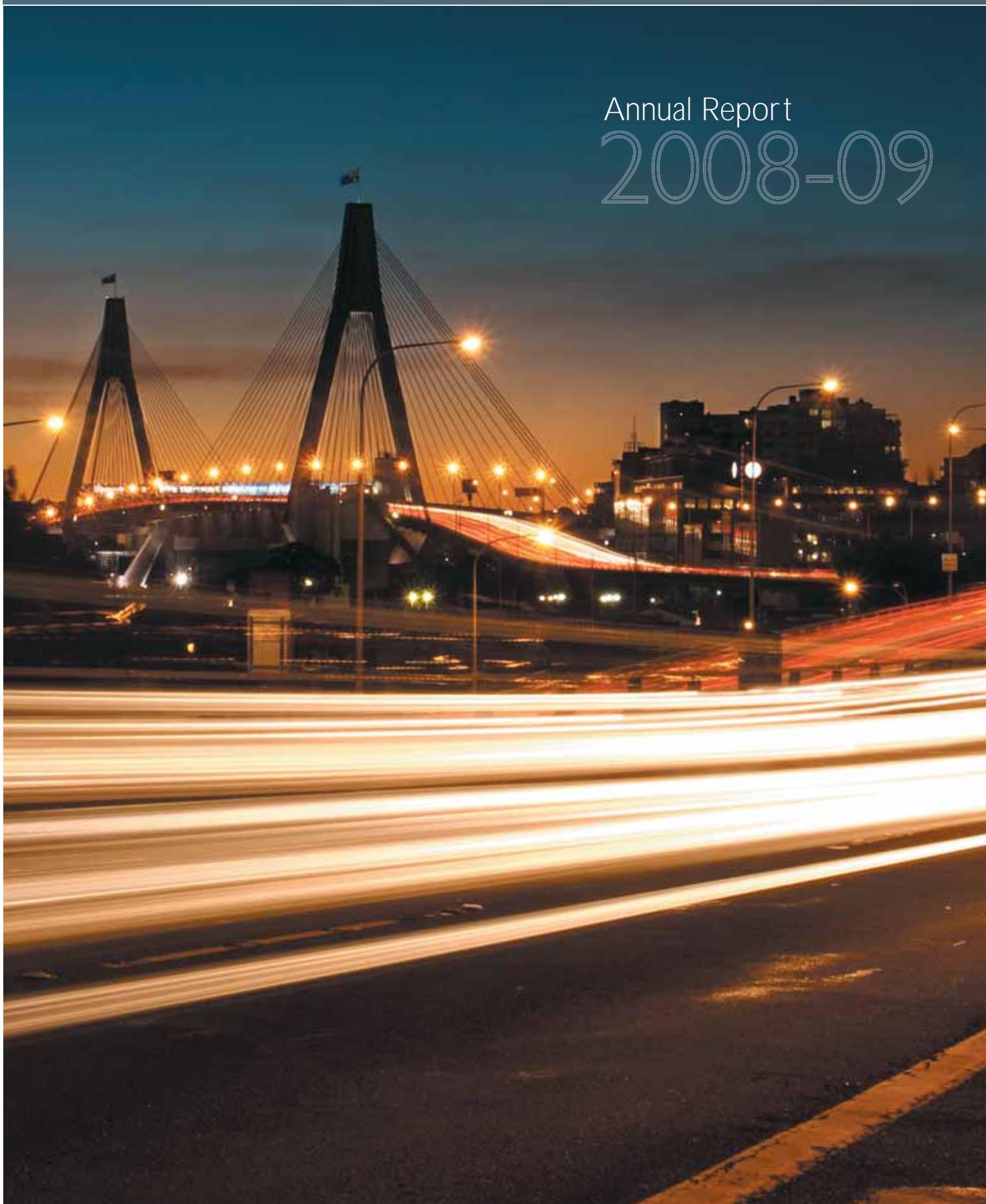NSW GOVERNMENT | RTA

Annual Report
2008-09

Vision

A safe, sustainable and efficient
road transport system.

Values

The RTA has for so long been a leader in many fields, including road safety, customer service, engineering, maintenance, accounting and workforce development. Our values should reflect this. That is why our values are:

L learning – committed to improving our business through developing our staff and our technical and professional capabilities.

E expertise – using our extensive experience to deliver quality results.

A accountability – being financially, environmentally and socially accountable.

D dynamic – striving to be an organisation that is innovative in its approach to all business activities and adaptive to change.

E equity – being open, honest, ethical and fair in all our dealings.

R responsiveness – achieving effective results through flexibility, efficiency and continuous improvement.

S safety – ensuring the community and our workforce are safe.

LETTER TO THE MINISTER

The Hon. David Campbell, MP
Minister for Transport
Minister for Illawarra
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 2009. It has been prepared in accordance with the Annual Reports (Statutory Bodies) Act 1984 and the Public Finance and Audit Act 1983.

Yours sincerely

Michael Bushby | Chief Executive

Contents

Front cover image: Photo taken by
RTA staff member Gabriel Denoury of
traffic exiting the Anzac Bridge at Pyrmont.
This image: Photo taken by lightbox imageworks
photographers, supplied by Northern Hume Alliance –
Leighton Contractors Pty Ltd/Jackson Teece Architects,
of the Tumbarumba Hume Highway Bridge.

