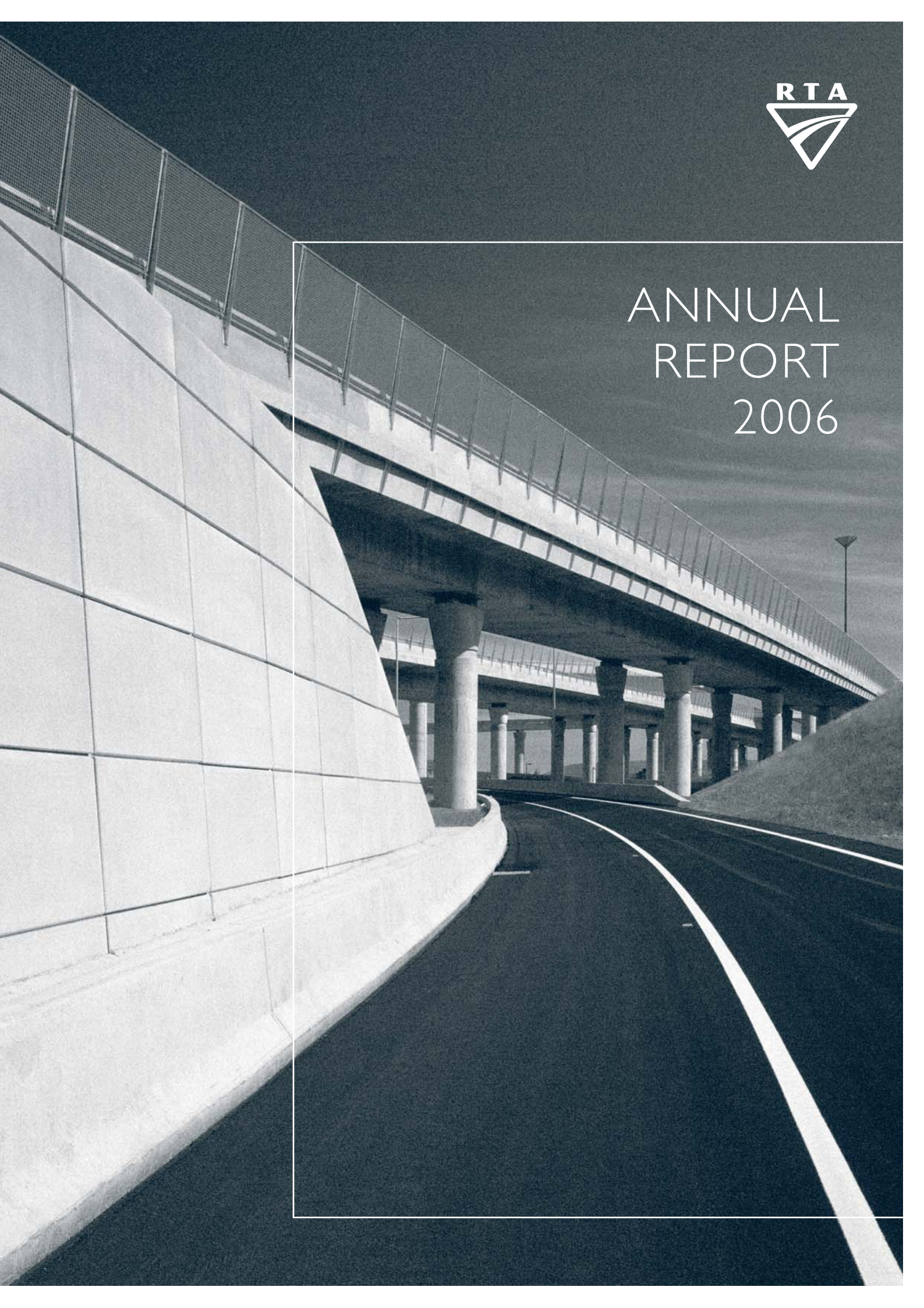




ANNUAL REPORT 2006



LETTER TO THE MINISTER

The Hon. Eric Roozendaal, MLC
Minister for Roads
Level 30
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 2006. It has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983*.

Yours sincerely,

A handwritten signature in black ink, reading "Les Wielinga". The signature is written in a cursive style with a horizontal line underneath the name.

Les Wielinga
Chief Executive

Cover photograph

Looking north to the Light Horse Interchange on the Westlink M7. The motorway was opened to traffic on 16 December 2005 and comprises approximately 40 kilometres of dual carriageway. Photo by Brett Boardman.

ABOUT THIS REPORT

This report follows the broad structure established by the *RTA Annual Report 2005* to align with RTA's results and services strategies, as detailed on page 8. The report remains the same with the exception of:

- The Chief Executive's message has been brought forward to page 4 to highlight significant achievements and progress.
- A compliance index has been included to ensure all statutory reporting requirements are met.
- The number of performance measures have been increased to demonstrate the RTA's commitment to providing more relevant and informative reporting.
- A freight heading has been included under the **Positive Economic Outcomes** chapter with details on the Intelligent Access Program. New subheadings have also been listed in the **Positive Road Safety Outcomes** chapter to more clearly categorise the initiatives.

The RTA publishes the annual report online at its website www.rta.nsw.gov.au (click on Publications, statistics and forms). CD-ROM versions are not being produced this year since the website version has proved to be more popular. A summary brochure of the report is available in a limited number to minimise financial and environmental impacts.

Any feedback on this report is very welcome. Please log on to the RTA website at www.rta.nsw.gov.au under 'contact us' to provide your comments.



CONTENTS

OVERVIEW

Chief Executive's overview	4
About the RTA	5
Executive structure	6
Corporate framework	8
Performance overview	10
Financial overview	12

REVIEW OF OPERATIONS

Positive economic outcomes	15
Maintaining the road network	16
Road development	19
Managing traffic	27
Positive road safety outcomes	31
Competent road users	33
Community awareness	34
Regulation and enforcement	36
Safer vehicles	38
Safer roads	39
Positive environmental and urban design outcomes	41
Alternative transport	42
Infrastructure planning and roadworks	44
Reducing vehicle emissions	53
Natural resources and waste	55
Value for money	59
Customer service	60
Improving our business	63
Governance and risk management	63
Our staff	66
Partnerships	72

FINANCIAL STATEMENTS	75
-----------------------------	----

APPENDICES	149
-------------------	-----

INDEX	208
--------------	-----

CONTACT THE RTA	209
------------------------	-----

CHIEF EXECUTIVE'S OVERVIEW

It is with great pride as Chief Executive of the Roads and Traffic Authority (RTA) since 21 July 2006 that I present this annual report for the financial year 2005–06. This was a year of challenge, with much public scrutiny and a number of Parliamentary Inquiries into projects such as the Cross City Tunnel. It was also a year of achievement as many projects reached completion and the RTA continued to focus on delivering a safe, sustainable and efficient road transport system.

During the year RTA leadership underwent a transition as the position of Chief Executive, held by Mr Paul Forward until his resignation on 27 October 2005, was handed over to Mr Mike Hannon who assumed the role of Acting Chief Executive.

Under the leadership of both Mr Forward and Mr Hannon the RTA carried out a range of significant policy and infrastructure activities in support of NSW Government priorities, and led various improvements to the RTA's internal business operations.

Key routes across the State saw considerable development with 82 per cent of major works completed within planned duration and budget. In addition, work continued on major public private partnership projects with construction completed on the Cross City Tunnel and Westlink M7 and continued on the Lane Cove Tunnel.

AusLink, the strategic partnership between the NSW and Australian Governments, has already borne results for the State's roads. A recent Memorandum of Understanding was signed for the \$800 million duplication of the southern section of the Hume Highway and a package of works totalling \$160 million on the Pacific Highway.

The RTA's involvement with other transport and planning agencies such as the Ministry of Transport, the Department of Planning and the Department of Environment and Conservation has ensured a whole of government focus on providing infrastructure as part of a sustainable land use system, particularly in the north western and south western growth areas of Sydney. This interdepartmental collaboration was critical in delivering a range of major infrastructure projects.

Also delivered during this financial year were the Taree to Coopernook section and Coopernook Bypass sections of the Pacific Highway and the North Kiama Bypass on the Princes Highway. The opening of the Sea Cliff Bridge on Lawrence Hargrave Drive was a highlight as much for the excellent standard of its engineering as for its environmental and community benefits.

While new road construction proceeded rapidly, there was a great deal achieved by the \$798 million Infrastructure Maintenance Program to improve the existing road network and bridges throughout NSW.

Advanced technology such as the Sydney Coordinated Adaptive Traffic System (SCATS) ensured increased travel time reliability for NSW commuters. This is demonstrated by the slight increase in peak hour urban traffic speeds, with 32 km/h in the AM and 42 km/h in the PM. The rapid expansion in electronic toll tag use has also helped improve traffic flow with 357,000 RTA electronic toll tags in use by June 2006.

Various initiatives were taken to improve road safety with the 2005 road toll being the equal lowest since 1945. A combination of education and enforcement initiatives that primarily focused on young drivers and heavy vehicle operators were implemented. New compliance and enforcement provisions for heavy vehicles will hold all parties in the transport chain accountable. Motor vehicle safety was enhanced with the opening of the new RTA Crashlab at Huntingwood in western Sydney. Child road safety was given special consideration with the development of a package of safety enhancements for school zones.

My goals for the RTA in the coming year are ambitious but within reach – completing the Sydney Orbital to provide road users with 110 kilometres of motorways connecting outer metropolitan areas, managing congestion and improving air quality particularly on the M5, and working harder than ever to reduce the road toll. Having been with the RTA for 31 years, I am well aware of the scale of the task ahead but I also know that this organisation is fortunate to have people with the commitment and ability to provide the public of NSW with the best service available.



Les Wielinga
Chief Executive



ABOUT THE RTA

The RTA is a New South Wales statutory authority established in 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. Legislation that the RTA administers can be found in **Appendix 15**. A summary of the RTA's business is outlined below.

KEY FACTS

RESPONSIBILITIES

- Manage the road network to achieve consistent travel times.
- Provide road capacity and maintenance solutions.
- Test and license drivers and register and inspect vehicles.
- Improve road safety.

ASSETS

The RTA manages:

- 17,919 km of State Roads (includes 4,250 km of AusLink network and 166 km of privately funded toll roads).
- 2,946 km of Regional and Local Roads.
- 4,928 bridges and major culverts on RTA and council-managed roads.
- 3,742 traffic signals.

Property, plant, equipment, private sector provided infrastructure and other non-current assets are worth \$72 billion, including RTA-managed infrastructure with a written down value of more than \$68 billion.

FUNDING

The RTA receives \$2.8 billion including state and federal contributions and road user charges. The RTA provides financial assistance for 18,486 km of council-managed Regional Roads. The 143,783 km of council-managed local access roads are funded by both local ratepayers and federal road assistance grants.

