, introduced a Principal Arranged Insurance Scheme, which provides cover for all parties involved in its construction projects. This will ensure that these parties have appropriate insurance covers in place.

An outstanding liability also exists in respect of the former Department of Motor Transport self-insured scheme.

(h) Accounting for the Goods and Services Tax (GST)
Revenues, expenses and assets are recognised net of the amount of GST, except:

- The amount of GST incurred by the RTA as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- Receivables, payables, accruals and commitments are stated with the amount of GST included.

(i) Acquisitions of Assets
The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the RTA. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition.

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value at the acquisition date. The discount rate used is the incremental borrowing rate, being the rate at which a similar borrowing could be obtained.

(j) Asset Management Policy
The RTA's asset valuation and depreciation policies are summarised below.

Plant and equipment costing $5000 and above individually are capitalised.

Physical non-current assets are valued in accordance with the "Guidelines for the Valuation of Physical Non-Current Assets at Fair Value" (TPP 03-02). This policy adopts fair value in accordance with AASB 1041 for financial years commencing on or after 1 July 2002. There is no substantive difference between the fair value valuation methodology and the previous methodology adopted in the NSW public sector.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation is separately restated.

Otherwise, any balances of accumulated depreciation existing at revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the Statement of Financial Performance, the increment is recognised immediately as revenue in the Statement of Financial Performance.

Revaluation decrements are recognised immediately as expenses in the Statement of Financial Performance, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

Revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

(i) Plant and Equipment

Asset	Valuation Policy	Depreciation Policy
Plant, Equipment & Vehicles *(Minimum capital value $5,000)*	Written down historic cost	Depreciated on the straight line method over the estimated useful life of between 5 & 20 years
Computer Hardware and Software *(Minimum capital value of $1,000 and $5,000 respectively)*	Written down historic cost	Depreciated on the straight line method over the estimated useful life of between 3 & 10 years
Electronic Office Equipment *(Minimum capital value $5,000)*	Written down historic cost	Depreciated on the straight line method over the estimated useful life of 10 years

The written down historic cost is considered to reflect the fair value of these assets.

(f) Borrowing costs

Depreciation and valuation policies in respect of operational assets are subject to annual review. Estimates of useful life for depreciation purposes have been determined with due regard to a number of factors including the expected retention period by the entity and the underlying physical, technical and commercial nature of the assets as defined in AAS4. In accordance with this standard the shortest alternative useful life is applied. Approximately [$123.506 million] 50.1% (2001/2002; [$132.502 million] 53.4%) of the RTA's assets in the categories of plant, equipment, vehicles, computer hardware and software and electronic office equipment are fully depreciated. The percentage of fully depreciated assets should decrease progressively as they are replaced in future years. A complete review of the anticipated useful lives of operational assets was carried out during 2002/03.

(ii) Land and Buildings

Asset	Valuation Policy	Depreciation Policy
Land & Buildings in Service – Works Administration Properties – Officers Residences	Land and buildings in service are generally valued at value in use (land) and written down replacement cost (buildings). Where such properties are rented externally they are valued at current market value. Land & Buildings in Service were last revalued in 2001/2002 and will be revalued in 2003/2004.	Buildings – Depreciated on the straight line method over the estimated useful life of 40 years.
Land & Buildings Acquired for Future Roadworks – Rentable or Surplus Properties – Vacant land	– Current Market Value – Average Rateable Value Per Hectare of Urban and Rural Areas within each Local Government Area (LGA) Land & Buildings Acquired for Future Roadworks are revalued progressively over a 3 year cycle. The current revaluation cycle commenced 2002/2003.	No depreciation charged as buildings are not purchased to generate revenue but ultimately to be demolished for roadworks.
Leasehold Improvements *(Minimum capital value $5,000)*	Written down historic cost/revalued amount	Amortised over the period of the lease, or the useful life of the improvement to the RTA, whichever is shorter

Included in the value of land and buildings in service is an amount of $8.848 million (2001/2002; $8.706 million) for buildings on Crown land. As the RTA effectively "controls" this Crown land, it has been included in the RTA's Statement of Financial Position. Should such Crown land be transferred or disposed of, associated buildings are written off in the year the transfer or disposal takes place.

The RTA's land and buildings are valued by registered valuers. Land and Buildings acquired for Future Roadworks comprises Untenanted Land for Roads which is revalued annually and Rental Properties and Surplus Properties which are revalued progressively within a 3 year timeframe. The selection of assets within Land & Buildings Acquired for Future Roadworks to be revalued in each reporting period within the current progressive revaluation is made by reference to the asset's acquisition date or previous revaluation date, to ensure each asset is revalued in the 3 year progressive revaluation timeframe. To accord with the disclosure requirements of AASB 1041 "Revaluation of Non-Current Assets" regarding progressive revaluations, the aggregate carrying amount of Land & Buildings Acquired for Future Roadworks comprises:

Commencement date of the current progressive revaluation: 1 July 2002

Completion date of the current progressive revaluation: 30 June 2005

Category of Land & Building Acquired for Future Roadworks	Aggregate carrying amount $M
Carried at cost of acquisition less, where applicable, any accumulated depreciation	–
Carried at revalued amounts determined prior to the beginning of the current progressive revaluation less, where applicable, any accumulated depreciation	636.248
Revalued as part of the current progressive revaluation and carried at fair value as at 30/6/2003 less, where applicable, any subsequent accumulated depreciation	196.252
Revalued as part of the current progressive revaluation and carried at an amount other than fair value as at 30/6/2003 less, where applicable, any subsequent accumulated depreciation	–
Carried at recoverable amount less, where applicable, any subsequent accumulated depreciation	–
Untenanted land for Roads – revalued annually not subject to progressive revaluation	2,165,897
Land and Building Acquired for Future Roadworks at 30/6/2003 [see note 11(a)]	2,998,397

Notes to and forming part of the Financial Statements
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(iii) Infrastructure Systems

Asset	Valuation Policy	Depreciation Policy
Roads		
– Earthworks	Written down replacement cost	Depreciated over estimated useful life of 100 years
– Pavement	Written down replacement cost	Depreciated over estimated useful life dependant on pavement surface
		15 years (unsealed)
		20–50 years (flush seal/asphalt)
		25–50 years (asphalt/concrete)
		40–50 years (concrete)
Bridges	Written down replacement cost	Depreciated over estimated useful life dependant on bridge type
– Timber structures		60 years
– Concrete structures		100 years
– Steel structures		100 years
– X Trusses (timber and steel)		60 years
– High Value Bridges		200 years
– Bridge Size Culverts/Tunnels		100 years
Traffic Signals	Written down replacement cost	Depreciated over estimated useful life of 20 years
Traffic Control Network	Written down replacement cost	Depreciated over estimated useful life of
– Traffic Systems		7 years
– Transport Management Centre		10 years
– Variable Message Signs		30 years
Land under roads and within road reserves	Average rateable value per hectare of urban and rural areas within each Local Government Area (LGA)	No depreciation applied as land does not have a limited useful life

The RTA, being responsible for the development and management of the State's road network, has recognised the control aspect of some infrastructure assets and the ownership of other infrastructure assets when formulating policy in respect of the valuation and reporting of infrastructure.

Roads, bridges and traffic signals are initially brought to account at cost.

The valuation policies provide for roads, bridges and the traffic signal control network, comprising the traffic control network, including variable message signs, and the traffic signal network, to be revalued periodically using the modern equivalent replacement cost method. Each road is assigned a value which equates to the cost of replacing that road to a modern equivalent asset and discounting the estimated value of modern features, such as noise walls, not present in the existing asset. In the case of bridges, such replacement cost is the cost to construct a new bridge to the modern standard. High value bridges are valued on an individual basis. The replacement cost of the traffic control network is based on the current cost to replace the SCATS system computers and peripherals. The replacement cost of the traffic signal network is the cost to reconstruct each site using the number and current cost of lanterns and electronic controllers at each site as the major components to determine the replacement cost.

The determination of unit replacement rates for road, bridge and traffic control signal infrastructure valuations is carried out at least every five years by suitably qualified engineering contractors and employees of the RTA. Assets are recorded initially at construction cost and the annual percentage increase in the Road Cost Index is applied each year until the following unit replacement review is undertaken. Subsequent to the review, infrastructure is valued using the unit replacement rates, adjusted by the Road Cost Index as applicable. Unit replacement rates for roads were reviewed during 1999/2000 and for traffic signals during 2002/2003. All bridges and bridge culverts were revalued during 2002/2003. Variable Message Signs, which were previously expensed, have been brought to account as Traffic Control Network assets for 2002/2003.

The next road revaluation is scheduled for 2003/2004.

In respect of land under roads and within road reserves, valuations are assessed according to the average rateable value per hectare of urban and rural areas within each Local Government Area. Such valuations, which are undertaken annually by the RTA's registered valuers, are based upon the data provided by the Local Government Grants Commission and the Valuer General.

Major works-in-progress are valued at construction cost and exclude the cost of land, which is currently disclosed as land under roads.

Accounting Standard AAS4 – "Depreciation of Non Current Assets" outlines factors to be considered in assessing the useful life of an asset for depreciation purposes. These factors include wear and tear from physical use and technological and commercial obsolescence.

Road assets are depreciated on the straight-line basis in accordance with AAS 4 "Depreciation of Non Current Assets". The road assets are considered to consist of two components, pavement and non-pavement (comprising earthworks and road furniture), each with a corresponding useful service life.

Depreciation is calculated for each of the current 17,000 (approximately) road management segments and aggregated for each road and pavement type. Bridge assets are assessed by bridge type and depreciation is calculated on a straight line basis.

The respective provisions for depreciation of infrastructure assets recognise the total accumulated depreciation of those assets on a straight-line basis over the assessed useful life of those assets as at 30/6/2003.

For the year ended 30 June 2003, fully depreciated road segments totalled 6,271 with a replacement value of $3,316.781 million, being 9.61% of the road asset class (2001/2002; 6,303 segments, $3,363.861 million, 10.54%).

(iv) Private Sector Provided Infrastructure
The RTA has recognised an infrastructure asset in respect of the Sydney Harbour Tunnel. It has been valued at the estimated current written down replacement cost of the Tunnel at the date of transfer to the RTA in 2022 (refer Note 12 (b)).

In respect of the M2, M4, and M5 Motorways and the Eastern Distributor, the RTA values each right to receive asset by reference to the RTA's emerging

share of the written down replacement cost of each asset apportioned over the respective period of the concession agreement.

(v) Cultural Collection Assets
Cultural Collection items that can be reliably valued have been recognised as assets. Other Cultural Collection items are disclosed by way of a note.

(vi) Leased Assets
A distinction is made between finance leases, which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Where a non-current asset is acquired by means of a finance lease, the asset is recognised at its fair value at the inception of the lease. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest incurred.

Operating lease payments are charged to the Statement of Financial Performance in the periods in which they are incurred.

(k) Maintenance and Repairs
The costs of maintenance are charged as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the costs are capitalised and depreciated.

(l) Receivables
Receivables are recognised and carried at cost, based on the original invoice amount less a provision for any uncollectable debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

(m) Provision of Material Assets
No material assets were provided free of charge to the RTA during the 2002/2003 financial year. However, at a small number of locations, Crown land was provided at peppercorn rentals.

(n) Inventories
Inventories are stated at the lower of cost and net realisable value. The cost is calculated using the weighted average cost. Inventories consist mainly of raw materials and supplies used for the construction and maintenance of roads, bridges and traffic signals.

(o) Investments
Due to the short-term nature of the RTA's investments, book, face and market values are equivalent. Investments held are not quoted on a stock exchange.

(p) Capitalisation of Expenditure
Expenditure (including employee related costs and depreciation) in respect of road development and reconstruction, bridge and tunnel replacement and some road safety and traffic management works are capitalised as part of Infrastructure Systems.

(q) Other Assets
Other assets including prepayments are recognised on a cost basis.

(r) Payables
These amounts represent liabilities for goods and services provided to the RTA and other amounts, including interest. Interest is accrued over the period it becomes due.

(s) Interest Bearing Liabilities
All loans are valued at current capital value. Any finance lease liability is determined in accordance with AAS17 "Leases".

(t) Financial Instruments
Financial Instruments give rise to positions that are a financial asset or liability of the RTA and a financial liability or asset of another party. The RTA includes cash at bank, receivables, creditors and borrowings as financial instruments. In accordance with AAS33 "Presentation and Disclosure of Financial Instruments", information is disclosed in Note 15 in respect of the credit risk and interest rate risk of those instruments. All such amounts are carried in the accounts at values as disclosed within each of the respective notes to the accounts relating to those financial instruments.

(u) Budgeted amounts
The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations under s21A, s24 and/or s26 of the Public Finance and Audit Act 1983.

The budgeted amounts in the Statement of Financial Performance and the Statement of Cash Flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Statement of Financial Position, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts ie per the audited financial statements (rather than carried forward estimates).

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For the Year Ended 30 June 2003

2. EXPENSES

The RTA capitalises a significant portion of expenditure, including employee related costs and depreciation, to Infrastructure Systems.

(a) Employee Related Expenses
Employee related expenses comprise the following specific items:

	2003 $M	2002 $M
Salaries and Wages (including Annual Leave)	391.623	363.015
Long Service Leave	28.249	20.295
Superannuation	115.412	103.592
Workers Compensation Insurance	10.493	9.318
Payroll Tax and Fringe Benefits Tax	28.325	24.601
Other	14.996	10.234
	589.098	**531.055**

	2003 $M	2002 $M
Allocation of Employee Related Expenses to Programs		
– Capitalised to Infrastructure	202.650	151.517
– Maintenance	172.688	163.144
– Operating Programs	213.760	216.394
	589.098	**531.055**

(b) Other Operating Expenses

	2003 $M	2002 $M
Registry Customer Services *	104.415	88.885
Driver and Vehicle Management *	36.471	30.358
Road Safety *	68.782	57.426
Traffic and Transport *	81.207	66.598
Ensured Revenue Stream Payments	23.594	29.941
Sydney Harbour Tunnel Tax Liability	25.561	–
SHB Toll Collections *	9.086	10.755
M4/M5 Cashback Scheme	65.981	55.520
Write-Down of Infrastructure Assets	121.641	9.465
Other	21.690	20.988
	558.428	**369.936**

* These expense categories exclude employee related expenses and depreciation incurred in providing these services.

The following key expense items are included in other operating expenses, infrastructure maintenance expenses and infrastructure system assets as appropriate.

(i) Auditor's Remuneration
During 2002/2003 an expense of $0.477 million (2001/2002; $0.454 million), excluding GST, was incurred for the audit of the financial statements by The Audit Office of NSW. In addition, a special audit was carried out in respect to the Cross City Tunnel during 2002/2003 by the NSW Audit Office at a total cost of $0.040 million (2001/2002; $Nil million).

(ii) Cost of sales
During 2002/2003 the cost incurred in relation to the sale of goods was $20.490 million (2001/2002; $15.756 million).

(iii) Bad and Doubtful Debts
The bad and doubtful debts expense for 2002/2003 amounted to ($0.515) million (2001/2002; ($0.209) million).

(iv) Operating lease rental expense

	2003 $M	2002 $M
Property	21.732	20.831
IT Equipment	39.491	32.284
Light Motor Vehicles	21.201	19.941
Heavy Motor Vehicles	1.113	0.176
	83.537	73.232

(v) Insurance

Insurance costs (excluding workers compensation) for 2002/2003 amounted to $20.066 million (2001/2002; $18.171 million).

(vi) Write-Down of Infrastructure Assets

Infrastructure assets were written down by $121.641 million in 2002/2003 (2001/2002; $3.875 million).

(c) Infrastructure Maintenance

Maintenance expenditure relates to the maintenance of roads, bridges and the traffic signal control network and includes employee related costs. Major reconstruction of road segments are capitalised and as such not charged against maintenance expenditure. The RTA capitalised $105.556 million of such works (2001/2002 $71.565 million) – refer **Note 1(j)(iii)**.

The RTA expended $12.090 million in 2002/2003 (2001/2002; $60.382 million) on natural disaster restoration works from State funds. Some $0.794 million (2001/2002; $2.162 million) was also spent on natural disaster restoration works on National Highways during the year. The total cost of natural disaster restoration work in 2002/2003 was $12.884 million (2001/2002; $62.544 million), which was included as part of maintenance expenditure.

(d) Depreciation and Amortisation

	2003 $M	2002 $M
Depreciation Raised against Operational and Property Assets	13.273	5.990
(Excludes depreciation capitalised as Infrastructure)		
Depreciation raised against Infrastructure	554.174	493.969
	567.447	499.959

In addition, operational assets were written down by $2.575 million in 2002/2003 (2001/2002; $5.590 million).

(e) Grants and Subsidies

	2003 $M	2002 $M
Capital Grants – to Councils for Regional Roads	11.449	16.165
Grants Under Road Safety Program	6.392	8.698
Other	1.215	3.179
	19.056	28.042

(f) Borrowing Costs

	2003 $M	2002 $M
Interest	72.167	72.648
Debt Guarantee	3.000	3.000
Amortisation of premium/discount on Borrowings	5.436	8.916
	80.603	84.564

Notes to and forming part of the Financial Statements
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3. REVENUES

(a) Sale of Goods and Services

	2003 $M	2002 $M
Sale of Goods		
– Number Plates	51.263	40.248
– Other	5.699	2.292
Rendering of Services		
– Third Party Insurance Data Access Charges	9.714	8.761
– Toll Revenue (Sydney Harbour Bridge)	78.703	66.466
– Registry Fees & Charges	24.105	17.729
– Work for Outside Bodies	37.660	36.322
– Other	7.525	9.096
	214.669	180.914

(b) Investment Income

	2003 $M	2002 $M
Interest	7.991	3.494
Rent	18.237	18.230
	26.228	21.724

(c) Retained Taxes, Fees and Fines

	2003 $M	2002 $M
Heavy Vehicle Permit Fees	0.800	0.696
Sanction Fees	4.884	5.220
	5.684	5.916

(d) Grants and Contributions

	2003 $M	2002 $M
NSW Government Agencies:		
– Department of Transport	15.500	10.000
– Crown Transactions Entity	0.742	40.000
– Other	13.703	12.425
Local Government	0.993	0.720
Other Government Agencies	2.608	4.350
Private Firms & Individuals	4.345	6.301
	37.891	73.796

(e) Other Revenue

	2003 $M	2002 $M
Reimbursement of Development Costs (Refer Note 7 (c))	290.614	–
Value of Emerging Interest of Private Sector Provided Infrastructure		
– M2 (Refer Note 12 (b))	10.309	3.981
– M4 (Refer Note 12 (b))	13.084	0.829
– M5 (Refer Note 12 (b))	13.971	6.066
– Eastern Distributor (Refer Note 12 (b))	9.246	8.451
– Loan to Sydney Harbour Tunnel Company [Refer Note10 (b)]	8.676	5.967
M2 & Eastern Distributor Promissory Notes	0.302	0.246
Calculation adjustment from previous year	(0.003)	–
	346.199	25.540

4. GAIN/(LOSS) ON DISPOSAL OF NON-CURRENT ASSETS

	2003 $M	2002 $M
Gain on Sale of Property, Plant & Equipment		
– Proceeds from Sale	47.702	37.358
– Written Down Value of Assets Sold	39.528	31.101
Net Gain/(Loss) on Sale of Non-Current Assets	8.174	6.257

5. CONDITIONS ON CONTRIBUTIONS

Contributions received during 2002/2003 were recognised as revenue during the financial year and were expended in that period with no balance of those funds available at 30 June 2003.

6. APPROPRIATIONS

	2003 $M	2002 $M
Recurrent Appropriation		
Total recurrent drawdowns from Treasury (per Summary of Compliance)	1,189.424	1,085.240
Less: Liability to Consolidated Fund (per Summary of Compliance)	–	–
	1,189.424	1,085.240
Comprising:		
Recurrent appropriations (per Statement of Financial Performance)	1,189.424	1,085.240
Transfer payments	–	–
	1,189.424	1,085.240
Capital Appropriation		
Total capital drawdowns from Treasury (per Summary of Compliance)	994.585	967.354
Less: Liability to Consolidated Fund (per Summary of Compliance)	–	–
	994.585	967.354
Comprising:		
Capital appropriations (per Statement of Financial Performance)	994.585	967.354
Transfer payments	–	–
	994.585	967.354

7. INDIVIDUALLY SIGNIFICANT ITEMS

(a) Superannuation Expense

	2003 $M	2002 $M
Increase in Superannuation Expense due to Tax, Actuarial and Interest Adjustments.	20.298	71.014

An actuarial assessment of RTA's unfunded superannuation liability was undertaken during 2002/2003 and resulted in an increase in the superannuation expense of $20.298 million – refer Note 16.

(b) Write-Down of Infrastructure Assets

	2003 $M	2002 $M
Infrastructure Assets Written Down	121.641	3.875

The following infrastructure assets were deleted during 2002/03 [see note 11(c)].

	Replacement Cost $M	Accum Depn $M	WDRC $M
Roads	173.813	64.351	109.462
Bridges	24.574	12.764	11.810
Traffic Signals	0.316	0.084	0.232
Traffic Control Network	0.282	0.145	0.137
	198.985	77.344	121.641

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The majority of roads deleted in 2003 relate to roads transferred to local councils following the completion of the Yelgun to Chinderah section of the Pacific Highway.

(c) Reimbursement of Development Costs

	2003 $M	2002 $M
Revenue received following the letting of contracts for the Cross City Tunnel and the Westlink M7 Motorway. These payments are partly a reimbursement of development costs and will also fund the construction of related essential connecting works.	290.614	–

8. PROGRAMS/ACTIVITIES OF THE AGENCY

(a) Road Network Infrastructure
Network Development

Description – Planning, designing, scheduling and organising the development of road and bridge works.

Objectives – To develop the State's Road network focusing on strategic routes to promote economic growth, improve road safety, encourage greater use of public transport and meet environmental targets.

Maintenance

Description – Manage the primary arterial road network infrastructure as a long-term renewable asset through a program of maintenance and reconstruction works. Provide financial assistance grants to Local Government to assist Councils manage their secondary arterial road network. Manage the provision of disaster repairs for public roads.

Objective – To maintain the RTA's roads and bridges as the first priority at a minimum whole of life cost to ensure reliability, safety and retained value. Support Councils' management of their secondary arterial road network.

(b) Road Safety and Road User Management
Description – Implementing initiatives to increase safe road use behaviour, ensure that drivers and cyclists are eligible and competent, ensure that vehicles meet roadworthiness and emission standards, and ensure that a high standard of customer service is maintained.

Objective – To reduce the trauma and cost to the community of road deaths and injuries. To reduce adverse impacts of vehicles on roads and the environment. To ensure compliance with driver licensing and vehicle registration requirements.

(c) Traffic and Transport
Description – Improving road network performance through traffic control systems, managing incidents and route management strategies. Providing priority access for buses, improving facilities for cyclists and pedestrians and maintaining traffic facilities assets.

Objective – To maximise the efficiency of moving people and goods by better managing the road network and encouraging the use of alternatives to the motor car.

(d) M4/M5 Cashback Scheme
Description – Reimbursing motorists directly for the toll component paid using Cashback Cards and Electronic Toll Tags on the M4 and M5 Motorways when driving NSW privately registered cars and motorcycles.

Objective – To reimburse tolls to motorists driving NSW privately registered vehicles on the M4 and M5 Motorways.

9. CURRENT ASSETS – CASH

The cash balance comprises:

	2003 $M	2002 $M
RTA Operating Account	8.856	36.045
Remitting Account, Cash in Transit & Cash on Hand	31.887	26.667
Tcorp – Hour Glass Facility	30.918	26.271
On Call Deposits	165.884	4.332
Other	0.510	0.459
	238.055	93.774

10. CURRENT ASSETS/NON-CURRENT ASSETS – RECEIVABLES

The RTA's receivables are detailed as follows:

(a) Current

	2003 $M	2002 $M
Sale of Goods and Services	23.071	25.073
Goods and Services Tax – Claimable from the Commonwealth	18.555	18.335
Other (including cost recoveries relating to motor vehicle accident damage to RTA property and road clearing)	1.342	1.636
	42.968	45.044
Less: Provision for Doubtful Debts	1.825	1.745
	41.143	43.299
Unissued Debtors	25.956	27.084
Dishonoured Credit Cards	0.405	0.236
	67.504	70.619
Accrued Income		
– Interest	0.528	0.334
– Property Sales	18.811	11.162
– Other	1.532	1.640
Total Current	**88.375**	**83.755**

Most of the RTA's doubtful debts relate to amounts owing as a result of commercial transactions (eg, debts raised for performance of services or goods) and tenants who vacate premises without notice whilst in arrears.

(b) Non-Current

Non-Current receivables are summarised as follows:

	2003 $M	2002 $M
Loan to Sydney Harbour Tunnel Company	68.434	59.758
Promissory Notes	1.166	0.864
Other Loans	0.260	0.390
	69.860	**61.012**

Repayment of the interest free $222.6 million Net Bridge Revenue Loan by the Sydney Harbour Tunnel Company is due on 31 December 2022. The Loan has been assessed as recoverable as at 30 June 2003 and the receivable is valued on a Net Present Value (NPV) basis.

The loan is considered to be part of the RTA's interest in the Tunnel and, as at 30 June 2003, has been assessed at $68.434 million (30/6/2002; $59.758 million).

Promissory Notes relate to amounts receivable under the Private Sector Road Toll agreement in respect of the M2 Motorway and the Eastern Distributor. The promissory notes are redeemable at the earlier of the achievement of certain Internal Rate of Return (IRR) or the end of the respective concession period. The redeemables are valued on a Net Present Value (NPV) basis. See note 12 (b).

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11. NON CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

This asset category consists of Land & Buildings; Plant and Equipment and Infrastructure Systems.

	2003 $M	2002 $M
Land and Buildings		
At Fair Value	3,208.475	2,806.251
Less Accumulated Depreciation	14.349	11.078
	3,194.126	2,795.173
Plant and Equipment		
At Fair Value	264.709	248.248
Less Accumulated Depreciation	156.747	161.839
	107.962	86.409
Infrastructure Systems		
At Fair Value	70,611.551	62,849.947
Less Accumulated Depreciation	12,447.253	11,970.424
	58,164.298	50,879.523
Total Property, Plant and Equipment and Infrastructure Systems At Net Book Value	**61,466.386**	**53,761.105**

(a) Land & Buildings

	Works Administration Properties & Officers Residences Land $M	Works Administration Properties & Officers Residences Buildings $M	Land & Buildings Acquired for Future Roadworks $M	Leasehold Improvements $M	Total $M
Balance 1 July 2002	79.936	119.041	2,590.900	16.374	2,806.251
Additions	–	6.200	145.153	–	151.353
Disposals	–	(2.789)	(37.911)	(1.046)	(41.746)
Reclassifications	(4.598)	(12.462)	15.510	1.550	–
Adjustments/WIP	–	(0.958)	–	–	(0.958)
Transfer to Infrastructure	–	–	(150.675)	–	(150.675)
Reval. on Transfers	–	–	137.437	–	137.437
Revaluations	8.002	0.828	300.937	–	309.767
Asset Write down	–	–	–	–	–
Prior Years Adjustment	–	–	(2.954)	–	(2.954)
Balance 30 June 2003	**83.340**	**109.860**	**2,998.397**	**16.878**	**3,208.475**
Accumulated Depreciation					
Balance 1 July 2002	–	7.085	–	3.993	11.078
Depreciation Expense	–	4.589	–	3.476	8.065
Write Back on Disposal	–	(3.747)	–	(1.046)	(4.793)
Revaluation	–	(0.001)	–	–	(0.001)
Prior Years Adjustments	–	–	–	–	–
Balance 30 June 2003	**–**	**7.926**	**–**	**6.423**	**14.349**
Written Down Value					
As at 30 June 2003	**83.340**	**101.934**	**2,998.397**	**10.455**	**3,194.126**
As at 1 July 2002	**79.936**	**111.956**	**2,590.900**	**12.381**	**2,795.173**

Land and buildings for future roadworks comprise untenanted land for road works (average rateable value – $2,165.896 million), surplus properties (market value – $434.189 million), of which properties with an estimated value of up to $44 million could be disposed of during 2003/2004, and rentable properties (market value – $398.312 million).