Chief Executive's overview

The RTA is an agency with many important responsibilities and the community expects concrete achievements from us. In 2008-09, I'm proud to report substantial successes in many areas, but in a report such as this we are always looking forward to the challenges of the future. These challenges are many and we have a plan to meet them – a corporate plan we've called Blueprint. This report is structured around the key result areas contained in Blueprint – transport, asset (the road network), safety, environment, services and governance. Following are the highlights of our performance in delivering results in these important areas in the past financial year. Throughout the report, you'll see a Blueprint symbol noting if a particular action has contributed to achieving a Blueprint outcome.

Transport

The transport task in NSW is immense and growing. The transport system is crucial to the economy as well as the daily lives of everyone in the community. This year the RTA managed the planning and construction of 82 major projects, with a total expenditure of almost $1.8 billion. Ten projects were opened to traffic, including in Sydney and the regions. Upgrades of key regional roads such as the Pacific and the Hume highways continued at a steady pace – these projects are having great results in saving lives and improving travel times.

In Sydney, the RTA manages traffic through the Transport Management Centre using an array of technological tools and human know-how. Despite steadily increasing traffic volumes, travel speeds on key major routes were unchanged for the afternoon peak period and actually increased slightly in the morning peak – a testament to the RTA's careful management and planning.

Asset

As well as building new roads, the RTA has a huge job to ensure the road network is maintained to acceptable standards. In 2008-09, the RTA delivered a $1.089 billion infrastructure maintenance program – a significant increase on the previous year. We built 10 replacement bridges and replaced, resealed or widened millions of square metres of road surface. Ride quality continued to trend upwards. Our approach focuses resources on critical maintenance activities and this will continue.

Safety

The past year was a record-breaking one for road safety in NSW. The 2008 calendar year was the sixth consecutive year in which the road toll decreased in NSW – the first time this has happened since records began a century ago. The last time there were so few fatalities on our roads was 1944.

While this reduction reflects the excellent work of the RTA's NSW Centre for Road Safety, and our effective 'Safe System Approach', there is no possibility that we will become complacent. In the first six months of 2009, provisional data indicated a marked increase in the road toll. The RTA will continue its multi-layered approach, working on programs that improve the safety of the road environment and support safer driving and safer vehicles. Innovation was again a feature of our work in road safety, from new point-to-point cameras to tackle heavy vehicle speeding, to the trial of the world-leading Intelligent Speed Adaptation technology which uses satellites to monitor and control speeding vehicles.

Environment

The RTA's statutory responsibilities in relation to the environment are enormous (for example, in the past year we determined 247 review of environmental factors). However, we also work across numerous other areas to protect and enhance the environment. From reducing our own energy use and installing rainwater tanks at depots, to providing safe crossings of highways for threatened animal populations, the RTA's environmental staff are making a real difference. Achievements in this area also include the less obvious – such as the discovery and preservation of a mid-19th century sandstone road in the Blue Mountains, or clever urban design to ensure new works fit into the built and natural landscape.

Services

We continued to improve our motor registry network with a number of key registries being refurbished or relocated to more convenient and accessible locations. Our suite of tolling products was improved and expanded, with new short-term and Easy Toll tags proving popular with motorists. We have also progressed work to introduce new facial recognition technology to further protect the community against identity fraud.

Governance and financial management

A rigorous governance framework is essential for an organisation as complex as the RTA. We continued to strengthen our corporate governance, improving our management systems to achieve sustained cost savings and refocusing business units to better deliver services and achieve outcomes. Occupational Health and Safety performance continued to be excellent, with the RTA exceeding our target for reducing the workplace injury rate. Financial performance was also sound, with the effective management of our budget and maintenance of revenue levels, despite a very difficult economic environment.

Our staff

None of these achievements would be possible without the work of the RTA's 7123 dedicated staff. Our workforce is skilled, passionate and focused, and I would like to thank all of them for their hard work in the past year.

Michael Bushby
Chief Executive

> The RTA is an agency with many important responsibilities and the community expects concrete achievements from us. In 2008-09, I'm proud to report substantial successes in many areas, but in a report such as this we are always looking forward to the challenges of the future. These challenges are many and we have a plan to meet them – a corporate plan we've called *Blueprint.*

RTA at a glance

Responsibilities

The RTA is a NSW statutory authority that was established in 1989 under the *Transport Administration Act 1988.*

The RTA's primary responsibilities are to:

• Manage the road network to reduce travel times.

• Provide road capacity and maintenance solutions.

• Test and license drivers and register and inspect vehicles.

• Improve road safety.

Activities

The RTA's activities are diverse and extensive.

Key activities include:

• Designing and constructing new roads and bridges and maintaining and enhancing road transport infrastructure.

• Managing traffic – a complex task which requires technological expertise, careful planning and the coordinated effort of engineers, planners and other staff.

• Managing and regulating the road network, to ensure the respective needs of motorists, public transport, freight, commuters and pedestrians are balanced.

• Implementing sustainable practices and environmental management to ensure the environmental impacts of construction, maintenance, road travel and congestion are managed, minimised and mitigated.

• Taking a central role in road safety, including implementing a 'safe system' approach to designing and managing the road network; encouraging safer driving through promotions, campaigns, testing and training; and working with the NSW Police Force and using licensing and registration functions to enforce and support safer road user behaviour.

Key dimensions

Assets and funding

The RTA manages a road network that includes:

• 17,981km of RTA-managed State roads, including 4269km of National Road Network, for which the Australian Government provides a funding contribution, and 163km of privately-funded toll roads.

• 2946km of regional and local roads in the unincorporated area of NSW.