REGISTRATION AND LICENSING

As at 30 June 2006, there were:

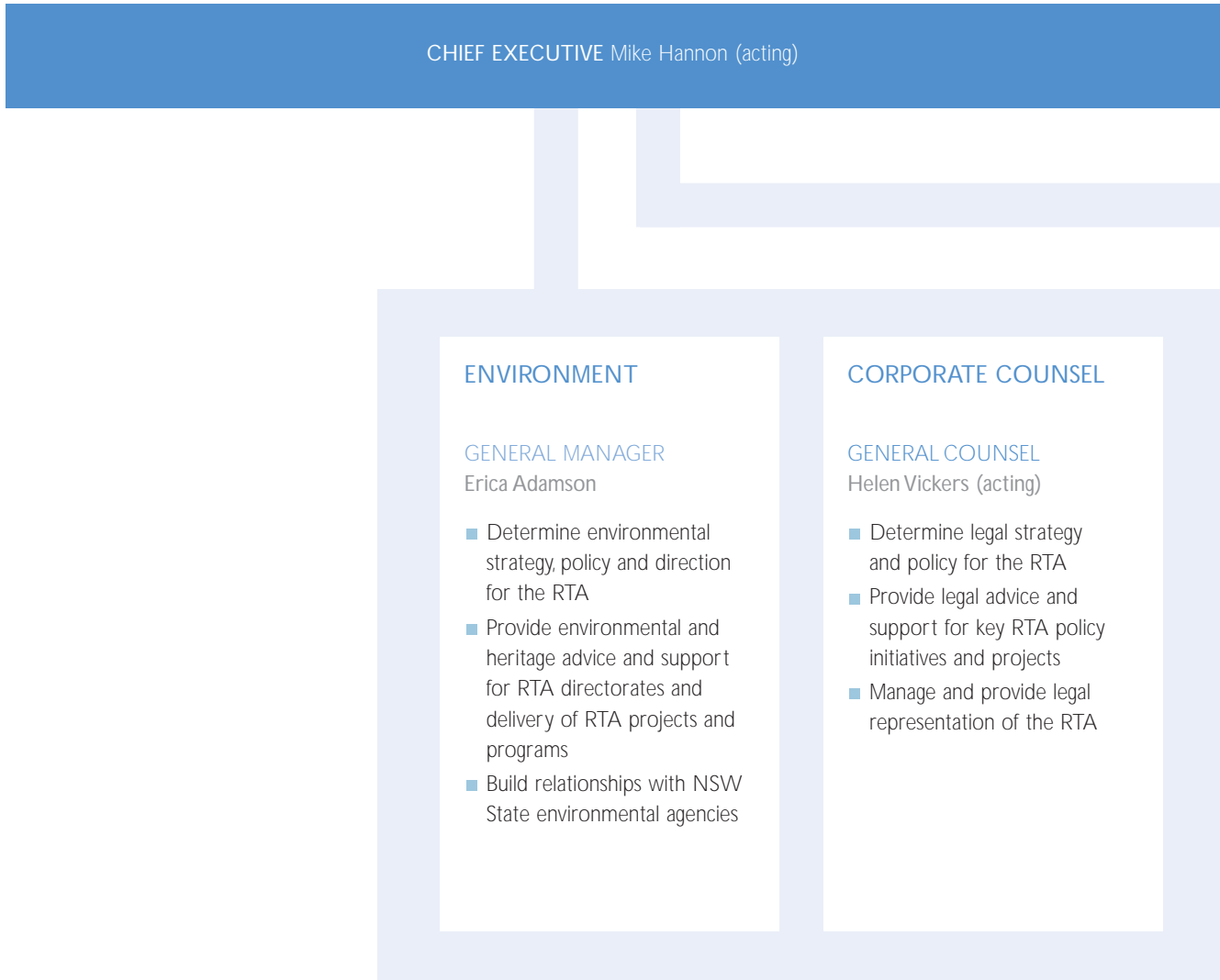
- 4.47 million licensed NSW drivers.
- 4.97 million NSW registered vehicles.
- About 17 million registration and licensing transactions (2005–06).

PEOPLE

- 6,922 effective full time employees.
- More than 190 offices including 131 motor registries.
- Customers and partners include individuals, private organisations, staff, community and road transport groups, local councils and state and federal government agencies. Refer to **Appendix 4** for significant advisory groups and committees.

EXECUTIVE STRUCTURE

During the 2005–06 year, Paul Forward resigned as Chief Executive with Mike Hannon acting for the period up until 21 July 2006 when Les Wielinga was appointed.



For information on the Executive, executive appointments, remuneration and executive committees, refer to the **Governance and risk management** section of the **Value for money** chapter and **Appendix 5**.

During the year, changes to the organisational structure included:

- The Office of the Chief Executive began reporting directly through the Director, Business Reform.
- The Camera Enforcement Branch was established to manage the implementation, operation and maintenance of camera enforcement processes.
- Development of a new structure and operating arrangement commenced for a combined single branch that will provide the critical technical expertise to meet future needs and address key technical risks.

Further detail can be found in the **Improving our business** section of the **Value for money** chapter of this report.

ROAD SAFETY, LICENSING & VEHICLE MANAGEMENT

DIRECTOR

Michael Bushby

- Improve road safety
- Assess, license and educate drivers and motorcyclists
- Assess and register light and heavy vehicles
- Ensure robust identity management processes
- Manage road transport compliance and freight policy
- Maintain high standards of customer service
- Reduce vehicle emissions
- Support national policy reforms

ROAD NETWORK INFRASTRUCTURE

DIRECTOR

Brian Watters (acting)

- Maintain State Road infrastructure
- Develop the State Road network
- Lead the development and delivery of key infrastructure projects
- Contribute to integrated transport planning
- Provide infrastructure contract policy and act as the principal
- Promote best practice in project and contract management

MOTORWAYS

DIRECTOR

Les Wielinga

- Provide motorway related management services
- Manage RTA's relationship with Tollway Concessionaires
- Coordinate motorways including interoperability and customer service
- Develop RTA's tunnel design and operation policy and processes

TRAFFIC & TRANSPORT

DIRECTOR

Phillip Margison (acting)

- Improve the operational performance of the road network
- Manage incidents and special events
- Operate and enhance tolling facilities and processes
- Implement bus priority initiatives on strategic bus corridors
- Improve pedestrian and cyclist facilities
- Maintain traffic facility assets
- Operate and maintain camera enforcement

OPERATIONS & SERVICES

DIRECTOR

David Stuart-Watt

- Construct and maintain road, bridge and traffic infrastructure
- Provide expert management of programs, projects, assets and the network
- Develop and deliver integrated road transport solutions
- Provide specialist technology and technical support
- Provide a range of fleet services
- Ensure heavy vehicle compliance

FINANCE

DIRECTOR

Brett Skinner

- Maintain financial and commercial management framework
- Monitor, evaluate and report on financial performance
- Develop proposals to ensure adequate funding
- Ensure adequate management of risk exposures
- Manage RTA assets and financial resources
- Improve budgeting and resource management decision making

CORPORATE SERVICES

DIRECTOR

Rod Tout

- Implement strategic human resource plans and policies including Occupational Health and Safety
- Ensure the RTA attracts, develops and retains high quality staff with the skills to meet emerging business needs
- Plan and manage information technology resources
- Provide centralised management of resources for business services

BUSINESS REFORM

DIRECTOR

Stephen McIntyre

- Plan and implement a comprehensive business reform program
- Simplify business and administrative processes and systems
- Pursue more integrated and efficient program and organisational structures
- Identify cost saving opportunities
- Deliver strategic planning and performance monitoring processes
- Provide timely secretariat services to the Executive

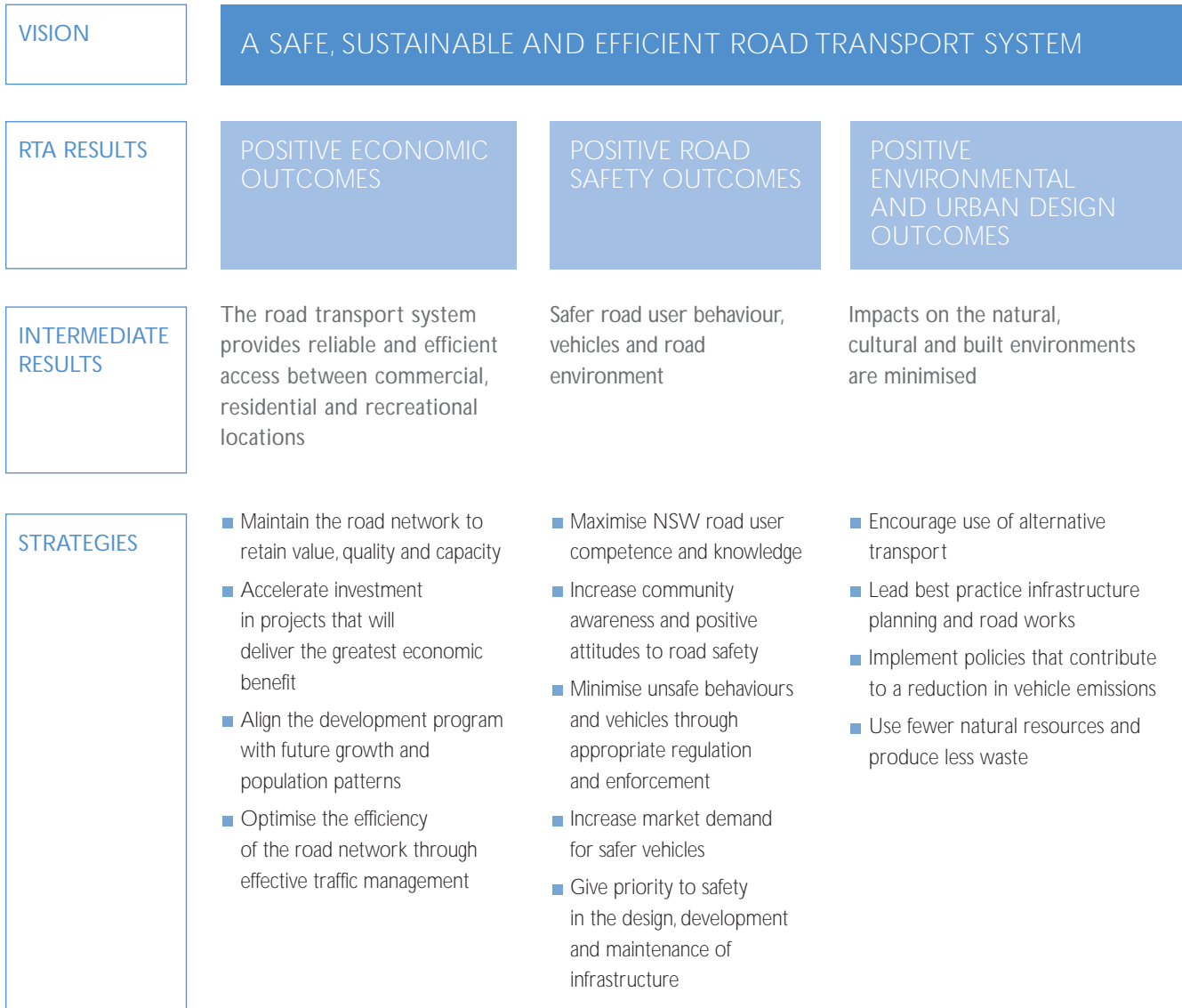
COMMUNICATIONS & CORPORATE RELATIONS

DIRECTOR

Paul Willoughby

- Manage the corporate identity of the RTA
- Manage internal communications, special events and RTA publications
- Manage the preparation of documents to meet Ministerial requirements and parliamentary processes
- Manage external communications including media, community consultation and public education

CORPORATE FRAMEWORK



The RTA's corporate framework, which forms the basis of this report's structure, expresses the alignment between our vision and result areas through to the strategies we will employ to achieve these results. The framework aligns with Treasury's results and services planning and reporting requirements which assist in demonstrating the relationship between the services we deliver and the results that we are working towards.