(b) Plant & Equipment

	Plant Equipment & Motor Vehicles $M	Computer Hardware & Software $M	Electronic Office Equipment $M	Total $M
Balance 1 July 2002	152.777	88.368	7.103	248.248
Additions	26.930	10.736	0.174	37.840
Disposals	(10.054)	(10.367)	(1.977)	(22.398)
Reclassifications	–	–	–	–
Adjustments/WIP	(1.193)	–	–	(1.193)
Transfer to Infrastructure	–	–	–	–
Reval. on Transfers	–	–	–	–
Revaluations	–	–	–	–
Asset Write down	–	–	–	–
Prior Years Adjustment	–	1.764	0.448	2.212
Balance 30 June 2003	**168.460**	**90.501**	**5.748**	**264.709**
Accumulated Depreciation				
Balance 1 July 2002	97.713	57.914	6.212	161.839
Depreciation Expense	8.603	4.046	0.215	12.864
Write Back on Disposal	(7.882)	(9.980)	(1.961)	(19.823)
Revaluation	–	–	–	–
Prior Years Adjustments	–	1.419	0.448	1.867
Balance 30 June 2003	**98.434**	**53.399**	**4.914**	**156.747**
Written Down Value				
As at 30 June 2003	**70.026**	**37.102**	**0.834**	**107.962**
As at 1 July 2002	**55.064**	**30.454**	**0.891**	**86.409**

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(c) Infrastructure Systems

Infrastructure systems are valued as follows:

	2003 $M	2002 $M
Roads – Written Down Replacement Cost		
Opening Balance – Replacement Cost	32,228.206	30,270.738
Additions	266.930	2.066
Deletions	(173.813)	–
New Roads at cost	617.149	893.157
Inflation Adjustment	2,205.965	1,062.245
Revaluation	–	–
	35,144.437	32,228.206
Less: Accumulated Depreciation		
Opening Balance	10,412.305	10,003.238
Inflation (RCI) adjustment	–	(1.129)
Current Year Expense	478.123	410.196
Write back on deleted segments	(64.351)	–
	10,826.077	10,412.305
Roads – Written Down Value	**24,318.360**	**21,815.901**
Land Under Roads and Within Road Reserves		
Opening Balance	23,328.157	22,252.805
Transfer in from "Land and Buildings acquired for Future Roadworks"	150.675	40.894
Revaluation	3,992.174	1,034.458
Total Land under Roads and Within Road Reserves	**27,471.006**	**23,328.157**
Bridges – Written Down Replacement Cost		
Opening Balance – Replacement Cost	5,991.323	5,044.566
New Bridges at cost	208.879	610.356
Inflation Adjustment	–	351.965
Deletions	(24.574)	(15.564)
Revaluations	576.237	–
Closing Balance	6,751.865	5,991.323
Less: Accumulated Depreciation		
Opening Balance	1,493.335	1,444.523
Current Year Expense	60.025	60.615
Write Back on Disposal	(12.764)	(11.803)
	1,540.596	1,493.335
Bridges – Written Down Value	**5,211.269**	**4,497.988**

(c) Infrastructure Systems (cont)

	2003 $M	2002 $M
Traffic Signals Network– Written Down Replacement Cost		
Opening Balance – Replacement Cost	225.411	215.749
New Traffic Signals at cost	8.210	9.776
Traffic Signals Deleted	(0.316)	(0.114)
Revaluation	16.351	–
Closing Balance	249.656	225.411
Less: Accumulated Depreciation		
Opening Balance	52.829	31.337
Adjustment to Prior Year Depreciation – Note 11(b)	–	10.400
Current Year Expense	12.208	11.092
Write back on deleted Traffic Signals	(0.084)	–
	64.953	52.829
Traffic Signals Network – Written Down Value	**184.703**	**172.582**
Traffic Control Network – Written Down Replacement Cost		
Opening Balance – Replacement Cost	24.459	21.908
Inventory Adjustment	–	0.656
Additions at unit replacement rates	11.840	2.102
Deletions	(0.282)	(0.207)
	36.017	24.459
Less: Accumulated Depreciation		
Opening Balance	11.954	9.159
Current Year Expense	3.818	2.795
Write back on deleted TMC assets	(0.145)	
	15.627	11.954
Work-in-Progress	23.342	15.418
Traffic Control Network – Written Down Value	**43.732**	**27.923**
Major Works in Progress		
Opening Balance	1,036.972	1,585.411
Additions at cost	738.569	750.067
Transfers out on completion	(840.313)	(1,298.506)
Major Works in Progress	**935.228**	**1,036.972**
Total Infrastructure Systems	**58,164.298**	**50,879.523**

The network was improved during the year with a number of major projects being opened to traffic. These included Yelgun to Chinderah dual carriageways, West Charlestown Bypass, Mid Western Highway Deviation at Kings Plains, M5, Moorebank Avenue Interchange and Old Windsor Road, Abbott Road to Windsor Road.

The depreciation expense in respect of roads $478.123 million (2001/2002; $410.196 million) reflects the loss of service potential based on straight-line depreciation methodology.

Traffic signals and all bridges were subject to a full revaluation in 2002/2003. Roads were last revalued in 1999/2000 and will be revalued in 2003/04.

(d) Cultural Collection Assets

At 30 June 2003 Cultural Collection Assets, including original art works, have been brought to account at a value of $0.033 million (2001/2002 $0.044 million).

Other Cultural Collection items, including prints, drawings and artefacts, were also identified as being under the control of the RTA, but could not be reliably valued.

Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2003

12. CURRENT/NON CURRENT ASSETS – OTHER

(a) Current
These comprise:

	2003 $M	2002 $M
Prepayments	5.317	1.681
	5.317	1.681

(b) Non-Current
The RTA's Other Non Current Assets are represented by Private Sector Provided Infrastructure:

	2003 $M	2002 $M
Sydney Harbour Tunnel		
Carrying amount at start of year	541.971	516.880
Revaluation	26.292	25.091
Less: Calculation adjustment from previous Year	(0.003)	–
Carrying amount at end of year	**568.260**	**541.971**
M2 Motorway		
Carrying amount at start of year	40.507	36.526
Less: M2 Widening Adjustment – Prior Years	–	(5.483)
Adjusted carrying amount at start of year	40.507	31.043
Annual Increment – Emerging Right to Receive	10.309	12.608
Sub Total	50.816	43.651
Less: M2 Widening Adjustment – 2002 Year	–	(3.144)
Carrying amount at end of year	**50.816**	**40.507**
M4 Motorway		
Carrying amount at start of year	77.559	76.730
Less: M4 Widening Adjustment – Prior Years	–	(11.242)
Adjusted carrying amount at start of year	77.559	65.488
Annual Increment – Emerging Right to Receive	13.084	18.518
Sub Total	90.643	84.006
Less: M4 Widening Adjustment – 2002 Year	–	(6.447)
Carrying amount at end of year	**90.643**	**77.559**
M5 Motorway		
Carrying amount at start of year	73.250	67.184
Less: Concession Period Adjustment – Prior Years	–	(6.045)
Adjusted carrying amount at start of year	73.250	61.139
Annual Increment – Emerging Right to Receive	13.971	12.937
Sub Total	87.221	74.076
Less: Concession Period Adjustment – 2002 Year	–	(0.826)
Carrying amount at end of year	**87.221**	**73.250**
Eastern Distributor		
Carrying amount at start of year	19.968	11.517
Annual Increment – Emerging Right to Receive	9.246	8.451
Carrying amount at end of year	**29.214**	**19.968**
	826.154	**753.255**

Sydney Harbour Tunnel

The RTA's interest in the Sydney Harbour Tunnel has been valued based on the RTA's right to the time share of its ownership, total service potential and remaining useful life at the date of its transfer to the RTA in 2022. At the date of this transfer, the value will equate to the current written down replacement cost of the Tunnel. The cost of constructing the Tunnel was $683.3 million. The current written down replacement cost of the Tunnel is $568.260 million (2001/2002; $541.971 million).

In separately classifying the Sydney Harbour Tunnel as an infrastructure asset, the RTA recognises that the contractual arrangements relating to the Tunnel are unique.

The construction of the Tunnel was financed by 30 year inflation linked bonds issued by the Sydney Harbour Tunnel Company to the private sector in the amount of $486.7 million, Sydney Harbour Tunnel Company shareholders' loans (repaid in 1992) of $40 million, and an interest free, subordinated loan (the Net Bridge Revenue Loan) provided by the RTA of $222.6 million, based on the projected net toll revenue from the Sydney Harbour Bridge during the construction period. Under the Ensured Revenue Stream Agreement (ERS), the Government has agreed to make ERS payments (net of tolls collected from the Tunnel) to enable the SHTC to meet financial obligations arising from the operation and maintenance of the Tunnel and repayment of principal and interest on funds borrowed by it for the design, construction and operation of the Tunnel.

During the year ended 30 June 2003, tolls collected from the Tunnel amounted to $46.923 million (2001/2002; $35.814 million). These tolls were applied to the financial obligations of the Tunnel and resulted in a reduction in ERS payments from $82.050 million to $35.127 million (2001/2002; $76.563 million to $40.749 million).

Since 1993 the RTA has listed a possible tax liability as a contingent liability in the annual accounts. This liability crystallised during the 2002/2003 financial year. Following negotiations between interested parties including the Australian Tax Office, a settlement agreement was entered into between the RTA, the State Government, the Sydney Harbour Tunnel Company Limited and Tunnel Holdings Pty Limited. The past and future tax liabilities are disclosed at net present value in Note 17.

NSW Treasury guidelines on the valuation of non-current assets state that asset revaluations must be conducted at least every five years. Revaluations were effected in 1994 and 1999, the Tunnel being revalued using the RTA's Road Cost Index. The RTA however now revalues the Tunnel each year. Based on movements in the Road Cost Index during the 2002/2003 reporting period, the RTA's interest in the Tunnel was $568.260 million at 30 June 2003, which equated to an increase in the value of the Tunnel during 2002/2003 of $26.289 million (2001/2002, $25.091 million).

M2 Motorway

To facilitate the financing, design and construction of the Motorway, the RTA leased land detailed in the M2 Motorway Project Deed for the term of the Agreement.

Until the project realises a real after tax internal rate of return of 12.25 per cent per annum, the rent is payable, at the Lessee's discretion, in cash or by promissory note. On achievement of the required rate, the rent is payable in cash. Under the terms of the lease, the RTA must not present any of the promissory notes for payment until the earlier of the end of the term of Agreement or the achievement of the required rate of return.

Payments for the rents for the Trust Lease and the Trust Concurrent Lease for the year ended 30 June 2003 have been made by promissory notes in the value of $6.578 million and $1.644 million respectively. The RTA, as at 30 June 2003, has received promissory notes for rent on the above leases totalling $52.264 million. The term of the Agreement ends on the forty fifth anniversary of the M2 commencement date (ie.26 May 2042), subject to the provisions of the M2 Motorway Project Deed. The net present value of these promissory notes, as at 30 June 2003, is $0.449 million.

The RTA has, from the date of completion of the M2 Motorway on 26 May 1997, valued the asset by reference to the RTA's emerging share of the written down replacement cost of the asset at date of handback over the concession period.

Under the terms of the Project Deed, ownership of the M2 Motorway will revert to the RTA on the earlier of the achievement of specified financial returns outlined in the Deed or 45 years from the M2 Commencement Date of 26 May 1997. The conservative period of 45 years has been used to calculate the RTA's emerging share of the asset.

M4 and M5 Motorways

The RTA has valued the infrastructure assets in respect of the M4 and M5 Motorways by reference to the RTA's emerging share of the written down replacement cost of each asset apportioned over the period of the respective concession agreement.

Ownership of the M4 Motorway and M5 Motorway will revert to the RTA in 2010 and 2023 respectively. The initial concession period for the M5 Motorway was for the period 14 August 1992 to 14 August 2022. In consideration for Interlink Roads undertaking construction of an interchange at Moorebank (M5 Improvements), the initial concession period was extended by 1.11 years to 23 September 2023.

The M5 Motorway Call Option Deed provides that if, after at least 25 years from the M5 Western Link commencement date of 26 June 1994, the RTA determines that the expected financial return has been achieved, the RTA has the right to purchase either the business from ILR or the shares in ILR from Infrastructure Trust of AustralAsia Ltd (ITA) and the Commonwealth Bank of Australia (CBA). The exercise price under the M5 Call Option Deed will be based on open market valuation of the business or shares.

Eastern Distributor

An agreement was signed with Airport Motorway Limited (AML) in August 1997 to finance, design, construct, operate, maintain and repair the Eastern Distributor. Work commenced in August 1997, with the road to be open to traffic before the Sydney Olympics in September 2000. The Eastern Distributor was opened to traffic on 18 December 1999.

In consideration of the RTA granting to AML the right to levy and retain tolls on the Eastern Distributor, AML is required to pay concession fees in accordance with the Agreement. From the date of Financial Close, which occurred on 18 August 1997, AML has paid $90 million by way of promissory notes (being $15 million on Financial Close and $15 million on each anniversary of Financial Close). A further $2.2 million was received in cash six months after Financial Close and $8 million in cash on the third anniversary of Financial Close. Under the Agreement, the promissory notes show a payment date (subject to provisions in the Project Deed) of 31 December 2042 and, as at 30 June 2003, the promissory notes have a net present value of $0.718 million.

Under the terms of the Project Deed, ownership of the Eastern Distributor will revert to the RTA on the earlier of the achievement of specified financial returns outlined in the Deed or 48 years from the Eastern Distributor Commencement Date of 18 December 1999. The conservative period of 48 years has been used to calculate the RTA's emerging share of the asset.

Cross City Tunnel

An agreement was signed with the Cross City Motorway (CCM) in December 2002 to design, construct, operate and maintain the Cross City Tunnel. Major construction started on 28 January 2003 with an anticipated completion date of October 2005.

The anticipated construction cost is $680 million, with the cost being met by the private sector. Under the terms of the agreement, the CCM will operate the motorway for a total of 30 years 2 months from the opening of the Tunnel to traffic, after which the motorway will be transferred back to the Government.

On completion of the Cross City Tunnel, the RTA will value the asset by reference to the RTA's emerging share of the written down replacement cost of the asset over the period of the concession period.

Westlink M7 Motorway

An agreement was signed with the Westlink consortium in February 2003 to design, construct, operate and maintain the Westlink M7 Motorway. Major construction started on 7 July 2003 with an anticipated completion date of August 2006.

The anticipated construction cost is $1.5 billion. The Federal Government is

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contributing $356 million towards the cost of the project with the remainder of the cost being met by the private sector. The RTA is responsible under the contract for the provision of access to property required for the project. Under the terms of the agreement, the Westlink Consortium will operate the motorway for a total of 34 years to February 2037, after which the motor-way will be transferred back to the Government.

On completion of the Westlink M7 motorway, the RTA will value the asset by reference to the RTA's emerging share of the written down replacement cost of the asset over the period of the concession period.

13. CURRENT LIABILITIES – PAYABLES

	2003 $M	2002 $M
Trade Creditors	73.210	131.595
Creditors Arising from Compulsory Acquisitions	10.687	11.714
Accrued Expenses		
– Salaries, Wages and Oncosts	9.373	7.563
– Works Contract Expenditure	99.752	91.412
– Work Carried out by Councils	58.635	47.671
– Interest	14.453	15.725
– Other (Including Non Works Contracts)	72.706	77.020
Other	0.444	0.322
	339.260	383.022

14. CURRENT/NON-CURRENT LIABILITIES – INTEREST BEARING LIABILITIES

	2003 $M	2002 $M
Current		
Tcorp Borrowings	198.519	110.771
Other	–	–
	198.519	110.771
Non-Current		
Tcorp Borrowings	774.630	956.094
Other	1.542	1.514
	776.172	957.608

Loan Borrowings are due as follows:

	Face Value $M	Unamortised Expense $M	Adjusted Book Value $M
Semi-Government Loans			
Within 1 year	199.788	1.269	198.519
Between 1 and 2 years	–	–	–
Between 1 and 5 years	425.962	8.634	417.329
After 5 years	354.022	(3.279)	357.301
	979.772	6.624	973.149

The weighted average interest rate on the Semi-Government loan portfolio as at 30 June 2003 is 6.96% (30 June 2002; 6.83%).

Come and Go Facility.
The "Come and Go" Facility established for cash management purposes was not utilised during 2002/03.

	2003 $M	2002 $M
Other Loan Borrowings		
Repayable within 1 year	–	–
Between 1 and 5 years	0.184	0.178
After 5 years	1.358	1.336
	1.542	1.514

15. Financial Instruments

(a) Interest Rate Risk

Interest rate risk is the risk that the value of the financial instruments will fluctuate due to changes in market interest rates. The RTA's exposure to interest rate risks and the effective interest rates of financial assets and liabilities at the balance sheet date are as follows:

Financial Instrument	Floating Interest Rate 2002 $M	Floating Interest Rate 2003 $M	1 Year or Less 2002 $M	1 Year or Less 2003 $M	Over 1 to 5 years 2002 $M	Over 1 to 5 years 2003 $M	Fixed Interest Rate More than 5 Years 2002 $M	More than 5 Years 2003 $M	Non Interest Bearing 2002 $M	Non Interest Bearing 2003 $M	Total carrying amount as per Balance Sheet 2002 $M	Balance Sheet 2003 $M	Weighted average effective Interest Rate 2002	Interest Rate 2003
Financial Assets														
Cash	52.550	32.676	–	–	–	–	–	–	10.162	8.067	62.712	40.743	–	–
Receivables	–	–	–	–	–	–	–	–	142.793	156.175	142.793	156.175	–	–
Treasury Corp Hourglass	26.271	30.646	–	–	–	–	–	–	–	–	26.271	30.646	4.60%	4.90%
Futures Margin	0.000	0.272	–	–	–	–	–	–	0.000	0.000	0.000	0.272	–	–
On call Deposits	4.332	165.884	0.339	0.380	–	–	–	–	0.120	0.130	4.791	166.394	4.60%	4.99%
Total – Financial Assets	**83.153**	**229.478**	**0.339**	**0.380**	**0.000**	**0.000**	**0.000**	**0.000**	**153.075**	**164.372**	**236.567**	**394.230**		
Financial Liabilities														
Borrowings – Treasury Corp	–	–	110.771	198.519	393.468	417.329	562.626	357.301	–	–	1,066.865	973.149	6.85%	6.96%
– Tcorp Come & Go	–	–	–	–	–	–	–	–	–	–	0.000	0.000	–	–
– Other	–	–	–	–	0.178	0.184	1.336	1.358	–	–	1.514	1.542	6.54%	6.54%
Creditors	0.359	0.284	–	–	–	–	–	–	97.678	54.878	98.037	55.162	–	–
Contract Security Deposits	–	–	–	–	–	–	–	–	1.735	2.548	1.735	2.548	–	–
Total – Financial Liabilities	**0.359**	**0.284**	**110.771**	**198.519**	**393.646**	**417.513**	**563.962**	**358.659**	**99.413**	**57.426**	**1,168.151**	**1,032.401**	**–**	**–**

(b) Credit Risk

Credit Risk is the risk of financial loss arising from another party to a contract or financial obligation. The RTA's maximum exposure to credit rate risk is represented by the carrying amounts of the financial assets net of any provisions for doubtful debts included in the Balance Sheet. The repayment of the Sydney Harbour Tunnel Loan ranks behind all creditors to be paid. Redemption of the M2 and Eastern Distributor promissory notes is dependent upon counterparties generating sufficient cash flows to enable the face value to be repaid.

	Banks 2002 $M	Banks 2003 $M	Governments 2002 $M	Governments 2003 $M	Other 2002 $M	Other 2003 $M	Total 2002 $M	Total 2003 $M
Financial Assets								
Cash	52.550	32.676	–	–	10.162	8.067	62.712	40.743
Receivables	–	–	25.078	26.434	117.715	129.741	142.793	156.175
Investments	30.603	196.802	0.120	0.130	0.339	0.380	31.062	197.312
Total – Financial Assets	**83.153**	**229.478**	**25.198**	**26.564**	**128.216**	**138.188**	**236.567**	**394.230**

(c) Net Fair Values

The carrying value of debtors, investments, creditors and borrowings approximate net fair value. The future cash flows of the Sydney Harbour Tunnel loan and M2 and Eastern Distributor promissory notes are discounted using standard valuation techniques at the applicable yield having regard to the timing of the cash flows.

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16. CURRENT/NON-CURRENT LIABILITIES – PROVISIONS

	2003 $M	2002 $M
Employee Benefits and related On-costs		
Current		
Superannuation	17.227	33.110
Annual Leave	33.732	28.741
Long Service Leave	10.899	8.674
	61.858	70.525
Non-Current		
Superannuation	284.229	248.048
Long Service Leave	139.322	119.858
Workers Compensation (Liability under the former Department of Motor Transport self-insured scheme)	0.619	0.655
	424.170	368.561
Total Provisions	486.028	439.211
Aggregate Employee Benefits and related On-costs		
Provisions – current	61.858	70.525
Provisions – non-current	424.170	368.561
Accrued salaries, wages and on-costs (Note 13)	9.373	7.563
	495.401	446.649

The Government Actuary completed an assessment of the Gross Superannuation Liabilities for the defined benefits schemes administered by the SAS Trustee Corporation for the year ended 30 June 2003, identifying the unfunded superannuation liability of the RTA. The assessment was based on the full requirements of AAS25 which requires that a "market determined risk adjusted discount rate" be applied as the valuation interest rate in the calculation on the value of the accrued benefits. A review of the key economic assumptions used in the 1998 valuation was undertaken prior to calculating the gross superannuation liability of the various defined benefit schemes as at 30 June 2003.

The economic assumptions used are as follows:

	2003/2004 %	2004/2005 %	Thereafter %
Rate of Investment Return	7.0	7.0	7.0
Rate of Salary Increase (*)	4.0	4.0	4.0
Rate of Increase in the CPI	2.5	2.5	2.5

(*) A promotional scale also applies.

This assessment resulted in the RTA's unfunded superannuation liability being increased by $20.298 million.

The unfunded liability disclosed in the Statement of Financial Position is composed of:

	SASS $M	SANCS $M	SSS $M	Total 2003 $M	Total 2002 $M
Gross Liability Assessed by Actuaries as at 30 June 2003	219.878	52.713	449.794	722.385	661.525
Less: Investment Reserve Account Balance held by SAS Trustee Corporation (including actuarial, tax and interest adjustments)	78.135	41.579	301.215	420.929	380.368
Unfunded Liability (Fully Provided in Provisions)	141.743	11.134	148.579	301.456	281.157

17. CURRENT/NON-CURRENT LIABILITIES – OTHER

	2003 $M	2002 $M
Current		
Statutory Creditors	11.668	13.412
Principal Outstanding on Bonds Issued to Private Sector	12.311	11.533
Unearned Rent on M4 and M5 Motorways	3.105	3.082
Sydney Harbour Tunnel Tax Liabilities	1.538	–
Income Received in Advance	8.107	5.160
Holding Accounts	21.256	10.865
Suspense Items	0.040	0.086
	58.025	**44.138**
Non-Current		
Principal Outstanding on Bonds Issued to Private Sector	371.811	384.122
Unearned Rent on M4 and M5 Motorways	26.692	29.821
Sydney Harbour Tunnel Tax Liabilities	22.484	–
	420.987	**413.943**

The liability in respect of the Sydney Harbour Tunnel has been recognised at the Net Present Value (NPV) of the Ensured Revenue Stream Agreement (ERS). This has been calculated at $384.122 million (2001/2002; $395.655 million), being the principal outstanding as at 30 June 2003 on the bonds issued by the Sydney Harbour Tunnel Company to the private sector.

Since 1993 the RTA has disclosed a possible tax liability as a contingent liability in its annual accounts. This liability crystallised during the 2002/2003 tax year. Following negotiations between interested parties including the Australian Taxation Office, a settlement was entered into between the RTA, the State Government, the Sydney Harbour Tunnel Company Limited and Tunnel Holdings Pty Ltd [refer note 12(b)].

The non-current tax liability has been calculated at net present value.

	2003 $M	2002 $M
Current		
Sydney Harbour Tunnel Past Tax Liability	1.200	–
Sydney Harbour Tunnel Future Tax Liability	0.338	–
	1.538	**–**
Non-Current		
Sydney Harbour Tunnel Past Tax Liability	15.114	–
Sydney Harbour Tunnel Future Tax Liability	7.370	–
	22.484	**–**

Under the M4 lease agreement, $46.615 million was received from Statewide Roads Pty Ltd (SWR) as rent in advance. In accordance with generally accepted accounting principles, this revenue is brought to account over the period of the lease. This treatment is summarised as follows:

	2003 $M	2002 $M
Rent earned in prior years	28.496	26.122
Rent earned in current year	2.375	2.374
Unearned rent as at 30 June 2002	15.744	18.119
	46.615	**46.615**

The land acquisition loan of $22.000 million, based on the cost of land under the M5 originally purchased by the RTA, was repaid in June 1997 by Interlink Roads Pty Ltd (ILR). The repayment of the loan is considered to be a prepayment of the remaining rental over the period of the concession agreement. In accordance with AAS 17, this revenue is brought to account over the period of the lease.

In consideration for ILR undertaking construction of an interchange at Moorebank (M5 Improvements) on the M5 Motorway, the original concession period (to 14 August 2022) has been extended by 1.11 years to 23 September 2023.

This treatment is summarised as follows:

	2003 $M	2002 $M
Rent earned in prior years	7.216	6.509
Rent earned in current year	0.731	0.707
Unearned rent as at 30 June 2003	14.053	14.784
	22.000	**22.000**

Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2003

18. CHANGES IN EQUITY

	Accumulated Funds		Asset Revaluation		Total Equity	
	2003 $M	2002 $M	2003 $M	2002 $M	2003 $M	2002 $M
Balance at the beginning of the financial year	39,274.802	38,149.757	13,138.969	10,950.208	52,413.771	49,099.965
Surplus/Deficit for Year	747.729	545.725	–	–	747.729	545.725
Increment/Decrement on:						
– Land & Buildings	–	–	444.251	294.326	444.251	294.326
– Authority Infrastructure	–	–	6,817.019	2,473.755	6,817.019	2,473.755
Adjustment to opening balance for change in accounting policy for depreciation						
– Transfers from Asset Revaluation Reserve for asset disposals	227.275	579.320	(227.275)	(579.320)	–	–
Balance at the end of the financial year	40,249.806	39,274.802	20,172.964	13,138.969	60,422.770	52,413.771

19. COMMITMENTS FOR EXPENDITURE

(a) Capital Commitments

	2003 $M	2002 $M
Payable no later than 1 year		
– Value of work to be completed	371.745	–
– Plant, light vehicles, trucks	0.304	–
Payable later than 1, but not later than 5 years	52.986	–
Payable later than 5 years	17.378	–
	442.413	–

(b) Other Expenditure Commitments

	2003 $M	2002 $M
Payable no later than 1 year		
– Value of work to be completed	165.210	–
Payable later than 1, but not later than 5 years	63.850	–
Payable later than 5 years	68.255	–
	297.315	–

(c) Capital and Other Expenditure Commitments

	2003 $M	2002 $M
Payable no later than 1 year		
– Value of work to be completed on road and bridge contracts over $100,000	536.954	237.948
– Plant, light vehicles, trucks	0.304	0.171
Payable later than 1, but not later than 5 years	116.836	41.403
Payable later than 5 years	85.634	4.243
	739.728	283.765

Capital and Other Expenditure Commitments for the year 2001/2002 were combined as it was not possible to separate them.

(d) Operating Lease Commitments

Operating Lease Commitments relate to Property, IT Equipment and Light and Heavy Motor Vehicles.

Operating lease commitments are not recognised in the financial statements as liabilities

In respect of Property Leases, the RTA has various lessors with leases which have specific lease periods ranging from 1 year to 20 years.

The Property Operating Lease Commitments are as follows:

	2003 $M	2002 $M
Not later than 1 year	22.272	19.865
Later than one year and not later than 5 years	45.233	46.192
Later than 5 years	12.816	19.586
	80.321	85.643

IT Equipment Operating Leases have been negotiated with Dell Computer Pty Ltd, Fujitsu Australia Ltd, and Macquarie IT Pty Ltd.

The IT Equipment Operating Lease Commitments are as follows:

	2003 $M	2002 $M
Not later than 1 year	24.602	41.184
Later than one year and not later than 5 years	31.349	37.763
Later than 5 years	–	–
	55.951	78.947

The Light Motor Vehicle Lease is with State Fleet Services and is financed by Macquarie Bank. The lease is scheduled to cease in September 2008.

The Light Motor Vehicle Operating Lease Commitments are as follows:

	2003 $M	2002 $M
Not later than 1 year	23.760	22.440
Later than one year and not later than 5 years	95.040	89.760
Later than 5 years	5.940	28.050
	124.740	140.250

The Heavy Motor Vehicle Lease is held and financed with Orix. The lease is scheduled to cease in July 2007.

The Heavy Motor Vehicle Operating Lease Commitments are as follows:

	2003 $M	2002 $M
Not later than 1 year	0.857	0.161
Later than one year and not later than 5 years	2.121	0.630
Later than 5 years	–	0.001
	2.978	0.792

20. CONTINGENT ASSETS

The total commitments detailed above include GST input tax credits of $91.183 million (2001/2002; $53.407) that are expected to be recoverable from the ATO.

21. CONTINGENT LIABILITIES

There are some 6 claims (2001/2002; 7 claims) for damage or injury currently being litigated with an estimated total contingent liability to the RTA of $0.694 million (2001/2002 $1.210 million). There are also 4 significant contractual disputes (2001/2002; 6 disputes) with an estimated total contingent liability of $5.510 million (2001/2002 $49.112 million).

Any claims resulting from incidents which have occurred since 1 July 1989 are not included in the above figures as costs for such claims are now covered by the RTA's Insurance with the Treasury Managed Fund.

22. NATIVE TITLE

The Commonwealth's legislation (Native Title Act) and the New South Wales statute (Native Title (New South Wales) Amendment Act) have financial implications for New South Wales Government Agencies generally.

In this regard the RTA has undertaken an assessment of the impact on its financial position. This assessment indicates as at 30 June 2003 there were no Native Title claims which had been initiated against the RTA.

23. BUDGET REVIEW

(a) Net Cost of Services

The actual net cost of services of $1,436.280 million was $251.625 million more than the budget. This variance was primarily due to increases of $255.067 million in depreciation, $267.296 million in other operating expenses and $52.736 million in maintenance expenditure. These increases in expenditure were in part offset by a higher than expected revenue estimate of $276.212 million, primarily relating to revenue received following the letting of contracts for the Cross City Tunnel and the Westlink M7 Motorway projects.

(b) Assets and Liabilities

Net assets have increased by $9,262.076 million as compared to budget. This is principally due to an increase in the value of Infrastructure Systems of

Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2003

$8,640.555 million, including a revaluation of $6,817.019 million, which was not included in the budget estimate.

The value of land and buildings held increased by $522.678 million as compared to budget, while current assets increased by $237.667 million, primarily attributed to increases in cash of $195.261 million, mainly retained revenue received from the letting of the contract for the Westlink M7 Motorway project and receivables of $38.807 million.

The change in net assets is also impacted by an increase in total liabilities of $192.166 million as compared to the budget. This is principally due to increases in payables of $60.653 million and current/non-current provisions of $104.544 million.

(c) Cash Flows

Net cash flow from operating activities is $125.850 million more than the budget. This was mainly due to revenue received of $290.614 million following the letting of contracts for the Cross City Tunnel and the Westlink M7 Motorway projects and was partially offset by a shortfall in revenue from Sales of Goods & Services of $57.659 million and an increase in operating expenditure of $153.781 million.

Net cash outflow in relation to investing activities is $19.355 million less than the budget. This was mainly attributable to an increase of $11.175 million in proceeds from sale of property plant & equipment and a reduction in capitalised expenditure of $8.180 million.

A variance of $ 50.980 million in respect of the opening cash as compared to the budget has occurred due to the fact that the 2002/03 budget was prepared prior to the finalisation of 2001/2002 financial statements.

24. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES

	2003 $M	2002 $M
Net Cash used on Operating Activities	(1,387.309)	(1,179.845)
Depreciation and amortisation	572.883	508.875
Revaluation of Infrastructure	0	–
Adjustment to Maintenance for Road Rehabilitation	0	–
Increase in Provisions and Entitlements	39.379	77.340
Rent Revenue in respect of M4 and M5 Motorways	(3.106)	(3.081)
Value of Emerging Interest of Private Sector Provided Infrastructure	(55.283)	(25.294)
ERS payments utilised to redeem current principal portion of bonds issued to Private Sector	(12.311)	(11.533)
Sydney Harbour Tunnel Tax Liabilities	22.484	–
Increase in Payables and Other Liabilities	(29.648)	116.497
Decrease in Receivables and Other Assets	(8.285)	(31.892)
(Profit)/Loss on Sale of Assets	113.467	3.208
Contributions from Government	2,184.009	2,052.594
Net Cost of Services	**1,436.280**	**1,506.869**

END OF AUDITED FINANCIAL STATEMENTS

Supplementary Financial Information
For the Year Ended 30 June 2003

The Year in Brief 2002–2003

	Initial Budget $M	Actual $M
NEW FUNDS AVAILABLE		
Commonwealth		
National Highways	292	265
Roads of National Importance	91	93
Federation Fund	17	0
Australian Transport Safety Bureau - Blackspots Program	14	14
Other	12	16
Total Commonwealth	**426**	**388**
State		
Motor Vehicle Taxes	847	881
Consolidated Fund Allocation	714	716
Untied – Commonwealth Road Funds	134	134
M4/M5 Cashback Scheme	65	65
RTA Revenue	391	678
Total State	**2,151**	**2,474**
TOTAL NEW FUNDS	2,577	2,862
Use of Cash Balances	–	(134)
	2,577	2,728
Increase in Liabilities/ Reduction in Operational Assets	28	(10)
Total Funds Utilised	**2,605**	**2,718**
EXPENDITURE		
Road Network Infrastructure		
– Network Development	1,008	1,021
– Infrastructure Maintenance	722	757
Traffic & Transport	237	258
Road Safety & Road User Management	398	439
Debt Servicing & Repayment	170	175
M4/M5 Cashback	65	66
Voluntary Redundancies	5	2
Total Expenditure	**2,605**	**2,718**

Supplementary Financial Information
For the Year Ended 30 June 2003

2002/2003 Budget

Funds budgeted to be available to the Roads and Traffic Authority for 2002/2003 as published in State Budget Paper No. 3 amounted to $2,605 million. Variations to the initial budget were as follows:

	Initial $M	Actual $M
TOTAL INITIAL BUDGET		2,605
Add:		
Increase in Receipts		
Commonwealth Funds - RONI's & Interstate Vehicle Registration Scheme	12	–
Motor Vehicle Taxation	31	–
Consolidated Fund Revenue	3	–
RTA Revenue	264	310
		2,915
Less:		
Decrease in Receipts		
Commonwealth Funds - National Highways & Federation Fund	35	35
		2,880
Less:		
Decrease in use of Cash Balances	137	137
		2,743
Less:		
Decrease in Balance Sheet Movements	22	22
TOTAL REVISED BUDGET		**2,721**

Total funds available for 2002/2003 amounted to $2,721 million and variances from the revised budget were as follows:

	$M	$M
TOTAL REVISED BUDGET		2,721
Increase in Receipts		
Motor Vehicle Tax	3	–
RTA Revenue	23	26
		2,747
Less:		
Decrease in Receipts		
Commonwealth Funds -National Highways & RONI's	15	–
Consolidated Fund Revenue	2	17
		2,730
Less:		
Decrease in Balance Sheet Movements	15	15
		2,715
Add:		
Increase in use of Cash Balances	3	3
ACTUAL TOTAL FUNDS AVAILABLE		2,718

The Year Ahead

	2003/2004 Budget $M
NEW FUNDS AVAILABLE	
Commonwealth	
National Highways	311
Roads of National Importance	86
Federation Fund	17
Australian Transport Safety Bureau Blackspots Program	14
Other	18
Total Commonwealth	**446**
State	
Motor Vehicle Taxes	914
Consolidated Fund Allocation	735
Untied Commonwealth Road Funds	137
M4/M5 Cashback Scheme	71
RTA Revenue	344
Total State	**2,201**
TOTAL NEW FUNDS	**2,647**
Increase in Liabilities/Reduction in Operational Assets	37
Total Funds Utilised	**2,684**
EXPENDITURE	
Road Network Infrastructure	
– Network Development	1,118
– Infrastructure Maintenance	711
Traffic & Transport	213
Road Safety & Road User Management	417
Debt Servicing & Repayment	149
M4/M5 Cashback	71
Voluntary Redundancies	5
Total Expenditure	**2,684**

Supplementary Financial Information
For the Year Ended 30 June 2003

Commonwealth Grants

The Commonwealth Government provides road funding to New South Wales for the construction and maintenance of National Highways, upgrading Roads of National Importance and for a Road Safety Blackspots Program.

Funding received in 2002/2003 was $264.9 million (2001/2002; $231.5 million) for National Highways, $92.6 million (2001/2002; $99.1 million) for Roads of National Importance and $14.4 million (2001/2002; $13.7 million) for the Road Safety Blackspots Program.

Interstate Road Transport Act, 1985

The Interstate Road Transport Act, 1985 enables heavy vehicles to have Federal registration if they are not registered in a State or Territory and are involved only in interstate trade.

Under the Federal Scheme vehicle owners are required to pay either a flat rate or a charge based on distance travelled. The moneys are collected in NSW by the RTA on behalf of the Commonwealth and paid into the Interstate Road Transport Trust Fund. The proceeds are then distributed to the States as a contribution towards road repair and maintenance costs.

Funds received by the RTA under this scheme during 2002/2003 amounted to $16.5 million (2001/2002; $14.3 million).

State Sources

Motor Vehicle Taxation

Motor vehicle taxation, collected by the RTA when vehicles are registered, is hypothecated to the Roads Program. During 2002/2003 receipts from motor vehicle taxation totalled $881.4 million (2001/2002; $815.9 million).

Number of Registered Motor Vehicles in NSW

Year	Number of Motor Vehicles Registered *	% Change Over Previous Year
1993/94	3,290,594	2.8(+)
1994/95	3,311,402	0.6(+)
1995/96	3,367,092	1.7(+)
1996/97	3,421,409	1.6(+)
1997/98	3,493,340	2.1(+)
1998/99	3,535,732	1.2(+)
1999/2000	3,636,353	2.8(+)
2000/2001	3,729,100	2.6(+)
2001/2002	3,821,229	2.5(+)
2002/2003	3,930,458	2.9(+)

* Excluding plant, tractors, trailers and caravans. 1993/94 – 2002/2003 figures exclude vehicles on register without current registration.

Contributions for Specific Works

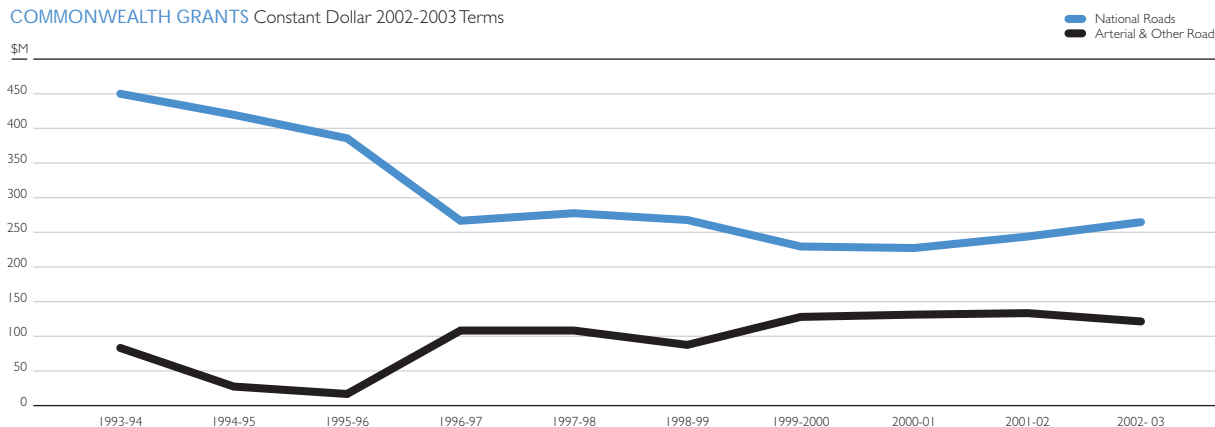The following contributions towards specific works were received during 2002/2003:

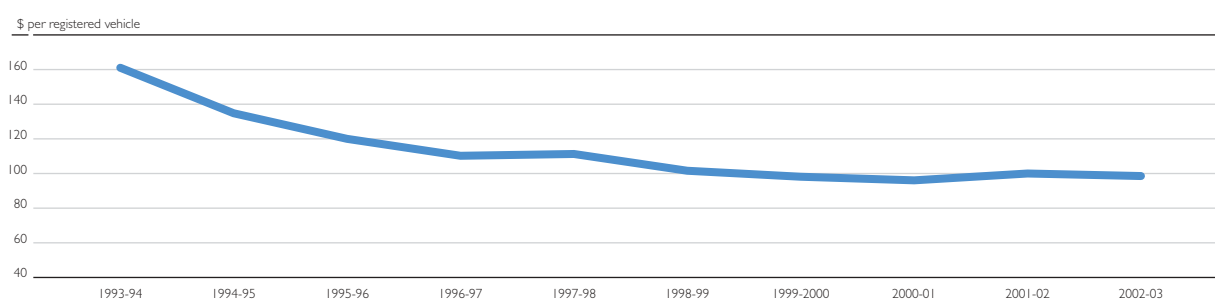|	$M
State Government Departments for	
– General Purposes	28.415
– Sydney Harbour Bridge	4.138
Councils	0.993
Private Firms and Individuals	4.345
	37.891

Untied Commonwealth Road Grants

Since 1990/91, Commonwealth road funds have been allocated to the States under the Australian Land Transport Development Act. However, the Commonwealth decided that funds previously allocated for the State's arterial roads were to be untied from 1 January 1994 and were to be provided to the States under the heading of "Identified Roads Grants within the General Revenue Assistance to the States".

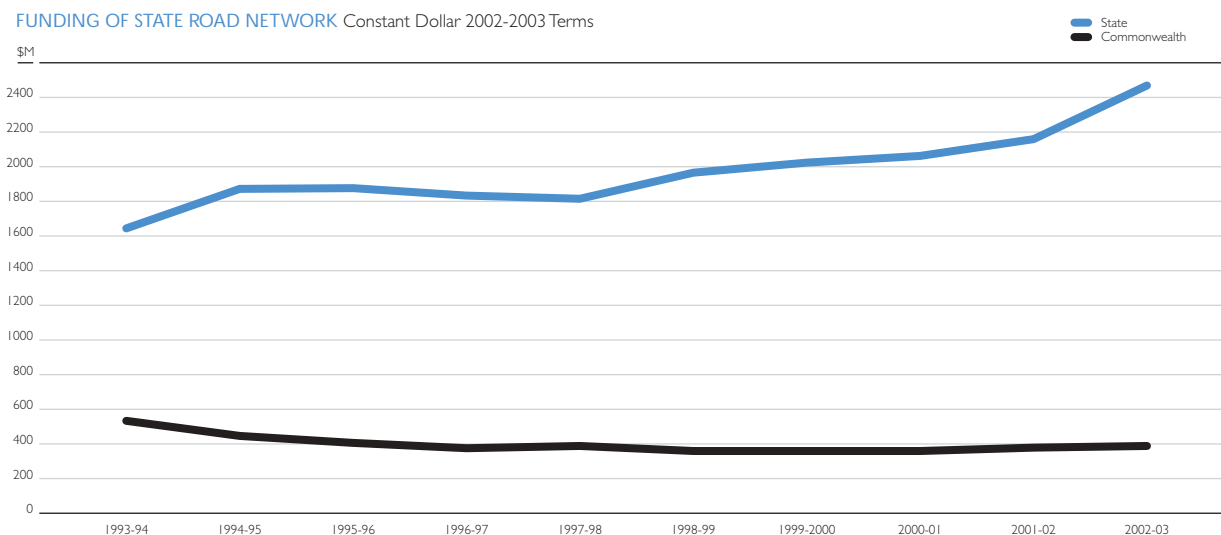The Commonwealth Government untied road funding to NSW for 2002/2003 was $133.8 million (2001/2002; $130.6 million).

COMMONWEALTH GRANTS Constant Dollar 2002-2003 Terms

National Roads
Arterial & Other Roads

$M

450
400
350
300
250
200
150
100
50
0

1993-94 1994-95 1995-96 1996-97 1997-98 1998-99 1999-2000 2000-01 2001-02 2002- 03

COMMONWEALTH GRANTS PER REGISTERED VEHICLE Constant Dollar 2002-2003 Terms

$ per registered vehicle

160
140
120
100
80
60
40

1993-94 1994-95 1995-96 1996-97 1997-98 1998-99 1999-2000 2000-01 2001-02 2002-03

FUNDING OF STATE ROAD NETWORK Constant Dollar 2002-2003 Terms

State
Commonwealth

$M

2400
2200
2000
1800
1600
1400
1200
1000
800
600
400
200
0

1993-94 1994-95 1995-96 1996-97 1997-98 1998-99 1999-2000 2000-01 2001-02 2002-03

Road Cost Index

The Authority's Road Cost Index, which is used to adjust money values in various tables and graphs within this Annual Report, is shown in the table 'Roads and Traffic Authority Road Cost Index'.

The index, which has been specifically developed by the RTA, is widely accepted as a measure of change in the cost of roadworks, bridgeworks and traffic facilities. It is based upon changes in prices of samples within the broad elements of wages, stores, plant, haulage, corporate and regional administration, property acquisitions and financing costs. Each index component has been allocated a predetermined weighting which is reviewed at 3 to 4 yearly intervals to adjust for changes in the proportions used in RTA roadwork activities. The last review was completed in June 2002. Expenditure and basic weights have been updated to reflect the current expenditure composition in the development and maintenance of road, bridge and traffic facilities. The index was also rebased from 1996/97 to 2002/03.

Supplementary Financial Information
For the Year Ended 30 June 2003

Roads and Traffic Authority Road Cost Index (Base Year: 2002/03=100.0)

	Index	% Increase/(Decrease) over previous year
1993-94	77.5	(0.2)
1994-95	78.9	1.9
1995-96	83.0	5.1
1996-97	85.2	2.7
1997-98	87.4	2.5
1998-99	91.2	4.4
1999-00	91.5	0.4
2000-01	92.9	1.5
2001-02	94.3	1.5
2002-03	100.0	6.1

Payments To Councils

Payments made to local government councils during 2002/2003 were as follows:

	$M	$M
Classified Roads		
– Development	13.344	–
– Maintenance	230.298	–
– Vehicle Management	0.441	–
– Road Safety	22.025	–
– Traffic Management	42.220	308.328
Local Roads		
– Natural Disasters		4.886
		313.214

Administered Revenues – Collections

The RTA administers, but does not control, the collection of various fees, fines and levies on behalf of the Crown Transactions Entity. Monies collected on behalf of the Crown Transactions Entity are not recognised as the RTA's revenues.

The RTA's Administered Revenue Collections are as follows:

	Total 2002-03 $M	Total 2001-02 $M
(A) Consolidated Fund Receipts		
Vehicle Registration Fees	188.575	174.299
Drivers Licence Fees	62.877	65.634
Vehicle Transfer Fees	32.233	30.629
Other Fees & Charges	22.906	19.174
Total	306.591	289.736
(B) Collection – Other Authorities		
Unregistered Vehicle Permit (QBE)	7.702	4.066
Stamp Duty	1,030.211	494.991
Interstate Road Transport Scheme Receipt	11.625	5.304
Firearms Licence Fees	0.863	1.044
Security Licence Fees	(0.938)	0.519
Proof of Age	1.609	0.773
Other Fees & Charges	5.158	3.638
Total	1,056.230	510.335

Appendices

Roads and Traffic Authority of New South Wales
Appendices for the period ended 30 June 2003

Contents

Appendix 1

Major works

Project	Announced completion	Estimated total cost $000	2002–03 expenditure $000	Expenditure to 30 June 2003 $000
Sydney Major Routes Development				
Metroad 2 – Sydney to Windsor				
Lane Cove Tunnel (planning – proposed private sector funding)	2007	815,000	5,478	21,837
Old Windsor Rd, Seven Hills Rd intersection reconstruction	Completed 02/03	11,000	4,353	9,958
Old Windsor Rd, Norbrik to Celebration Dr, widening	Completed 02/03	11,000	4,781	9,897
Old Windsor Rd/Windsor Rd, Sunnyholt Rd to Merriville Rd, widening	Completed 02/03	27,000	4,249	25,828
Windsor Rd, Merriville Rd to Schofields Rd, widening	2003	10,000	7,060	7,592
Windsor Rd, Schofields Rd to Mile End, widening (planning)	2003	16,000	2,871	6,358
Windsor Rd, Mile End Rd to Boundary Rd, widening (planning)	2006	65,000	7,146	7,951
Windsor Rd, Boundary Rd to Henry Rd, widening	2005	54,000	2,331	2,643
Windsor Rd, Roxborough Park to Showground Rd, Stage 1: widening Showground Rd to Norwest Boulevarde	2003	12,000	3,472	4,240
Windsor Rd, Roxborough Park Rd to Showground Rd Stage 2: widening Norwest Boulevarde to Roxborough Park Rd	2004	30,000	0	0
Windsor Rd, Henry Rd to Curtis Rd, widening (Hawkesbury Nepean Flood Plain Management Strategy)	Completed 02/03	6,500	0	6,268
Windsor Rd, South Creek Crossing (Hawkesbury Nepean Flood Plain Management Strategy)	2006	64,000	367	1,529
Metroad 3 – Blakehurst to Mona Vale				
Mona Vale Rd, widening Bahai Temple to Ingleside Rd	Completed 02/03	18,800	7,073	12,604
Metroad 4 – Sydney to Lapstone				
Western Distributor, Darling Quays, widen from Kent St to south of King St	2003	18,900	8,768	15,776
Parramatta Rd, upgrade from Broadway to Concord Rd (planning)	NA	NA	87	355
Metroad 5 – Mascot to Menangle				
M5 East, Mascot to Beverly Hills, finalisation of acquisitions	Completed 02/03	794,000	5,435	777,593
Metroad 7 – Heathcote to Wahroonga via Cumberland Highway				
Cumberland Highway, The Horsley Drive to Merrylands Rd, widening to six lanes (Federal funding)	Completed 02/03	30,000	669	29,717
Westlink M7 (formerly Western Sydney Orbital)				
Camden Valley Way at Prestons to M2 at West Baulkham Hills	2006	1,500,000	75,991	181,243
Great Western Highway				
Linden Bends Stage 4: Tollgate Drive (East) to Hepburn Rd widening to four lanes	2003	14,000	8,839	11,597
Woodford to Hazelbrook: widening to four lanes (planning)	NA	63,000	393	533
Lawson Section 1: Ferguson Ave to Honour Ave: widening to four lanes	2005	41,000	517	931
Lawson Section 2: Honour Ave to Ridge St: widening to four lanes	2006	30,000	1,069	2,465
Mount Hay Rd, Leura, to Bowling Green Ave, Katoomba: widening to four lanes (planning)	2006	82,000	10,129	13,836
Shell Corner, Mort St to Nellies Glen Rd, Katoomba: widening to four lanes (Federal funding)	2003	36,700	23,070	27,042
Medlow Bath, Bellevue Cres to Cox Ave: widening to four lanes and new railway overpass	2003	17,800	10,840	12,819
Soldiers Pinch Mt Victoria Realignment and Reconstruction (Federal funding)	Completed 02/03	18,000	239	13,676
Transitways				
Liverpool to Parramatta	2003	315,000	166,621	243,470
Northwest Transit Link	2006	482,000	18,073	19,904
Other Transitways	NA	NA	3,088	6,395
Other Sydney Road Improvements				
Botany to City Via Southern Arterial				
Southern Arterial at Green Square	2005	10,000	155	450

Project	Announced completion	Estimated total cost $000	2002–03 expenditure $000	Expenditure to 30 June 2003 $000
Sutherland to Menai				
Bangor Bypass: New Road Between Old Illawarra Rd and Akuna Ave, Menai	2004	75,000	14,674	22,162
Bangor Bypass: New Road Between Alfords Point Rd and New Illawarra Rd (planning)	NA	40,000	0	0
Liverpool to Smithfield Route				
Cowpasture Rd Upgrade from Greenway Drive to Western Sydney Orbital (planning)	NA	NA	666	2,903
Cowpasture Rd, North Liverpool Rd to Mount St (planning)	2003	32,000	229	758
Cowpasture Rd, Mount St to Elizabeth Dr	2003	0	18,600	21,208
Hoxton Park Road				
Hoxton Park Rd, Hill Road to Banks Rd, widening to six lanes concurrent with Transitways	2003	6,000	3,000	3,500
Hoxton Park Rd, Brickmakers Creek to Hill Rd widen to six lanes including Transitway lanes	2004	30,000	7,516	7,588
Horsley Drive,				
The Horsley Dr, Elizabeth St to Mimosa Rd, widening.	2004	17,000	4,364	6,145
The Horsley Dr, widening near Fairfield St, Fairfield	2004	8,000	1,081	1,081
Other State Roads in Sydney				
Port Hacking Rd / The Boulevarde intersection	Completed 02/03	7,080	10,054	11,687
Bexley to Mascot Cycleway	2004	10,000	1,723	7,534
Parramatta to Granville Cycleway	Completed 02/03	11,000	10,166	13,098
Cross City Tunnel (private sector funding)	2005	680,000	14,120	52,880
Cahill Expressway pedestrian walkway	Completed 02/03	10,000	8,365	9,148
Sydney Newcastle Freeway				
F3, Hawkesbury River to Calga, widening to six lanes (Federal funding)	2004	81,700	16,105	21,484
Newcastle Road Improvements				
Newcastle Inner City Bypass				
West Charlestown Bypass from Pacific Highway, Windale, to Kotara Heights	Completed 02/03	100,000	26,717	110,346
Morisset – Wallsend Road				
MR217 duplication from Booragul Roundabout to Speers Point Roundabout (planning)	2006	27,000	1,196	2,555
Other Roads In Newcastle Area				
Vincent St Upgrade, Cessnock	2004	10,000	3,371	5,243
Anderson Dr to Thornton Rd Link	2003	7,000	4,138	5,560
Nelson Bay Rd (MR108), reconstruction from Bobs Farm to Port Stephens Drive (planning)	2004	9,000	3,110	4,311
Central Coast Road Improvement				
Pacific Highway				
Renwick St to Brook Ave, dual carriageways	Completed 02/03	7,900	5,465	9,852
Tuggerah Straight dual carriageway (planning)	NA	NA	602	880
Kariong to Doyalson route development	NA	18,000	406	677
Other Roads In Central Coast				
The Entrance Rd, dual carriageways, Terrigal Dr to Carlton Rd, and new roundabout at Terrigal Drive	2005	9,000	147	212
Avoca Drive (MR504), new roundabout at Empire Bay	2004	4,350	1,364	1,503
Wollongong Road Improvements				
Princes Highway				
Northern Distributor extension to Princes Highway (planning)	NA	42,000	460	2,622
Oak Flats to Dunmore (planning)	NA	114,000	947	4,386
North Kiama Bypass between Shellharbour Rd at Dunmore and Spring Creek, Bombo (joint funding)	2005	141,000	15,799	66,362
Rural – Hume Highway Improvement				
Hume Highway				
Mittagong Bypass, remediation of embankment subsidence (Federal funding)	Completed 02/03	32,100	12,471	19,607
Albury Bypass (planning – Federal funding)	2006	335,000	0	22,562

Project	Announced completion	Estimated total cost $000	2002–03 expenditure $000	Expenditure to 30 June 2003 $000
Rural – Great Western Highway Improvement				
Provision of four lane dual carriageway from Lake Lyell Rd to existing dual carriageway, south of Bowenfels	Completed 02/03	6,000	5,260	6,004
Browns Gap Rd to Mid Hartley Rd, Hartley, reconstruction (planning)	NA	26,000	2	1,339
River Lett Hill, Hartley, realignment and improvement to steep grades (planning)	NA	28,000	24	150
Rural – New England Highway Improvement				
National Highway Extension, F3 Freeway to New England Hwy, west of Maitland (planning, Federal funding)	NA	335,000	3,177	9,259
Devil's Pinch realign and regrade from 22km to 27km north of Armidale (Federal funding)	2004	19,600	406	2,682
Realignment and new bridge over Duva Creek (planning, Federal funding)	2004	8,700	439	567
Rural – Pacific Highway Improvement				
Karuah Bypass, dual carriageways (joint funding)	2004	123,000	46,066	74,514
Karuah to Bulahdelah, dual carriageways (planning)	NA	95,000	1,814	13,994
Bulahdelah Bypass, dual carriageways (planning)	NA	150,000	1,894	5,379
Bundacree Creek to Possum Brush, duplicate existing highway (planning, joint funding)	NA	107,000	2,367	6,307
Taree to Coopernook, duplicate existing highway (joint funding)	2006	59,000	7,234	16,277
Coopernook Deviation dual carriageways Including new bridge over Lansdowne River	2006	69,000	8,195	18,458
Coopernook to Moorland, dual carriageways (planning)	NA	56,000	7	1,327
Moorland to Herons Creek, dual carriageways (planning)	NA	230,000	1,861	5,036
Kempsey to Eungai Upgrade, dual carriageways (planning)	NA	365,000	1,527	3,901
Macksville to Urunga (planning)	NA	NA	288	402
Bonville Bypass, Repton to Lyons Rd, Coffs Harbour, dual carriageways	2008	127,000	744	11,120
Coffs Harbour Bypass (planning)	NA	NA	679	1,919
Sapphire to Woolgoolga, dual carriageways (planning)	NA	280,000	1,857	3,399
Halfway Creek truck stop, dual carriageways	2003	21,500	12,273	16,085
Ballina Bypass, dual carriageways (planning)	NA	245,000	682	8,187
Brunswick Heads to Yelgun, dual carriageways (Including Brunswick Heads Bypass 2nd carriageway)	2006	154,000	6,210	9,961
Yelgun to Chinderah dual carriageways (joint funding)	2002	348,000	16,623	330,168
Rural – Newell Highway Improvements				
Reconstruction from Bogan to Coobang Rd	NA	33,000	234	425
Moree Bypass route investigation (planning, Federal funding)	2005	35,000	726	2,737
Other Rural Roads Improvements				
Mid Western Highway				
Kings Plains realignment between 27Km and 31Km west of Bathurst	Completed 02/03	14,000	6,098	10,824
Castlereagh Highway				
Reconstruction including widening of bridge over Coxs River between Lidsdale and Coxs River (planning)	2004	14,500	1,648	2,744
Summerland Way				
New bridge over Clarence River at Grafton	NA	NA	141	141
Dourrigans Gap realignment	Completed 02/03	5,600	2,659	4,722
Murray River Crossing				
Corowa (MR86), new bridge and approaches over Murray River (Federation and NSW funding)	2004	21,500	1,173	3,496
Euston–Robinvale (MR583), new bridge and approaches over Murray River (Federation and NSW funding)	2005	40,000	477	1,915
Echuca Moama, new bridge and approaches over Murray River (Federation and NSW funding)	NA	45,000	76	133
Other Rural Roads				
MR92 Nowra to Nerriga (Joint funding)	NA	80,000	2,768	5,038

Appendix 2

Heritage and Conservation Register

In accordance with Section 170A of the *Heritage Act,* the RTA is required to provide a statement on the condition of items on its Heritage and Conservation Register in the annual report.

Number of items		149
State Heritage Register listings		36
Levels of significance	State (not registered)	2
	Local	44
	Not assessed	67
Condition	Good	29
	Fair	36
	Poor	58
	Not known or applicable	26

Draft Conservation Management Plans were completed for all timber truss road bridges on the State Heritage Register and were being prepared for Lennox Bridge at Parramatta and Lansdowne Bridge.

Item 43001141 – the Euroley Bridge over the Murrumbidgee River - is to be demolished and Item 4300169 – the Kynnumboon Bridge over the Rous River – has been demolished. As required by the *Heritage Act 1977,* the RTA advised the NSW Heritage Council that it intends to remove these items from the RTA Heritage and Conservation Register.

Investigations were continuing to establish whether Items 4300310 (Pyes Creek Bridge), 12597 (Macquarie Street Gate House), 650 (a house in Kingston Street, Ashfield), 20433 (Derringullen Creek Area) and 4300521 (a house on the Princes Highway at Bulli) were within the RTA's ownership, care or control.

An interpretation plan began for item 15492 (Sydney Harbour Bridge).

Strengthening work worth about $2.4 million was undertaken on item 4300162 – the Abercrombie Bridge over the Abercrombie River.

Work began on item 4300304 – Redbourneberry Bridge over the Hunter River – to convert the steel truss component of the bridge to a pedestrian footway and cycleway.

Item 4300008 – the bridge over Five Day Creek at Kempsey – remains closed. Options for this bridge continued to be considered.

Item 17475 – Wymah Ferry across the Murray River – was salvaged and the operation restored after the ferry's mooring failed and it took on water during a release of water from the dam.

The replacement of the lift span was completed for item 9544 (Dunmore Bridge).

Repainting work was done on item 4300165 – Carrathool Bridge over the Murrumbidgee River.

The NSW Heritage Council has approved applications under Section 60 of the *Heritage Act 1977* for the following work:

- Item 4300301 (Lennox Bridge) – stabilisation works on abutment.
- Item 4300129 (St Albans Bridge over the MacDonald River) – upgrading of pier. Concrete pile cap.
- Item 4300177 (Cooreei Bridge over the Williams River) – pier replacements.

Appendix 3

Threatened species recovery plan

The RTA is required by legislation to report on Threatened Species Recovery Plans and their progress for the year.