• 5051 bridges, major culverts and 22 tunnels.

• 3751 traffic signals and other traffic facilities, systems and corridor assets.

The RTA's non-road assets include:

• 180 offices including 129 motor registries.

• Purpose-built facilities including RTA Crashlab, the Transport Management Centre, Document Management Centre, Argyle Street office building and the RTA Contact Centre.

• Other facilities including work depots, motorcycle rider training centres, fleet workshops, mobile service units, laboratories and inspection stations.

The RTA holds road, bridge and traffic infrastructure with a written down value of $86 billion including land under roads. It also holds property, plant and equipment, private sector-provided infrastructure and other non-current assets with a written-down value of $4 billion. The RTA owns assets which are held for road projects including heritage-listed properties which are tenanted, maintained and managed by RTA property staff.

The RTA Roads Program was $4.3 billion ($4,247 million) this year including contributions from the State and Australian governments, and revenue raised directly by the RTA from road user charges and other RTA generated revenue such as number plate sales, contributions to works from third parties, and sales of surplus properties.

Licensing and registration

In 2008-09 the RTA provided registration and licensing services to 4.72 million licence holders and 5.33 million registered vehicles in NSW. The RTA managed about 20 million licensing and registration-related transactions in the past year. For more information on licensing and registration please see the Services chapter.

Employees

The RTA currently employs 7123 full time equivalent staff across NSW. About 48 per cent are employed in country locations, of which 30 per cent are wages staff and 70 per cent salaried.

Given the diversity of the RTA's activities, our staff work in a vast array of disciplines across many trades and professions. For more information on RTA staff please see the Governance chapter.

Stakeholders and the community

The RTA values its role in the community and undertakes significant stakeholder consultation. Its external customers and stakeholders include motorists, commuters, pedestrians, private organisations, community and road transport groups, business groups, local councils and state and federal government agencies.

In 2008-09, local communities were involved in more than 250 different construction and maintenance projects. This involvement included community focus or liaison groups, community meetings, community display and information sessions, distribution of community updates and household letters, community events and regular meetings between RTA staff and individuals.

The RTA participates in a wide range of significant advisory groups and committees, as set out in Appendix 3. The RTA uses these and other avenues to remain informed about reports, reviews, impact statements and inquiries relevant to its operations and operating environment.

The RTA liaises with the Australian Government, other state governments and local government across NSW.

Strategic management framework

The NSW State Plan has provided priorities to guide RTA actions as the lead NSW agency for safer roads. The strategic management framework (Figure 1) outlines the links between external drivers, internal planning and budgeting and delivery of outcomes. The RTA works within this framework to meet stakeholder priorities and expectations.

FIGURE 1. RTA STRATEGIC MANAGEMENT FRAMEWORK
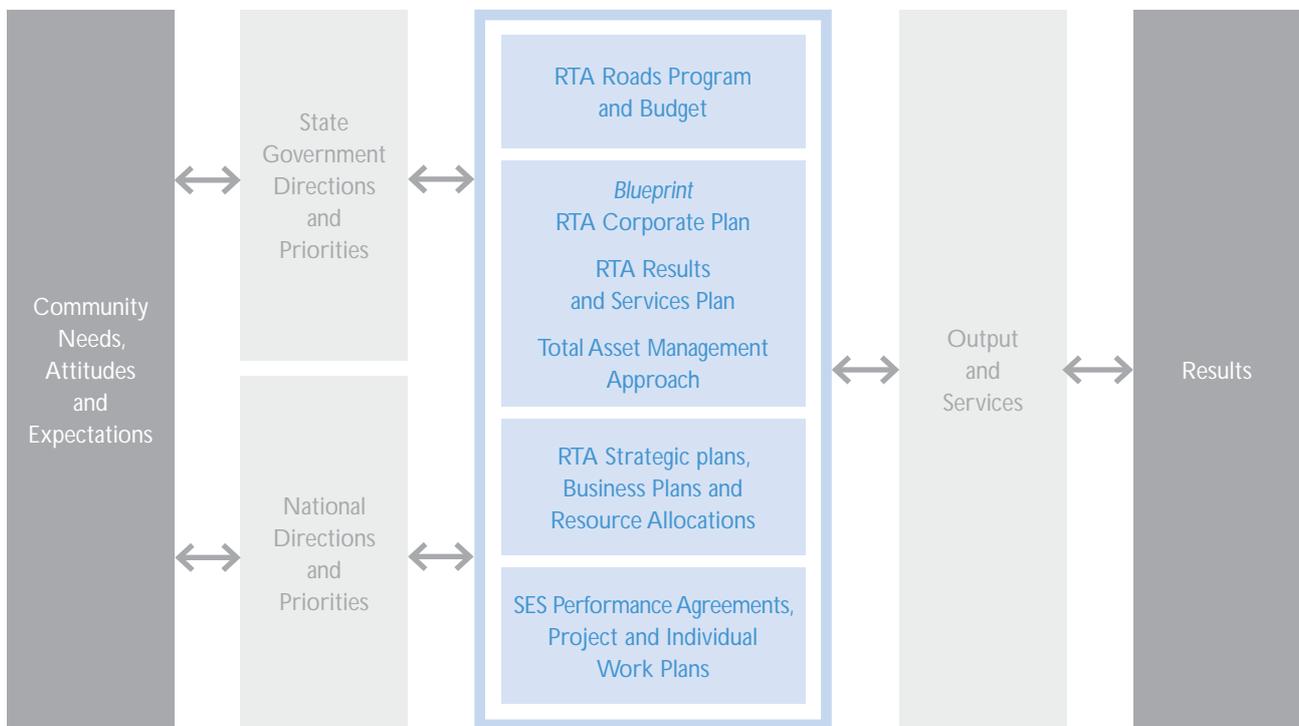
About this report

The annual report records the broad range of achievements of the RTA in the past financial year. Importantly, the annual report is also a tool of accountability, through which the community can track our performance throughout the year and examine details of projects that concern them.