RTA's framework also aligns with sustainability principles by incorporating economic, social and environmental results and strategies. The framework also enhances the shared responsibility principle where NSW government agencies work in partnerships with other governments, local councils, the private sector and other stakeholders to achieve outcomes.

The framework is a tool used to appreciate how we contribute to broader government priorities and ensures that our strategies are transparent, accountable and fiscally responsible.

VALUE FOR MONEY

Quality frontline customer service functions are delivered at minimum cost

- Deliver frontline services that meet customer needs
- Pursue opportunities for electronic/alternative service delivery
- Streamline licensing and registration services

Opportunities to improve the way the RTA does business are implemented

- Use research and data strategically to inform policy and management decisions
- Align the business to core principles of simplicity, integration, improvement, accountability and efficiency

Governance and risk management systems are effective

- Follow best practice asset, project and contract management
- Maintain effective and accountable decision making, financial management and reporting processes
- Foster a strong culture of ethics and organisational integrity
- Integrate budget allocation, business planning and performance reporting systems

A committed, high performance and flexible workforce

- Manage for high performance, productivity and staff satisfaction
- Provide a healthy and safe workplace
- Attract, develop and retain high quality staff

Business partners, industry and the community contribute to positive road transport outcomes

- Effectively communicate the RTA's challenges, priorities and successes
- Pursue business partnerships and opportunities for stakeholder involvement
- Take a leadership role on national policy issues

PERFORMANCE OVERVIEW

TABLE 1 POSITIVE ECONOMIC OUTCOMES

INDICATOR	2002–03	2003–04	2004–05	2005–06	PAGE
Ride quality: smoothness of State Roads (% good)	89.6%	89.5%	89.4%	90.8%	17
Pavement durability: cracking country State Roads (% good)	79.5%	81%	81.9%	85.1%	18
Benefit of development program (\$ million)	2147	2349	2218	2257	19
Major works completed within planned duration or within 10% over planned duration	91%	86%	83.6%	82%	20
Change in urban traffic volume (% increase on previous year)	2.2%	1.4%	0.2%	1%	27
Travel speed: seven major routes AM peak (km/h, urban)	34	34	31	32	27
Travel speed: seven major routes PM peak (km/h, urban)	41	41	41	42	27
Number of structurally deficient bridges on State Roads [#]	7	6	5	0	20
Maintenance and reconstruction expenditure on AusLink National Network and State Roads per km of roadway (\$000) [#]	–	32	38	34	17
Maintenance and reconstruction expenditure on AusLink National Network and State Roads per million vehicle km travelled (\$000) [#]	–	17	17	15	17

For progress on road projects during the year, see **Appendix 1**.

TABLE 2 POSITIVE ROAD SAFETY OUTCOMES

INDICATOR	2002–03	2003–04	2004–05	2005–06	PAGE
Fatalities /100,000 population ⁺	7.8	8.1	7.5	7.9	32-33
Fatalities /1,000 million vehicle km travelled ⁺	8.4	9.3	7.9	–	32-33
Percentage of fatalities where speed was a factor [#]	42%	39%	39%	38%	32
Percentage of fatalities where illegal levels of alcohol was a factor [#]	22%	16%	17%	18%	32
Percentage of vehicle occupant fatalities who were not wearing an available restraint [#]	22%	19%	19%	16%	32
Percentage of fatalities where driver fatigue was a factor [#]	18%	15%	16%	19%	32
Young motor vehicle controllers (<25 yrs) involved in fatal crashes per 10,000 licence holders	2.5	2.7	2.5	2.3	33
Fatal crashes involving heavy trucks per 10,000 heavy trucks on register	9.9	8.5	8.7	7.9	37
Heavy vehicle inspection scheme: number of inspections	83,499	82,634	80,427	86,992	39
Heavy vehicle inspection scheme: percentage of defect free vehicles [#]	58.61%	58.85%	56.20%	50.76%	39

All crash statistics for 2005–06 are provisional. Final calendar year figures can be found in the **Positive Road Safety Outcomes** chapter.

TABLE 3 POSITIVE ENVIRONMENTAL AND URBAN DESIGN OUTCOMES

INDICATOR	2002–03	2003–04	2004–05	2005–06	PAGE
Bus lane length (km)	75	76	78	89	43
Transit lane length (km)	86	86	86	86	43
Cycleway length (km) #					
■ Off-road cycleways		1,125	1,210	1,310	43
■ On-road cycleways		2,135	2,235	2,380	
Number of environmental penalty infringement notices issued to the RTA	1	0	0	0	45
Number of major environmental incidents arising from RTA's direct operations	–	–	7	4	45
Number of non compliances with environmental licences held by the RTA	6	5	2	0	45
Condition of heritage assets (% good)	20%	37%	45%	47%	48
RTA's total greenhouse gas emissions from direct energy consumption (tonnes CO ₂ -e)	114,360	112,862	110,058	–	55
RTA's total office energy consumption (GJ) (target of 75,989 GJ)	77,491	75,492	77,344	–	55
RTA fleet environment score (target of 10) #	–	–	–	9.9	54

TABLE 4 VALUE FOR MONEY

INDICATOR	2002–03	2003–04	2004–05	2005–06	PAGE
Percentage of vehicle registration renewals completed via the internet or telephone	2%	3%	5.38%	8.6%	62
Use of RTA website (million visits)	2	6	8.9	11.4	62
Workplace injuries/100 employees (EFT)#	9.1	7.6	7.5	7.0	69
OHS liability workplace claims costs (\$ million) *	2.2	3.1	2.4	2.4	69
Separation rate of staff **	5.39%	6.39%	5.99%	6.29%	72
Customers rating service as 'good or very good'	94%	92%	94%	95%	60-62

– Data unavailable at the time of reporting.

New indicators introduced in 2005–06.

* Excludes journey and recess away claims. Recess away injuries are those occurring at lunch time away from the workplace.

** Separation rate is the proportion of staff who left the organisation. Includes salaried, wages and casual staff.

+ Fatality figures are provisional and subject to change as population figures are revised.

FINANCIAL OVERVIEW

FINANCIAL PERFORMANCE

STRATEGIC OUTCOME – INVESTING IN THE FUTURE

Sound investment decisions are a keystone for the development of a strong, sustainable road system for NSW. The Investment Decision Framework developed during 2005 was implemented in 2006 to ensure investment decisions align and support delivery of key business outcomes and maximise immediate and long-term community benefits from state and federal funding.

Strategic risk also forms an integral component of a robust investment decision framework. Significant progress has been made towards the development of the Corporate Risk Register and Risk Profile which will be integrated into the RTA governance structure by the end of 2006.

ACHIEVEMENTS

- Sound financial management of the \$2.8 billion funding and expenditure program.
- Developed and commenced implementation of the Strategic Risk Management Framework.
- Successfully implemented changes to the financial accounting processes and reporting as a result of the transition to International Accounting Standards.
- Undertook a review of all material RTA contracts to identify embedded derivatives as a result of adoption of AASB 139 *Financial Instruments: Recognition and Measurement*.
- Generated gross revenue of \$52.9 million from sale of surplus property and leasing of residue property.
- Evaluated private sector infrastructure projects and provided advice on business proposals for financial and economic viability.
- Managed property information relating to \$2.8 billion of property assets.

TABLE 5: RTA FINANCIAL PERFORMANCE IN 2005–06

FINANCIAL PERFORMANCE INDICATORS	RESULT 2003–04	RESULT 2004–05	TARGET 2005–06	RESULT 2005–06	TARGET 2006–07
Debt servicing cost as % of roads program	2.6	2.3	2.2	2.0	2.0
Asset sales (\$M) ⁽¹⁾	26.8	53.2	30.0	41.2	20.0
Interest earned					
■ Hourglass facility ⁽²⁾	5.2	4.6	5.0	1.7	1.5
■ Other institutions ⁽³⁾	5.2	3.9	5.0	0.9	1.5

General notes: The RTA is a budget dependent agency funded by the NSW Government and Australian Government. Many standard financial ratios are therefore not applicable.

1. Sale of surplus 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.
3. The 2005–06 result reflects lower amounts available for investment.

FINANCIAL MANAGEMENT

A strong emphasis remained on enhancing business efficiency and risk management across all RTA operations. The Finance Strategy Committee continued in its governance role, including direction of funding allocations and review of program and resource budget performance. This was supported by two key programs aimed at improving resource and budgetary control:

- Strategic review of internal and external impacts on the RTA budget.
- The streamlining of policies and processes for Business Investment Projects (BIPs) to improve timeliness of funding approvals and improve focus on BIPs of strategic importance to the RTA.

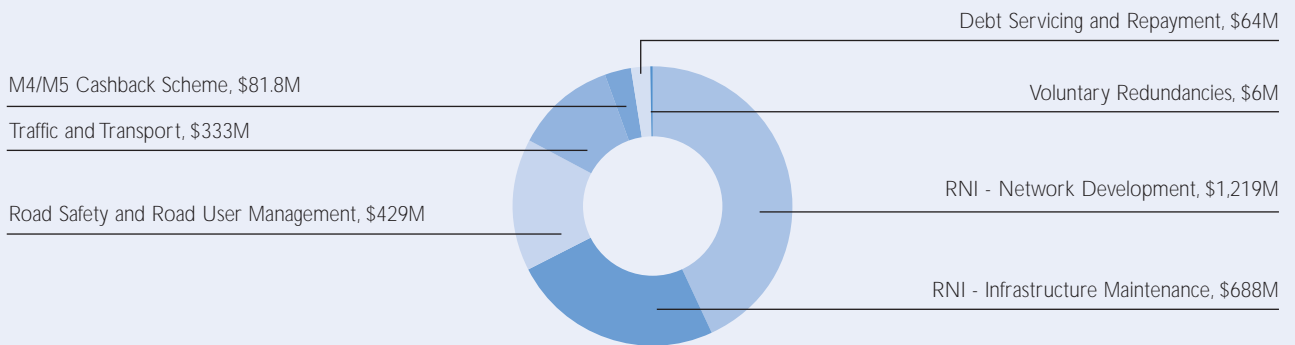
INTEGRATED MANAGEMENT SYSTEM

The Integrated Management System continued to support key corporate initiatives and projects such as various Business Reform programs, the extension of Employee Self Services system and Finance Simplification projects so that the RTA can continue to improve its business process efficiency. In addition, a successful trial of an online system training tool has been completed. The tool aims to provide on-demand user-driven training to increase user performance and reduce user-support calls.

TOTAL ROADS PROGRAM

The expenditure for the year was \$2,821 million (\$2,860 million in 2004–05). In achieving this result, the RTA met government commitments to specific initiatives including the Pacific Highway Upgrade, Western and South Western Sydney Roads and the Rebuilding of Country Roads programs.