RTA action to implement measures from the *Acacia pubescens* (Downy Wattle) recovery plan

Measures	Action taken to implement measures	Estimated annual cost	Status
Identify existing and potential threats to the *A. pubescens* population at Beverly Hills/Narwee on the M5 (north of Windarra Street).	Identify existing and potential threats to the *A. pubescens* population at Beverly Hills/ Narwee on the M5 (north of Windarra Street).	$525	Site visited and extent of population mapped in 2000. Sites to be included on the Roadside Corridor Management Plans.
Develop and implement a threat and habitat management program for the *A. pubescens* population at Beverly Hills/Narwee on the M5 (north of Windarra Street).	Asset Services to develop a threat and habitat management program to be incorporated into the Maintenance Plan for the F5, with advice from Environmental Services Representative. Asset Services to ensure that the program is implemented.	$1500	Interlink Roads have incorporated threat and habitat management of the species into landscaping management plans for the M5 Motorway.
Monitor the *A. pubescens* population at Beverly Hills/Narwee on the F5 (north of to Windarra Street) on a regular basis to assess the effectiveness of the threat and habitat management programs.	Environmental Services Representative to conduct at least an annual inspection of the population, including photographic survey. Following each inspection compare inspection records and initiate corrective action if required.	$525	Inspection completed for 2003.
Assess development activities with reference to the recovery plan, the EIA Guidelines for *A. pubescens* and future advice from NPWS.	Environmental Services Representative to advise Project Manager of this requirement if aware of the proposed activity prior to EIA process. Project Manager to advise EIA Consultant of this requirement. Environmental Assessor to ensure that the recovery plan, EIA guidelines and NPWS advice have been considered in all relevant EIAs. Environmental Assessor to take this requirement into account when preparing Decision Reports.	NA	*A. pubescens* was included in the Bangor Bypass Environmental Impact Assessment. The assessment made reference to the Recovery Plan.
Prepare or review any relevant environmental policies or management plans with reference to the recovery plans and any future advice from the NPWS.	During next review of the Maintenance EMP for the M5, Asset Services to add references to *A. pubescens* Recovery Plan with advice from Environmental Services Representative.	$750	Maintenance EMP for the M5 was not reviewed in 2002-03.
Forward information on all planning decisions which affect populations of *A. pubescens*, including decisions that protect habitat as well as those that lead to reduction of habitat and/or individuals, to the NPWS.	Environmental Services Representative to advise Project Manager of this requirement. RTA Project Manager to forward the information to NPWS.	NA	All information was forwarded from the Project Team to NPWS regarding the affect of the Bangor Bypass on *A. pubescens*.

During 2002/03 the RTA completed signage, weed control and monitoring for the Lyons to England Recovery Plan requirements for *Eleocharis tetraquetra*.

RTA action to implement measures from the *Microtis angusii* (Angus Onion Orchid) threatened species recovery plan

Measures	Action taken to implement measures	Estimated annual cost	Status
Consider the impact of any activities undertaken within areas under control of the RTA that are known to contain *M. angusii* or are potential habitat.	Environmental Services Representative to advise Project Manager of this requirement if aware of the proposed activity prior to EIA process. Project Manager to advise EIA Consultant of this requirement. Environmental Assessor to ensure that impact of a proposed activity is considered in all relevant EIAs. Environmental Assessor to take this requirement into account when preparing Decision Reports.	NA	No activity has been proposed in 2002-03 that may have an impact on the species.
Liaise with NPWS, Warringah Council, Pittwater Council and Ku-ring-gai Council to achieve and maintain a permanent record of the location of *M. angusii* populations and potential habitats.	RTA Recovery Team member to share information with other Recovery Team members and update records accordingly.	In kind support	Ongoing RTA involvement in Recovery Team.
Ensure that roadworks/maintenance will not cause destruction of degradation to populations of *M. angusii*.	Environmental Services Representative to advise relevant Project Manager of this requirement prior to any activity that may impact on this species. Project Manager to include this requirement in any relevant contract documentation. Environmental Assessor to take this requirement into account when preparing Decision Reports for projects that may have an impact on this species.	NA	No activity has been proposed in 2002-03 that may have an impact on the species.
Ensure that all environmental personnel are familiar with the location of *M. angusii*.	RTA Environmental Services to establish central database for sensitive sites, including known and potential locations of *M. angusii*. RTA Recovery Team to brief Environmental Services Branch on location of *M. angusii* populations and potential habitat.	NA	Locations of sensitive sites to be included on the Roadside Corridor Management Plans. Environmental Services Branch staff briefed on location of populations and potential habitat.
Ensure that all site personnel are familiar with the location of *M. angusii* populations and potential habitat.	RTA Recovery Team member to provide information to maintenance contractors regarding identification of *M. angusii*, known and potential locations of *M. angusii* populations and preferred weed control methods	$750	Maintenance contractors advised of location, potential habitat and preferred weed control in population locations.
Ensure that Environmental Impact Assessment surveys are conducted between May and October.	Environmental Services Representative to advise relevant Project Manager of this requirement prior to any activity that may impact on this species. Project Manager to advise EIA Consultant of this requirement.	NA	No activity has been proposed in 2002-03 that may have an impact on the species.
Notify NPWS of any new *M. angusii* populations discovered.	RTA Recovery Team member to notify NPWS when new populations of this species	NA	No new populations have been identified by the RTA

Appendix 4

Waste reduction and purchasing policy

Background

The NSW Government's Waste Reduction and Purchasing Policy (WRAPP) was instigated in 1997 to minimise the waste generated across all Government sectors and help increase the market for materials containing recycled content. The RTA's WRAPP Plan was submitted to the NSW Environment Protection Authority (EPA) in 1998 to document the steps that the RTA was taking to implement the WRAPP.

The RTA has a statutory requirement, under the *Waste Avoidance and Resource Recovery Act 2001*, to report on WRAPP implementation within the RTA Annual Report. The 2003 RTA Annual Report is the second such report with this mandatory requirement. This appendix is intended to be a summary of the information that will be provided in a more detailed report to Resource NSW in 2003.

Construction and maintenance – waste avoidance

The RTA has implemented a number of initiatives to avoid the production of waste from construction and maintenance activities. Avoidance initiatives are outlined within standard RTA specifications, identified within the Environmental Impact Assessment process, or may have become standard practices for some contractors. Examples of specific avoidance initiatives include:

■ **A Quality Approach**

Contractors are required to implement a quality system approach for implementing RTA contracts. This maximises the likelihood of project works possessing the required performance characteristics and consequently minimising waste associated with rework or failure of works before end of design life. RTA specifications are commonly used by others within the road industry, such as local councils, providing additional waste avoidance benefits across NSW.

■ **Balancing of earthworks**

During the initial and detailed design processes for a project, all attempts are made to balance the amount of material required for road fills with the amount of spoil generated from cutting activities. This avoids the need for importing additional fill or exporting spoil from a project.

■ **Retexturing of bituminous surfaces**

The RTA is finalising a specification and guidelines for the water blasting of bituminous seals. The process restores surface texture for chip seals, providing a safer driving surface without the need for other more resource intensive options such as resealing, milling and resurfacing, or chemical and grit treatments.

Office waste avoidance

Avoiding waste means cutting down on the quantity of excess materials requiring management by reuse, recycling or disposal. This is the RTA's preferred management option.

Avoidance initiatives

A survey of RTA motor registries in the previous financial year illustrated a number of initiatives to reduce paper consumption, including: double-sided printing and copying; reuse of paper for printing, copying and writing; electronic storage and communication of messages and files. Waste reduction educational material was sent out to registry managers with the previous financial year's survey, attempting to raise the profile of waste reduction and purchasing of recycled-content materials. The next release of the RTA record keeping system, planned for release in late 2003, will have a number of features that are expected to reduce paper record keeping while fully complying with the State Records Act.

RTA Internet and Intranet sites

The RTA was an early adopter of web technology and has established wide-ranging Internet and Intranet sites. The Internet site provides public access to RTA publications in an electronic format, avoiding the need for a paper copy and a trip to the registry. Major initiatives to further improve the RTA Internet site during 2002-03 included:

■ Redesign of the Internet site to improve stakeholder access to information and RTA services. The introduction of content authoring within individual business groups will make information more timely and relevant for stakeholders, improving the ability of the RTA to use the Internet site as a communication tool.

■ Continuing e-commerce initiatives so that all appropriate RTA business-to-employee, business-to-business and business-to-customer transactions will be online.

The RTA's Intranet site is a key tool for internal RTA communications with document search, corporate news, phone directories and other information available online, reducing the need for paper documents. A migration to an improved Intranet site is underway and is expected to provide an improved means of internal communications.

Construction and maintenance – reuse and recycling initiatives

The RTA has formulated a number of initiatives to reuse excess materials from construction and maintenance activities. Examples include:

■ **Management of bridge timbers**

In the absence of firm guidance from legislation, the RTA has developed interim guidance on the responsible management and reuse of excess timbers from demolition and maintenance activities on timber bridges. Formal guidelines will be developed in consultation with the EPA and Resource NSW during 2003 to maximise the responsible reuse of these timbers.

■ **Reducing the toxicity of treated timber purchased by the RTA**

The RTA has been assessing its use of treated timber in bridge and roadside infrastructure. There has been increasing concern worldwide about the use of copper chrome arsenate (CCA) treated timber. Difficulties with the use and purchase of CCA treated timber include disposal and limited recycling opportunities. In response to these concerns, industry representatives have presented to RTA representatives on alternative timber treatments, including Ammoniacal Copper Quaternary (ACQ) and Copper Azole, which both offer safer and less toxic forms of timber treatment, with the added benefit of providing greater reuse and recycling opportunities. A draft treated timber policy has been released for internal review following initial consultation with key stakeholders.

■ **Vegetation materials on Karuah Bypass**

During works undertaken in 2002-03, approximately 8250 tonnes of vegetation was cleared for this project. No vegetation material was removed from the site for disposal to landfill. Uses included:

- 1500 tonnes were mulched for erosion and sediment controls in windrows.
- 1350 tonnes were milled and sold for pulpwood.
- 70 tonnes of 'dead' timber were sold as firewood.
- 40 tonnes were provided to a local progress association to build a wetland boardwalk.
- 58m³ of high quality timbers were milled.
- 145 tree trunks with root balls still attached were supplied to the Department of Infrastructure, Planning and Natural Resources (DIPNR) for creek bank stabilisation.
- Numerous trees were retained for fauna habitat and the construction of furniture for seven fauna underpasses.
- 5,300m³ chipped for onsite reuse, including landscaping and fauna underpass floors.
- 500 tonnes of unusable timber were burned onsite under licence.

■ **Reuse of spoil**

80,000m³ of sandstone spoil were extracted from cuttings during construction works on the upgrade of the Great Western Highway. Rather than being sent to landfill, excess spoil was stockpiled for other works in the Blue Mountains including for general fill at a Medlow Bath bridge approach and for a reinforced soil wall at Shell Corner, Katoomba.

The planning of the Westlink M7 has realised a shortfall of fill of approximately 800,000m³. The contractor has indicated that this material is expected to be sourced from tunnelling works from both the Cross City Tunnel and the Parramatta Rail Link.

■ **Concrete slab recycling**

The Chinamans Hollow to Neath project realised the removal of 3000m^3 of concrete pavement. There are several opportunities in the project for the RTA to pursue concrete reuse and recycling options. Contractor requirements that were included in tender documentation included:

- Removal and crushing of an existing concrete pavement and stockpile.

- Providing a 'Concrete Pavement Recycling Plan' that explores concrete reuse and recycling options before any consideration is made for disposal to landfill.

■ **Reuse of Reclaimed Asphalt Pavement (RAP) and purchase of asphalt with recycled content in Southern Region**

The reuse of RAP and purchase of asphalt with recycled content is common practice in the RTA. During 2002-03, approximately 29,000 tonnes of RAP was produced in Southern Region from maintenance activities. All of this RAP was reused as backfill, shoulder-build up work, bicycle tracks and provided to councils for other works. 56,000 tonnes of new asphalt was purchased, with 95% of this asphalt having recycled content. Of particular note is the increased use of slag asphalts.

Reuse and recycling of reclaimed asphalt pavement

The proportion of RAP reused and recycled across the State varies between and within regions. Reuse options for RAP vary from 'low-value' applications such as use as general fill, through to 'high-value' applications such as reuse within new asphalt mixes. The reuse rates within various RTA regions are as follows:

■ Sydney North   - 30,000 tonnes out of a possible 30,000 tonnes (100%)

■ Sydney Maintenance   - 7940 tonnes out of a possible 13,400 tonnes (59%)

■ Southern Region   - 28,616 tonnes out of a possible 28,616 tonnes (100%)

An estimate of the major waste materials produced and reused/recycled is provided in the following table:

Material	Estimated quantity of waste produced (tonnes)	Estimated quantity recycled or reused (tonnes)	Comments
Vegetation waste	11,500	10,800	Estimate based on area cleared and the reuse rate for a major project with vegetation clearing.
Concrete	3,300	3,300	Only one project has been identified where a significant amount of concrete pavement was removed.
Fill/ VENM	560,000	High	Estimate only, based on available invoices for unsuitable and other materials excavated. A uniform bulking factor has been assumed, as has a uniform density when transported. Reuse rate is expected to be very high due to efforts to balance cut and fill activities and find local reuses for materials.
Asphalt	105,000	94,000	Total of available data.

Office reuse and recycling initiatives

Paper and toner cartridge recycling is undertaken on a site-by-site basis. This ranges from near complete recycling in major corporate offices to no recycling at many smaller regional locations. Staff surveyed in the previous financial year highlighted a number of barriers preventing full recycling of paper and toner cartridges. This was particularly evident in regional areas lacking economical recycling services. The survey highlighted room for improvement, especially the need for improved staff knowledge of those materials that may be recycled and the availability of recycling service providers.

Comments have also been provided to Resource NSW on the development of a new State Government waste-recycling services contract. Comments were provided to improve the accessibility of the contract for future use by RTA offices and registries. The benefits of the new contract include greater recycling coverage for NSW and improved data collection for WRAPP reporting.

Number plate recycling

The RTA oversees the production and destruction of vehicle number plates. As part of the contract for number plate manufacturing, the contractor is responsible for the collection and destruction of 'old' number plates. Approximately 2250kg are returned for recycling every month. Recycling initiatives include:

■ New number plates are made from aluminium, which provide higher resale value for metal recycling, and thus higher recycling value.

■ Recycling of cardboard packaging from which 'new' number plates are delivered.

Toner recycling

The RTA has recently met with a service provider to consider options for extending the range of toner cartridge recycling across all RTA sites. This will complement the RTA's existing collection service at major Sydney office sites. The RTA will work throughout the 2003-04 financial year to overcome barriers previously preventing the recycling of paper and toners within metropolitan and regional areas.

Construction and maintenance – purchase of recycled content materials

Specifications

RTA construction and maintenance specifications continue to increasingly allow for recycled content. Changes to specifications this year included:

■ G34 for maintenance works – new requirement for contractors to propose materials and products with recycled content where they are cost and performance-competitive and environmentally preferable to the non-recycled alternative. Issues such as avoiding impacts on the local environment and designing for reuse at end-of-life need to be considered when assessing whether a recycled-content material is 'environmentally preferable'.

■ G35 and G36 for construction works – the review was nearing completion for these two specifications. It is intended that they will also implement a similar requirement to purchase recycled-content materials, while requiring the reporting of waste minimisation quantities, initiatives and barriers to the RTA.

■ R63 for geotextiles – was amended to permit the use of recycled materials in the manufacture of geotextiles.

■ R73 for heavily bound pavement course – a new specification permitting the use of recycled materials as aggregates and binders at depths of around 170 to 300 mm within pavements.

Other key existing specifications allowing major use of recycled materials include:

■ RTA QA Spec R116 Asphalt – allowing up to 15% reclaimed asphalt pavement within asphalt.

■ RTA QA Specs 3051/3052 allow for the use of recycled materials within the base and sub-base of pavements.

■ RTA QA Spec 3071 (draft) allows for recycled content within selected formation material.

■ RTA QA Spec 3252 allows use of scrap rubber within certain modified binder classes.

Appendix 4 (continued)

■ RTA QA Spec R178 allows stockpiling and reuse of soil from site and the use of cellulose fibre mulch, which must be produced from *pinus radiata* plantation timber or recycled paper.

■ RTA QA Spec R75 – In Situ Pavement Recycling by Deep-Lift Cementitious Stabilisation. Allowing mechanical incorporation of existing pavement with binding agents (by-products of the steel and electricity industries).

Field trials

Two blends of recycled crushed concrete (RCC) and reclaimed asphalt pavement (RAP) have been trialled in the field as unbound pavement material for roadbase. A trial has also been conducted for select formation material consisting of RAP and crushed bricks (60/40), complying with draft RTA Spec 3071. Conclusions from these trials included:

■ Roadbase consisting of a blend of RAP and RCC can be produced to meet specification requirements.

■ Select formation material consisting of a blend of RAP and recycled crushed bricks can be produced to meet specification requirements.

■ There is a need for ongoing long-term field performance of these products with the aim of establishing a correlation between laboratory and field performance.

Research and development

The RTA has finalised plans for the following key R&D projects for the 2003-04 financial year:

■ Scrap rubber asphalt – this two-year project is jointly funded by RTA and Resource NSW. Its purpose is to carry out a comprehensive risk assessment and to develop a Code of Practice for the manufacture and handling of asphalt containing scrap rubber granulate and to promulgate the commercial application of scrap rubber asphalt (SRA) technology. This Code of Practice would provide an industry-wide standard to assist in reducing the current barrier preventing use of this valuable and technically-proven technology, which would then be adopted for RTA activities where technically/economically feasible in comparison to non-SRA alternatives. The project is expected to be a model for future collaborative efforts between the RTA and Resource NSW.

■ Steel slag in pavements – bound pavements incorporating steel slag are becoming a major pavement type for the RTA in rehabilitation and widening activities. A report on the benefits and safeguards for use of these materials will be delivered during 2003.

■ Manufactured sands – this project recognises that traditional sources of natural sands are rapidly diminishing, while there is increasing need to consider alternative materials including industrial by-products and recycled materials. The project will result in revised specification acceptance criteria for sands, covering both natural and manufactured sands, for both asphalt and concrete mixes.

■ Increased use of reclaimed asphalt pavement within new asphalt mixes - work will continue in the development of specifications to allow increased percentages of RAP within new asphalt mixes.

■ Use of RAP and recycled concrete in flexible pavement – this will involve the finalisation of RTA QA Specification 3071 (Selected Formation Material) formalising requirements based on findings from field trials. Information will be disseminated through technical directions, specifications and seminars.

■ A cooperative relationship has been established with Resource NSW to identify further R&D initiatives during 2003-04.

Estimated purchasing of construction and maintenance materials. The following table provides estimated materials purchasing quantities.

Material	Estimated total quantity purchased (tonnes)	Estimated total quantity purchased with recycled content (tonnes)	Comments
Landscape materials	400 tonnes	316 tonnes	RTA's invoicing database shows that approximately 84 tonnes of straw mulch and 316 tonnes of hydromulch were applied during 2002-03. It has been assumed that straw mulch does not contain recycled material and that hydromulch is 100% recycled content.
Concrete	330,000 tonnes	High	Most concrete mixes include some recycled content, including fly ash. Fly ash represents about 2.5% of the total concrete mass, or about 8250 tonnes.
Fill/VENM	206,000 tonnes	Unknown	This figure represents imported fill and topsoil. No information is available on the recycled/reused content of this material.
Asphalt	360,000 tonnes	260,000 tonnes	Quantity with recycled content has been estimated based on a representative sample.

Note: This represents an approximate tonnage of concrete purchased only for road pavements.

Recycled content within asphalt mixes purchased by the RTA is illustrated by the following table.

RTA region	Quantity purchased (tonnes)	Quantity with recycled content (tonnes)
Sydney North	60,000	59,000
Sydney	71,150	37,400
Southern	56,422	53,600

Purchase of paper products and toners with recycled content

The majority of the RTA's office products were ordered through a single supply contract. However, consumables purchased directly from other equipment suppliers – such as toners ordered directly from printer suppliers – have not been included within the table below.

Office consumable	Estimated total quantity purchased	Estimated total quantity purchased with recycled content	Comments
A4 paper	87,920 reams	5344 reams	Includes: 5258 reams of 50% recycled content. 72 reams of 60% recycled content. 11 reams of 100% recycled content.
A3 paper	2820 reams	Not available	
Printing and publications paper	365 tonnes	102 tonnes	This figure includes printed stationery managed under centralised contracts, but excludes regional publications such as Environmental Impact Statements and newsletters.
Toner cartridges	8846	18	This includes fax, inkjet cartridges and printer ribbons. Items purchased outside of the centralised office consumables contract are excluded from this figure.
Post-it notes	29,000	1411	
Envelopes	110,641	65,707	These do not include envelopes with RTA letterhead, which have been included within 'Printing and publications paper' above.
A4 pads and notebooks	10,649	541	This category is restricted to ruled writing pads.
Coloured or tinted paper	1672	0	Coloured paper is not available with recycled content
Diaries	5229	0	

The percentage of recycled-content A3 and A4 paper purchased by the RTA increased from approximately 2% in 2001-02 to just under 6% in 2002-03. Staff have previously listed a number of perceived barriers preventing them from increasing purchases of recycled-content paper products and toner cartridges, including: the potential for causing printer/copier problems; lack of awareness if the supplier has recycled range; inferior quality; restricted to using standard forms which may not contain recycled content; more expensive or waiting for an RTA-wide policy.

Similarly, barriers preventing the use of remanufactured toner cartridges included: perceived or demonstrated poorer quality; recycled stock not offered by contracted supplier or suppliers in area; machine warranty issues; general preference for new toners; uncertainty whether toners could be purchased outside of the RTA's supply contract.

Initiatives to increase recycled content
of office consumables and printing paper

The 2002-03 financial year saw a greater focus on waste avoidance within the construction and maintenance side of our activities, at the expense of developing and implementing formal corporate office paper and toner cartridge policies. The lack of formal policies was reflected in the low recycled content within A4/A3 paper and toner cartridge purchases. Without an RTA-wide recycled-content office consumables policy in 2002-03, the use of recycled-content paper or toner cartridges was undertaken on a site-by-site basis.

The RTA worked with its new office products supplier to implement changes to an electronic ordering system, making it easier to identify environmentally friendly office products. The electronic ordering system has a great advantage over paper catalogues in that it provides additional product information for more informed choices and is easier to keep up-to-date.

Conclusion

The RTA is progressing its efforts to:

- Increase purchases of recycled content construction/maintenance and office products, where economically and technically viable.
- Undertake R&D and guideline development to improve the ability of the RTA and others to maximise reuse of materials in construction/maintenance activities.
- Improve the management of excess office and construction/maintenance materials.

The RTA will report annually to the public on its success in promoting the efficient use, reuse and recycling of resources and the minimisation of waste.

Appendix 5

Committees and significant advisory groups

Roads and Traffic Advisory Council

Established under the *Transport Administration Act 1988*, the Roads and Traffic Advisory Council advises the RTA and the Minister on:

- The promotion of traffic safety.
- Improvements in the movement of traffic.
- Improvements in the movement of freight.
- Requirements of vehicle drivers.
- Requirements for roads and vehicles.
- Promotion of industrial development, primary production and tourism in relations to roads and traffic.
- Protection of the environment in relation to roads and traffic.
- Roads and traffic legislation.
- Any other matter relating to roads and traffic that the Council considers appropriate.

Membership

Membership of the Roads and Traffic Advisory Council is by appointment by the Minister for Roads and comprises representatives from various organisations.

As at 30 June 2003, the Council comprised:

- Mr Bill Wallace (Chair), representing the road freight industry.
- Ms Di Collins, representing the NRMA Limited.
- Councillor Allan Smith, representing the Local Government and Shires Associations.
- Mr Warrick Irvine, representing the Labour Council of New South Wales.
- Emeritus Professor Ron Huckstep, representing the medical profession.

There are also four ex-officio members:

- Chief Executive of the RTA.
- Director-General of the Department of Infrastructure, Planning and Natural Resources.
- Director-General of Transport NSW.
- Commissioner of New South Wales Police Service.

ITS Standards Committee – IT23

The major achievable and highly reportable outcome is the generation of published Australian Standard AS 4962:2000 (Int) – Electronic Toll Collection – Transaction Specification for Australian Interoperability on the DSRC Link.

This standard is used across Australia as the basis for providing interoperable toll services via ETC to Australian motorists and permitting multiple tollway operators to select equipment suppliers from a range of different companies, supplying compatible equipment.

Australia was the first country in the world to achieve this feat.

Mr Peter Lardner-Smith, RTA, served as Chairman of the Electronic Tolling Collection Committee IT/23/5, part of the parent IT/23 ITS Committee over the year 2002-03.

Road Freight Advisory Council

The Council provides a consultative forum for industry and Government to consider matters related to the development, coordination, planning and regulation and operation of road freight transport services in NSW.

Council members are:

- Mr Bob Angus – Chairman
- Mr Warrick Irvine – Transport Worker's Union
- Mr John Pierce – NatRoad Limited
- Mr Robert Gunning – Livestock Transporters Association of NSW
- Mr Alan Eipper – NSW Road Transport Association

- Mr John Morris – Australian Road Train Association
- Mr David George White – Warehousing/distribution operator
- John McNaught – Country-based operator
- Mr Peter Angus – Small fleet operator
- Mr Peter McMahon – RTA advisor

There are three high-level road safety committees:

Government Agencies Road Safety Council (GARS)

- Mr Paul Forward, RTA (Chair)
- Mr John Feneley, Attorney General's Department
- Commander John Hartley, NSW Police
- Mr Bill Bellew, NSW Health
- Mr Kent Donaldson, Transport NSW
- Mr David Bowen, Motor Accidents Authority
- Mr Rob Randall, Department of Education and Training
- Mr Garry Payne, Department of Local Government
- Mr Ken Middlebrook, Department of Corrective Services
- Mr Rob Seljak, NSW WorkCover

Purpose: The purpose of GARS is to lead, at executive level, partnering and the opening up of new synergies between agencies of the NSW Government in the pursuit of road safety objectives.

RTA/Police Liaison Committee

For Police:

- Deputy Commissioner David Madden (alternate Chair)
- Commander John Hartley

For RTA:

- Mr Paul Forward (alternate Chair)
- Mr David Stuart-Watt
- Ms Sue Sinclair
- Mr Chris Ford
- Mr Paul Willoughby

Purpose: The RTA/Police Liaison Committee discusses road safety and traffic issues of a high-level policy or strategy nature. Its aim is to enhance the existing strategic partnership of these two key stakeholders in road safety and traffic matters.

Road Safety Task Force

- Mr Paul Forward, RTA (Chair)
- Mr Rob Carter, NRMA Ltd
- Mr David Bowen, Motor Accidents Authority
- Mr Les Tree, Ministry for Police
- Deputy Commissioner David Madden, NSW Police
- Professor Danny Cass, Children's Hospital Westmead
- Dr Jane Elkington, Health consultant
- Associate Professor Soames Job, University of Sydney (Psychology)
- Mr John Mills MP, Member for Wallsend

Purpose: The Road Safety Task Force was established by the Minister for Roads in January 2001 following an increase in fatalities in 2000, and especially a sharp increase in the Christmas/New Year period that year.

It was convened to bring individual views, experience, knowledge and skills from a group of road safety experts, and to make recommendations for improving the effectiveness of road safety interventions and initiatives to reduce the road toll over time.

Appendix 6

Senior Executive performance statements

Name:	Paul Forward
Position:	Chief Executive
Level:	SES 8
Period in the Position:	2002-03
Total Remuneration Package:	$342,000

Mr Forward led the development and implementation of key programs in the RTA's core business areas of road network infrastructure, road safety, road user management and traffic management. All programs were delivered as per agreed targets.

Mr Forward personally promoted efficiency gains and cost savings in the corporate services area of the RTA and under his leadership the RTA successfully achieved Government productivity targets. All savings achieved were directed back into the roads program.

He led the development and maintenance of the State Road Network, focusing on strategic routes to meet the Government's economic objectives. Under his leadership the RTA finalised financial arrangements for two major private infrastructure projects, the Cross City Tunnel and the Westlink M7, and progressed the proposals for a third, the Lane Cove Tunnel. Mr Forward oversaw the development of key integrated transport planning initiatives such as the Transitway program with services on the Liverpool–Parramatta Transitway commencing in February. He also led the extension of the State's cycleway network and continued to lead the development of strategic initiatives to facilitate the more efficient transport of freight within the State.

Development of road safety initiatives by the RTA that addressed the road safety challenge were led by Mr Forward. He oversaw the expansion of the speed camera program, which contributed to a reduction of fatalities particularly in country areas. He also played a significant role in expansion of the 40km/h speed zone program around schools.

He continued to lead the implementation of technological and other initiatives to improve the delivery of driver and vehicle services. Among major technological initiatives that he led were the development and introduction of additional online services and the use of digitally stored photographs for replacement licences. Mr Forward ensured the improved delivery of services in regional and rural areas by continuing the expansion of the Government Access Centre Program.

He made a significant personal contribution to improvements in the State road network performance. Incident management on major routes continued to be one of his priorities. Under his leadership the RTA continued the development of a number of bus priority measures for Sydney and Newcastle. Mr Forward ensured that interoperability of electronic toll collection was achieved both within the Sydney metropolitan area and with other States. The management of environmental issues, including indigenous heritage issues, continued to be one of his major areas of focus.

Mr Forward continued to represent the Government's views at national forums such as the Standing Committee on Transport and Austroads. He continued to participate as a leading member of key coordinating bodies such as the Transport Coordination Committee. Mr Forward also ensured that the RTA continued to successfully manage customer and stakeholder expectations in achieving Government commitments.

Name:	Mike Hannon
Position:	Director, Road Network Infrastructure
Level:	SES 6
Period in the Position:	2002-03
Total Remuneration Package:	$236,000

Mr Hannon continued to focus on the RTA's strategic direction and Government priorities, overall management of the Road Network Infrastructure (RNI) programs and the implementation of the appropriate linkages between programs within RNI as well as with other Directorates.

Mr Hannon led and managed the Directorate's involvement in privately funded infrastructure. This privately funded infrastructure is providing the motorways Sydney needs to meet appropriate demands for road-based transport. Financial close was achieved on Westlink M7 and the Cross City Tunnel (CCT), and construction is in progress on these projects. Tendering for Lane Cove Tunnel was substantially progressed.