The report also provides a window on the internal management of the RTA, with details of our financial arrangements, workforce management, community consultation programs and many other details.

A performance summary at the beginning of the report is backed by detailed reporting on every area of the RTA's operations. It has been colour coded to make it easy to navigate. A compliance index on page 274 demonstrates how statutory reporting requirements have been met.

This report includes many projects and other initiatives which have subsequently been completed and delivered. These post 30 June 2009 events (such as road openings) will be included in next year's report.

Performance overview

Ongoing monitoring, assessment and reporting of performance indicators is a key component of the RTA's performance management framework. A range of performance indicators are used to track progress, drive improvements in service delivery and assess result achievement. The RTA is committed to reporting a range of performance data in a variety of forms, such as the NSW State Plan, Budget Paper 3 and Austroads' National Performance Indicators.

The following tables report RTA performance indicators against the key result areas of the corporate framework. The RTA continually reviews its performance information and where indicators have been changed, the historical figures presented below have been amended for comparative purposes. The notes accompanying the tables provide detail on individual indicators.

TABLE 1. TRANSPORT (SEE PAGES 17-36)

Indicator	2005-06	2006-07	2007-08	Target 2008-09	Actual 2008-09	Target 2009-10
Change in urban traffic volume (% increase on previous year)	1.0	-0.2	0.8	0.5	0.1	0.5
Travel speed: seven major routes AM peak (km/h, urban)	32	30	30	30	31	30
Travel speed: seven major routes PM peak (km/h, urban)	42	41	43	41	43	41
Bus lane length (km)	89	98	112	117	126	133
Transit lane length (km) [i] [ii]	86	81	87	87	86	80
Cycleway length (km)						
Off–road cycleways	1310	1395	1466	1509	1510	1557
On–road cycleways	2380	2645	2742	2846	2795	2849

(i) The reduction in transit lane length in 2008-09 is due to the upgrade of the transit lane on Windsor Rd to a bus lane.

(ii) The reduction in transit lane length in the 2009-10 target is due to the conversion of the M4 transit lane to general traffic.

TABLE 2. ASSET (SEE PAGES 37-46)

Indicator	2005-06	2006-07	2007-08	Target 2008-09	Actual 2008-09	Target 2009-10
Ride quality: smoothness of State Roads (% good/% poor) [iii]	87.5/4.6	87.9/4.4	88.6/4.2	89.0/4.1	89.1/3.9	89.0/4.0
Pavement durability: cracking all State Roads (% good/% poor) [iii]	78.1/9.5	76.5/9.5	78.0/8.5	78.0/8.5	76.3/8.7	76.0/8.9
Benefit of development program ($ million)	2257	3041	4742	4612#	4174	4610
Major works completed within planned duration or within 10% over planned duration	82	75.3	95	90	92	90
Number of bridges on State Roads at 30 June limiting legal usage due to structural condition	0	0	1	0	0	0
Maintenance and reconstruction expenditure on State Roads per km of roadway ($000) [iv]	36	40	45	45	47	46

(iii) An increase in maintenance funding in 2007-08 has resulted in improved ride quality and pavement durability results.

(iv) Reflects injection of funds into maintenance works in 2007-08 and 2008-09.

Target benefit of Development Program was revised in May 2008 to $4612 million (2008-09 State Budget Paper 3 – Volume 2, 20-11) based on 2008-09 allocations to projects.

TABLE 3. SAFETY (SEE PAGES 47-64)

Indicator	2005-06	2006-07	2007-08	Target 2008-09	2008-09 [v]
Fatalities/100,000 population [v]	7.9	6.4	5.4	N/A	6.2
Fatalities/100 million vehicle km travelled [vi]	0.86	0.71	0.59	0.78	0.66
% of fatalities where speed was a factor	38	37	35	N/A	41
% of fatalities where illegal levels of alcohol was a factor [vii]	19	21	21	N/A	22
% of vehicle occupant fatalities who were not wearing an available restraint	16	16	16	N/A	19
% of fatalities where driver fatigue was a factor	19	19	17	N/A	16
Motor vehicle controllers aged 25 years or under involved in fatal crashes per 10,000 licence holders [viii]	2.3	1.9	1.7	N/A	1.9
Fatal crashes involving heavy trucks per 10,000 heavy trucks on register [viii]	7.6	7.4	7.0	N/A	6.4
Heavy Vehicle Inspection Scheme: number of inspections	86,992	94,847	96,482	96,000	100,278
Heavy Vehicle Inspection Scheme: percentage of defect free vehicles	50.76	51.00	56.00	52.00	56.37

(v)   Fatality and population figures for 2008-09 are provisional and subject to change.

(vi)   ABS travel estimates not yet published for 2009. Fatality rates for 2008-09 have been calculated using projected estimated travel growth since 2008.

(vii)   2008-09 alcohol data is incomplete at this stage due to the lag in processing alcohol blood samples and have been estimated.

(viii)   Licence holder and registration statistics are based on RTA data.