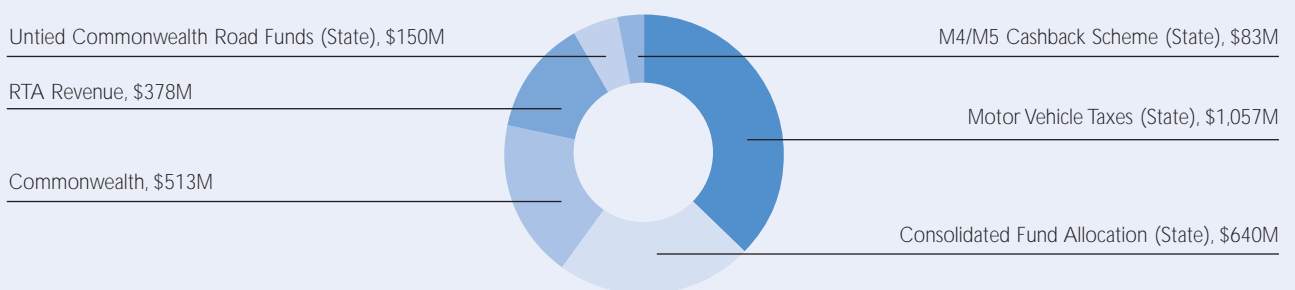
FIGURE 1 – EXPENDITURE 2005–06 \$2,821M



FUNDING SOURCES

Of the total funds applied to the Roads Program in 2005–06, State Government sources provided \$2,383 million or 85 per cent (\$2,258 million in 2004–05). The Australian Government contributed \$513 million or 18 per cent (\$573 million in 2004–05) towards the AusLink National Network, non-network projects ie former Roads of National Importance, the Australian Transport Safety Bureau – Blackspot Program, Pacific Highway Accelerated Program, Strategic Regional Programs and the Interstate Vehicle Registration Scheme. The movement in the cash balances and asset and liability program amounted to a reduction of \$75 million or three per cent (\$29 million increase in 2004–05).

FIGURE 2 – SOURCE OF FUNDS 2005–06 \$2,821M



FINANCIAL OVERVIEW

RISK MANAGEMENT

Details on risk management can be found in the **Governance and risk management** section of the **Value for money** chapter, pages 63 to 66.

OFFICE ACCOMMODATION

The RTA 2006–2009 Office Accommodation Strategy submitted to the NSW Government Asset Management Committee covers 25 leased and owned premises, the current average space density ratio of office space for these sites is approximately 14.4m² per person, which complies with the NSW Government accommodation guidelines.

PROPERTY MANAGEMENT

The RTA's portfolio consists of property acquired for road construction and operational assets which are used to deliver the organisation's works and services. The portfolio is reviewed regularly. Property not required for road construction or operations and related purposes was either disposed of or leased in accordance with government policy.

A significant focus continued on identifying, implementing and protecting the RTA's commercial opportunities, particularly in the development of the advertising strategy to optimise returns on appropriate sites in the road reserve. Revenues from advertising for 2005–06 were \$3.2 million. Revenues from the leasing or sale of property were above budget (gross revenue for 2005–06 was \$52.9 million).

INTERNAL AUDIT

The Control Management Services Branch provided a high-quality, cost-effective auditing service across the full range of the RTA's activities. The branch also provided a range of other services whose major focus was to ensure that controls are in place to address the organisation's major risks in the future. These services included risk management, corruption prevention and investigation. See the section on **Governance and risk management** on page 63 to 66 for full details.

CASHBACK SCHEME

The RTA administers the Cashback scheme that allows drivers of NSW privately registered motor vehicles using the M4 and M5 motorways to be eligible for a quarterly refund of tolls paid on these roads. Some 198,000 Cashback customers lodged 580,000 claims in 2005–06. The total cost of the scheme, including administration, was \$81.8 million. The scheme is funded from consolidated revenue.

FUTURE CHALLENGES

- Enhanced revenue opportunities for the RTA to consolidate non-Budget funding.
- A financial management structure reflecting the priorities of the NSW State Plan.



POSITIVE
ECONOMIC
OUTCOMES

POSITIVE ECONOMIC OUTCOMES

INTERMEDIATE RESULTS

The road transport system provides reliable and efficient access between commercial, residential and recreational locations

MAINTAINING THE ROAD NETWORK

THE NSW ROAD NETWORK

The 183,134 kilometre NSW road network is a significant public asset providing access across the State for commuters, travellers, business and freight.

The road system is divided into four categories:

- 17,919 km of RTA-managed State Roads including 4,250 km of AusLink network for which the Australian Government provides a funding contribution. Also included is 166 km of privately funded toll roads.
- 2,946 km of RTA-managed Regional and Local Roads in unincorporated NSW.
- 18,486 km of council-managed Regional Roads, which receive significant RTA grant funds.
- 143,783 km of council managed local access roads, funded by both local ratepayers and federal road assistance grants.

The RTA is also responsible for managing:

- 4,928 bridges and major culverts on RTA and council-managed roads.
- 3,742 traffic signal sites.
- Nine vehicular ferries.

INFRASTRUCTURE CONDITION

The percentage of surface road roughness rated as good on State Roads and the AusLink National Network in NSW is at a high level. Except for the Great Western Highway the percentage of surface road roughness rated as good on all state funded State Roads has been improved. On the AusLink National Network, the percentage of surface road roughness rated as good on the Sturt Highway, Canberra Connections, South Coast and the Sydney/Newcastle corridors has reduced marginally.

MAINTENANCE PLAN

The Infrastructure Maintenance Program establishes priorities on a risk basis to support safety and reliability of travel on State Roads and to retain asset value. These strategic priorities are

linked to outputs and service standards using program budgeting and maintenance contracts. The maintenance contracts determine consistent minimum levels of service, with requirements for identifying and rectifying defects.

ROAD MAINTENANCE REFORM PACKAGE

The Road Maintenance Reform Package, introduced on 1 July 2000, brought major changes in the way road maintenance is delivered across the State. The package introduced single invitation maintenance contracts to create a contractual relationship between the RTA and local council maintenance providers. Eighty seven contracts with councils continue to work successfully through use of consistent standards, procedures and management systems for worker safety, traffic control and safety, environmental protection and works quality.

During 2005–06 a more collaborative style alliance contract was formed between the RTA directorates for Operations and Services and Road Network Infrastructure. The alliance is a cooperative arrangement for RTA maintenance contracts that will help drive productivity improvements and cost savings. The alliance has clearly defined processes for decision making with strategies to support regional staff, a review of delivery options and a capability to provide expertise when and where it is needed.

Through discussions with local government the RTA is encouraging 'clustering' of local councils to reduce the number of small contracts. This is expected to produce cost savings through economies of scale without jeopardising local employment.

REBUILDING COUNTRY ROADS PROGRAM

The NSW Government's Rebuilding Country Roads Program involves a commitment for the RTA to spend at least \$100 million a year on renewing roads and bridges to the latest

FIGURE 3 DISTRIBUTION OF CONSTRUCTION PERIOD FOR STATE ROADS (INCLUDING THE AUSLINK NATIONAL NETWORK)

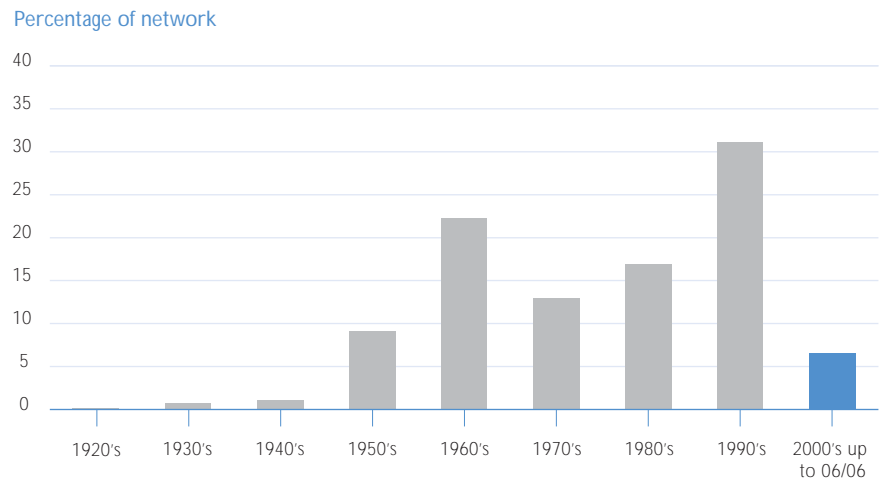
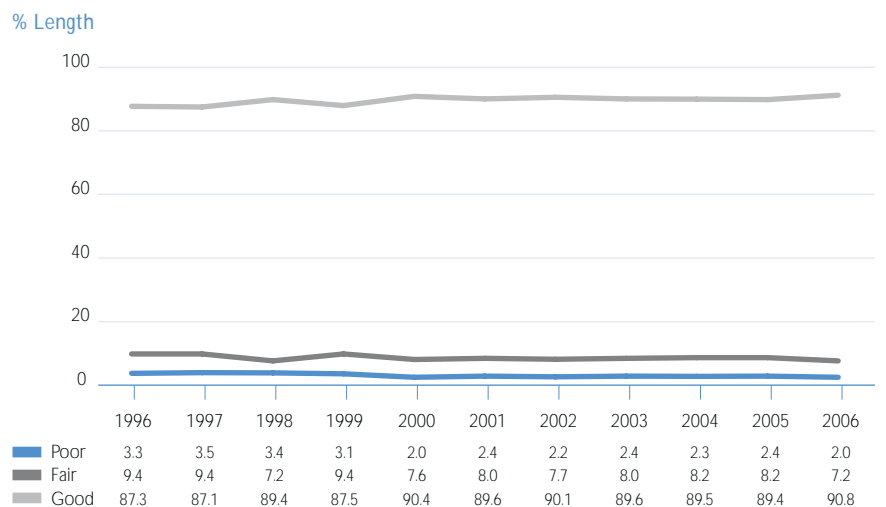


FIGURE 4 RIDE QUALITY (% ON STATE ROADS (INCLUDING AUSLINK NATIONAL NETWORK))



standards. Over the past eight years the RTA has spent an average of \$122 million per annum on this program. Expenditure for 2005–06 amounted to \$96.5 million.

Due to the ageing of the State arterial road network, the NSW Government announced a variety of increased RTA charges in December 2001 including a rise in the Sydney Harbour Bridge toll. All the additional funds are directed into

maintenance of the RTA's arterial roads and bridges with the majority to be spent on rural and regional arterial roads. For 2005–06 expenditure amounted to \$50.7 million.

The necessity of funding over \$42 million in natural disaster restoration works during the year meant that expenditure under both the Rebuilding Country Roads Program and from the accelerated maintenance program was

below the levels of previous years. Almost all this expenditure on natural disasters occurred in regional areas of the State.

Major works recently completed under the accelerated program include:

- 7.5 km of the Gwydir Highway at Lamonts Lane west of Inverell.
- 1.3 km of the Orange to Parkes Road near Manildra.
- 1.5 km of the Golden Highway at Plain Creek east of Dubbo.
- 1.8 km of the Castlereagh Highway near Gilgandra.
- 3.5 km of Campbelltown Road.
- 1.2 km of John Renshaw Drive.

DISASTER REPAIRS

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

MURRAY RIVER BORDER CROSSINGS

Progress was made on upgrading key crossings on the Murray River in 2005–06. The NSW and Victorian Governments published a Murray Crossings Strategy in March 2002.