Mr Hannon also led and managed the Directorate's involvement in major projects such as Transitways, M4 East, Yelgun to Chinderah and F3 to Sydney Orbital Link. He developed and maintained strategic partnerships with the Minister's Office, Federal Government, contractors, consultants, industry associations and internal service providers.

Mr Hannon oversaw the management of the development of key road planning strategies to achieve better integrated transport planning and better land use planning in consultation with Transport NSW, Planning NSW and other transport agencies.

Mr Hannon led the management of the $689 million Infrastructure Maintenance Program and oversaw the successful delivery of the program including new funds for asset renewal, Rebuilding Country Roads Program including works to refurbish or replace 140 bridges over five years, and implementation of the NSW Government Road Maintenance Reform Package.

Mr Hannon chaired the Maintenance Contracting Reference Committee, comprising representatives from the Local Government Shires Association, Institute of Public Works Engineers Australia, Municipal Employees Union and the RTA, managing the implementation of Single Invitation Contracts for State Roads Maintenance.

Mr Hannon continued to develop the RTA's Urban Design policy. He oversaw the production of Bridge Aesthetics (design guidelines to improve the appearance of NSW bridges) and Noise Wall Design Guidelines. Urban design corridor frameworks were initiated for the Great Western Highway and the Pacific Highway.

Other achievements under Mr Hannon's leadership included the development and completion of key strategic development projects (on target) to support the Government's priorities:

- Infrastructure for the Liverpool to Parramatta Transitway (operations commenced February 2003).
- Linden Bend Stage 4, Leura to Katoomba, Shell Corner at Katoomba and Medlow Bath under construction.
- Windsor/Old Windsor Rd program – Old Windsor Road completed, five sections of Windsor Road under construction.
- Western Distributor – Darling Quays Widening Stage 2.
- Cahill Expressway Walkway.
- M5/Moorebank Avenue interchange.
- F3 Widening Hawkesbury River to Calga.
- West Charlestown Bypass.
- Pacific Highway – Renwick St to Brooks Av Wyoming.
- Hume Highway – Mittagong Southbound.
- Mid Western Highway – Kings Plain.
- Summerland Way – Dourigans Gap.
- Pacific Highway – Yelgun to Chinderah.

Under Mr Hannon's leadership successful implementation of improvements to contract management were achieved by:

- Expanding the registration scheme for contractors and sub contractors to include provisions for traffic control and construction industry laboratories.
- Consolidating the implementation of Principal Arranged Insurance including expanding the scheme to provide for Single Invitation Contracts for State Roads Maintenance.
- Adoption of GC21 as the RTA's Conditions of Contract. GC 21 has been developed by the Construction Policy Steering Committee as a document to be adopted by all NSW Government construction agencies to provide improved consistency.
- Improved assessment of the performance of contractors to RTA as an input to further prequalification and tender assessment.

Appendix 6 (continued)

Name:	Chris Ford
Position:	Director, Traffic & Transport
Level:	5
Period in the Position:	2002-03
Total Remuneration Package:	$203,000

Mr Ford has made a significant contribution to fulfilment of the RTA's role in the management of traffic and transport and the achievement of related objectives.

In 2002-03, Mr Ford led significant improvements in network performance. Through the Transport Management Centre, incident detection, response and information systems have been further enhanced. Mr Ford's continued leadership of traffic and transport arrangements of major events has contributed to their success. Experience with major football events such as the Bledisloe Cup and NRL Grand Final will assist in preparations for the Rugby World Cup at Sydney Olympic Park and other venues.

Mr Ford has directed programs to improve the traffic flow through the toll plazas on the Sydney Harbour Bridge and Tunnel and Cahill Expressway. This has included a rapid expansion in the use of electronic tolling. Mr Ford has led the achievement of full interoperability between the motorways in Sydney, Melbourne and Queensland, with tags issued by each operator able to be used on all the other tollways.

The next phase of electronic tolling is development of national ticketing and tolling smart card standards. A trial of smart card tolling is underway on Sydney Harbour Bridge. This is just one of many innovative solutions covered in an Intelligent Transport System (ITS) Strategy developed by Mr Ford. Mr Ford is a Director of ITS Australia.

Further improvements are being made to traffic signal coordination using the Sydney Coordinated Adaptive Traffic System (SCATS). Under Mr Ford, the use of SCATS in other Australian and overseas cities continues to grow and licensing arrangements are currently being renegotiated.

Mr Ford has led the development of an enhanced 'real-time' traffic modelling capability. This has been applied in helping define the scope and functional requirements of major works such as the Cross City Tunnel, Lane Cove Tunnel and Westlink M7 and identifying their traffic management needs during and after construction.

In addition to making traffic flow more efficient, Mr Ford has also directed the development and implementation of programs to make alternatives to the motor car more attractive, through bus priority and provision of cycleways and pedestrian facilities.

Mr Ford led the implementation of bus priority and provision for other traffic for the new Liverpool-Parramatta Transitway, including a control room co-located at the TMC. Bus priority programs included packages of measures proposed by the State Transit Authority and private bus operators to support improvements to their service strategies. New Bus Lanes have been installed on Parramatta Road and the red colouring of Bus Lane pavements throughout Sydney has been completed. A Bus Lane Monitoring System has been successfully developed. Bus priority at traffic signals is an important aspect of SCATS development and a trial has commenced on Route 400 (Bondi Junction to Burwood) involving 15 buses and active bus priority at 51 traffic signal sites.

Mr Ford's achievements in 2002-03 also included expansion of the cycleway network, support for bicycle promotions such as the RTA Big Ride and Cycle Sydney and the development of Pedestrian Access and Mobility Plans (PAMPs), which identify facilities to improve pedestrian mobility and safety. Pedestrian bridges were installed at Maroubra, Strathfield and Bossley Park.

Mr Ford also directed programs to maintain the condition of traffic facilities and highlights in 2002-03 included preparation to replace high voltage traffic signal lamps with energy efficient LED displays, in concert with the Sustainable Energy Development Authority (SEDA) and NSW Treasury, and the bulking of electricity charges to save costs.

Name:	David Stuart-Watt
Position:	Director, Client Services
Level:	5
Period in Position:	2002-03
Total Remuneration Package:	$210,000

Mr Stuart-Watt's major focus for this period has been on managing the delivery of client programs and projects and providing value for money. Under Mr Stuart-Watt's leadership, the core programs of road development, road maintenance, road safety and traffic management, amounting to $1.8 billion were delivered to meet community needs across the State.

Mr Stuart-Watt has led significant improvements in process enhancements, and staff skill level development and managed the integration of programs at the local level.

Significant accomplishments for Mr Stuart-Watt include the opening of the Yelgun to Chinderah Freeway four months ahead of schedule; the official opening of the West Charlestown Bypass; completion of the M5 and Moorebank Avenue interchange eight months ahead of schedule; the ministerial announcement of the commencement of preliminary construction of the Westlink M7; the successful opening of the Liverpool to Parramatta Transitway; completion of the Cut 6 Mittagong (northbound) which was opened to traffic three months ahead of schedule; completion of the Kings Plains road realignment five months ahead of schedule; completion of a major traffic switch at Miranda Five Ways; and the opening of the first stage of the F3 widening ahead of schedule.

Other achievements include the Statewide implementation of the Project Management System (PM21s), an electronic system that supports the project management of all RTA road infrastructure projects and programs, the receipt of two awards for engineering excellence 2002 from the Institution of Engineers in the categories of Infrastructure Project Development and Project Management for the M5 East project; promotion of the sharing of knowledge through learning workshops in the road safety, asset management, development and project management disciplines, and driving the ongoing cultural change towards a more commercial operating environment within the Directorate.

The Road Safety Program continued to deliver programs that contribute to the reduction of fatalities and injuries within Sydney through: refinement of Operation WestSafe; inter-agency planning for an enforcement program in Sydney's east and north; coordination and management of the Federal Blackspot Program; logistical support for the Speed Camera Program; project management of the 40km/h school safety program and delivery of road safety audits and crash investigations. The Country Fixed Speed Camera Program and the Pacific Highway Road Safety Strategy were successfully implemented, and a major joint RTA-Police operation 'WestRoads' was initiated. The Snow and Ice Warning system on the Great Western Highway, east of Bathurst, was operationalised.

Mr Stuart-Watt has successfully implemented the Digital Speed Camera Program with 110 digital speed cameras established across the State, including 10 locations where school zone safety is enforced. The use of school zone digital speed camera technology is a first for Australia.

Savings of $6.9 million were identified across the Directorate throughout 2002-03.

Mr Stuart-Watt has strengthened partnerships with local councils and has maintained a close working relationship with the Police throughout the State.

Name:	Ulf Fraser
Position:	Director, Operations
Level:	SES 5
Period in the Position:	2002 -03
Total Remuneration Package:	$210,000

Throughout the fourth year of activity of the Operations Directorate, Mr Fraser focused heavily on achievement of the increased financial performance targets set, further reduction in OHS and overhead costs and on building an external works portfolio in Road Services and Fleet Services, in particular, to ensure delivery of maximum savings to the RTA during an ongoing period of heavy call on funds.

Under the leadership of Mr Fraser, RTA Operations successfully delivered works and services to the value of $854 million and generated an operating surplus of $63 million. Allowing for the $36 million annual corporate management fee, this represented a $27 million net surplus. Some $33 million was earned from external clients during 2002-03. These are the best financial results achieved since the formation of RTA Operations on 1 July 1999.

Road Services continued to operate successfully in the open market and earned $529 million in income over the financial year – an increase of $67 million over the previous year. An operating surplus of $34 million was achieved and a $2 million rebate was paid to the major internal client, the Director, Road Network Infrastructure. This represents an effective increase of $3 million in operating surplus compared to the previous year. Some $22 million of work was won from external clients during 2002-03 – an increase of $5 million over the previous year. The diverse range of projects won included the South Western Region and ACT bitumen sealing contracts, widening of the Showground Road to Norwest Boulevard section of Windsor Road, widening of the Mogriguy to Coolbaggie Creeks section of the Newell Highway, widening of a section of Majura Road in the ACT, variable message sign contracts in Sydney, Homebush Bay, Brisbane and Mooloolaba, construction of overtaking lanes at Kootingal and North Guyra on the New England Highway, near Adelong on the Snowy Mountains Highway and near Ardletham on the Newell Highway, the Sturt Highway rehabilitation contract at Burrabogie and the curve realignment contract at Sandigo.

Fleet Services earned some $44 million during the year – an increase of $6 million over the previous year. Income from external clients totalled $6 million, an increase of $2 million compared to 2001-02. An operating surplus of $6 million was achieved, up $1.5 million compared to the previous year.

Following introduction of the new WorkCover provisional liability scheme, there has been an average 23% increase in the number of OHS claims across the public sector compared to a 12% increase for the RTA as a whole and a 10% increase across RTA Operations. While a deterioration of the excellent results of the previous year, this OHS performance by RTA Operations was, nevertheless, better than the average performance across the RTA and significantly better than the average performance across the public sector.

Mr Fraser continued with his senior roles on the RTA's Single Bargaining Unit and Continuous Improvement Steering Committee involving high-level industrial representations with the unions/staff associations throughout 2002-03. A number of structural changes were successfully implemented during the year without any industrial disputations on this account. Mr Fraser also continued as an active member of the RTA's Audit Committee throughout the year as well as continuing his dual role as a director of ARRB Transport Research Ltd and as the RTA's member representative.

Name:	Brett Skinner
Position:	Director, Finance
Level:	SES 6
Period in the Position:	2002-03
Total Remuneration Package:	$236,000

During the year, Mr Skinner successfully led the Finance Directorate and delivered a range of significant projects and initiatives to improve the financial and commercial management of the RTA's resources.

A major achievement for the period has been an extensive and comprehensive review of the Finance Directorate structure as part of the wider RTA financial management to better serve the needs of its stakeholders. A key review outcome was the establishment of a Financial Framework for the RTA, which collectively provides an improved capacity to manage the RTA's financial affairs using more commercial financial management practises across each Directorate to provide better information for business decisions.

Mr Skinner also developed and implemented a panel of independent financial advisers to add specialist advice to Finance Directorate's expertise in analysing financial issues throughout the RTA. He commenced a review of the RTA's Revenue and Funding sources and undertook reviews of the RTA's commercial agreements including the sale and marketing of the traffic control software SCATS.

Mr Skinner also contributed to the negotiations on the Commonwealth Government's proposed Auslink methodology assessment guidelines and provided assistance to NSW Treasury in their negotiations with the Commonwealth Grants Commission on the review of the Road Expenditure Assessment model. This model is part of the Commonwealths Grants Commission's review of their funding allocation methodology to the States.

He successfully directed the provision of strategic financial and management information and ensured that the annual accounts complied with statutory requirements. He met the RTA's ongoing superannuation liability commitment with an extra $32 million paid to reduce the unfunded liability. A major achievement was leading the successful resolution of the Sydney Harbour Tunnel taxation issue, which had been on going for the last 12 years and represented a $75 million contingent liability in the RTA's accounts over that period. This liability is now no longer required with minimal costs incurred. Successful resolution was also reached on the treatment and management of significant cashflow movements resulting from the Western Sydney Orbital and Cross City Tunnel infrastructure projects.

Mr Skinner was involved in the provision of financial advice on private sector infrastructure proposals. During the year, financial close was reached on the Cross City Tunnel project and the Westlink M7 project, which resulted in more than $2 billion of private sector investment being made in the roads program. He also provided financial advice on the evaluation of the Lane Cove Tunnel and other proposals.

He was responsible for developing a Corporate Risk Reporting framework together with the identification and ranking of the RTA's strategic risks. Support was also provided for the RTA's business units, which faced threats to the delivery of some core program areas due to service providers' inability to obtain professional and/or third party insurance cover in the current environment. Assistance was provided to contractors and service providers to obtain insurance cover. The value of the RTA's Principal Arranged Insurance was reinforced through the low cost of cover, locked in before the world insurance crisis, applying to the RTA's road construction and maintenance contracts, which commenced in 2002-03.

A post implementation review of the detailed risk management process (known as Critical Control Management) was implemented in the Road User Management business. It was further refined and improved for the management of risks in this high exposure area. Significant contributions were made to the fight against identity fraud crimes such as motor vehicle rebirthing, financial fraud and immigration abuses.

Under Mr Skinner's direction the RTA successfully completed the transfer of its banking from ANZ to Westpac under the State Government Banking Contract within the timeframe agreed with Westpac. This will provide significant savings in bank fees to the RTA (in excess of $2 million per annum). A pilot for debt recov-

Appendix 6 (continued)

ery services was commenced with two mercantile agents. The pilot has proved successful with the recovery of $1.1 million considered to be highly doubtful to recover through previous RTA means. Interest income was substantially higher than budget ($5 million) as a result of greater cash receipts during the year than expected, better cashflow management and the ability to make some deposits in higher yielding investments. Under a service level agreement with TCorp and through their management under the agreement, interest costs on our debt were successfully retained within budget projections.

In the property area there has been a significant level of land acquisition activities covering numerous projects. A key focus was the Cross City Tunnel where all acquisition requirements were completed within the year. The successful use of the Crown Development Application, to facilitate the approved rezoning of the former Cammeray Motor Registry site for home units/townhouse developments, has set a precedent in obtaining enhanced value for surplus property. This contributed to a sales contract of $7 million against a valuation of $4.5 million. Overall for the year surplus property sales amounted to $45 million and rental income of $13.8 million was generated. There was also a successful conversion of PIMS (Property Information Management System) to a web delivered application, which ensured the continued high quality level of RTA property information is maintained. The scope and concept design for the new $12 million Crashlab to be constructed at Huntingwood was finalised. New motor registries were opened at Fairfield and Botany, both sited on RTA land with design and construction managed by the Real Estate Branch.

Name:	Suzanne Sinclair
Position:	Director, Road Safety and Road User Management
Level:	SES 5
Period in the Position:	2002 -03
Total Remuneration Package:	$210,000

Ms Sinclair led road safety, compliance and customer service strategies.

In implementing Road Safety 2010, Ms Sinclair worked closely with NSW Police to implement a program to extend the level of Police enforcement by an additional 27% (139,000 hours). There were seven State-wide operations conducted at key holiday and travel times. Operation WestRoads lowered the road toll in the western region by almost a third compared to the previous year.

Significant effort was made to ensure that roads with school access points now have a 40km/h speed zone. The number of school crossing supervisors was also expanded by 9% during the year.

An additional 48 speed cameras were installed during the year, including 10 in school zones.

Ms Sinclair supervised the development of legislation for an alcohol interlock program to reduce the rate of drink drive repeat offenders. The Sober Driver Program, an education and rehabilitative penalty option for traffic offenders, was also piloted in Campbelltown, Kempsey/Port Macquarie and Wollongong and is now scheduled for introduction across NSW.

The RTA published action plans for motorcyclist and bicyclist safety, and implemented 40km/h zones in areas with high pedestrian activity.

Ms Sinclair directed the implementation of initiatives under the new Graduated Licensing System to improve the standard of driver development in NSW. The new Driver Qualification Test (DQT) was developed for introduction on 1 July 2003. The test uses touch screen computer technology to assess applicants' knowledge of safe driving practices and hazardous situations.

Increased penalties and demerit points for extreme speeding offences were introduced in December 2002. Disqualification and suspension periods were increased for extreme speeding offenders to be more in line with drink-driving penalties.

Ms Sinclair introduced an Action Plan for Heavy Vehicle Safety and directed the RTA's compliance and enforcement functions to improve targeting of non-compliant operators and vehicles. Extensive reviews of the Heavy Vehicle Inspection Scheme (HVIS) and the operations of Heavy Vehicle Checking stations were also completed.

Ms Sinclair led the national implementation of the Diesel National Environment Protection Measure. Emissions testing and analysis of maintenance records for State Transit Authority diesel buses and trucks and buses from 23 private fleets was also completed.

Ms Sinclair played a key role in ensuring that the NSW position with respect to national road reform was developed and promoted. NSW contributed to improved industry efficiency by conducting trials and evaluations of new and more efficient heavy vehicle configurations.

The RTA's Vehicle Identification Inspection Unit received an award from the International Association of Auto Theft Investigators (Australasian Branch) for the role it played in the 'Operation Worth' anti-theft program.

Under Ms Sinclair's leadership, the RTA introduced new controls to prevent identity fraud including new style photo licence cards with enhanced security features.

Ms Sinclair led customer service programs to provide options for service delivery and improve the quality of services.

Online services were significantly expanded during the year with the introduction of an Internet Change of Address system and the enhancement of the Online Booking System to include the majority of licence tests.

An online enquiries system now enables customers to check demerit points, request a copy of a driving record, check vehicle details or advise disposal of a vehicle. Accredited heavy vehicle operators can also now check the licence status of persons being engaged to drive for their organisation. There are already 20,000 enquiries per month on these systems.

Online sales of number plates continue to grow with 25% of special number plates now purchased on the Internet. The e-Safety Check system to enable the electronic transfer of vehicle inspection reports (Pink Slips) was expanded to over 500 Authorised Inspection Stations. The number of online registration renewals grew by over 60% on the previous year.

Ms Sinclair successfully delivered the Premier's commitment to establish 67 Government Access Centres by 30 June 2003. These one-stop shops provide people in rural and remote areas with access to services for eight Government Departments and Agencies and up to 27 different types of transactions.

Under Ms Sinclair's leadership, the motor registry network was further developed with a new office at Fairfield, enhancements at Eden, the relocation of the Revesby Registry to Padstow and expansion of the Botany site.

A total of 94% of customers rated motor registry services as 'good' or 'very good' in an independent survey in May 2003.

RTA Senior Executive service profile of positions

SES level	No. positions in the current year	2001–02	2000–01
CEO under S.11A[#]	1	1	1
Level 6	2	2	2
Level 5	4	4	4
Level 4	7	7	7
Level 3	14	14	14
Level 2	16	14	15
Level 1	-	1	1
Other	-	1	-
Total	**44**	**44**	**44**

[#] CEO position listed under S.11A of the Statutory and Other Offices Remuneration Act 1975.

Note: Number of positions occupied by women in the current year is three. The number of positions occupied by women in the previous year was also three.

Appendix 7

Control Management Services

There is a growing public focus on the issue of Corporate Governance which has been broadly defined as a process to effectively manage the total risks of a business in order to optimise value for the stakeholders.

The Control Management Services Branch (CMS) facilitates the necessary coordination and integration of a range of functions relating to Corporate Governance. These include internal audit, investigations, corruption prevention and a risk management process called Critical Control Management.

The effective, efficient and coordinated performance of these functions in turn facilitates the provision of support and advice to the CEO and senior management in meeting the greater levels of accountability required to identify, assess and control the total risks associated with the RTA's operations.

Critical Control Management (CCM)

The implementation of CCM into the Road User Management (RUM) business is a significant part of our efforts in this regard.

CCM has as its aim the achievement of two objectives:

- To raise line management's awareness of their responsibilities in regard to ensuring that the businesses for which they are responsible operate in an appropriately controlled environment.

- To provide a tool/process to enable management to satisfy themselves that the critical controls within their operations remain appropriate and operate on an ongoing basis.

The CCM process generally involves line management working with CMS staff to identify:

- Critical functions within the business.

- Major risks within these critical functions.

- Controls to address these major risks.

- A means by which line management can confirm that the controls continue to operate.

The major focus of the internal audit of the RUM business is then to assess the effectiveness of the implementation of the CCM process.

Internal audit

The internal audit function consists of three sections: Information Technology (IT), Financial and Operations and Engineering.

IT Audit had three major areas of focus: general IT Audits, IT Security & e-Commerce Audits and an IT Risk Assessment Facilitation Service.

General IT Audits cover systems being purchased and installed within the RTA, systems under development within the RTA and systems in production.

The IT Security & e-Commerce Audit function was set up in early 2002 to focus on operating systems with an emphasis on access and permissions security, audits of systems under development or purchase with particular focus on e-Commerce applications and audits of Business Continuity Plans.

In addition IT Audit provides Risk Assessment facilitation for new IT system purchases/developments.

Financial & Operations Audit focused on identifying and addressing material risks, as well as ensuring that there is compliance with the RTA's policies and procedures. Systems, activities and asset categories identified as high risk were targeted during the year and major reviews included bank reconciliation administration, salaries payroll, accounts payable, Cashback, Fringe Benefits Tax and Sydney Harbour Bridge toll collections.

Engineering Audit undertook both system and project based reviews of activities in Road Network Infrastructure, Client Services and Operations directorates, to assess the appropriateness, effectiveness, compliance and efficiency of delivery. In consultation with line management and the Project Management Office, the audits have identified significant opportunities for improvement to current practices.

Some major reviews completed include:

- Single Invitation Maintenance Contracts
- Environmental Management in Road Maintenance
- Bridge/Structural Processes
- Noise Abatement Program
- Post Completion Process.

Investigations

The Investigation Section has two distinct units. The Internal Investigation Unit investigates all reported allegations of corruption committed by staff members. Where appropriate, matters are forwarded to RTA senior management to consider whether disciplinary action is required. Recommendations are made to line management to address any weaknesses or areas of concern relating to policies, procedures or controls highlighted by the investigations.

The External Fraud Unit addresses allegations of external fraud (committed by members of the public) and impacting on the Road User Management business. Outcomes from these matters are primarily referred to the NSW Police for investigation and prosecution from a criminal perspective and, as appropriate, to RTA senior management to address any policy, procedure and control issues identified by the investigations.

This unit also addresses matters referred by law enforcement agencies relating to matters such as suspected fraudulent identities etc.

Corruption prevention

The Corruption Prevention Section continued to provide research, advice and education initiatives to facilitate the RTA's commitment to mandatory ethical, probity and performance standards as expected by the public, executive management and Government. Highlights of its activities during the year included:

- The provision of ethics and corruption prevention related information through the RTA's intranet. The information is now readily available to all employees.

- The development of a strategy directed at strengthening the direct control of corruption risks by line management in all RTA businesses. Development and implementation of this strategy is ongoing.

- Conducting seminars with new and existing staff as part of induction and other training activities. These seminars reinforce the corruption resistant culture of the RTA.

- Providing advice to staff and management on a broad range of ethical, probity and policy issues.

Appendix 8

Risk management

Insurance program

The RTA has insurance cover through the Treasury Managed Fund operated by the NSW Treasury, which includes workers' compensation, motor vehicle accident, property damage, legal liability and miscellaneous (including fidelity guarantee and travel) insurance covers.

Workers' compensation

Frequency of claims has decreased from the level of 11.1 per 100 employees in 1998-99. The incident rate rose marginally to 9.9 in 2002-03 from the five year low of 9.2 in 2001-02. Based on current estimates and projections of claim costs there is a continuing reduction in premium costs as the RTA is expecting rebates on the deposit premiums paid in 2001-02 and 2002-03 which have not been included in the attached graphs. This excellent outcome results from the commitment of RTA management and staff to improving workplace safety.

Motor vehicle

The number of claims per 100 vehicles has fallen every year from 16 in 1998-99 to a low of 10 in 2002-03 – a 37% reduction over the past five years. The projected final premium cost for 2002-03 is a five year low.
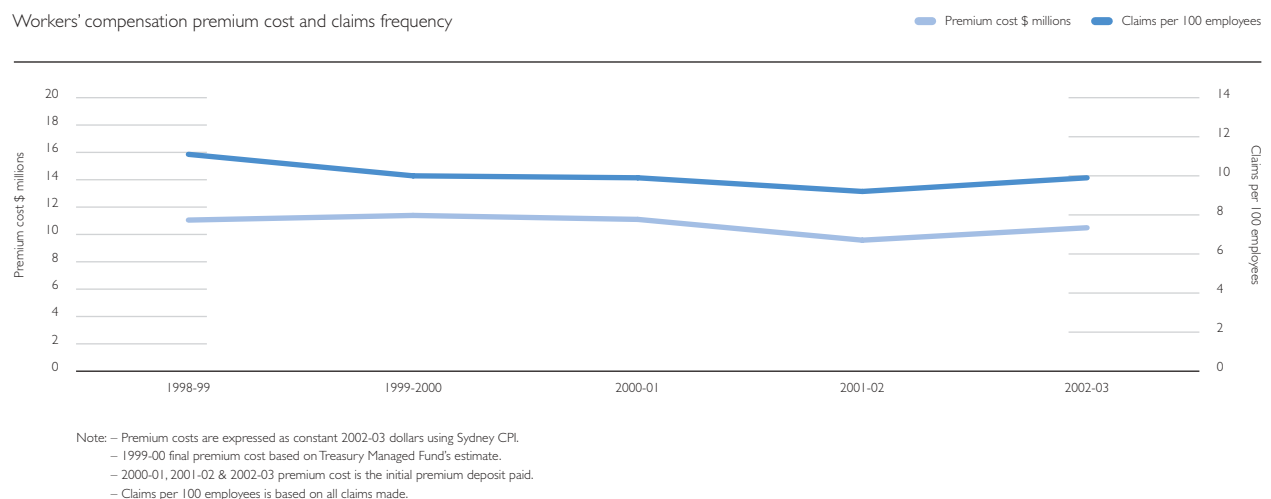
Property

The 2002-03 premium increased by 41% compared to last year. This increase is mainly due to inclusion of the M5 East Freeway tunnels and associated assets in the cover provided through the Treasury Managed Fund (see graph next page).
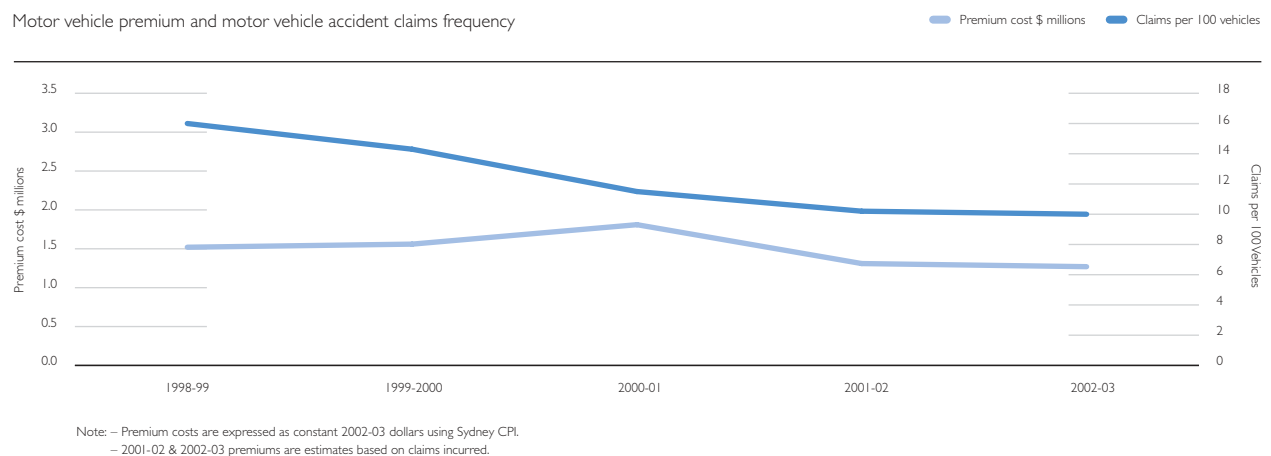
Liability insurance premium

The 2002-03 premium increased by 4.2% when compared to last year. This was a good result, however premium costs are expected to rise in the short term due to the increasing cost of claims (see graph next page).
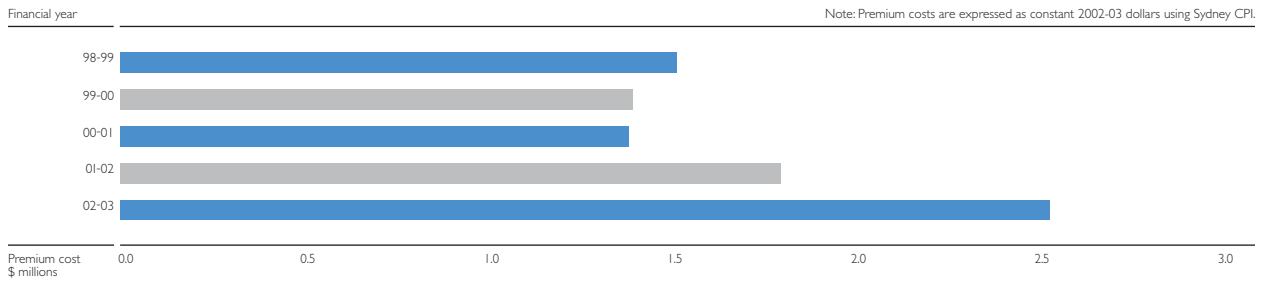
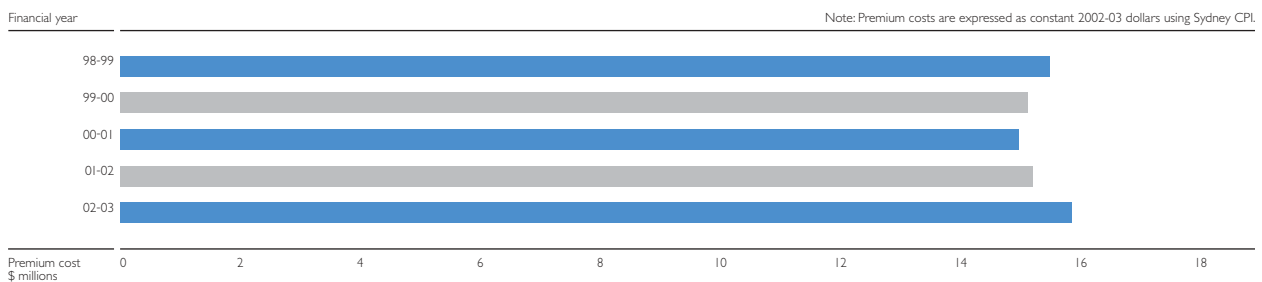Workers' compensation premium cost and claims frequency

●Premium cost $ millions   ●Claims per 100 employees

Note: – Premium costs are expressed as constant 2002-03 dollars using Sydney CPI.
   – 1999-00 final premium cost based on Treasury Managed Fund's estimate.
   – 2000-01, 2001-02 & 2002-03 premium cost is the initial premium deposit paid.
   – Claims per 100 employees is based on all claims made.