TABLE 4. ENVIRONMENT (SEE PAGES 65-82)

Indicator	2005-06	2006-07	2007-08	Actual 2008-09	Target by 2011
Number of environmental penalty infringement notices issued to the RTA	0	2	2	0	N/A
Number of non-compliances with environmental protection licences held by the RTA [ix]	0	0	14	1	N/A
Condition of heritage assets (% good) [x]	47	42.5	48	30	N/A
RTA's total greenhouse gas emissions from direct energy consumption (tonnes $CO_2 - e$) [xi] [xii]			112,090	–	N/A
RTA's total office energy consumption (GJ) (target of 75,989 GJ) [xii]	73,203	80,032	72,361	–	N/A
RTA fleet environment score [xiii] – passenger vehicle	10.4	10.7	12.3	12.55	13.5
– commercial vehicle	7.4	7.9	8.0	8.48	9

–   Not yet available

(ix)   This indicator measures the number of non-compliances recorded with environment protection licenses held by the RTA. In 2007, a detailed compliance audit was undertaken which identified a number of non-compliances. These are being rectified and the forecast is expected to trend towards zero.

(x)   The 2006-07 condition of heritage assets was lower because condition was unable to be assessed for a number of heritage assets due to flooding at that time.

(xi)   Historical data has been amended due to changes in the Australian Greenhouse Office method for converting energy use to greenhouse gas emissions.

(xii)   There is a 12 month lag in these figures.

(xiii)   These are Environmental Performance Scores (EPS) of all passenger vehicles and commercial vehicles in the RTA as at June 2009.

TABLE 5. SERVICES (SEE PAGES 83-92)

Indicator	2005-06	2006-07	2007-08	Target 2008-09	Actual 2008-09	Target 2009-10
Use of RTA website (million visits)	11.35	13.97	16.45	N/A	21	N/A
Customers rating service as 'good or very good' (%)	95	93	93	≥ 90	94	≥ 90

TABLE 6. GOVERNANCE (SEE PAGES 93-112)

Indicator	2005-06	2006-07	2007-08	Target 2008-09	Actual 2008-09	Target 2009-10
Workplace injuries/100 employees (EFT)	7.0	6.4	6.1	5.6	4.9	5.1
OHS liability workplace claims costs ($ million) [xv]	2.4	2.2	2.2	N/A	2.2	N/A
Separation rate of staff (%) [xvi]	6.29	8.46	8.4	N/A	7.62	N/A

(xv) Excludes journey and recess away claims (those occurring at lunch time away from the workplace). The liability target of $2.6 million is based on the Working Together pro rata target for 2006-07 of $6000 per claim and a reported result of 430 claims.

(xvi) Separation rate is the proportion of staff that left the organisation. It includes salaried, wages and casual staff. The actual separation rate for 2005-06 was 9.92%. School Crossing Supervisors (accounting for 3.63% of the separations) were excluded from the annual separation figures resulting in an annual separation rate of 6.29%.

Financial overview

Underpinning RTA business delivery

In 2008-09, a key focus for the RTA's Finance and Performance Directorate was working in partnership with other business areas to ensure that program delivery and investment decisions were underpinned by solid financial principles.

This focus has been supported by the RTA Finance Strategy Committee which, in its governance role, has provided strong direction for the alignment and allocation of funding to strategic priorities, and review and evaluation of budget performance across all RTA programs.

A number of initiatives also supported this approach, including:

- Completion of a major upgrade of the Financial Information Management System in November 2008.

- The enhancement of specialist financial support to the RTA through the establishment of the Corporate Finance Strategy and Commercial Strategy Development teams, both of which directly contribute to the delivery of the RTA corporate plan.

- Partnerships between the Corporate Finance Strategy team and directorates to provide high level fiscal and economic leadership. This allows the RTA to optimise the benefits of public/private partnership road infrastructure projects and deliver sustainable revenue streams to contribute to the RTA roads program.

- Work of the specialist Commercial Strategy and Development team across the RTA to drive a commercial approach to management of businesses and identify and develop commercial opportunities to contribute to the funding of core RTA programs.

- Development of a dedicated management system to track the financial aspects of all public/private partnerships arrangements over the full span of each contract.

Financial performance

Quantitative examples of the RTA's effective financial management include:

- Management of its $4.3 billion funding and expenditure program.

- Generation of $64.3 million gross revenue from the sale of surplus property and leasing of residual property.

- Maintenance of revenue levels for the sales of general goods and services in a difficult economic climate.

- Management of property information relating to $3.0 billion of property assets.

Detailed financial results are shown in the Financial Statements section (see page 113).

Expenditure

Operating expenditure for the year was $2.933 billion (up from $2.691 billion in 2007-08). Expenditure on capital works was $2.262 billion (up from $2.065 billion in 2007-08). In achieving this result the RTA met government commitments to initiatives including the continuation of the Pacific Highway upgrade, the Hume Highway upgrade, railway level crossing upgrades and pavement surfacing and replacement issues identified by the Auditor-General in his report 'Condition of State Roads'.