NATURAL DISASTER REPAIRS

In 2005–06, the RTA managed \$42.3 million of NSW Government funds to repair damage from declared storms, flooding and bushfires. Major storm events occurred in the South West, Central West and North Coast areas, together with bushfires in the Junee area. Major restoration continued in the Moree and Narrabri areas as a result of flooding in 2004–05.

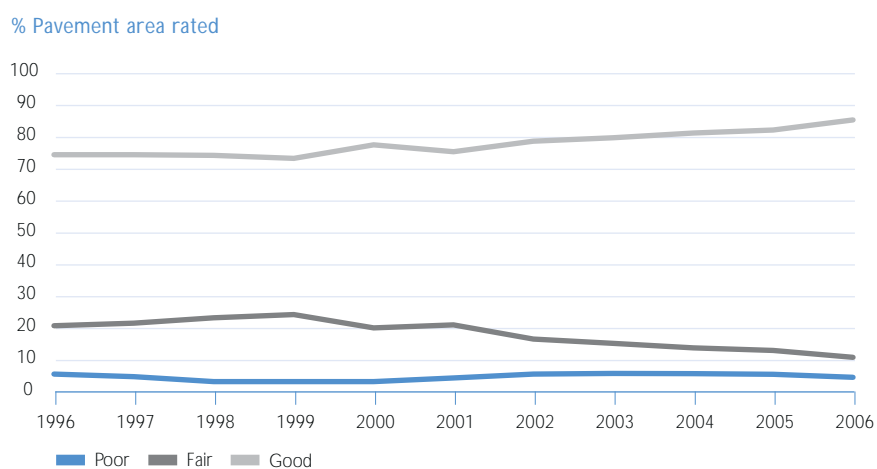
A new crossing at Barooga–Cobram was completed in June 2006 and fully funded by the NSW and Victorian Governments. The NSW Government is cooperating with the Australian and Victorian Governments on the new crossing at Robinvale due for completion in late 2006, and planning for a new crossing at Moama–Echuca.

SLOPE STABILITY

The three year risk management program begun in 2004–05 continued to assess and risk-rate slopes across the State. A Road Slope Management System was designed and implemented.

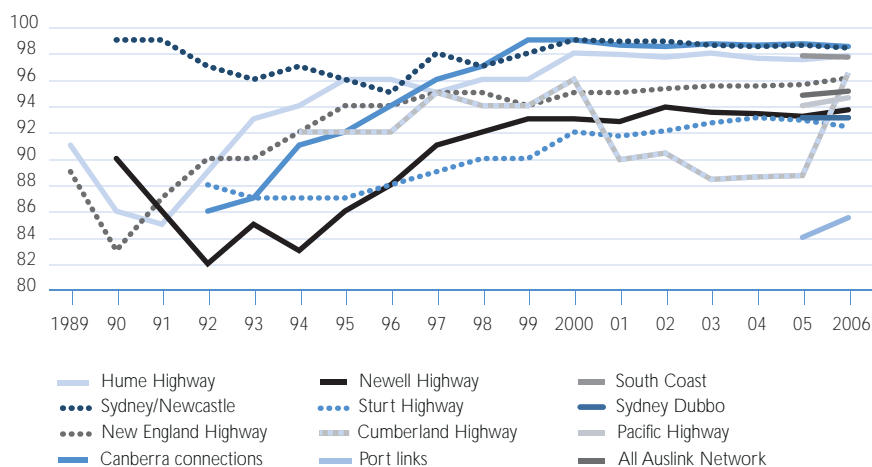
Recent highlights include slope stability works on the Pacific Highway at

FIGURE 5 PAVEMENT DURABILITY ON SEALED COUNTRY STATE ROADS (INCLUDING AUSLINK NATIONAL NETWORK)



Since 1998, automated technology has been used to collect pavement durability data

FIGURE 6 ROUGHNESS (% GOOD) ON AUSLINK NATIONAL NETWORK CORRIDORS



NOTE: Values shown for various corridors for years prior to 2005 are those on the former National Highway Network. Change in 'Cumberland' in 2001 was due to federal redefinition of National Highway Links. Major change to Cumberland in 2006 is due to the opening of M7 Motorway and subsequent reduction in length of Cumberland Hwy / Pennant Hills Rd (HW13). No condition data is available for M7.

Cooperabung and Scotts Head, Jenolan Caves Road and Henry Lawson Drive at Padstow. Improvements were made at selected locations on the Princes Highway near Brogo Pass. Remediation commenced on the Federal Highway near Lake George and ongoing works continued on the F3 near Jolls Bridge.

REVIEW OF THE CLASSIFICATION OF STATE AND REGIONAL ROADS

The statewide review, begun in 2004–05, continued to classify roads as State or Regional Roads. This strategic management tool enables government to target resources for the greatest strategic benefit. The review aims to add or delete roads

from the State and Regional Road networks by taking account of changes in their importance and function. Influencing factors include changes in population, land use, economic activity and construction of new roads.

A three member panel with local government and RTA experience has undertaken the review. During 2005–06 the panel consulted extensively with local government. A final report, which will provide maps and commentary on each recommended classification, will be presented to the Minister for Roads in late 2006. The overall level of funding remains the same.

ROADS ACT REVIEW

A review of the *Roads Act 1993* began during 2004–05. The RTA has reviewed the report tabled in Parliament in 1999 pursuant to the statutory review provisions of the Act. A discussion paper is being prepared to facilitate consultation with government agencies, local government and the wider community.

ROAD DEVELOPMENT

PROJECT DELIVERY

During the year, 18 major construction projects with individual costs of more than \$1 million were completed. Total expenditure on these projects was \$503.4 million. Refer to Table 6 or **Appendix 1** for details.

MOTORWAYS

Cross City Tunnel

The tunnel was opened on 28 August 2005, two months ahead of schedule with surface works to upgrade William Street completed in May 2006. The 2.1 kilometre twin tunnel runs between Darling Harbour and Kings Cross, linking the Western Distributor to New South Head Road and connecting with the Eastern Distributor. As at June 2006 the tunnel is used by around 30,000 vehicles per day. The removal of this volume of traffic from the city's surface streets has eased city congestion and improved local amenity.

Construction work was undertaken by the Cross City Motorway Consortium (CCM), in line with the project agreement with the RTA and planning approval conditions issued by the Minister for Planning. The project was funded, designed and built by the CCM consortium at an estimated cost of \$680 million (including development, design, construction, fit-out and commissioning). CCM will operate and maintain the tunnel for a term of 30 years and two months.

FIGURE 7 ROUGHNESS (% GOOD) ON ALL STATE FUNDED STATE ROADS

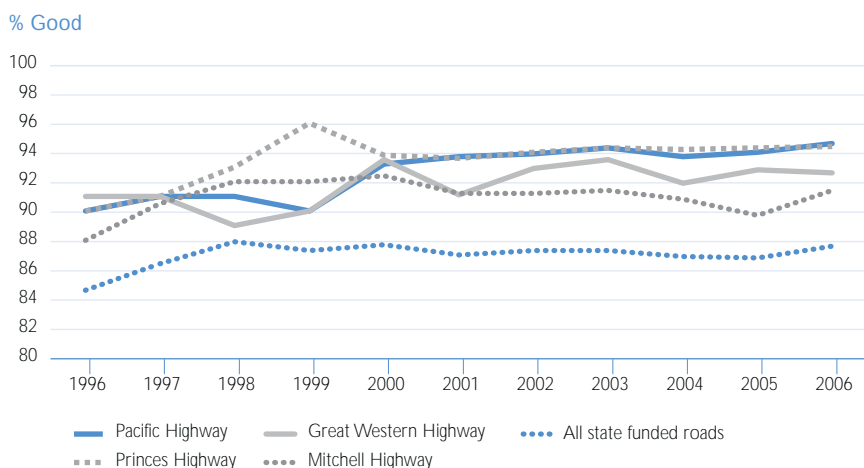


FIGURE 8 REBUILDING COUNTRY ROADS PROGRAM EXPENDITURE

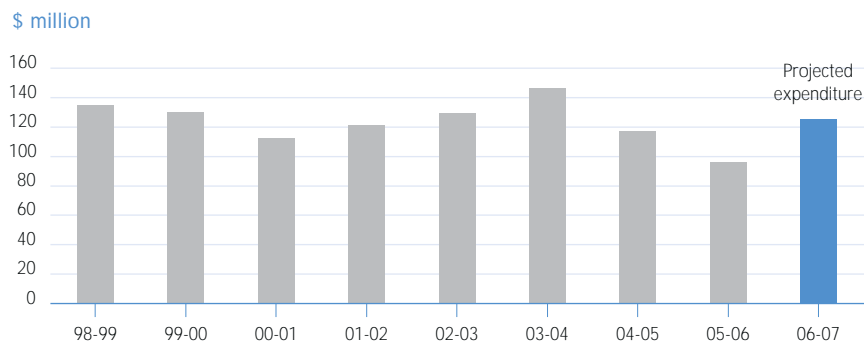
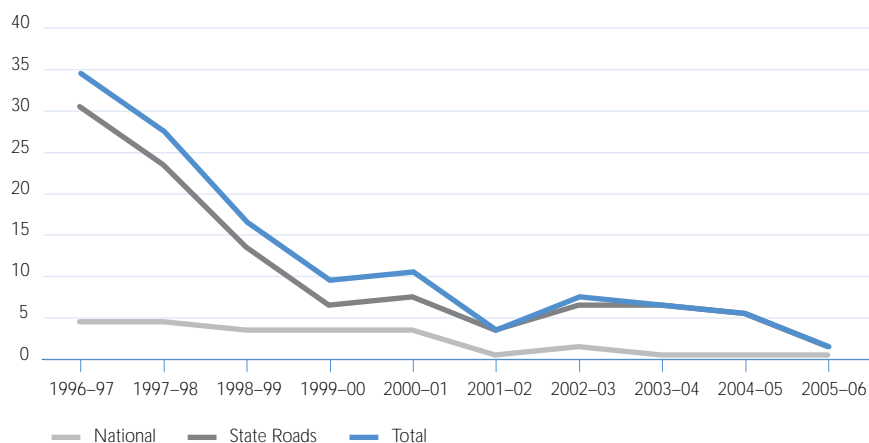


FIGURE 9 NUMBER OF STRUCTURALLY DEFICIENT BRIDGES ON STATE ROADS (INCLUDING AUSLINK NATIONAL NETWORK)



Tolling is fully electronic and interoperable with other Sydney toll roads. A number of surface road modifications will be introduced for the Cross City Tunnel in response to community requests.

Lane Cove Tunnel

The Lane Cove Tunnel will provide a link between the M2 Motorway and the Gore Hill Freeway and complete the final link in the Sydney Orbital. It will connect the north-west sector of Sydney with the CBD. Substantial construction began in late July 2004 with the project expected to open ahead of its May 2007 completion date.

Connector Motorways was contracted in December 2003 to finance, design, build, maintain and operate the project. Equity is provided by Thiess Pty Limited, Transfield Holdings Pty Limited, Cheung Kong Infrastructure Holdings Limited and Li Ka Shing (overseas) Foundation. Connector Motorways has engaged the Thiess John Holland Joint Venture to design and construct the project. Transfield Services Limited will operate and maintain the motorway.