Motor vehicle premium and motor vehicle accident claims frequency

●Premium cost $ millions   ●Claims per 100 vehicles

Note: – Premium costs are expressed as constant 2002-03 dollars using Sydney CPI.
   – 2001-02 & 2002-03 premiums are estimates based on claims incurred.

Property premium cost

Financial year   Note: Premium costs are expressed as constant 2002-03 dollars using Sydney CPI.

Premium cost
$ millions

Liability insurance premium cost

Financial year   Note: Premium costs are expressed as constant 2002-03 dollars using Sydney CPI.

Premium cost
$ millions

Appendix 9

Industrial relations

Awards/enterprise agreements

The majority of RTA staff are now covered by Awards. Wages staff working in Broken Hill and professional engineers remain covered by Enterprise Agreements.

Communication and consultation

Regular consultation has occurred with groups representing management, spokeswomen, grievance officers and unions to discuss matters under review and to seek opinions to proposals including the implementation of outcomes resulting from enterprise bargaining, continuous improvement programs and workplace reforms.

Movements in salaries, wages and allowances

All staff received a 4% increase in salaries and wages from the first full pay period after 1 January 2003 as part of the public sector-wide salary increases totalling 16% which cover the period January 2000 to July 2003.

Industrial relations policies and practices

Following the introduction of the Wages Classification Structure for wages staff, a number of issues were identified that required further negotiation. These matters have now been resolved. Personal Development Plans are being developed for all wages staff to address training needs identified through the assessment process.

The transition of all salaried staff to the Unified Salary Scale (USS) was completed.

A new competency based structure has been introduced for Scientific Officers, Technical Officers, Project Designers and related staff. The new structure provides the opportunity of accelerated progression based on assessment of competencies.

A trial of new flexi time arrangements for salaried staff has been negotiated and will commence in selected locations of the RTA in 2003-04. During the trial statistics will be collated to assess the effect that the new arrangements have on operational needs and the work environment as well as any improvement to staff members' work/life balance.

Industrial Relations Commission appeals

Six unfair dismissal applications were lodged with the Industrial Relations Commission of NSW. Two were settled in favour of the RTA, one application was settled in conciliation and three applications were withdrawn.

GREAT appeals

Promotional

Seven promotional appeals were lodged with the Government and Related Employees Appeal Tribunal (GREAT). Four appeals were withdrawn, two were dismissed and one decision is pending.

Disciplinary

No disciplinary matters were heard before GREAT.

Reinstatement applications.

Two reinstatement applications were lodged. One decision resulted in the staff member being reinstated with a reduction in grade and the second application was dismissed.

Staff numbers 1998–99 to 2002–03

Year	Salaried staff	Wages staff	Casual staff	Total staff
1998–99	4368	1893	238	6499
1999–00	4374	1870	181	6425
2000–01	4488	1781	195	6464
2001–02	4685	1647	155	6487
2002–03	4797	1629	92	6518

The RTA employs full-time, part-time and casual staff. Equivalent full-time staff as at 30 June 2003 was 6518. Total staff numbers have increase by 31, or 0.48%, in 2002-03.

Appendix 10

Equal employment opportunity

EEO Statistical information – benchmarks

Trends in the representation of EEO groups[1]

	% of total staff[2]	
EEO Group	Benchmark*	RTA 2003
Women	50%	29%
Aboriginal people & Torres Strait Islanders	2%	2.1%
People whose language first spoken as a child was not English	20%	17%
People with disability	12%	13%
People with a disability requiring work related adjustment	7%	4.5%

Trends in the distribution of EEO groups[1]

	Distribution Index[3]	
EEO Group	Benchmark*	RTA 2003
Women	100	95
Aboriginal people & Torres Strait Islanders	100	78
People whose language first spoken as a child was not English	100	98
People with disability	100	91
People with a disability requiring work related adjustment	100	83

Notes: 1. Staff numbers are as at 30 June.
2. Excludes casual staff.
3. A Distribution Index of 100 indicates that the centre of the distribution of EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by ODEOPE.
*The benchmark is set by ODEOPE.

During the year the RTA continued to implement its Diversity and Equity Plan. This plan establishes the RTA's commitments, sets direction and influences the products and services provided to meet the diversity and equity needs of RTA staff and customers.

To build on these commitments, a Workforce Capability Plan 2003-2008 was developed. One of its aims is to increase the cultural diversity of the workforce and the participation rate of women and younger people to ensure the workforce is more representative of the broader community. The RTA ethics plan, Integrity in Action 2003-05, includes initiatives related to continued improvement of recruitment practices.

The RTA's EEO achievements cover a wide range of areas including the devolvement of appropriate policy, employment and the provision of appropriate services. Specific initiatives during 2002-03 included:

- Improving data integrity, privacy and confidentiality by providing electronic access for many staff to amend EEO and other personal records. In order to ensure equitable access, staff without a dedicated desktop PC, such as Motor Registry staff, will have access to personnel records via a kiosk PC. Options for delivering this service to the wages workforce are also being investigated.

- Updating the teleworking policy and streamlining the procedures. This policy was revised to make specific provision for staff to access teleworking as part of a return to work program following illness or injury.

- Amending the sick leave policy to address requirements of staff with a disability to ensure leave is provided in a fair and equitable manner.

- Reviewing and amending the maternity leave, adoption leave, parental leave policies to clarify staff entitlements (including casual staff with continuous patterns of work) to full or part time leave and to clarify staff right of return.

- Reviewing the Community Language Allowance Scheme (CLAS) and developing a CLAS Management Strategy 2003-2008.

- Recruiting to equity and diversity focused positions or opportunities. This recruitment focused on Aboriginal and Torres Strait Islander (ATSI) people and targeted recruitment programs (the graduates program, the trainee program, the apprenticeship program and the cadet program). These programs provide opportunities for ATSI people, women and younger people.

- Participating in the migrant career development program. The position of

Compliance Improvement Officer was offered under this program. A 2001-02 participant in this program won a permanent position within the RTA and another was assisted to secure employment with a contractor at the end of the program term.

- Conducting the Spokeswomen's Network Development days across the State with presentations on issues of interest to women (further information is included in the Our People chapter of this report).

The RTA plans to undertake the following actions in 2003-04:

- Continue to implement the Diversity and Equity Plan, Aboriginal Action Plan, the Ethics Plan (Integrity in Action), Disability Action Plan, Workforce Capability Plan and Ethnic Affairs Priority Statement and Plan.

- Implement the recommendations of the review of Community Language Allowance Scheme Management Strategy.

- Trial new flexitime hours working arrangements for salaried staff located at Wagga Wagga Regional Office, Dubbo Administration Office, Broken Hill District Works Centre and Client Services Wollongong staff.

- Evaluate the staff take-up rate for salary/wages packaging options focusing on priority access fees for childcare, taxi expenses and education (self/professional) and superannuation.

- Review options for meeting the child, dependent and aged care needs of staff.

- Review the Employee Assistance Program (EAP) to assess the impact of regular promotions on the usage rates for EAP and the Managers' Helpline and to identify requirements for further customisation or enhancements to service provision.

- Conduct a Staff Climate Survey.

- Improve the response rate to the EEO data through the use of ESS and ensure that staff without PC access (such as wages staff in the field) have appropriate access to a PC (such as through a kiosk PC).

- Approve the RTA Website Accessibility Action Plan to provide online documents in formats that meet accessibility standards.

- Develop an Aboriginal employment strategy to raise Aboriginal staff levels across the RTA.

Appendix 11

NSW action plan for women 2003 –2008

The action plan demonstrates the Government's progress on issues that are important for women in NSW, and also outlines its plans for the future.

The RTA has no external programs that are gender specific with the exception of a civil engineering scholarship offered for women only. RTA programs are targeted at young people, people from non-English speaking backgrounds, people with disabilities and people with poor literacy skills. Such initiatives form part of the RTA Aboriginal Action Plan 2001-2006 and the RTA Diversity and Equity Plan 2002-2007.

The RTA undertakes a number of other programs that benefit women. For example, in the area of registration and licensing, the RTA continues to imple-ment initiatives aimed at increasing access for women from non-English speaking backgrounds, including making driver's knowledge tests available on audio in different community languages and providing free interpreter services at Motor Registries. The RTA also continues to develop the network of bus-only Transitways for connecting north and south western Sydney, improving access to public transport for women in these areas.

While not directly aimed at women, these programs ensure that all women are assisted in their licensing and road-related needs and provide opportunities to women in different groups to access services to which they might not otherwise have had access.

Appendix 12

Ethnic Affairs Priority Statement and Plan 2002-03

The RTA provides services to the people of the most culturally diverse State in Australia. The RTA's vast and diverse range of customers includes individuals, private organisations, community and road transport groups, local councils and State Government agencies.

The RTA is committed to delivering quality services to road users and customers, including ethnic communities, people with disabilities, pedestrians and cyclists.

The RTA will continue to implement ethnic affairs programs throughout 2003-04 and a review of the Ethnic Affairs Priority Statement and Plan will be undertaken.

The following are the RTA's ethnic affairs initiatives for 2002-03. They are ongoing and will continue in 2003–04.

Multilingual driver assessments

Computer-based Multilingual Driver Knowledge Tests (DKT), Hazard Perception Tests (HPT) and Driver Qualification Tests (DQT) are available for all licence classes. These tests are available in English, Arabic, Chinese, Croatian, Greek, Korean, Serbian, Spanish, Turkish and Vietnamese. Applicants who wish to undertake the tests in another language may do so by requesting an interpreter to read the questions to them in their native language. If the applicant's first language is English but they have difficulty understanding or reading the questions, arrangements can be made for a registry staff member to explain or read the questions to them. Tests also include an audio facility.

The RTA has also produced multilingual documents including the *Road Users' Handbook* and DKT questions. These documents are freely available from the RTA website.

Free interpreter service

The RTA provides a free interpreter service for computer-based licence tests. Interpreters are engaged through the Community Relations Commission.

Move Ahead with Street Sense program

A CD is currently under development which will support the Move Ahead with Street Sense program. Languages selected are those which reflect the current population of NSW primary schools: English, Arabic, Bengali, Bosnian, Chinese, Croatian, Filipino, Greek, Hindi, Indonesian, Italian, Khmer, Korean, Macedonian, Persian, Punjabi, Samoan, Serbian, Somali, Spanish, Tongan, Turkish and Vietnamese. This CD will be distributed free of charge to every NSW primary school, giving parents and families access to information on safe travel to and from schools, bicycle safety, safe school bus travel and safe practices in the immediate vicinity of the school for parents. Road safety information will also be translated for inclusion in school newsletters.

Road safety programs

The RTA continues to coordinate road safety community resources to ensure availability, currency and accessibility in community languages.

The RTA and councils co-fund projects through the Local Government Road Safety Program which are aimed at ethnic road users. Participating councils include Coffs Harbour, Bankstown and Canterbury, Auburn, Fairfield, Burwood, Strathfield and a number of south west and northern councils.

The RTA funds the Youthsafe Young Driver Project. This project has developed a media and communications strategy to target parents of learner drivers in ethnic communities. This strategy involves use of the ethnic press to promote key tips about how to support young drivers.

The RTA provided translation of seat belt and child restraint information into community languages for Department of Health publications.

The Safer Routes to School Program continues to provide multilingual information to parents.

The Young Driver high school program - Stage Four Resource is under development. Images and video footage reflect the cultural diversity of the NSW high school population.

Migrant career development

The position of Compliance Improvement Officer was offered under this program and efforts are underway to identify additional positions that could be utilised. A 2001-02 participant in this program won a permanent position in the RTA and another was assisted with employment with a contractor at the end of the program term.

Community Language Allowance Scheme (CLAS)

The CLAS was reviewed and a CLAS Management Strategy 2003–08 was developed. An expression of interest from staff was sought for the following 20 languages: Afghan, Arabic, Armenian, Cantonese, Mandarin, Dari, Farsi, Greek, Hindi, Italian, Japanese, Korean, Polish, Punjabi, Romanian, Samoan, Serbian, Tongan, Turkish and Vietnamese.

Appendix 13

Disability action plan

The RTA's responsibilities for the provision of accessible transport services for customers and employees is addressed in the Transport NSW Accessible Transport Action Plan (2002) for all NSW transport agencies.

Key priorities

The action plan addresses priority areas broadly in accordance with those outlined in the NSW Disability Policy Framework. The action plan priorities are:

■ Information about transport services.

■ Physical access to transport services and infrastructure.

■ Access to complaints procedures.

■ Employment and staff training within transport agencies.

■ Promoting positive community attitudes.

The RTA also addresses equity for people with a disability in the Diversity and Equity Plan.

Achievements

■ The majority of the State road network has high visibility road markings to assist people with vision impairments.

■ The RTA has identified specific positions where people with a disability can be recruited as trainees. This year the RTA has employed people with disabilities under the Disability Employment program to study Certificate III in Telecommunications (Call Centres). The relevant workplace adjustments were carried out to meet the particular needs of these trainees. Office premises were audited to ensure that they met the particular needs of the people with a disability and relevant changes were made.

■ The RTA provides educational resources on road safety to schools for children with visual/auditory impairment.

■ The access needs of people with disabilities are considered during the earliest stages of project planning.

■ The Liverpool–Parramatta Transitway design incorporates electronic destination signage and voice announcements.

■ Graphics and animations in the Driver Knowledge Test were reviewed to ensure that people with a disability, especially those with vision colour deficiencies, are not disadvantaged. Diagrams are now clearly labelled.

■ All videos produced for the road safety education program are made available in a supertext version for people with a hearing disability.

■ Teletext was applied to all eight RTA television advertisements in 2002-03.

■ Bus stop delineation trials were completed and criteria developed for use by councils undertaking delineation.

■ The RTA was on target to provide automatic Mobility Parking Scheme renewal notices by 2004.

■ Consultation is underway with the Department of Ageing, Disability and Home Care and all disability peak bodies to review the criteria and application of the Mobility Parking Authority Scheme to prevent its misuse by unauthorised persons.

Future directions

■ The RTA Website Accessibility Action Plan (WAAP) has been approved. The WAAP will provide online documents in formats that meet accessibility standards.

■ Conduct a customer satisfaction survey of RTA services for people with disabilities.

■ Develop and implement a strategy for improving employment of people with a disability.

Appendix 14

Overseas travel by RTA officers

From 1 July 2002 to 30 June 2003, RTA officers travelled overseas on 28 occasions to undertake official duties for the RTA and the NSW Government.

There were 14 visits by officers from the RTA's Traffic Systems Branch to Ireland, Hong Kong, Singapore, New Zealand, Mexico and Brunei in connection with the installation, technical support, testing, reviewing and upgrading of the RTA's Sydney Co-ordinated Adaptive Traffic System (SCATS) which is used in these places. All associated costs incurred by the RTA on the SCATS visits are fully recoverable along with a margin of profit.

Also, overseas visits were made by:

■ The Chief Executive, the Director, Road Safety and Road User Management, and the General Manager, Compliance Strategy, to New Zealand to attend AUSTROADS Council and Australian Transport Council meetings.

■ The General Manager Driver and Vehicle Strategy to New Zealand to attend an Institute of Road Transport Engineer Conference.

■ A Bitumen Sprayer Inspector to Papua New Guinea for the testing and calibrating of bitumen sprayers.

■ The General Manager, Road User Safety, to USA to attend and present a paper at the third Annual Alcohol Ignition Interlock Symposium in Florida.

■ The Crash Barrier Manager to Japan for audit preparation and conduct of vehicle pole test undertaken in Tsukuba Science City as part of the Australian New Car Assessment Program.

All or the majority of RTA costs for those visits were met by external organisations.

Visits during 2002-03, for which all or a major portion of the costs were met by the RTA, were as follows:

■ The General Manager, Driver and Vehicle Strategy, and the Manager, Driver Development, travelled to California, Michigan and Minnesota in the USA to view driver and vehicle sanctions systems to improve NSW road safety outcomes and to look at vehicle impoundment to address recidivist drink driving and driving while disqualified.

■ The Manager, Transport Operations, visited the United Kingdom and France to inspect tunnel and motorway facilities in Europe, including the facilities of Egis, a joint venture partner in the operation and maintenance of the M5 East Motorway.

■ The Manager, Transport Operations Planning, travelled to the United Kingdom to supervise Central Management Computer Systems factory testing.

■ The Group General Manager, Business Services, travelled to the USA and Canada to attend Shared Services Week 2003 in Orlando, Florida, and for meetings with Ontario and British Columbia governments on public sector shared services.

■ The General Manager, Environment, travelled to Argentina and Brazil to attend a PIARC Technical Committee Meeting and the Panamerican Environmental Road Seminar (50% of the cost of this visit was met by AUSTROADS).

■ The General Manager, Motorways, travelled to Sweden to attend a PIARC Technical Meeting in Stockholm (50% of the cost of this visit was met by AUSTROADS).

Appendix 15

Freedom of information

In 2002-03 the RTA received 1374 requests for information under the *Freedom of Information Act 1989*, compared with 878 requests in 2001-02. Ninety-one applications were brought forward into the current period, compared to 45 in 2001-02. Two hundred and four applications were not completed at the end of the 2002-03 reporting period.

FOI requests continued to be received for access to internal documents concerning decisions made, details of the history of motor vehicles, the names and addresses of certain Authorised Inspection Stations (AIS), the sources of complaint letters, accident reports on motor vehicles, documents relating to the planning, construction, maintenance and funding of roads and records relating to maintenance of the road system. The use of FOI by legal practitioners and insurance investigators has continued to undergo a significant increase, with the majority of these applicants using FOI to obtain details of the identity of the registered operators of motor vehicles and the addresses of individuals they are trying to trace. The tightening of the availability of registration and licensing data in other jurisdictions and the progressive introduction of privacy legislation is believed to be a contributing factor in the increases in applications lodged with the RTA.

Of the 1169 requests completed, 771 were granted in full, 74 in part, and 214 were refused, none were transferred to other agencies, none were deferred and 77 were withdrawn. Of the 288 applications refused in full or in part, 17 were refused on the grounds that the information was otherwise available, 166 were refused as the documents were not held by the RTA and 40 were refused as the applicant did not pay the necessary fees.

Of those requests not granted in full, 13 applicants sought an internal review of the decision (compared with six in 2001-02) and one took the matter to the Ombudsman (compared with three in 2001-02). There were two appeals to the Administrative Decisions Tribunal this year (compared with one last year).

Five hundred and thirty-seven applications required consultation with a total of 822 third parties outside the RTA (276 applications required a total of 412 consultations in 2001-02).

Processing FOI requests cost an estimated $86,902.50 ($54,611.00 in 2001-02) and fees received totalled $58,425.65 ($34,207 in 2001-02). There were no requests for amendments to personal records (one in 2000-01). There were no requests for a notation to personal records (none in 2001-02) and no Ministerial certificates have ever been issued.

A total of 341 applications were finalised after the normal 35-day processing period. One of the major contributing factors for this was the continuing high number of applications during the reporting period, when compared to previous years. From 1999 to 2001 there was a 73% increase in applications over those periods prior to 1998-99. This was followed by a further 70.5% increase in applications in 2001-02 and a 156% increase in 2002-03. In 2002-03 the RTA conducted a further review of the resources available to the area responsible for Freedom of Information, Privacy and contract reporting. This resulted in the creation of an additional position for the Unit to deal with these vital functions. The total number of staff now stands at seven. The RTA will continue to monitor the area over the next 12 months.

The RTA continued with the identification, computerised recording and the provision of policy documents in accordance with the requirements of the FOI Act. The RTA's Summary of Affairs is published on its website at www.rta.nsw.gov.au.

FOI Appeals to the Ombudsman

There were two appeals to the Ombudsman in 2002-03.

On 28 November 2001 the applicant had applied for copies of documents regarding the contract with Bridgeclimb Australia, and other relevant details in relation to the contract, excluding any financial details. The RTA consulted with the third party. On 21 January 2002 the RTA determined to release part of the documentation, but withhold some documents on the grounds that they contained information relating to the third party's business affairs and that the release of the information would be exempt, under Clause 7,

Schedule 1 of the FOI Act. On 25 February 2002 the third party lodged an Internal Review against the RTA's determination. The RTA's Internal Review determination varied the original determination, but refused to withhold all the documents the third party objected to releasing. On 27 July 2002 the third party lodged an appeal with the NSW Ombudsman's office. The matter is yet to be finalised.

In the second case, on 26 November 2001 the applicant made an FOI application seeking access to a copy of an original driver licence application, the name of a registered operator of a motor vehicle and the driving record of another party. The applicant allegedly had experienced some problems with the Police and he alleged that the driving record of another party had been combined with his driving record in error. No documents were located for the first and last part of the request. A determination was made, on 21 December 2001, that the documents relating to a copy of an original driver licence application and the driving record of a party were exempt, as they did not exist. The name of the registered operator was provided. The applicant lodged an internal review application on 7 February 2002. The internal review upheld the original determination. The applicant lodged an appeal to the Ombudsman on 13 March 2002. The Ombudsman advised the applicant on 24 June 2002 that the RTA had acted appropriately in its determination and suggested that, if the applicant maintained that the records were incorrect, he should lodge an application to have the records amended, under either the FOI Act or privacy legislation. This case was reported in last year's report, however, the applicant appealed to the NSW Administrative Decisions Tribunal. Please see below for further details.

FOI appeals to the Administrative Decisions Tribunal (ADT)

There were two appeals to the ADT in 2002-03.

The first matter is the second case referred to under FOI Appeals to the Ombudsman. The request related to a copy of an original driver licence application, the name of a registered operator of a motor vehicle and the driving record of another party. The applicant lodged his appeal to the ADT on 23 August 2002. After preliminary meetings on 4 October 2002 and 18 November 2002, the President of the ADT, Judge K O'Connor, directed that, by 9 December 2002, the RTA should file and serve a statement or an affidavit detailing how driver licences were created and maintained in or about 1976 (i.e. the time the original licence was allegedly issued to the applicant). The matter again came before Judge O'Connor on 17 February 2003. The appeal was dismissed and the judge affirmed the RTA's determinations. The applicant subsequently appealed Judge O'Connor's decision on 14 April 2003. The matter came before Appeal Panel Division on 18 June 2003. The appeal was dismissed.

The second appeal resulted from a FOI application lodged on 4 December 2002 for extensive documentation relating to both the applicant and the RTA's operations. The RTA wrote to the applicant on 13 December 2002 and stated that the estimated time to process the application was 11,800 hours at an estimated cost of $354,000. The applicant was asked to review the request so that the RTA did not have to refuse the application on the grounds of an unreasonable diversion of resources. The applicant revised the application. However, the estimated time to process it still exceeded 190 hours and $5,700. Therefore, on 20 January 2003, the RTA declined to continue with the application on the grounds that it would require an unreasonable diversion of resources. On 30 January 2003 the applicant lodged an Internal Review application against the determination. The Internal Review determination revised the original determination and indicated that the RTA would be prepared to process the application, on payment of $1710 for 57 hours of work. The applicant was asked to pay an advance deposit of $760. The applicant lodged an appeal with the ADT on 24 February 2003. After an adjournment the matter was heard before a preliminary hearing on 14 May 2003. At the hearing the Judicial Member issued a consent order under Section 63 (3) (d) of the *Administrative Decisions Tribunal Act* to 'set aside the reviewable decision and remit the matter for reconsideration by the administrator in accordance with the directions or recommendations of the Tribunal.' This amounted to a request for the RTA to reconsider the applica-

Appendix 15 (continued)

tion in the light of the revised wording agreed to at the meeting. The applicant was still required to pay the appropriate processing fees once the wording of the request had been agreed on and new cost estimates were obtained. The applicant was warned of the need to pay the advance deposit request within the stipulated timeframe to enable the application to proceed, and that there would be only one determination and, if the applicant were aggrieved by this determination, the matter would need to proceed to an external appeal. There would be no further Internal Review beyond the one

already undertaken. All of the other appeal rights would remain unaltered. Following confirmation of the wording of the latest version of the request, the RTA wrote to the applicant on 16 June 2003 and advised that it would take an estimated 190-plus hours to process the application at an estimated cost of $3285. The applicant was asked to pay an advance deposit of $2190. The applicant paid a partial advance deposit and lodged a further appeal to the ADT. This matter is still proceeding. A further preliminary hearing is scheduled for 26 August 2003.

FOI requests

	Personal		Other		Total	
	2001-02	2002-03	2001-02	2002-03	2001-02	2002-03
New (including transferred in)	27	117	806	1162	833	1279
Brought forward (incomplete requests from previous year)	3	4	42	91	45	95
Total to process	30	121	848	1252	878	1374
Completed	26	106	733	986	759	1092
Transferred out	0	0	0	0	0	0
Withdrawn	2	4	29	73	31	77
Total processed	28	110	762	1059	790	1169
Unfinished (carried forward)	2	10	89	194	91	204

Results of FOI requests

	Personal		Other	
	2001-02	2002-03	2001-02	2002-03
Grant in full	15	67	500	704
Grant in part	4	14	43	60
Refused	7	23	190	191
Deferred	0	0	0	0
Completed	26	104	733	955

Basis of disallowing or restricting access

Section 19 (application incomplete, wrongly directed)	0	0	0	0
Section 22 (deposit not paid)	0	1	42	39
Section 25 (1) (a1) Unreasonable diversion of resources)	0	0	0	1
Section 25 (1) (a) (exempt)	4	5	58	34
Section 25 (1) (b), (b1), (c), (d) (otherwise available)	4	3	11	14
Section 28 (1) (b) (documents not held)	2	24	124	142
Section 24 (2) (deemed refused, over 21 days)	0	5	0	0
Section 31 (4) (released to medical practitioner)	0	0	0	0
Totals	10	38	235	240

Days to process

0-21	17	37	418	296
22-35	4	34	191	349
Over 35	5	34	123	307
Over 21 (Out of time)	0	0	0	0
Over 35 (Out of time)	0	0	0	0
Totals	26	105	432	952

Hours to process	Personal		Other	
	2001-02	2002-03	2001-02	2002-03
0-10	24	105	720	975
11-20	2	1	10	2
21-40	0	0	3	1
Over 40	0	0	0	3
Totals	26	106	733	981

Type of discount allowed on fees charged	Personal		Other	
Public interest	0	0	4	0
Financial hardship - Pensioner/Child	2	4	9	14
Financial hardship - Non profit organisation	1	5	81	93
Totals	3	9	94	107
Significant correction of personal records	0	0	1	0

Grounds on which internal review requested	Personal				Other			
	Upheld		Varied		Upheld		Varied	
	2001-02	2002-03	2001-02	2002-03	2001-02	2002-03	2001-02	2002-03
Access refused	0	0	0	0	1	0	0	0
Deferred release	0	0	0	0	0	0	0	0
Exempt matter	1	0	1	0	1	6	1	4
Unreasonable estimate of charges	0	0	0	0	0	0	0	0
Charges unreasonably incurred	0	0	0	0	0	0	0	1
Amendment	0	0	0	0	0	0	0	0
Total	1	0	1	0	2	6	1	5

Appendix 16

Ombudsman

In 2002-03, the RTA responded to a number of correspondents who had been advised by the Ombudsman to raise their issues of concern directly with the RTA in the first instance. Only one of these complaints was subsequently referred by the Ombudsman to the RTA for investigation. This compares to eight complaints referred for investigation by the RTA in the previous financial year.

The complaint in question was from the executive committee of a block of apartments in Rushcutters Bay alleging maladministration and misconduct in relation to proposed modifications to the Cross City Tunnel project. The committee was not happy with a response it had received to its direct approach to the RTA on the matter.

In responding to the Ombudsman, the RTA outlined the statutory process that applied to the proposed modifications and addressed in detail the specific issues raised in the complaint. The RTA also offered to discuss the matter further if so desired by the Ombudsman.

Appendix 17

Customer feedback

The RTA values and encourages customer feedback. It receives written, verbal, faxed and emailed comments from members of the community throughout the year. During 2002-03 a total of 1866 complaints were entered into the RTA's Customer Feedback Register. The nature of these complaints included:

- Environment and transport efficiency.
- Road safety and traffic management.
- Driver licensing, vehicle registration and business systems.
- Customer service and management.