FIGURE 2. OPERATING EXPENDITURE 2008-09 $2.933 BILLION

Road development $13 million
Debt servicing $103 million

Road management $2.208 billion

Road user $497 million

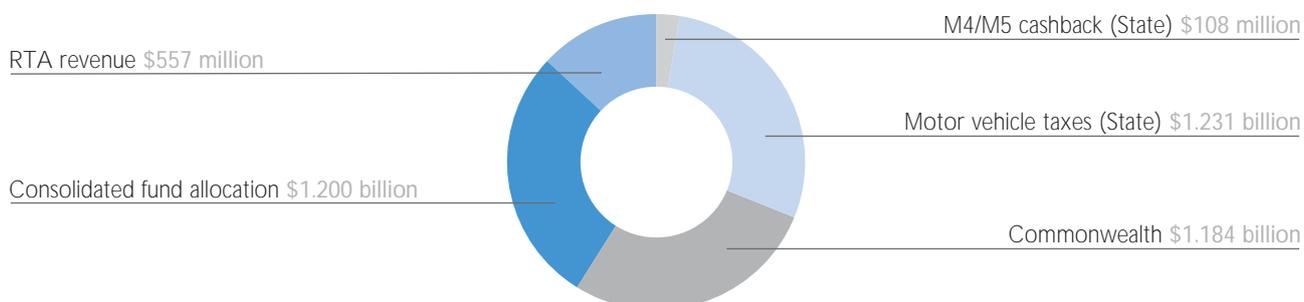M4/M5 cashback scheme $108 million
Voluntary redundancy $4 million
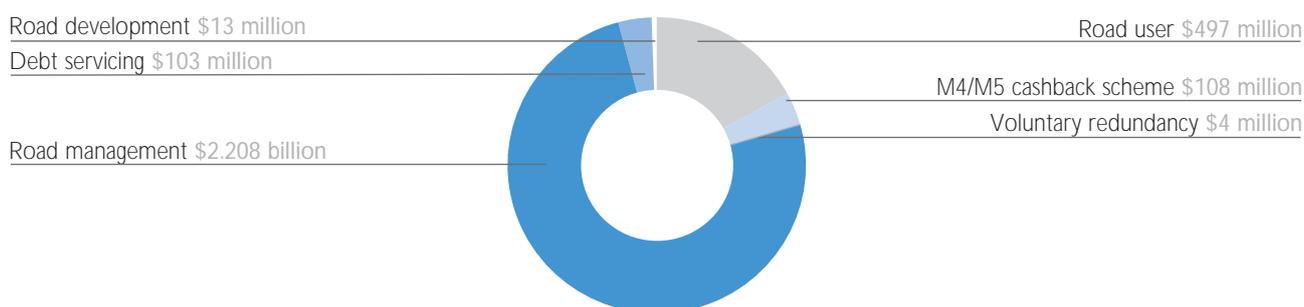
Revenue

In 2008-09 the State Government provided $2.539 billion or 59 per cent of the revenue received. This compared to $2.419 billion in 2007-08.

The Australian Government contributed $1.184 billion, 47 per cent towards the Auslink Network and non-network projects, 45 per cent towards the Pacific Highway Accelerated Program, and the rest for the Australian Transport Safety Bureau Blackspot Program, Kings Highway, Strategic Regional Programs and Interstate Registration Scheme. This compared to $783 million in 2007-08.

Additional funding for the RTA roads program was achieved through RTA-sourced revenue of $557 million. RTA-sourced revenue in 2007-08 was $700 million, that included a one-off grant of $144 million from the Queensland Government for the Tugun Bypass.

FIGURE 3. REVENUE 2008-09

RTA revenue $557 million

Consolidated fund allocation $1.200 billion

M4/M5 cashback (State) $108 million

Motor vehicle taxes (State) $1.231 billion

Commonwealth $1.184 billion

Organisational chart

The RTA is made up of seven directorates supported by the Environment branch, Governance branch and General Counsel that work closely together to achieve results in all key areas. These business areas and their key tasks are outlined below.

CHIEF EXECUTIVE

Delivery of corporate vision and results in support of NSW Government priorities.

- Organisational management and improvement.
- Inter-agency planning and delivery.
- Network development and management.
- Road safety.
- Service delivery to road users.

DIRECTOR ROAD SAFETY

- Road safety strategy, policy, legislation and guidelines.
- Road safety in road design, construction, maintenance and operation.
- Improve positive road user behaviour.
- Road safety in vehicle design, construction and maintenance.
- Road safety research.
- Road safety related data, evidence and advice.
- Emerging road safety technology.

DIRECTOR LICENSING, REGISTRATION & FREIGHT

- Legislation and regulation development and compliance.
- Individual and industry compliance and enforcement, including heavy vehicles, tow trucks and auto trade sectors.
- Assessment, licensing and education of drivers and riders.
- Assessment and registration of vehicles.
- Customer services and products.
- Identity management processes.
- Freight policy.
- Reduction of vehicle emissions.
- Sanctions and prosecutions management.
- National transport reform.
- Tolling operations.

DIRECTOR NETWORK MANAGEMENT

- Network planning.
- Road Network Investment Strategy.
- Travel demand management.
- Maintenance and enhancement.
- Motorway management.
- Traffic systems.
- Traffic facilities asset management.
- Incident and event management.
- Tolling facilities and processes.
- Bus priority initiatives on strategic corridors.
- Pedestrian and cyclist facilities.
- Railway level crossing enhancements.
- Road use information.
- Road environment safety program.
- Operational performance of the road network.

DIRECTOR MAJOR INFRASTRUCTURE

- Managing the Road Development Program.
- Project management services and contract administration.
- Acting as the Principal for infrastructure projects.
- Promoting best practice in project and contract management.
- Managing RTA's strategy and policy for infrastructure contracts.
- Managing tendering processes, property acquisition and the design and construction of motorways, and providing expert advice on tunnel technology.
- Managing the upgrading of the Pacific and Hume Highways.
- Managing the community involvement and communications process for infrastructure planning, development and maintenance.