The project will provide transit lanes on the widened Gore Hill Freeway from the M2 at the Lane Cove River to the Warringah

Freeway. New ramps will be provided to and from the north between Falcon Street at Neutral Bay and the Warringah Freeway to improve access to the Gore Hill Freeway-M2 corridor.

Work at the end of the 2005-06 financial year was well underway in all areas with tunnel excavation nearing completion. Electrical and mechanical installation was also underway.

Tolling will be fully electronic and interoperable with other Sydney toll roads.

Westlink M7 Motorway

The Westlink M7 (formerly known as the Western Sydney Orbital) was opened to traffic on 16 December 2005. This motorway runs between the M5 Motorway at Prestons

and the M2 Motorway at West Baulkham Hills and forms part of the National Network through Sydney. A key link in the Sydney Orbital Motorway network connecting the M5, M4 and M2, it comprises approximately 40 kilometres of dual carriageway. The M7 will support the industrial and commercial development of Western Sydney, taking heavy vehicles off local streets.

The Australian Government provided \$392 million to the project with the remaining funding of more than \$1.5 billion provided by the private sector. The Westlink Consortium was contracted in February 2003 to finance, design, build, maintain and operate the project. Equity was provided by Transurban, Macquarie Infrastructure Group, Abigroup Contractors and Leighton Contractors. Abigroup Leighton Joint Venture was the design and construction contractor, delivering the project eight months ahead of schedule. Westlink Consortium has the right to toll the road for the remainder of the concession period until February 2037. Tolling is fully electronic and interoperable with other Sydney toll roads. The M7 has 17 sections and users are being charged on a rate per kilometre basis. By June 2006 the M7 was carrying more than 90,000 trips per day with many vehicles travelling on only part of the M7.

At the end of the 2005-06 year, some ancillary work remained to be completed, and several property acquisition disputes are still to be resolved by the Land and Environmental Court.

TABLE 6 PROJECT DELIVERY

	NO OF PROJECTS	TOTAL EXPENDITURE \$ MILLION	% OF PROJECTS WEIGHTED BY PROJECT COST
Completed within budget or within 10% over budget	11	414.81	82%
Completed within planned duration or within 10% over planned duration	11	412.28	82%



The Westlink M7 Motorway opened to traffic on 16 December 2005 eight months ahead of schedule.

M4 Motorway extension

The NSW Government's Metropolitan Strategy for Sydney, released in December 2005, highlighted the critical significance of better linkages between Port Botany and Sydney Airport and Western Sydney. The RTA undertook some preliminary planning work for a future eastwardly extension of the M4 from Strathfield in the context of the Metropolitan Strategy.

Any extension of the M4 will be considered in light of Sydney's urban growth and in consultation with the community.

F3 Freeway to M2 Motorway link

A new link connecting the F3 Freeway at Wahroonga with the M2 at Carlingford has been proposed. It would be the final link to provide motorway conditions all the way through Sydney from north to south via the F3, the new link, the M2, the M7 and the F5.

Following completion of a feasibility study, the Australian Government announced the preferred corridor option for the link in May 2004. It is a wide corridor about eight



Sea Cliff Bridge on Lawrence Hargrave Drive, completed in December 2005, has received several awards for construction excellence.

kilometres long constructed mostly as a tunnel running underneath Pennant Hills Road between the F3 at Wahroonga and the M2 at the Pennant Hills Road interchange. The new link would enable motorists to avoid 22 sets of traffic signals along the existing route.

The Australian Government approved funding for the next phase of the project. Concept development and environmental assessment continued in the year and the Australian Government was considering the RTA's proposal for undertaking the work.

LAWRENCE HARGRAVE DRIVE

Construction of the Sea Cliff Bridge on Lawrence Hargrave Drive was completed ahead of schedule in December 2005. Two types of bridge structure form the 665 metre long bridge. The northern end is an incrementally launched bridge across seven piers and consists of twin girders 2.5 metres deep. The southern end is a balanced cantilever bridge across four piers, with a box girder 5.5 metres deep. The tallest pier is 41 metres above ground level. All piers have cathodic protection built in to safeguard against the highly corrosive environment.

This project has received an award from the International Productivity and Quality Centre for excellence in Major Capital

Alliances. In addition the project won the State CASE Earth Award for Excellence in Construction for projects over \$15 million. It is now being considered for nomination in the National CASE Earth Awards by judges from the Civil Contractors Federation.

PACIFIC HIGHWAY UPGRADE

2006 marks the completion of the 10 year Pacific Highway program. From 1996 to June 2006 the NSW Government has invested \$1.66 billion in the program, while the Australian Government has contributed \$660 million.

A new jointly funded program of \$960 million for the three years to 2009 was announced in December 2005, and more recently the NSW and Australian Governments have agreed to contribute an additional \$160 million each. This brings the level of funding to \$1.3 billion committed by the two governments to upgrading the Pacific Highway until the end of 2009.

By June 2006 a total of 233 kilometres of the Pacific Highway were double-lane divided highway. Approximately 44 per cent of the highway was either completed dual carriageway, under construction, or had a contract awarded. Planning is well advanced on the selection of preferred routes for the remaining 162 kilometres.

Highlights during the year included:

Karuah to Bulahdelah Section 1

Construction is well advanced on the \$114 million, 11 kilometre Karuah to Bulahdelah Section 1 upgrade. Work began in November 2004 to provide dual carriageways on a new highway alignment over much of the length of the project, a significant improvement to safety. This project is jointly funded by the NSW and Australian Governments and should be completed in late 2006.



Dual carriageways on the Pacific Highway at Bulahdelah provide a new highway alignment that improves safety.

Bundacree Creek to Possum Brush

Work continues on this 9.7 kilometre, \$115 million project, 22 kilometres south of Taree. Work commenced in September 2004 and includes new bridges over the Wallamba River and Pipeclay Creek, a major interchange at Nabiac to provide safer access across the highway for local traffic, two pedestrian underpasses beneath the highway and a pedestrian/cycleway linking Clarkson Street south over the Wallamba River Bridge. The project is jointly funded by the NSW and Australian Governments and is expected to be complete in late 2006.

Taree to Coopernook

The \$59 million Taree to Coopernook upgrade between the northern end of the Taree Bypass and the southern end of the Coopernook Bypass opened to traffic in August 2005. This project was jointly funded by the NSW and Australian Governments, and provides 7.5 kilometres of four-lane dual carriageway. Traffic was moved onto the new highway over four stages beginning in May 2005. Building the new highway across the soft soils of the Lansdowne and Manning River floodplains presented a major engineering challenge. Large embankments were constructed in the soft soil areas and vertical drains were installed under the embankments to help compress the earth and shorten the settlement period. Construction of the road pavement began in March 2004 and

work on the new bridges over Ghinni Ghinni Creek started soon after.

Coopernook Bypass

This \$69 million project, which began in February 2002, was opened to traffic in March 2006. A community day was held on Sunday 19 March 2006 to mark the official completion of the bypass. The 4.2 kilometre bypass involved the construction of a four-lane divided road to the east of Coopernook, 22 kilometres north of Taree. The bypass removes heavy vehicles and highway traffic from Coopernook as well as improving pedestrian safety and traffic flows within the town. The bypass also provides improved access to the Pacific Highway via staggered T-intersections at Harrington Road and Coopernook Road, making it easier and safer for local traffic to access the Pacific Highway. New twin bridges were constructed over the Lansdowne River and Coopernook Creek. In the past the narrow width of the old Lansdowne River Bridge caused problems for heavy vehicles passing in opposite directions.

As part of the project a 31 hectare wetland was established adjacent to Coopernook Creek to support local flora and fauna and encourage mangrove compensatory areas.

This project was fully funded by the NSW Government.

Lakes Way interchange

The new overpass at the intersection of the Lakes Way and the Pacific Highway at Rainbow Flat opened to traffic in July 2005. The new overpass improves safety for motorists as well as vehicular access into and out of the northern entrance to the Lakes Way. The project was fully funded by the NSW Government at a cost of approximately \$8.9 million.

Bonville upgrade

The contract for the design, construction and 10 year maintenance of the Bonville upgrade project was signed in May 2005. The 9.6 kilometre stretch along the Pacific Highway between Perrys Road and Lyons Road south of Coffs Harbour will be upgraded to dual carriageway. The project will link the Raleigh Deviation in the south with the completed Lyons Road to Englands Road section in the north. When finished, the Bonville upgrade will complete 17.5 kilometres of dual carriageway between Coffs Harbour and Urunga. The project is jointly funded by the NSW and Australian Governments.

Ballina Bypass

Tenders were invited in May 2006 for the preconstruction earthworks on this project and a contract is expected to be awarded in August 2006. It will take six to seven years before the bypass can be completed because

of the need to stabilise the embankments on the soft soil section of Richmond River floodplain. This project is jointly funded by the NSW and Australian Governments.

Brunswick Heads to Yelgun

Construction began in July 2005 on this \$256 million, 8.6 kilometre project. It involves construction of a new dual carriageway generally adjacent to the current highway north of Brunswick Heads and a second carriageway on the Brunswick Heads Bypass. The project is jointly funded by the NSW and Australian Governments.

Tugun Bypass

Construction has commenced on the Tugun Bypass. Early essential construction works began in April 2006. The bypass will connect the Pacific Motorway between Stewart Road interchange at Currumbin and the Tweed Heads Bypass north of Kennedy Drive. The project is being funded by the Australian and Queensland Governments with technical assistance provided by the RTA to facilitate construction of the project. Planning approval has been received for the seven kilometre NSW section of the Tugun Bypass.

Other highlights

Preferred routes have been selected for the following projects and planning continues.

- Macksville to Urunga (40 km, including the Warrell Creek project).
- Woodburn to Ballina (32 km).
- Iluka Road to Woodburn (35 km, concept design along existing alignment).
- Failford Road to Tritton Road (3.3 km, concept design along existing alignment).
- Herons Creek to Stills Road (3.3 km, concept design along existing alignment).

Route options displays have been released for:

- F3 to Raymond Terrace (12.2 km).
- Oxley Highway to Kempsey (38.8 km).
- Woolgoolga to Wells Crossing (27.8 km).

- Wells Crossing to Iluka Road (78 km).
- Tintenbar to Ewingsdale (17 km).

Planning is also continuing for:

- Bulahdelah Upgrade (9 km).
- Karuah to Bulahdelah Sections 2 and 3 (23 km).
- Cooperook to Moorland (10 km).
- Moorland to Herons Creek (22 km).
- Kempsey to Eungai (39 km).
- Coffs Harbour Highway Planning Strategy (12 km).
- Sapphire to Woolgoolga (24 km).
- Ballina Bypass (Main contract – 12.4 km).
- Banora Point (2.5 km).

SYDNEY PROJECTS

Windsor Road upgrade

The program to upgrade Windsor Road and Old Windsor Road to a minimum of four lanes is progressing with substantial construction on:

- Roxborough Park Road to Norwest Boulevard, Baulkham Hills.
- Acres Road to Old Windsor Road, Kellyville.
- Mile End Road, Rouse Hill to Boundary Road, Box Hill.
- Boundary Road, Box Hill to Level Crossing Road, Vineyard.

These sections are due to open to traffic progressively from July 2006, at which time Windsor and Old Windsor roads will have been upgraded to four lanes between Parramatta and McGraths Hill.