The ways in which the RTA has improved services and made changes in regard to these issues is addressed in the main body of this annual report.

The RTA has a market research company undertake an interview of customers at each of its 129 motor registries to ensure that the level of customer satisfaction remains high. Further details are found in the Customer service chapter of this report.

In addition the RTA undertakes various forms of community attitudes research to monitor public perception of performance and identify areas of community need. The details of the last Community Attitudes Survey can be found in the RTA's 2002 Annual Report.

Appendix 18

Legal Change

Legislation administered by the RTA
on behalf of the Minister for Roads 2002-03

Transport Administration Act 1988 No 109 (Part)
Transport Administration (General) Regulation 2000 (Part 4)
Transport Administration (Staff) Regulation 2000 (Part)

Roads Act 1993 No 33
Roads (General) Regulation 2000
Road Transport (Mass, Loading and Access) Regulation 1996

Road Transport (General) Act 1999 No 18
Road Transport (General) Regulation 1999
Road Transport (General) (Penalty Notice Offences) Regulation 2002

Road Transport (Safety and Traffic Management) Act 1999 No 20
Road Transport (Safety and Traffic Management) (Road Rules)
Regulation 1999 (which picks up the Australian Road Rules), and
Road Transport (Safety and Traffic Management) (Driver Fatigue)
Regulation 1999

Road Transport (Vehicle Registration) Act 1997 No 119
Road Transport (Vehicle Registration) Regulation 1998

Road Transport (Driver Licensing) Act 1998 No 99
Road Transport (Driver Licensing) Regulation 1999

Motor Vehicles Taxation Act 1988 No 111
Motor Vehicles Taxation Regulation 1998

Road Transport (Heavy Vehicles Registration Charges) Act 1995 No 72
Road Transport (Heavy Vehicles Registration Charges) Regulation 1996

Driving Instructors Act 1992 No 3
Driving Instructors Regulation 1993

Sydney Harbour Tunnel (Private Joint Venture) Act 1987 No 49
Sydney Harbour Tunnel (Private Joint Venture) Regulation 1995

Campbelltown Presbyterian Cemetery Act 1984 No 19

New Legislation from 1 July 2002 – 30 June 2003

New acts

The **Road Transport (Vehicle Registration) Amendment Act 2002** No 126)
was assented to on 16 December 2002 and commenced on 31 January
2003. The Act amends the Road Transport (Vehicle Registration) Act 1997 to
create offences relating to the affixing of interstate number-plates and to the
longer term use of interstate registered vehicles in NSW. The Act also amend-
ed the Motor Dealers Act 1974.

Uncommenced acts (as at 30 June 2003)

The **Road Transport Legislation Amendment (Interlock Devices) Act
2002** (No. 72) was assented to on 25 September 2002 and will com-
mence following the drafting of suitable regulations. The Act amends the
Road Transport (General) Act 1999 by providing for the use of breath
alcohol interlock devices as a partial alternative to licence disqualification
for a range of alcohol-related driving offences. The Act also amends the
Road Transport (Driver Licensing) Act 1998 by providing for the issuing of
conditional licences restricting their holders to driving motor vehicles fit-
ted with such devices and deals with the installation, removal, maintenance
and use of such devices.

The **Driving Instructors Amendment Act 2002** (No 127) was assented to
on 16 December 2002 and will commence on a date to be decided. The Act
amends the Driving Instructors Act 1992 to make further provision with
respect to the licensing of driving instructors, including the insurance of
motor vehicles used for driving instruction and the reporting of alleged mis-
conduct by driving instructors.

The **Road Transport (General) Amendment (Operator Onus Offences)
Act 2002** (No 11) was assented to on 22 April 2002. The Act amends
the Road Transport (General) Act 1999 and in relation to operator onus

offences, the Act reduces the opportunity for avoidance of infringement
notices and the evasion of associated demerit points or licence sanctions.

The **Road Transport (Safety and Traffic Management) Amendment (Blood
Sampling) Act 2000** (No 78) was assented to on 9 November 2000. The Act
adopts as far as road transport law is concerned, new procedures for blood
collection and analysis relating to any motor vehicle driver who may have
been under the influence of alcohol or some other drug.

New regulations

The **Roads (General) Amendment (Cross City Tunnel Declarations)
Regulation 2002** commenced on 15 November 2002 and declares the RTA
to be the roads authority for certain public roads in the Sydney CBD, such
roads being the sites to be used in connection with the Cross City Tunnel
project, including the site of a high-voltage cable requiring relocation.

The **Roads (General) Amendment (Cross City Tunnel Further
Declarations) Regulation 2002** commenced on 13 December 2002 and
declares the RTA to be the roads authority for certain public roads in the City
of Sydney and City of South Sydney, such roads being the sites to be used in
connection with the Cross City Tunnel project.

The **Roads (General) Amendment (Penalty Notices) Regulation 2002**
(gazetted on 28 June 2002) commenced on and from 1 July 2002 and
increases penalties payable pursuant to a penalty notice generally, in line with
the 4.7% movement in the CPI. This Regulation omits short descriptions of
offences and Police Service codes.

**Road Transport (Driver Licensing) Amendment (Easter-ANZAC Day
Demerit Points) Regulation 2003** commenced on 11 April 2003 and pro-
vided for additional demerit points for a range of offences committed during
the Easter to ANZAC day period during 2003.

The **Road Transport (Driver Licensing) Amendment (Demerit Points)
Regulation 2002** commenced on 1 December 2002 and increases the
demerit points for exceeding the speed limit by not more than 15km/h, sets
new minimum demerit points for speeding in excess of 130km/h, and pre-
scribes specified speeding offences for the purpose of cancellation or sus-
pension of a driver licence by the RTA. The Regulation also identified those
offences committed during the period 20 December 2002 to 1 January 2003
that attracted double demerit points.

The **Road Transport (Driver Licensing) Amendment (Level Crossing
Offences) Regulation 2002** commenced on 1 January 2003 and prescribes
specified demerit points for certain offences relating to level crossings.

The **Road Transport (Driver Licensing) Amendment (Motorcycle Learners)
Regulation 2002** commenced on 6 September 2002 and allows the holders
of a learner licence to ride a motor bike or motor trike of a kind included in a
RTA approved and published list and which have an engine capacity that is not
greater than 660ml and have a power to weight ratio that is not greater than
150 kilowatts per tonne.

The **Road Transport (Driver Licensing) Amendment (Provisional
Motorcycle Licence) Regulation 2002** commenced on 11 October 2002 and
allows the holders of a provisional P1 licence of class R to drive a motor bike or
motor trike of a kind included in a RTA approved and published list and which
have an engine capacity that is not greater than 660ml (up from 260ml) and have
a power to weight ratio that is not greater than 150 kilowatts per tonne.

**Road Transport (Driver Licensing) Amendment (Release of Information)
Regulation 2002** commenced on 15 November 2002 and permits the RTA
to release to the Australian Electoral Commission information about a per-
son recorded in the driver licence register. The Regulation also removed a
provision applying section 14 of the Commonwealth Privacy Act 1988.

**Road Transport (Driver Licensing) Amendment (Release of Information)
Regulation 2003** commenced on 31 January 2003 and authorises the RTA
to release certain information kept on the RTA driver licence register for
the purpose of its publication by the RTA. Such information concerns the
pass rates of persons (who have not previously attempted driving test for
a car licence) presented for driving tests for learner licences of Class C
(car licences) by certain categories of driving schools.

Road Transport (Driver Licensing) Amendment (T-Way Lanes) Regulation 2003 commenced on 7 February 2003 and prescribes demerit points for the offence of driving in a T-Way lane.

The Road Transport (General) (Penalty Notice Offences) Regulation 2002 (gazetted on 28 June 2002) commenced on and from 1 July 2002 and replaces the Road Transport (General) (Short Descriptions and Penalty Notice Offences) Regulation 1999, and omits short descriptions of offences and Police Service codes as well as increasing penalties payable pursuant to a penalty notice generally, in line with the 4.7% movement in the CPI.

The Road Transport (General) (Penalty Notice Offences) Amendment Regulation 2002 commenced on 20 December 2002 and abolished Class 11 and Class 12 enforcement officers who were authorised to issue penalty notices for specified offences (under the Road Transport (General) (Penalty Notice Offences) Regulation 2002) and renumbered the Class 13 enforcement officers to Class 12 enforcement officers.

The Road Transport (General) (Penalty Notice Offences) Amendment (Level Crossing Offences) Regulation 2002 commenced on 1 January 2003 and increases the penalty notice amount for certain offences relating to level crossings.

The Road Transport (Vehicle Registration) Amendment (Motor Vehicle Frontal Protection Systems) Regulation 2002 commenced on 1 January 2003 and provides for safety standards for vehicle frontal protection systems (like bullbars, roobars and nudge bars) fitted to new model motor vehicles. The new additional standard covers, among others, the mountings, exposed edges, shape of material and profile used for bumper replacement bullbars, over-bumper bullbars and nudge bars.

The Road Transport (General) (Penalty Notice Offences) Amendment (Motor Vehicle Frontal Protection Systems) Regulation 2002 commenced on 1 January 2003 and prescribes penalties for fitting non-complying bullbars, roobars, nudge bars and other frontal protection systems to new model motor vehicles.

The Road Transport (General) (Penalty Notice Offences) Amendment (Speeding and Registration) Regulation 2002 commenced on 1 December 2002 and effects consequential amendments on the making of the Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Speeding) Regulation 2002 and it increases the penalty payable for penalty notices issued in respect of vehicles having a GVM or GCM of more than 4.5 tonnes for offences under clause 85 of the Road Transport (Vehicle Registration) Regulation 1998.

The Road Transport (Safety and Traffic Management) (Road Rules) Amendment (T-Way Lanes) Regulation 2003 commenced on 7 February 2003 and creates a new marked traffic 'T-Way lane' and related traffic signs, a 'T-Way lane' and 'end T-Way lane'. The Regulation also makes it an offence for a driver to drive or stop in such a lane (except in the case of an 'authorised T-Way vehicle'). Other matters addressed by the Regulation include rights of 'T-Way vehicles' in relation to B lights, removal of unattended motor vehicle from a 'T-Way lane', and allowing any garbage collection vehicle to stop in a bus lane where an applicable traffic sign indicates that such a vehicle may be driven in the 'T-Way lane'.

Road Transport (General) (Penalty Notice Offences) Amendment (T-Way Lanes) Regulation 2003 commenced on 7 February 2003 and prescribes offences relating to driving or stopping in a T-Way lane as penalty notices offences (offences for which a penalty notice may be issued).

The Road Transport (Heavy Vehicles Registration Charges) Amendment Regulation 2002 commenced on 10 July 2002 and varies the annual registration charges payable under Part 2 of the Road Transport (Heavy Vehicles Registration Charges) Act 1995.

The Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Bus Lanes) Regulation 2002 commenced on 18 October 2002 and permits drivers of vehicles operated by or at the direction of the RTA for the purpose of conducting road and traffic surveys to drive such vehicles in bus lanes, tram lanes, transit lanes or truck lanes under the Australian Road Rules.

The Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Pay Parking) Regulation 2003 commenced on 7 February

2003 and facilitates a wider range of methods of payment in relation to metered parking schemes and ticket parking schemes. The Regulation also allows a parking authority to establish and operate a metered parking scheme or a ticket parking scheme, on a trial basis, without cash payment of parking fees provided such a trial meets the approval of the RTA and any conditions of that approval.

The Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Royal Botanic Gardens and Domain Trust) Regulation 2002 commenced on 1 September 2002 and declares the 'Royal Botanic Gardens and Domain Trust' a 'declared organisation' for the establishment and operation of a paid parking scheme and for the issuing of parking permits. The Regulation also specifies the area of operations of that parking authority.

The Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Speeding) Regulation 2002 commenced on 1 December 2002 and provides for additional penalties for speeding in excess of 130km/h and increases the minimum licence disqualification periods on conviction for the offences of exceeding the speed limit by more than 45km/h and 30km/h to six and three months respectively.

The Road Transport (Vehicle Registration) Amendment (Exemptions) Regulation 2002 commenced on 1 December 2002 and provides that interstate or foreign vehicles that are in NSW will be exempt from the requirement to be registered in this State only for so long as they comply with the conditions for that exemption.

The Road Transport (Driver Licensing) Amendment (Demerit Points Offences and Penalties and Fees) Regulation 2002 (gazetted on 28 June 2002) commenced on and from 1 July 2002 and specifies demerit points for the offences of starting, using or driving a noisy or smoky vehicle, driving too quickly for safe stopping at a pedestrian crossing, and using a handheld phone whilst driving. This Regulation also increases penalties (payable pursuant to a penalty notice) generally in line with the 4.7% movement in the CPI.

The following additional regulations (gazetted on 28 June, 2002) commenced on and from 1 July 2002 and they increased fees and fixed penalties payable pursuant to a penalty notice generally in line with the 4.7% movement in the CPI:

- The Driving Instructors Amendment (Fees) Regulation 2002.
- The Road Transport (Mass, Loading and Access) Amendment (Fees) Regulation 2002.
- The Road Transport (Vehicle Registration) Amendment (Fees) Regulation 2002.
- The Road Transport (Safety and Traffic Management) (Driver Fatigue) Amendment (Fees) Regulation 2002.
- The Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Tow-away Charge) Regulation 2002.

The following additional regulations (gazetted on 27 June, 2003) commenced on and from 1 July 2003 and they also increase fees and fix penalties (payable pursuant to a penalty notice) generally in line with the 2.9% movement in the CPI except in the case of the last listed regulation:

- The Road Transport (Driver Licensing) Amendment (Fees) Regulation 2003.
- The Road Transport (General) Amendment (Fees) Regulation 2003.
- The Driving Instructors Amendment (Fees) Regulation 2003.
- The Road Transport (Mass, Loading and Access) Amendment (Fees) Regulation 2003.
- The Road Transport (Vehicle Registration) Amendment (Fees) Regulation 2003.
- The Road Transport (Safety and Traffic Management) (Driver Fatigue) Amendment (TFMS Fee) Regulation 2003.
- The Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Tow-away Charge) Regulation 2003.
- The Roads (General) Amendment (Penalty Notice Offences) Regulation 2003.

Appendix 18 (continued)

- The **Road Transport (General) (Penalty Notice Offences) Amendment (Penalties) Regulation 2003**.
- The **Road Transport (Heavy Vehicles Registration Charges) Amendment Regulation 2003** (all fees were indexed by 3% from 1 July 2003 in the case of this Regulation).

Subordinate Legislation Act 1989

There were no departures from the *Subordinate Legislation Act 1989*.

Judicial decisions affecting the RTA

RTA, Council of the Shire of Evans and Pioneer Road Services Pty Ltd v LD Palmer [(2003) NSWCA58 – Court of Appeal, 28 March 2003]
LD Palmer suffered injuries as a result of a car accident on Sofala Road in the Shire of Evans. At the time of the accident, road works were being carried out by Pioneer Road Services Pty Ltd, who had been contracted by the council to carry out road works with funding from the RTA. In the Supreme Court the plaintiff sued the RTA, the council and Pioneer and was awarded damages in the amount of $16,347,477.91 to be paid 50% each by the council and Pioneer. The Court held that the liability of the RTA was entirely vicarious and the RTA was entitled to be indemnified by both Pioneer and council. All Defendants appealed to the Court of Appeal. The Court of Appeal held that the finding as to the cause of the accident by the Judge was open to the Court. Relevantly, the Court of Appeal held that the RTA had not exercised sufficient control over the risks in question to give rise to a duty of care to the Plaintiff. The Court held that control was exercised by Pioneer and the council. The Court held the council is entitled to rely on RTA for relevant funding in circumstances of financial constraint, but the determination of funding priorities by the RTA does not give rise to a duty of care. In the alternative, the Court held that there was insufficient evidence to discharge the onus of demonstrating that the RTA had breached any duty of care by failing to give appropriate priority to the installation of the guard rail or by approving an inappropriate speed limit for the curve in the absence of a guard rail. Ultimately the Court of Appeal allowed the appeal by the RTA finding it had no duty of care to the Plaintiff in the circumstances. The Plaintiff retained her verdict against Pioneer and council. Evans Shire Council has lodged an application for special leave to appeal to the High Court.

Simpson v Ballina Council [(2003) NSWSC188 – Supreme Court Equity Division, 21 March 2003]
This was a claim for damages arising from road works undertaken by Ballina Shire Council in accordance with RTA design plans for the construction of a service road to connect the Plaintiff's property with a new part of the Bruxner Highway. The Plaintiffs alleged that they were unable to continue to farm bananas on the land because they had been unable to gain access to it along the right of way as a result of the works. The council's claim against the RTA was on the basis that defects in road design contributed to the Plaintiff's loss. The Court dismissed the cross-claim by council against the RTA and found that the council was in breach of a special condition of the contract requiring reinstatement of the access right of way and ordered that this term be specifically performed by council. The Court ordered damages and interest in the sum of $1,000 and dismissed the other claims. Costs were ordered in favour of the RTA against council.

Dwight v Bouchier & Ors [(2003) NSWCA3 – Court of Appeal, 6 February 2003]
The Plaintiff bought a claim under the Compensation to Relatives Act for economic loss occasioned by the death of her husband who was fatally injured while driving along Bells Line of Road. A truck driven by the First Defendant lost control after veering into a ditch and colliding with a pipe which had been installed by the Second Defendant to facilitate access to his property. The RTA was named as the Third Defendant as it was the road authority. The trial Judge found for the Plaintiff against the First Defendant, and rejected the Plaintiff's claims against the Second and Third Defendants and dismissed all cross-claims. Findings in relation to liability

were not disturbed on appeal to the Court of Appeal, however the Court reduced the verdict of $901,814 by $100,000 to $801,814. Costs were awarded against the Appellant in favour of the RTA and the land owner.

RTA v PK Jackson [(2003) NSWCA40 – Court of Appeal, 5 March 2003]
On 16 June 1998, PK Jackson sustained injuries when he either fell or rolled off a 10 metre embankment adjacent to a railway bridge on the side of the Princes Highway at Yallah after he climbed over a guard rail which was designed to prevent vehicles from going off the road so that he could urinate in bushland. At trial, the judge found that the RTA owed the Plaintiff a duty of care to ensure that he did not injure himself in the way that he did. The RTA appealed to the Court of Appeal, which held that the risk that a person might do what the Plaintiff did was so far-fetched and fanciful as not to be reasonably foreseeable. Accordingly, the Court of Appeal granted the RTA's appeal with costs and dismissed the verdict and judgment of the trial Judge in favour of the Plaintiff. The Plaintiff has filed an application for special leave to appeal to the High Court.

Ryan v Pledge & Ors; Pledge v RTA & Ors [High Court – Special Leave Application – 14 March 2003]
In July 1994 the Plaintiff (aged 9 years) was struck by a motor vehicle and suffered serious injuries. She sued the driver of the other vehicle, the RTA and the council on the grounds of negligence for the injuries she suffered and recovered a verdict against all three Defendants. The collision occurred on a service road running parallel to the Great Western Highway divided from it by a nature strip. She was in the company of her father crossing the nature strip when her father released her hand and she commenced crossing the service road when the collision occurred. An appeal was instituted by both the RTA and the Blue Mountains City Council against the decision. The Court of Appeal held the failure on the part of the RTA and the council to clear the vegetation by one metre from the kerb, did not contribute to the collision. The Court held that even if it had been cut down, the collision would have occurred in exactly the same way. On 14 March 2003 the High Court granted special leave to appeal against the decision of the Court of Appeal.

RTA v McGuiness [(2002) NSWCA210 – Court of Appeal, 4 November 2002]
Mrs McGuiness caught her right foot on the upstanding corner of a manhole cover on a footpath and fell heavily. The corner was 13mm above the surrounding pavement. The trial Judge in the District Court awarded $599,752.07 in damages to her. The RTA's appeal to the Court of Appeal was upheld. The award made in favour of the Plaintiff was set aside and the court and ordered that judgment be entered in favour of the RTA with costs.

Inquest into the death of TA Vildovas at Fallon Street, Albury
On 12 February 2002, a truck being driven by the deceased was travelling north along Jelbart Road, Albury, and made a left hand turn into Fallon Street. After travelling a short distance the vehicle collided with the near front side of the XPT Sydney to Melbourne passenger train at the Fallon Street level crossing. The Coroner concluded that in all probability, the deceased did not see the flashing lights or hear warning bells at the level crossing. The Coroner considered that this level crossing was a black spot and made recommendations that boom gates be installed at the Fallon Street level crossing and all level crossings within the city limits of Albury; that flashing lights, warning bells and boom gates be installed on all level crossings in New South Wales where the XPT and very fast trains travel as a priority; that there be a reduction of the speed of the XPT and other fast trains within the city of Albury until the recommended level crossing improvements are implemented; that penalty notice offences for breaches of level crossing offences in the Australian Road Rules be increased; that the community be made aware of the safety risks at level crossings and that the RTA and the Level Crossing Strategy Council undertake a media campaign to alert the community of the safety risks at level crossings. In conclusion, the Coroner considered that in the absence of an internal freeway through Albury, the Albury City Council relocate the intersection of Fallon Street and Jelbart Road.

OH&S

PSA, Maurice O'Sullivan v RTA – NSW IRC – 23 August 2002

On 16 November 1998 an RTA employee was engaged in checking and changing gas cylinders installed at a roadside barbeque east of Broken Hill. During the process, escaping gas ignited, resulting in burns to the employee.

The PSA prosecuted the RTA in the NSW Industrial Relations Commission alleging three breaches of section 15(1) of the Occupational Health and Safety Act. A plea of guilty was entered to one amended charge. The other two charges were discontinued. Judgment was delivered by Justice Peterson on 23 August 2002. A fine of $90,000 was imposed (from a maximum of $825,000). His Honour commented on the extensive material in evidence that illustrated the RTA's measured response to the need for workplace safety.

WorkCover (Inspector Forster v RTA) – CIM – 2 December 2002

On 20 January 2000 an RTA employee was carrying out service on a multi-pack VP200D rubber tyred roller at Narrabri. The employee was supervising an apprentice who was changing the engine oil of the first roller on the first RTA service of equipment. When the apprentice removed what was thought to be a sump plug, the 900kg ballast plate of the roller was dislodged pinning the employee's left hand up to the wrist onto the ground. The employee suffered crush injuries to his fingers and two broken bones. WorkCover proceeded against the RTA for a breach of section 15(1) of the Occupational Health and Safety Act for a failure to have a safe system of work and a failure to provide the employee with sufficient information, training and instruction to allow the safe servicing of the roller.

The RTA pleaded guilty to this charge. A fine of $17,500 (of the maximum $55,000) was imposed.

Appendix 19

Land disposal

The RTA owns property for administrative purposes and acquires property for road construction. Properties that are surplus to requirements are disposed of in accordance with Government policy.

During 2002–03 contracts were brought to account for the sale of 82 properties for a total value of $45 million (net of GST). Of these, 13 properties were valued at over $0.5 million each, with a total value of $35.6 million.

A property at Rosebery was sold to Landcom for $17 million.

No properties were sold to people with a family or business connection between the purchaser and the person responsible for approving the disposal.

Proceeds from property sales are used to improve the State's road network infrastructure.

All documents relating to the disposal of properties are available under the Freedom of Information (FOI) Act.

Appendix 20

Publications

The RTA produces a wide range of publications to assist customers, to promote road safety and new technology, and to fulfil statutory requirements under annual reporting, environmental and freedom of information legislation. Publications on driver licensing, vehicle registration and road safety are available free from motor registries.

Technical and AUSTROADS publications are available for sale from the RTA Information & Reference Services at Pod D, Level 1, Octagon Building, 99 Phillip Street, Parramatta (tel 02 8837 0151). The library's collection of books, journals, and CD-ROMs includes extensive coverage in the areas of road and bridge engineering, road safety, environment and management.

The following new or substantially revised titles were issued during 2002-03.

Bicycles

- Homebush Bay to Fairfield Cycleway (Guildford section)
- Parramatta to Windsor Off Road Cycleway
- Prospect Reservoir to Blacktown Railway Station Cycleway – Community Update
- RTA Cycle Sydney (Sunday 17 November 2002)

Corporate

- 2002 Annual Report (report and CD-ROM)
- Business Solutions (brochure)
- Business Solutions product description sheet
- SpeedBlitz Blues (brochure)
- Traffic Control: Using a Stop/Slow Bat – Training Package (booklet and CD for facilitators)
- Traffic Control: Using a Stop/Slow Bat – Training Package (log book for trainees)

Drivers and vehicles

- A Guide for New Drivers
- AUVIS Bulletins: Authorised Unregistered Vehicle Inspection Stations – Adhesive compliance plates
- Changing your name on your driver's licence
- Contacting Us: Four easy ways to access the RTA
- Demerit points – Encouraging safe driving
- Driver qualification handbook (English printed – English, Arabic, Chinese, Croatian, Greek, Korean, Serbian, Spanish, Turkish, Vietnamese on internet)
- Driver Qualification Test (brochure)
- Faster, easier registration renewal – Get your pink slip here and renew your registration online
- Faster, easier registration renewal – Online or over the phone
- Getting a heavy vehicle driver's licence (brochure)
- Getting a multi-combination driver's licence (brochure)
- Holiday postcard (December and January)
- Information Sheet: Cleaner Vehicles & Fuels
- Information Sheet: Emissions Testing for Diesels
- Information Sheet: Hybrid Petrol/Electric Vehicles
- Information Sheet: Smoky Vehicles
- Learner Driver Log Book
- Medical: Medical and Driving Tests
- NSW Vehicle Registration Statistics (for Jan, Feb, Mar, Apr, May, June, July, Aug, Sept., Oct, Nov, Dec 2002)
- NSW Vehicle Registration Statistics (for Jan, Feb, Mar, Apr, May 2003)
- Number plate brochure
- Redesign of credit card authority – Pay your registration by mail and save time

Appendix 20 (continued)

- Road Environment Safety Update: Dynamic testing of aggregate heaps (No 17, April 2003)
- Technical Direction for Road Safety Practitioners: Policy – Guidelines – Advice RS01
- Technical Direction for Road Safety Practitioners: Policy – Guidelines – Advice RS03, Oct 2002
- Vehicle Inspectors Bulletin (VIB) No.49 – Installation of aftermarket seat belts in ME category (small) buses
- Vehicle Inspectors Bulletin (VIB) No.50 – Installation of aftermarket seat belts in ME category (large) buses and coaches
- Vehicle Inspectors Bulletin No 7 (Rev 1, Feb 2003)
- Vehicle Inspectors Bulletin: Authorised Inspection Stations – New Fees Schedule
- Vehicle Inspectors Bulletin: Inspection of a vehicle intended to be operated as a (lift and tow) tow truck for establishing registration (No 51, April 2003)
- Vehicle Standards Information No 47 (Rev 1, Feb 2003)
- Vehicle Standards Information: Bicycle Carrying Racks
- Vehicle Standards Information: Windscreens and window tinting
- Worried about the driving ability of an older driver?