DIRECTOR REGIONAL OPERATIONS & ENGINEERING SERVICES

- Regional construction and maintenance program.
- Regional asset and network management.
- Integrated delivery of network enhancement, network maintenance, road safety and traffic management programs.
- Specialist engineering and technical advice.
- Bridge engineering.
- Road design.
- Pavements and geotechnical engineering.
- Intelligent transport systems.
- Surveys.
- Road and fleet services.

DIRECTOR FINANCE & PERFORMANCE

- Monitoring and evaluating financial performance in all key areas.
- Provision of high-level financial and commercial advice to support strategic business decision-making.
- Leading improvements in budgeting and investment decision-making.
- Ensuring financial and commercial discipline in the utilisation of the RTA's real estate portfolio.
- Strategic management of risk exposures.
- Contributing to effective management of RTA assets and financial resources.
- RTA wide service support.
- Corporate planning and driving organisational performances.

DIRECTOR CORPORATE SERVICES

- Healthy and safe workplace.
- Leadership and workforce capability management.
- Communication and education.
- Industrial relations.
- Community liaison consultation and inquiries.
- Internal communication.
- Information technology.
- Freedom of Information, privacy and contract reporting.
- Marketing and media.
- Ministerial correspondence.

GENERAL MANAGER ENVIRONMENT

- Environment policies, procedures and advice.
- Management of environmental risks.
- Environment and heritage asset management.
- Review environmental outcomes for project planning and delivery.
- Contribute to government environmental objectives.

GENERAL COUNSEL LEGAL BRANCH

- Legal representation.
- Legal strategy, policy and advice.
- Specialist legal services.
- Legal risk framework development.

GENERAL MANAGER, GOVERNANCE

- Governance.
- Risk Management.
- Audit / Assurance.
- Fraud and Corruption Prevention.
- Fraud and Corruption Investigations.

Executive profiles

Michael Bushby | Chief Executive
BE, BBus, MEng (Project and Construction Management), FAICD, MIE (Aust)

Michael has nearly 30 years' career experience, with a focus on managing state road networks in Tasmania and New South Wales. He was responsible for Tasmania's state road network before moving to NSW in 1998 to take up the role of General Manager, Infrastructure Maintenance, at the RTA. Michael has for periods held the roles of Director, Road Safety, Licensing and Vehicle Management and Director, Network Management. After a period acting in the role, Michael was appointed Chief Executive of the RTA in July 2009.

Peter Collins | A/Director, Network Management
BE (Civil)

Peter has more than 38 years' experience with the RTA. He has progressed through the engineering ranks since beginning as an RTA cadet and has held positions all over the State including Regional Manager, Northern Region. Peter has worked on a range of major road projects including the upgrade of the Pacific Highway. From 16 February this year, Peter assumed responsibility for leading the planning, management and maintenance of the road network as Acting Director of the Network Management Directorate. His substantive role is Director Regional Operations and Engineering Services.

Paul Hesford | Director, Finance and Performance
BSc(Hons),CA (ICAEW)

Paul Hesford was appointed to his current position in July 2008 after working in various roles for the RTA since 2005. Previously, he was the Group Financial Controller in the Asia Pacific Region for a US group. He has been Senior Manager for Audit for KPMG in its Darwin office and was Financial Controller for the government-owned Power and Water Authority. Before moving to Australia, Paul was a Chartered Accountant at KPMG in Britain.

Ann King | Director, Licensing Registration and Freight

Ann has more than 25 years' experience in customer-focused senior executive roles in both the public and private sector. Before joining the RTA, Ann held a number of director and senior management roles with companies including Nokia, Vodafone and NIB. Leading over 1600 people, Ann's various responsibilities include licensing and educating the State's 4.72 million licence holders, managing State and national freight programs, managing compliance and enforcement programs, regulating the heavy vehicle and tow truck industries and leading various environmental initiatives. Ann has also designed industry award winning customer service offerings within the RTA's contact centre, property and e-business disciplines.

Rod Tout | Director, Corporate Services
Dip.Pub.Admin, BBus, MAdminLaw & Policy, Fellow AIM

Rod has worked in seven government organisations at State and Commonwealth level, including a central government agency, the federal courts, commercialised business and direct public service-delivery agencies. Rod manages a range of services including human resources, technology, communications, health and safety and ministerial correspondence.

Dr Soames Job | Director, Centre for Road Safety
PhD (psychology), BA (first class honours in Psychology)

Soames has more than 25 years' experience in program management, delivery, research, policy analysis and development in road safety. Soames was a key player in the introduction of random breath testing to NSW in his former position as Head of the then Alcohol and Drug Division of the Traffic Accident Centre. Soames has led the implementation of the RTA Safe Systems Partnership approach to road safety and is listed in *Who's Who in the World*, *Who's Who in Science and Technology*, *Who's Who in Health and Medicine*, and the Cambridge International Biographical Centre's *2000 Outstanding People of the 20th Century* for his work in road safety and health psychology. Soames' scientific publications include four books, 17 book chapters, more than 360 scientific papers and more than 260 conference papers.

Mike Veysey | A/Director, Regional Operations and Engineering Services
BE, MEngSc, Dip LR & Law

Mike has more than 30 years' experience in State and local government and has held a number of senior executive positions in the RTA including General Manager, Technology Strategy, and Regional Manager, Sydney. Mike is responsible for regional asset and network management and delivering regional construction and maintenance programs. He is also responsible for providing specialist engineering and technical support across the RTA.