The contract for construction of the final project in the program, the \$120 million Windsor flood evacuation route across South Creek, was awarded in September 2005 and work is in progress on the major bridge and approaches.

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



As part of the Windsor Road upgrade program this section at Baulkham Hills is upgraded to four lanes.

and is the largest urban arterial road project undertaken by any State government.

Work is well advanced on the grade separation of Norwest Boulevard over Old Windsor Road at Glenwood. The upgraded intersection is expected to open in late 2006 and will provide improved access for traffic to the Norwest Business Park and to the M7.

Bangor Bypass

The Bangor Bypass is a four-lane divided road consisting of two sections – a 2.8 kilometre north-south link between New Illawarra Road and Alford's Point Road to the west of and parallel to Old Illawarra Road and a 3.4 kilometre east-west link between the Woronora Bridge and the north-south link.

The east-west link was completed early in 2005 and planning is now in progress for the north-south link. Work is also progressing on planning for the duplication of Alford's Point Bridge over the Georges River.

Hoxton Park Road upgrade

Hoxton Park Road is being progressively upgraded to provide a divided road at least four lanes wide and an off-road cycleway. It carries the Liverpool to Parramatta Bus T-way on two separate, central lanes between Banks Road and Brickmakers Creek.

Planning for the final section between



The Prairiewood Station on the Liverpool Parramatta T-way is part of a new public transport system for western Sydney.

Cowpasture Road and Banks Road is well advanced. Within this section, construction of a new signalised intersection at Whitford and Illaroo Roads was completed in December 2005.

Cowpasture Road upgrade

Cowpasture Road is being progressively upgraded to a four-lane divided road, from the roundabout at The Horsley Drive, Wetherill Park to Camden Valley Way, Leppington.

Major construction on the \$39 million upgrade between Hoxton Park Road and Main Street is in progress. It is expected to open to traffic in late 2006.

Concept development works are in progress for the two remaining sections of Cowpasture Road: from Main Street to Camden Valley Way and from North Liverpool Road to the M7.

Camden Valley Way upgrade

Widening of the \$21 million section of Camden Valley Way between the M5 South West Motorway and Bernera Road at Prestons opened in December 2005. Concept design and other planning activities are being undertaken for the section between Bernera Road and Cowpasture Road.

Narellan Road upgrade

Two roundabouts on Narellan Road at Waterworth Drive and Mount Annan Drive were replaced with traffic signals. The works were opened in February and April 2006 respectively. Planning also progressed on the Narellan Road extension to The Northern Road during the year.

North-West T-way Network

The North-West T-Way Network comprises two new bus transitway links – Parramatta to Rouse Hill Regional Centre (17 kilometres with 20 stations) and Blacktown to Parklea (7 kilometres with 10 stations).

Construction commenced in June 2005 and is about 40 per cent complete on this \$524 million project. Overall completion is scheduled for the end of 2007.

The T-way will service the suburbs of Parramatta, Westmead, Wentworthville, Old Toongabbie, Winston Hills, Seven Hills, Kings Langley, Bella Vista, Kellyville, Balmoral Road release area, Glenwood, Kellyville Ridge, Rouse Hill, Blacktown, Kings Park, Acacia Gardens, Parklea and Stanhope Gardens. These areas will be provided with better connections to educational, recreational, employment and health facilities, and the CityRail train network.

Sunnyholt Road widening

The \$30 million widening of Sunnyholt Road to six lanes between James Cook Drive and Quakers Hill Parkway was opened to traffic in December 2005 in conjunction with the M7 Motorway, reducing travel times on this corridor.

Parramatta Transport Interchange

The \$110 million Parramatta Transport Interchange was commissioned in February 2006. The interchange was delivered as a partnership between the Transport Infrastructure Development Corporation, RTA and Ministry of Transport and has provided much improved conditions for public transport users in this growing centre. The RTA and the Ministry of Transport contributed \$30 million towards the project. The RTA also completed \$17 million of related works required for bus access and driver facilities for the interchange.

Patrick Street bus tunnel

The \$30 million Patrick Street bus tunnel and station was commissioned in April 2006 and provides much improved facilities for bus travellers in the Blacktown area. The facility was constructed in conjunction with the redevelopment of Westpoint Shopping Centre and was jointly funded by RTA, Ministry of Transport and Queensland Investment Corporation (owners of the shopping centre).

IMPROVING ACCESS BETWEEN CITIES AND REGIONS

Hume Highway

Albury Wodonga Hume Freeway project

The design-construct-maintain contract for the Albury Wodonga Hume Freeway project in NSW was awarded to Abigroup Pty Ltd in February 2005. Construction commenced in May 2005 and is scheduled for completion in mid 2007. The Australian Government is fully funding the \$374 million NSW section of this project.



The Patrick Street bus tunnel in Blacktown, commissioned in April 2006, improves access for shoppers and bus travellers around a busy shopping complex.

Hume Highway Coolac Bypass

Planning is completed and tenders were invited in February 2005 and closed in May 2005 for construction of the 12 kilometre Coolac Bypass. The award of the construction contract has been delayed pending resolution of indigenous heritage issues. This project is fully funded by the Australian Government.

Hume Highway Tarcutta truck facility

A contract was awarded in May 2006 for the \$6.5 million Tarcutta truck and trailer interchange facility. The project is being jointly funded by the NSW and Australian Governments. The Australian Government is contributing \$3 million with the NSW Government contributing \$3.5 million. Completion of the project is expected by end 2006.

Hume Highway Ingleburn ramps

Additional access ramps to the Hume Highway at Campbelltown were opened to traffic in June 2006. The Australian Government contributed two-thirds of the \$13.7 million cost of the ramps with Campbelltown City Council contributing the remainder.

Hume Highway Sheehan Bridge duplication

Planning commenced for the duplication of Sheehan Bridge at Gundagai. On

completion of the bridge duplication and Coolac Bypass the Hume Highway will be dual carriageway between Sydney and the Sturt Highway.

Southern Hume Highway duplication

The Australian Government has an objective of full dual carriageway conditions on the Hume Highway by 2012. There are 87 kilometres remaining to upgrade between the Sturt Highway and Table Top near Albury. In June 2006 the NSW and Australian Governments signed a Memorandum of Understanding to accelerate 67 kilometres of duplication in an \$800 million project to be completed by December 2009. The bypasses of Tarcutta, Holbrook and Woomargama will make up the final 20 kilometres to be completed by 2012.

New England Highway

New England Highway F3 to Branxton

Planning continued for the link between the F3 Freeway at Seahampton and the New England Highway at Branxton. The Australian Government's AusLink Program has allocated a total of \$174 million for the project in the five years 2004–05 to 2008–09, and has made construction funding conditional on a 20 per cent contribution from the NSW Government. Funding for construction of the project has yet to be resolved.

New England Highway Weakleys Drive interchange

Planning continued for the interchange with Weakleys Drive at Beresfield that will eliminate three sets of traffic signals for through traffic on the New England Highway. Construction tenders were invited in June 2006, with construction expected to commence in late 2006. The \$41 million project is fully funded by the Australian Government. In 2003 the NSW Government completed the associated \$7 million Beresfield-Thornton link road that is integral to the project.

New England Highway at Devils Pinch

The realignment of Devils Pinch on the New England Highway, approximately 27 to 30 kilometres north of Armidale, was opened to traffic in April 2006. The \$25 million project was fully funded by the Australian Government.

New England Highway at Halcombe Hill

Construction tenders for the realignment of the New England Highway and a new rail overbridge at Halcombe Hill near Scone were invited in April 2006 with a contract to be awarded in July 2006. The \$17.8 million project is fully funded by the Australian Government with completion expected in the second half of 2007.

Newell Highway

Newell Highway near Ardlethan

The realignment of around three kilometres of the Newell Highway at Ardlethan was officially opened on 13 April 2006. The \$12 million project was fully funded by the Australian Government.

Newell Highway upgrade at Coobang

The Coobang upgrade will involve safety improvements to around seven kilometres of the Newell Highway. Construction commenced in February 2006 and is due for completion in early 2007. The \$21 million project is fully funded by the Australian Government.



The Bombo Interchange at the North Kiama Bypass was completed and opened to traffic in November 2005.

Newell Highway deviation at Wallumburrawang

The Wallumburrawang deviation of the Newell Highway, in the foothills of the Warrumbungle Ranges involved the construction of 4.4 kilometres of new highway including a new crossing of Wallumburrawang Creek, overtaking lanes and rest areas. Construction commenced in May 2005 and the project was opened in June 2006. The \$15.5 million project was fully funded by the Australian Government.

Princes Highway

Preconstruction has commenced on the Northern Distributor extension in Wollongong to improve conditions in the Princes Highway corridor and on the Oak Flats to Dunmore deviation to complete four lanes to Kiama. Planning is also underway on the Kiama ramps, Pambula bridge replacement and South Nowra road safety improvements prior to start of construction in 2006–07. The NSW Government will continue to lobby the Australian Government for a substantial commitment to the Princes Highway south of Wollongong, which does not form part of the AusLink National Network for funding purposes.

North Kiama Bypass

The \$179 million North Kiama Bypass was completed and opened to traffic on

28 November 2005. The North Kiama Bypass links the Kiama Bypass in the south and the Princes Highway near Dunmore, in the north. The project includes a 942 metre bridge on the Princes Highway across the Minnamurra River Floodplain and 7.6 kilometres of high standard four-lane divided carriageway road with additional auxiliary lanes between Shellharbour Road and Spring Creek Drive. Interchanges are provided at Shellharbour Road and Tabbita Road, at Swamp Road and at Bombo. On-road and off-road cycleways have been provided, as have rest areas for northbound and southbound traffic.

Great Western Highway

The \$460 million Great Western Highway upgrade program progressed this year with one upgraded section opened to traffic and preconstruction work in progress on a further two sections. The upgrade program is improving travel times for motorists and providing a safer road environment for all road users including pedestrians and cyclists. The NSW Government has committed \$360 million towards the upgrade, with the Australian Government contributing a further \$100 million.

In May 2006 Section 1 of the Leura to Katoomba upgrade was opened to traffic. Preliminary works continued on the

Woodford to Hazelbrook project. Planning works progressed for projects between Lawson and Wentworth Falls.

Along with the upgrade, work continues to improve safety of the overall route. Construction was completed on the Lapstone Hill section of the highway including extension of the central median crash barrier, a wider westbound shoulder for cyclists and a reduction of the speed limit to 70 km/h.

CENTRAL COAST PROJECTS

The Entrance Road, Terrigal Drive intersection

The \$10 million major upgrade of this intersection was opened to traffic in July 2005. The improvement replaced the existing roundabout with traffic signals and provides features to reduce delays and enhance safety. This work offers a long-term solution to this congested intersection and accommodates the expansion of the nearby Erina Fair shopping complex.

The Entrance Road, Terrigal Drive to Carlton Road

Work commenced in November 2005 on this \$15 million project to duplicate a 600 metre length of The Entrance Road. The project provides two lanes in each direction, bus bays, a shared pedestrian/bicycle path along the full length of the work and a service road to provide access for local residents. Road works are currently in progress and completion is planned for mid 2007.