Environment

- Cross City Tunnel: Release of the Preferred Activity Report for the Supplementary EIS, November 2002
- Main Road 92 Upgrade: Nowra to Nerriga Upgrade EIS and Technical Papers Volumes 1-4
- Main Road 92 Upgrade: Nowra to Nerriga Upgrade EIS Species Impact Statement
- North-West T-way: EIS Volume 1 and Technical Papers Volume 2-8
- Oral History Program: Road Location and Design (CD version)
- Oral History Program: Road Location and Design Summary Report
- Oral History Program: Traffic Management Initiatives (CD version)
- Oral History Program: Traffic Management Initiatives Summary Report
- Procedure for selecting treatment strategies to control road runoff. Version 1.1 – June 2003 guide (printed and CD versions)
- RTA Aboriginal Heritage Guidelines
- RTA Environment Report 2002 (report and CD-ROM)
- Southern Highlands – Heritage Drives – Self-guided Tour (brochure)
- Sydney Harbour Bridge repainting – southern approach spans Review of Environmental Factors
- Upgrade of Cudgera Creek Road: Review of Environmental Factors
- Upgrading the Pacific Highway: Bonville Deviation Review of Environmental Factors, Modifications to the Approved Project

Freedom of information

- Procedures for dealing with freedom of information and privacy applications and reviews

Heavy vehicle

- 14.6 Metre Semi-Trailers (information sheet)
- 14.9 Metre Refrigerated Semi-Trailers
- 4.6 Metre High Truck Routes and Loading Requirements
- B-Doubles (including 19 Metre B-Doubles)
- Car Carriers (longer than 19 metres)
- Controlled Access Buses (Buses longer than 12.5 metres)
- Converter Dolly Combinations

- Heavy vehicle checking stations – 12 Mile Creek and Marulan
- Heavy Vehicle Inspection Scheme (brochure)
- Heavy vehicle safety: Issues and Countermeasures (brochure and CD-rom)
- Heavy vehicles: Slow down and get ahead
- NSW truck rest area road map
- Reducing heavy vehicle noise
- Road Trains
- Transitional Fatigue Management Scheme for drivers of heavy trucks
- Truck and Dog Trailers over 42.5 tonnes

Infrastructure

- Additional Crossing of the Clarence River Feasibility Study Report, December 2002, and brochure
- Appin Road-Windsor Road to Fitzgibbon Lane Upgrade
- Ardlethan Realignment, Community Update April 2003
- Bangor Bypass brochure and pocket calendar
- Bangor Bypass Community Update, December 2002
- Bangor Bypass: Seeking your opinion, March 2003
- Bexley Road, Bexley North Community Update, March 2003
- Bundacree Creek to Possum Brush Representations Report, June 2003
- Cahill Expressway Improvement Project, August Community Update
- Country Timber Bridge Program
- Cowpasture Road-Elizabeth Drive to North Liverpool Road & Elizabeth Drive-Cowpasture Road to Windsor Road Upgrade
- Cross City Tunnel: Display of supplementary EIS – Community Update, July 2002 (English and Chinese)
- F3 Freeway Widening Community Update, June 2003
- Feasibility Study: Additional crossing of the Clarence River
- Grafton Bridge Newsletter: Feasibility Study – Second Bridge Crossing, Issue No 1 – July 2002
- Great Western Highway Upgrade: Lawson Section One: Ferguson Avenue to Honour Avenue, November 2002 (brochure)
- Great Western Highway Upgrade - Lawson Section Two: Honour Avenue to Ridge Street, February 2003 (brochure)
- Great Western Highway Upgrade: Leura to Katoomba, Community Update, February 2003
- Great Western Highway Upgrade: Penrith to Mount Victoria, November 2002
- Great Western Highway: Coomassie Shopping Centre, Faulconbridge REF
- Great Western Highway: Coomassie Shopping Centre Upgrade – Churchill Street to Grose Road, Faulconbridge Community Update
- Hoxton Park Road Widening – Hill Road to Brickmakers Creek, Community Update, April 2003
- Lane Cove Tunnel and associated road projects: Planning Approval, December 2002
- Lane Cove Tunnel Preferred Activity Report (Extract from Rep Report)
- Lawrence Hargrave Drive Community Update, March 2003
- Main Road 92 Upgrade: Nowra to Nerriga (brochure)
- Main Road 92 Upgrade: Nowra to Nerriga EIS Project Overview
- Miranda Five Ways Upgrade
- New Crossing of the Murray River between Cobram and Barooga
- New England Highway – Duval Creek Upgrade, Community Update, October 2002

- New England Highway: Duval Creek Upgrade, Newsletter, July 2002
- Northern Distributor Extension from Bellambi Lane to Princes Highway, Bulli EIS, Community Update, October 2002
- Northern Distributor Extension: Wollongong EIS Project Overview, October 2002
- Northern Distributor Extension: Wollongong Representations Report and Preferred Activity Report
- Northern Regional Update No.2
- North-West T-way EIS Summary
- Oxley Highway Upgrade, Port Macquarie: Wrights Road to the Pacific Highway, Community Update No 2 and Community Feedback Sheet
- Oxley Highway Upgrade: Wrights Road to the Pacific Highway
- Pacific Highway: Bonville deviation
- Repainting Sydney Harbour Bridge southern approach spans
- Replacement Arncliffe Pedestrian Bridge, Community Update
- Replacement of Yarramundi Bridge
- Road activity update: Hunter/Central Coast, Community Update, Feb 2003
- Road activity update: Northern NSW, Community Update, Feb 2003
- Road activity update: Pacific Highway
- Road activity update: Southern NSW, Community Update, Jan 2003
- Road activity update: South West NSW, Community Update, Feb 2003
- Road activity update: Western NSW, Community Update, Feb 2003
- Road to Henry Road, Vineyard, Community Update
- Slope remediation, Putty Road, Central Colo
- Spit Bridge & Spit Road: Improvements to weekend traffic
- Sunnyholt Rd, newsletter for start of construction
- The Boulevarde Pedestrian Bridge
- The Great Western Highway Upgrade: Lawson Section One, Ferguson Avenue, Hazelbrook to Honour Avenue, Lawson Review of Environmental Factors, Volumes 1-3, Nov 2002
- The Horsley Drive upgrade, Community Update
- Travelling on the Pacific Highway
- Upgrading the Pacific Highway: Brunswick Heads to Yelgun Upgrade, Modifications to Approved Project, EIA
- Upgrading the Pacific Highway: Bulahdelah Upgrade, Newsletter Number 4, August 2002
- Upgrading the Pacific Highway: Brunswick Heads to Yelgun Upgrade, Newsletter No 9
- Upgrading the Pacific Highway: Coffs Harbour Highway Planning, Community Update
- Upgrading the Pacific Highway: Coffs Harbour Highway Planning, Sapphire to Woolgoolga Route Options, Route Options Development Report, December 2002 (brochure)
- Upgrading the Pacific Highway: Karuah Bypass
- Upgrading the Pacific Highway: Kempsey to Eungai Route Options, Newsletter No 2, Oct 2002
- Upgrading the Pacific Highway: Kempsey to Eungai, Newsletter No 3, June 2003
- Upgrading the Pacific Highway: Macksville to Urunga
- Upgrading the Pacific Highway: Moorland to Herons Creek, Newsletter No 5, Refined Concept
- Upgrading the Pacific Highway: Pacific Highway Progress Update, Aug 2002
- Upgrading the Pacific Highway: Yelgun to Chinderah Freeway, Official opening, 4 Aug 2002
- Upgrading Windsor Road: Norbrik to Celebration Drive, Glenwood, Community Update, Aug 2002
- Upgrading Windsor Road: Roxborough Park Road to Norwest Boulevard, Baulkham Hills Community Update
- Upgrading Windsor Road: Schofields Road to Mile End Road, Rouse Hill, Community Update, Aug 2002
- Upgrading Windsor Road: Mile End Road, Rouse Hill to Boundary Road, Box Hill
- West Charlestown Bypass (brochure)
- Windsor Flood Evacuation Route - South Creek Representations Report
- Windsor Road Upgrade: Roxborough Park Road to Norwest Boulevard, Baulkham Hills REF
- Wollongong: Northern Distributor Extension EIS and Working Papers Volumes 1- 3
- Waterfall Way Fact Sheet No 3, August 2002
- Wentworth Falls Community Update, September 2002
- Woodford to Hazelbrook, REF newsletter, September 2002

Operations

- RTA Operations Newsletter No 5
- RTA Operations Newsletter No 6
- RTA Operations Newsletter No.7 – April 2003

Road safety

- 0.02 – Exactly how many drinks can you have?
- Animals on country roads – It's bound to happen. Slow down.
- Appropriate Speeds (fact sheet)
- Bring the Mob Home Safely: Drink and Don't Drive (brochure)
- Bring the Mob Home Safely: Slow Down – Show Elders You Care (brochure)
- Bring the Mob Home Safely: Take a Break When You're Tired (brochure)
- Driver Fatigue in the Workplace, Presenters Pack
- Driver Fatigue in the Workplace Kit
- Fitting News: NSW Restraint Fitting Station Network No 14, Jan 2003
- High School catalogue for principals and teachers
- Low Speed. Less Risk, High pedestrian activity – 40 km/h area (brochure)
- Low Speed. Less Risk, High pedestrian activity – 40 km/h area (brochure - English, Arabic, Chinese, Korean and Vietnamese version)
- Move Ahead with Street Sense, Stage One Activity Sheet Set
- Move Ahead with Street Sense, Stage Two Activity Sheet Set
- Music around road safety resource book
- NSW Rest Area and Driver Reviver road map
- Primary (for principals and teachers)
- Road Safety 2010: Drink Driving Action Plan 2002-2004
- Road Safety 2010: Driver Fatigue Management Action Plan 2002-2004
- Road Safety 2010: Motorcyclist and Bicyclist Safety Action Plan 2002-2004
- Road Safety 2010: Pedestrian Safety Action Plan 2002-2004
- Road Safety 2010: Speed Management Action Plan 2002-2004
- Road safety issues around schools – information for parents kit
- Road Safety: A guide for parents and carers of children 0 to 5 years (booklet with activity sheets)
- Road Traffic Accidents in NSW - 2001
- Safe School Travel (brochure)
- Sober Driver Program
- Sober Driver Program kit
- Technical Direction for Road Safety Practitioners RS01: Signposting of Rest Areas, Driver Reviver Sites and other Rest Stops
- The NSW road safety education program catalogue

Appendix 20 (continued)

Traffic

- Get your own E-Toll tag – Save time. Save hassles.
- Hands on control – Sydney's Transport Management Centre
- Have you got your RTA E-Toll tag yet? Now accepted on all Sydney and interstate toll roads! (for North Shore motorists)
- Port Botany preferred truck route
- RTA E-Toll … the easy way to pay. Now accepted on all Sydney and interstate toll roads (for Sydney motorists)
- RTA E-Toll … the easy way to pay, Now accepted on all Sydney and interstate toll roads (brochure with application form)
- REF for proposed weekend and public holiday Clearway along Spit Road southbound and reduction in Spit Bridge opening hours at Mosman

Cost of this annual report

The external cost of producing this report was $64,771.30. The report has been produced on CD-ROM and is available on the internet at www.rta.com.au (click on Publications, statistics and forms).

Appendix 21

Payments to consultants

Details of the amount paid to consultants in 2002–03 are provided below.

Project	Consultant	$
Probity audit in relation to the Western Sydney Orbital	Deloitte Touche Tohmatsu	104,994
Probity audit in relation to the Lane Cove & Cross City Tunnel projects	Paji Pty Ltd	26,943
Consultants costing $30,000 or less	2	9,275
Total		141,212

The RTA also engages numerous contractors for professional services not classified as consultancies, including valuation, legal services, road and bridge design, investigation, construction supervision, preparation of Environmental Impact Statements, as well as contract agency services and personnel.

Appendix 22

Reporting of all RTA contracts with third parties

On 27 April 2000 the Government issued Premier's Memorandum 2000-11, which requires the disclosure of certain information on Government contracts (including panels) with the private sector. This applies to any case where there was an opportunity for a number of parties to tender or express interest in supplying the goods or services.

As a result the Chief Executive issued Corporate Policy Statement No. 33, Disclosure of details of all RTA contracts with the private sector.

Generally, contracts are categorised as follows:

- Up to $100,000
- $100,000 to $5 million
- Over $5 million

Specific information is required, depending on the value of the contract. The Records Access Unit either records the information on its own database or, where the contract value exceeds $100,000, arranges for it to be placed on the RTA's website under the category, Doing Business with Us.

To date the total value of reported contracts with the private sector exceeds $426 million.

Any inquiries can be directed to the Privacy and Contract Reporting Coordinator on (02) 9218 3667.

Appendix 23

Account payment performance

Aged analysis at the end of each quarter

Quarter	Current	<30 days overdue	Between 30–60 days overdue	Between 60–90 days overdue	More than 90 days overdue
September 2002	$31,470,145.04	$0,189,600.36	$13,958,137.88	-$254,918.60	$6,588,567.20
December 2002	$25,017,807.22	$6,619,777.25	$85,426.27	$274,801.28	$19,051,551.45
March 2003	$29,953,488.89	$8,356,288.27	$4,832,218.93	$513,615.17	$10,077,530.66
June 2003	$43,175,687.98	$ 952,408.83	$47,470.90	$10,503.10	$4,551.57

Accounts paid on time within each quarter

Quarter	Target %	Actual %	$	Total amount paid
		Total accounts paid on time		
September 2002	86%	82.0%	$255,219,839.30	$303,929,211.89
December 2002	86%	87.0%	$218,839,559.73	$228,453,156.70
March 2003	86%	78.4%	$200,417,358.47	$228,679,836.55
June 2003	86%	82.5%	$279,627,767.23	$284,217,896.38

Commentary

- Overall performance for the financial year is slightly behind the performance target.

- The reduction in performance is the result of changes to Accounts Payable business processes. Elements of these processes will be reviewed to ensure an increase in performance in the current financial year.

- RTA is undertaking a pilot project to implement Imaging and Intelligent Character Recognition (ICR) technology in Accounts Payable at the Sydney Business Service Centre. This is the largest Accounts Processing location in the State. This project will significantly increase the processing efficiency to the SAP system and facilitate timely payments.

Appendix 24

Funds granted to non-government community organisations

Event	Description	Organisation	Cost	Performance Area
SunRace 2003	Sponsorship of SunRace – solar car race from Adelaide to Sydney	Sustainable Energy Enterprise Developments	$25,000	Environment Branch
National Trust Heritage Festival	RTA participation in festival	NA	$30,000	Environment Branch Road Network Infrastructure Maintenance
Convict Trail Project	Miscellaneous items associated with the project operation	Convict Trail Project Inc	In kind contribution to the value of $5000	Environment Branch
Grant	Assistance for ongoing coordination and management of native wildlife rescue work	Wildlife Information and Rescue Service	$25,000	Environment Branch
Grant	Financial support for Roadside Environment Committee administration, research, the annual award scheme and grants to 10 councils to improving their roadside vegetation management.	Roadside Environment Committee	$71,500 + $25,000 for costs	Environment Branch
Bicycle Education Resource Trailer	Local road safety initiative	Gloucester Baptist Church	$720	Client Services
Dungog Pedalfest	Local road safety initiative	Dungog Bicycle Users Group	$1,500	Client Services
Driver-Reviver Site Beresfield	Local road safety initiative	Lions Club of Morisset	$22,629	Client Services

Continued overleaf

Appendix 24 (continued)

Event	Description	Organisation	Cost	Performance Area
Park to Park	Bike Week	Newcastle Cycleways Movement	$300	Client Services
Bike Week	Tent display at Bike Expo	Bicycle Wagga	$996	Client Services
Murrumbidgee Farm Fair	Tent display at farm days	Leeton Road Safety Group	$1500	Client Services
Murrumbidgee Farm Fair	Tent display at farm days	Griffith Road Safety Group	$1500	Client Services
Community Profile	Community Profile	Leeton Road Safety Group	$500	Client Services
Roundabout Campaign	Roundabout Campaign	Leeton Road Safety Group	$1500	Client Services
Headlights On campaign	Headlights On campaign	Leeton Road Safety Group	$1500	Client Services
Designated Driver Program	Designated Driver Program	Griffith Road Safety Group	$2393.16	Client Services
Headlights On campaign	Headlights On campaign	Griffith Road Safety Group	$1400	Client Services
Headlights On in Daytime campaign	Headlights On in Daytime campaign	Deniliquin Road Safety Group	$2000	Client Services
Sharing the Road Campaign Griffith	Sharing the Road Griffith	Griffith Bicycle Advisory Group	$3500	Client Services
Drink drive prevention campaign	Drink Drive prevention	Charles Sturt University	$3000	Client Services
Production Road Safety Film	Short film by at risk youth	Young Arts Council	$3500	Client Services
Be Safe Be Smart Be Seen	Be Safe Be Smart Be Seen	Bicycle Wagga Wagga	$3500	Client Services
Road safety promotion	Local road safety initiative	Cobar Community Group	$4974	Client Services
Party Right, Survive the Night	Drink drive initiative	Mid Western Area Health Service	$5357	Client Services
Community Pedestrian Safety Campaign	Pedestrian safety	Gordon Community Centre	$752	Client Services
Motorised Scooter Safety Day	Pedestrian safety	Cowra Mobility User Group	$385	Client Services
Slow Down and Beat Fatigue	Speed/fatigue initiative	Coonabarabran Community Centre	$4396	Client Services
Orientation Week CSU	Drink drive initiative	CSU Bathurst	$1994	Client Services
Pedestrian Awareness	Pedestrian safety	Gulgong Community Group	$566	Client Services
Walk to Work Day	Promoting walking	Pedestrian Council of Australia	$26,000	Traffic and transport
RTA Cycle Sydney	Promoting cycling	Bicycle NSW	$117,000	Traffic and transport
RTA Big Ride - from Warragamba to Harden	Promoting safe cycling	Bicycle NSW	$110,000	Traffic and transport
Walk Safely to School Day	Promoting safe pedestrian behaviour around schools.	Pedestrian Council of Australia	$25,000	Traffic and transport
Sydney to the 'Gong	Promoting cycling as a viable transport alternative.	Multiple Sclerosis Society	$89,000	Traffic and transport

Appendix 25

Privacy

Privacy Management Plan

Statement of action taken by the RTA and results of reviews.

Section 33(3)(a) the Privacy and Personal Information Protection Act requires the RTA to provide a statement of the action taken in complying with the requirements of the Act.

In order to comply with the Act the RTA has:

- Identified and considered the requirements of the Act - principles, codes, public register provisions and internal reviews.

- Identified collections of personal information for which the RTA is responsible.

- Ensured that measures are in place to provide an appropriate level of protection for personal information.

- Developed and distributed the RTA's first Privacy Management Plan within the RTA and placed it on the RTA's website to ensure it is available to its clients.

- Established mechanisms to ensure RTA staff are aware of their obligations under the Act and appropriately trained to apply the information protection principles. The RTA is developing a training program for all staff which will incorporate privacy issues. A series of internal memos have been distributed to staff to highlight the needs of the Privacy Act.

Part of the role of the Records Access Unit is to address the RTA's responsibilities under the Privacy Act. The Privacy and Contract Reporting Coordinator is responsible for processing any allegations that improper use has been made of personal information. Such allegations are termed, under the Privacy Act, Reviews of Conduct.

The Privacy Act requires the Reviews of Conduct to be finalised within 60 days.

Reviews carried over from 2001–02

Six Reviews of Conduct were received between the 1 July 2001 and 30 June 2002 and not finalised before the end of the reporting period. Details of the matters brought forward are:

On 17 October 2001, a customer asked the RTA to provide details of all people who had accessed her personal information between 1 April 2000 and 16 October 2001.

The RTA investigation of accesses gained to the records found that RTA staff members had accessed the records on three occasions and NSW Police had accessed the records on six occasions. On 19 November 2001, the RTA advised the customer that it did not know the details of the accesses by the Police officer and it was still to investigate the accesses by RTA staff.

On 1 July 2002, the customer was advised that the RTA had been able to justify the accesses by RTA staff and that the RTA had determined not to take any further action. The RTA had maintained contact with the customer during the investigation period.

On 17 January 2002, a customer alleged that staff at one of two RTA motor registries had released her personal information to her ex-partner, without her authorisation.

The RTA investigation of accesses gained to the customer's records found that one RTA staff member had accessed the records for the purpose of renewing the customer's driver licence.

On 10 July 2002, the customer was advised that the RTA was able to justify the accesses by RTA officers and that the RTA had determined not to take any further action. The RTA also advised the customer that the local court had provided the information to her ex-partner as part of a current court action in which they were both involved. The RTA had maintained contact with the customer during the investigation period.

On 8 February 2002, the RTA's Records Access Unit received a complaint from a customer who alleged that she had recently changed her postal address and that shortly afterwards someone had contacted the RTA Call Centre to try and find out the details of the customer's address.

The RTA was able to justify the accesses by RTA staff, who had accessed the records to effect the change of address notified by the customer and to endorse the historical ownership of the vehicle that had passed from the customer's possession.

On 10 September 2002, the customer was advised of the findings and the fact that the RTA had determined not to take any further action. The RTA had maintained contact with the customer during the investigation period.

On 21 February 2002, the RTA's Records Access Unit received a complaint from a customer who alleged that her ex-husband was an ex-police officer whom, she believed, had contacts in many government organisations. The customer had changed her name and address and moved to get away from her ex-husband. The customer was also seeking to take out an Apprehended Violence Order against her ex-husband.

The RTA was able to justify the accesses by RTA staff. The first use of records ceased at the stage where the customer's personal information is not screen displayed. The second use was to access the historical ownership of a vehicle that had reportedly been acquired by the customer. This was during a telephone call received at the RTA Call Centre, during a period when ownership of the vehicle was in dispute.

On 10 September 2002, the customer was advised of the findings, and that the RTA had determined not to take any further action. The RTA had maintained contact with the customer during the investigation period.

On 6 May 2002, the RTA's Records Access Unit received a complaint from a customer, an RTA employee, who alleged that a fellow employee might have improperly accessed the customer's personal information.

The RTA investigation found that a workmate of the customer had accessed the customer's RTA records while they were working together, to play a practical joke. The RTA accepted that the access had not been gained for fraudulent or corrupt purposes. The officer involved was counselled about inappropriate use of RTA records.

On 5 September 2002, the customer was advised of the findings, and the fact that the RTA had determined not to take any further action. Further, the customer stated that he did not want any action to be taken. The RTA had maintained contact with the customer during the investigation period.

On 5 June 2002, the RTA's Records Access Unit received a complaint from a customer who alleged that a nominated RTA officer had improperly released his personal information to his ex-wife.

The RTA investigation found that RTA officers had accessed the complainant's records on 12 occasions, strictly for motor registry transactions.

On 30 September 2002, the customer was advised of the findings, and the fact that the RTA had determined not to take any further action. The RTA had maintained contact with the customer during the investigation period.

Reviews 2002–03

Nine Reviews of Conduct were received between 1 July 2002 and 30 June 2003. Details of the matters brought to the RTA's attention are:

On 2 July 2002, a customer asked the RTA's Records Access Unit to conduct a review of conduct. The customer believed that a Registry Services Manager had breached the customer's privacy when he raised his voice to the extent that other people in the motor registry could hear the matters under discussion, and had moved the RTA computer screen to the extent that the customers might have been able to see his recorded traffic offences.

The RTA investigation found that the Registry Services Manager was at fault, and apologised to the customer. The Registry Services Manager was counselled regarding his actions. The RTA determined to apologise to the customer but not to take any further action.

The customer was advised of the findings on 10 September 2002. The RTA had maintained contact with the customer during the investigation period.

On 5 July 2002, a customer asked the RTA's Records Access Unit to conduct a review of conduct because the customer objected to the release of personal information about him in RTA records to the State Debt Recovery

Appendix 25 (continued)

Office, which had instructed the RTA to impose a sanction for unpaid parking fines.

On 7 August 2002, the RTA informed the customer that the exchange of information was exempt under Section 23 (5) (d) of the Privacy Act.

On 6 September 2002, a customer asked the RTA's Records Access Unit to conduct a review of conduct, alleging that an employee of the RTA had, without authorisation, obtained personal information about her and presented the information to a Guardianship Tribunal hearing.

The RTA investigation concluded that the officer's purpose for reading the records on the date in question was not linked to a business transaction and that she had engaged in inappropriate conduct. Disciplinary action was taken against the officer.

The customer was advised of the findings on 17 July 2003. The RTA had maintained contact with the customer during the investigation period.

On 8 October 2002, a customer asked the RTA's Records Access Unit to conduct a review of conduct, believing that the RTA had unethically intruded into her private life by seeking additional information in order to be able to effect a registration transaction involving the transfer of personalised number plates to a motor vehicle in someone else's name. The customer alleged that certain references had been made to her relationship with another person.

The RTA investigation concluded that the RTA acted appropriately and that the request for the additional information was for the purpose of exempting the customer from having to pay a personal plate fee of $169.

The customer was advised of the findings on 13 December 2002, and that the RTA had determined not to take any further action. The RTA had maintained contact with the customer during the investigation period.

On 11 December 2002, a customer asked the RTA's Records Access Unit to conduct a review of conduct because she believed that her former partner might have gained access to her new address from RTA records.

The RTA investigation concluded that the RTA records had been only used twice in the period under discussion, to effect motor registry transactions. As there was no evidence that RTA records had been accessed under improper circumstances, the RTA elected not to take any further action.

The customer was advised of the findings on 18 December 2002, and of the fact that the RTA had determined not to take any further action.

On 10 January 2003, a customer asked the RTA's Records Access Unit to conduct a review of conduct. The customer alleged that a motor registry officer had breached his privacy by seeking to obtain information about the customer from another government agency, without the customer's authorisation to do so.

The RTA investigation concluded that the alleged conduct did occur and that the conduct amounted to a breach of Information Protection Principle 2 in the Privacy and Personal Information Protection Act, 1998. The motor registry officer was counselled about his actions.

The customer was advised of the findings on 15 May 2003. The RTA also apologised to the customer.

On 17 January 2003, a customer asked the RTA's Records Access Unit to conduct a review of conduct because he considered that a motor registry officer had breached his privacy by releasing personal information to a third party.

The RTA wrote to the complainant on 30 January 2003 and 17 February 2003 to obtain further direction. The complainant responded on 27 February 2003 and withdrew his complaint.

On 3 February 2003, a customer asked the RTA's Records Access Unit to conduct a review of conduct, believing that persons unknown had, without authorisation, released personal information about her to a third party.

The RTA investigation concluded that the records in question had not been accessed in the period under discussion and elected not to take any further action.

The customer was advised of the RTA's findings and its decision on 18 February 2003.

On 19 May 2003, a customer asked the RTA's Records Access Unit to conduct a review of conduct, alleging that persons not entitled to it had been able to obtain her address.

The RTA assessed use of the complainant's records and concluded that all three accesses to these records had been for legitimate reasons.

The RTA elected not to further the matter. The customer was advised of the RTA's findings and its decision on 5 June 2003.

There were no matters that had not been finalised by the end of the financial year.

Privacy NSW has been notified of the receipt of all matters. The majority of matters were responded to within the statutory timeframe of 60 days. Some matters, involving investigations of RTA staff, take more than 60 days to finalise. The system is being monitored to reduce the response time, where possible.

Appendix 26

Research and development

Investment in Research and Development helps strategically position the RTA for the future. Research and Development activities assist the RTA in gaining new knowledge, investigating new or improved ways of doing its work and maintaining key skills and technologies. The RTA has strong alliances and partnerships with organisations undertaking similar fields of research (such as Austroads).

In 2002-03, $1.87 million was invested in more than 40 strategic research projects. The projects concerned road safety, road use, the environment, road network infrastructure development and maintenance, and traffic and transport. Examples of research and development projects undertaken in 2002-03 include:

- How to simply and cheaply detect bicycles at signal intersections
- Designing safer sign structures to lessen the injury to car occupants in the event of a collision
- Optimising asphalt pavement design
- The effect of roads on the movement of koalas
- Advances in landslide prediction and risk assessment

Appendix 27

Driver and vehicle statistics

No. of vehicles registered in NSW as at 30 June 2002 by year of manufacture

Year of manufacture	No. of vehicles
Pre-1960	8,648
1960 to 1964	10,204
1965 to 1969	21,882
1970 to 1974	77,585
1975 to 1979	167,610
1980 to 1984	350,197
1985 to 1989	666,134
1990 to 1994	911,412
1995 to 1999	1,303,274
2000	310,142
2001	296,352
2002	312,197
2003	127,101
Unknown	70,461
Total	**4,505,067**

No. of vehicles registered in NSW as at 30 June 2003 by vehicle type

Vehicle type	No. of vehicles
Off-road Passenger Vehicles	314,495
Passenger Vehicles	2,778,321
Off-road Passenger Vehicles	314,495
Small Buses	35,605
Buses	11,701
Mobile Homes	7,709
Motorcycles	99,251
Light Trucks	600,509
Heavy Trucks	75,556
Prime Movers	14,447
Light Plant	7,269
Heavy Plant	11,063
Small Trailers	474,053
Trailers	202,647
Other vehicles	573
Total	**4,505,067**

No. of vehicles registered in NSW as at 30 June 2003 by vehicle usage

Vehicle usage	No. of vehicles
Private	3,092,620
Pensioner Concession	593,300
Primary Producer Concession	97,507
Business General	698,811
Taxi	5,811
Public Bus and Coach	9,188
FIRS	2,292
Other vehicles usages	133,670
Total	**4,633,199**

Heavy vehicle offence totals by region 2002-03

Item	Central west	North	South	Total
Defect Notices (Including HVIS activities)	22,231	13,848	21,323	57,402
Traffic Infringement Notices	3,229	4,336	6,425	13,990
Breaches (Weight and Longhand)	1,035	2,955	3,810	7,800

NSW licensed drivers and riders as at end June 2003

By sex	Number of licences	% of total
Female	2,049,214	47.5
Male	2,264,656	52.5
Total	**4,317,450**	**100.0**

*Including 0.08% cases where licence holder's gender was not recorded.

By age group	Number of licences	% of total
16 & under	40,449	0.9
17	60,502	1.4
18–25	573,230	13.3
26–29	321,314	7.4
30–39	905,006	21.0
40–49	881,182	20.8
50–59	726,915	16.8
60–69	438,324	10.2
70–79	283,546	6.6
80 & over	70,793	1.6
Total	**4,317,450**	**100.0**

NSW drivers and riders licences on issue by licence class as at end June 2002

By licence class	Number of licences	% of total
Class C	3,758,293	79.7
Class LR	73,214	1.6
Class MR	106,654	2.3
Class HR	232,297	4.9
Class HC	130,503	2.8
Class MC	13,678	0.3
Class R	400,370	8.5
Total	**4,715,009**	**100.0**

Note: The total number of licences on issue exceeds the total number of licensed drivers and riders because people who hold two licence classes (to drive and ride) are counted twice.

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CONTACT THE RTA

Customer Service/Motor Registries

For information on vehicle registrations, drivers' licences, motor registry locations and opening hours call 13 22 13 from anywhere in NSW.

Monday-Friday 8.30am-5pm
Saturday 9am-2pm
For corporate and regional offices call 131 782 from anywhere in NSW.
Monday-Friday 8am-5.30pm

Transport Management Centre

25 Garden St
Eveleigh 1430
PO Box 1625
Strawberry Hills 2012
Telephone 02 8396 1400
Fax 02 8396 1425
Monday-Friday 8am-5pm
To report traffic incidents
131700 (24 hours)
Traffic inquiries 132 701 (24 hours)

Head Office

Centennial Plaza
260 Elizabeth St
Surry Hills 2010
PO Box K198
Haymarket 1238
DX 13 Sydney
Telephone 02 9218 6888
Fax 02 9218 6227
Monday-Friday 8am-5.30pm

Sydney region

81-85 Flushcombe Rd
Blacktown 2148
PO Box 558
Blacktown 2148
DX 8120 Blacktown
Telephone 131 782
Fax 02 8814 2593
Monday-Friday 8.30am-5pm

Hunter region

59 Darby St
Newcastle 2300
Locked Bag 30
DX 7813 Newcastle
Telephone 02 4924 0240
Fax 02 4924 0344
Monday-Friday 8.30am-5pm

Northern region

31 Victoria St
Grafton 2460
PO Box 576
DX 7610 Grafton
Telephone 02 6640 1300
Fax 02 6640 1301
Monday-Friday 8.30am-5pm

Southern region

71-77 Kembla St
Wollongong 2500
PO Box 477
Wollongong East 2520
DX 5178 Wollongong
Telephone 02 4221 2460
Fax 02 4227 3705
Monday-Friday 8.30am-5pm

South Western region

1 Simmons St
Wagga Wagga 2650
PO Box 484
DX 5407 Wagga Wagga
Telephone 02 6938 1111
Fax 02 6938 1183
Monday-Friday 8.30am-5pm

Western region

51-55 Currajong St
Parkes 2870
PO Box 334
DX 520256
Telephone 02 6861 1444
Fax 02 6861 1414
Monday-Friday 8.30am-5pm

Pacific Highway Office

21 Prince St
Grafton 2460
PO Box 546
DX 7610 Grafton
Telephone 02 6640 1000
Fax 02 6640 1001
Monday-Friday 8.30am-5pm

www.rta.nsw.gov.au