Brian Watters | Director, Major Infrastructure
BSc (Civil), MEngSc (Transport), Dip TCP

Brian has more than 35 years' experience in transport planning, infrastructure development and program management. He has been involved in the planning of most major road projects in NSW over the past 24 years, and has worked closely with other government agencies. Notable projects have included the planning and procurement of the Sydney Harbour Tunnel as NSW's first Public Private Partnership and planning of the Eastern Distributor, M5 and Westlink M7 motorways and the Lane Cove Tunnel.

Erica Adamson | General Manager, Environment
BSc, MSc (Hons), LLB

Erica has extensive environmental management experience in the private and government sectors, including planning, assessment and delivery of some of Sydney's largest transport infrastructure projects – the Airport Railway Line, Chatswood to Epping Railway and the Lane Cove Tunnel. Erica has responsibility for environmental direction, policy and performance improvement across RTA.

Rob McCarthy | General Manager, Governance Branch
ACA

Rob is a Chartered Accountant with more than 35 years' experience in the accounting profession, banking and the RTA. Before joining the RTA, he held a range of senior executive positions. He has been responsible for a number of major projects including the conversion of a building society to a trading bank, the start of a life insurance company and the implementation of a risk management process across the RTA.

As at 30 June 2009 the Legal Counsel position was vacant.

Corporate framework

Community results

NSW STATE PLAN THEMES	Growing prosperity across NSW				
RTA VISION	A safe, sustainable and efficient road transport system				
RTA RESULTS	**Transport** — PAGE 17 The road transport system supports reliable and efficient movement of people and goods			**Asset** — PAGE 37 The condition and value of the road network meets acceptable standards	
INTERMEDIATE RESULTS	**Development** Network development meets future growth, populations and freight needs	**Alternatives** Alternative forms of transport are supported	**Traffic** People and freight movement and incident management are optimised	**Access** Heavy vehicle access to the road network is sustainable	**Maintenance** The road network has been maintained to the required condition and value

Business results

NSW STATE PLAN THEMES	Delivering better services	
RTA VALUES	**Values** Learning – Expertise – Accountability – Dynamic – Equity – Responsiveness – Safety	
RTA RESULTS	**Services** — PAGE 83 Meeting community needs	
INTERMEDIATE RESULTS	**Customers** High quality: • Service delivery • Data integrity • Identity management • Accessibility	**Stakeholders** Effective: • Consultation • Communication • Partnerships • Leadership in policy

Delivering better services

Environment for living

Safety
PAGE 47

The safety of the road environment, vehicles and road user behavior is maximised

Environment
PAGE 65

Impacts on the natural, cultural and built environments are minimised

Roads	Vehicles	Users	Infrastructure	Organisational	Emissions
The safety of the road environment is maximised	The safety of vehicles is maximised	The safety of road user behavior is maximised	The impact of roadworks on the environment is minimised and positive urban design outcomes produced	Use less resources, reduce waste and reduce our footprint	Contribute to a reduction in vehicle emissions

Fairness and opportunity

Governance
PAGE 93

Aligning our investment and people to our vision

Financial

Advanced:
- Business opportunities
- Accountability
- Financial performance

Organisational

High quality:
- Planning and risk management
- Performance management
- Operational and information systems
- Reporting framework

Our people

Delivering:
- High performance culture
- Workforce capability
- Diversity and equity
- Occupational Health and Safety (OHS)

Corporate framework

The RTA's corporate framework, which forms the basis of this report's structure, expresses the alignment between government priorities, and the RTA's vision, values and result areas. The framework clearly sets out the results that the RTA is working towards. The framework provides a basis for integrated performance reporting that is aligned with business plans, the corporate plan and key result areas. The framework is consistent with NSW Treasury's results and services planning and reporting requirements.

Sustainability principles are recognised in the framework's inclusion of economic, social, and environmental results. The framework enhances the shared responsibility principle where NSW Government agencies work in partnerships with other government agencies, local councils, the private sector and other stakeholders to achieve outcomes.

The framework is a tool used to demonstrate the contribution the RTA makes to the NSW State Plan and other government priorities and ensures that its strategies are transparent, accountable and fiscally responsible.

Corporate plan – *Blueprint*

The RTA corporate plan, *Blueprint*, sets the priorities and milestones for the short term. The *Blueprint* agenda does not cover all aspects of the RTA's operations, but clearly demonstrates our areas of focus. These are the tasks the organisation has set itself to achieve:

*   Managing Sydney roads.
*   Managing rural and regional roads.
*   Transporting freight.
*   Improving maintenance.
*   Advancing business opportunities.
*   Improving road safety.
*   Improving services.
*   Developing careers.
*   The Green Plan.

To ensure a focus on the implementation of the RTA *Blueprint* within the broad scope of the RTA's responsibilities, the RTA *Blueprint* commitments have been integrated into existing RTA business planning and monitoring mechanisms. The following icon is used throughout this report to highlight where significant work has progressed on an RTA *Blueprint* related activity.

The RTA continues the commitment to delivering the *Blueprint* through a focus on the corporate framework and agenda items.

Blueprint is aligned with the NSW State Plan, clearly outlines the corporate framework and provides the direction for the RTA over the coming years to achieve its results and deliver its services. *Blueprint* drives the organisational planning and performance management processes.

Blueprint can be viewed in full at www.rta.nsw.gov.au