Pacific Highway Tuggerah to Wyong

Acquisitions, utility adjustments and preconstruction works on the Pacific Highway between Tuggerah and Wyong were completed to allow tenders to be called in June 2006 for Stage 1 of the work. Stage 1 is estimated to cost \$18 million and will provide four lanes between Anzac Road and Mildon Road. It is expected to be complete by the end of 2007.

Pacific Highway and Craigie Avenue

The \$5 million upgrade of the intersection of the Pacific Highway and Craigie Avenue took six months from July to December 2005. This project involved altering the existing layout and constructing a new four-way signalised intersection, part of which forms the main entrance to the Wyong hospital. As well as improving traffic access to the hospital and the adjacent medical centre, the work significantly improves pedestrian safety.

OTHER RURAL PROJECTS

Lidsdale to Coxs River deviation

Work was completed in October 2005 on this \$22 million, 2.6 kilometre realignment of the Castlereagh Highway. The project includes a new two-lane bridge over the coal conveyer tunnel, completed in November 2003, a new bridge over Coxs River completed in April 2004, and roadworks deviating the highway around Lidsdale. The project provides safer travelling conditions for motorists and minimises the impact of flooding in the area.

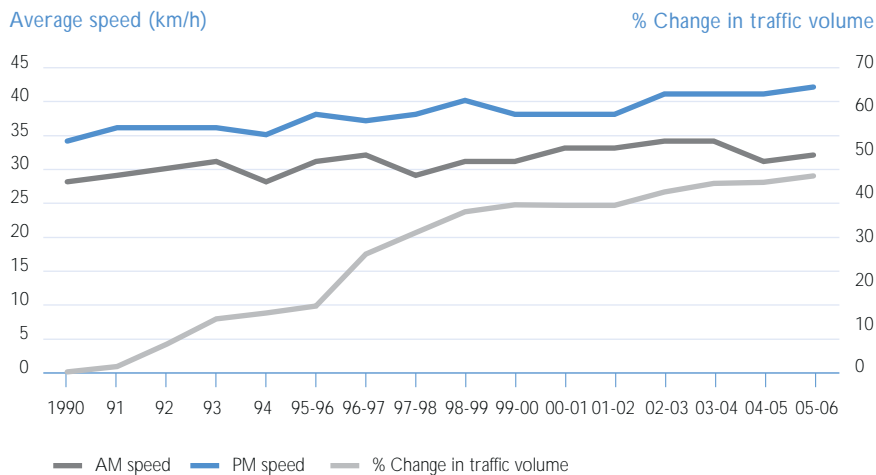
Gerogery level crossing

The \$18 million rail overbridge and approaches on the Olympic Highway, south of Gerogery was opened to traffic in December 2005. The 140 metre, four-span bridge replaces a level crossing. The total project is 1.6 kilometres long including the new concrete and steel bridge. The bridge over the railway significantly improves road safety and travelling conditions.

Mitchell Highway, Copper Hill

The \$6 million realignment of the Mitchell Highway at Copper Hill five kilometres north of Molong was opened to traffic in May 2006. The work included a 1.6 kilometre realignment of the highway and the construction of a new bridge over Molong Creek, replacing two very narrow bridges. There is also a new heavy vehicle rest area on the bypassed loop of the

FIGURE 10 SPEED AND TRAFFIC VOLUME TRENDS FOR SEVEN MAJOR ROUTES TO AND FROM SYDNEY



highway south of Molong Creek. The upgrade has improved safety for motorists and removed the disruption caused by drivers slowing and stopping for oncoming heavy vehicles on the bridges.

Mid Western Highway, Spring Creek

Construction of a replacement bridge at Spring Creek on the Mid Western Highway was completed and opened to traffic in December 2005. The replacement is a twin-arch structure, using pre-cast concrete arches. The existing bridge at Spring Creek was built almost 60 years ago. The \$6 million project is located about nine kilometres west of Bathurst. The project includes the upgrade of 1.2 kilometres of the Mid Western Highway.

MANAGING TRAFFIC

SPEED AND TRAFFIC VOLUME TRENDS

On the seven major routes to and from the Sydney CBD, average speeds in 2005–06 were 32 km/h for the AM peak and 42 km/h for the PM peak, which were slightly higher than 2004–05.

The trends in average speeds for these major routes are shown in Figure 10, together with

the growth in traffic volumes on these routes during the same period. Despite traffic volume growth of around 45 per cent during past 15 years, the trend in average peak hour speeds has remained consistent.

KEEPING THE TRAFFIC FLOWING

The focus for 2005–06 was to maintain consistent travel times for motorists, particularly during peak hours by:

- More efficient response to incidents to ensure good traffic flow.
- Reducing the causes of delay through improved operation of intersections, electronic tolling on motorways, and improvements to the traffic signal control system.
- Helping road users navigate the road system more effectively.
- Reducing traffic disruptions from incidents and special events.

Incidents and special events

The RTA's Transport Management Centre (TMC) is responsible for managing special events, the response to planned and unplanned incidents, and disseminating information to road users. As the central point for handling crashes, breakdowns, roadworks

WORLD MARKET

The SCATS system continues to be a proven success with an expanding international market. SCATS is currently licensed to over 8,649 intersections in eight states and territories in Australia, and a further 15,000 sites in 84 cities in 21 overseas countries.

and spills, the TMC passes information to the public through the media, the call centre and Variable Message Signs (VMS).

The TMC is responsible for ensuring that traffic systems operate at peak performance. TMC activities include 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 in NSW.
- Deployment of a Traffic Emergency Patrol Service who routinely patrol major routes in Sydney and surrounding areas to identify and assist when incidents occur.
- Operation of Variable Speed Limit signs on all motorways so that speed limits may be adjusted in response to prevailing traffic conditions.
- Expansion and operation of the network of 492 VMS across Sydney's metropolitan area and selected major routes across the State.
- Expansion and operation of the closed circuit television network of 606 cameras that monitor roads across Sydney and selected major routes throughout the State.
- Operation, management and maintenance of the Sydney Harbour Bridge lane control system and other electronic and manual tidal flow systems throughout the Greater Sydney area.

- Development of the Sydney Transport Evacuation Precinct Plan in conjunction with other government agencies to control traffic operations and pedestrian movements in the Sydney CBD in the event of a disaster.

Intersection and corridor improvements

Travel delays in 2005–06 were reduced. This was achieved by improvements to intersections and better access to major roads on corridors and at specific locations. Routes and locations in need of attention have been identified through monitoring congestion and travel times on the network.

Improvements included construction of traffic signals, roundabouts and intersection upgrades in the urban Sydney area – President Avenue and Sylvania Road GyMEA; South Western Region – Olympic Way and Jennings Road Henty; Snowy Mountains Highway and Talbingo Road Talbingo; Southern Region – Princess Highway and Cranbrook/Hughes Road intersection Batemans Bay; Hunter Region – Princess Highway from Hexham Bridge to Shamrock Street Hexham; The Entrance Road Wyong; Western Region – Golden Highway and Yarrandale Road Dubbo; Percy and Maughan Streets Wellington; Barriers Highway and Kidman Way Cobar.

Traffic signal coordination

The essential task of coordinating traffic signals is carried out by the Sydney Coordinated Adaptive Traffic System (SCATS). The system responds to traffic demand in real time and coordinates traffic signal timings to ensure smooth traffic flows. SCATS' capability was considerably enhanced in August 2005 with the first deployment of the Traffic Management Interface System (TMIS). TMIS provides a user configurable map-based interface for the traffic management software applications used in the TMC including SCATS, Public Transport Information

Processing System, Central Management Computer System, Traffic Information Reporting Facility and Video Control System. It displays information from these applications, such as site status, signal fault alarms, locations of congestion, CCTV images and incidents.

The first release of TMIS provides a foundation for further application interfaces which will come online as needed.

Annual upgrade agreements have now been established with all RTA supported SCATS users in Australia, New Zealand and Singapore. These users will have the latest version of the SCATS software, thus reducing the demand on RTA resources to support superseded versions of SCATS. The annual update agreements also provide a guaranteed annual income stream to offset SCATS development and support costs.

Electronic toll collection

The RTA's responsibilities for tolling include the collection of cash and electronic tolls at the Sydney Harbour Bridge and Tunnel, toll enforcement services for all NSW toll roads, and electronic tag distribution and customer account management.

Electronic toll collection and E-only lanes allow easier passage through toll booths. There are also environmental benefits because air and noise pollution is reduced when vehicles do not have to stop to pay a toll.

The RTA played the leading role in introducing electronic tolling to NSW toll roads and continues to show a lead in supporting and maintaining interoperability between all toll roads in eastern Australia. The result has been a rapid expansion in tag use with the RTA alone issuing around 357,000 tags by end of June 2006.

Toll systems

The RTA has implemented a number of new systems to support the tolling operation. The systems have been designed to improve

processing efficiency and include internal violation processing and recognition systems. An outsourced system (Toll Compliance Management System) processes toll violations for private operators as well. An internet based capability is currently being developed to allow existing RTA tag customers to check their accounts and make changes as well as enabling new customers to apply for a tag online.

Sydney Harbour Bridge and Tunnel

As owner and operator of the Sydney Harbour Bridge, the RTA has collected bridge tolls since 1932 and tolls for the Sydney Harbour Tunnel since 1992. Electronic tolling was installed on the Sydney Harbour Bridge and Tunnel in 2001. Around 70 per cent of road users now use electronic tolling on the harbour crossings during morning peak with up to 90,000 recorded readings per day.

The Sydney Harbour Tunnel toll booths are being reconfigured to improve throughput and reduce queues. Progress is being made towards an electronic only Sydney Harbour Tunnel. Minor changes have also been made to the bridge toll booths to handle increased tag use.

Motorways

The popularity of electronic tolling increased during the year with just over 70 per cent of all trips on toll roads (that accept cash) paid with an electronic tag, up by nearly 10 per cent on the previous 12 months.

The toll plazas on the M2 were reconfigured to introduce express electronic tolling lanes in January 2006. NSW's first fully electronic (cashless) toll road, the Cross City Tunnel commenced operations in August 2005. This was followed by the M7 in December 2005.

MAINTAINING TRAFFIC FACILITIES

The RTA's management of traffic facilities ensures they remain in suitable condition at minimal cost. Traffic facilities include traffic

signs, longitudinal lines and other road markings, traffic signals, and other electronic equipment.

An approach that offers value for money and reduced cost is the replacement of high energy consuming incandescent lamps in traffic signal lanterns. Light Emitting Diode (LED) lanterns bring long-term environmental benefits, reduced power charges and improved visual performance. The rollout of LED lanterns to replace incandescent lanterns in 240 sites was completed in June 2006. The rollout of a further 450 LED lanterns will be completed in 2007.

ALTERNATIVE TRANSPORT

Alternatives to motor vehicle use such as public transport, cycling and walking can improve traffic congestion, air quality and community health. For details refer to the **Positive environmental and urban design** chapter.

FREIGHT

Intelligent Access Program

The Intelligent Access Program (IAP) was developed through Austroads in partnership between all Australian road agencies and is intended to be introduced during 2006–07.

The IAP will use satellite based tracking technology to remotely monitor the compliance of heavy vehicles against their conditions of access. The RTA has established a new IAP Unit and an online facility where transport operators can 'pre-enroll for Higher Mass Limits (HML) under the IAP'.

Higher Mass Limits and Concessional Mass Limits

In June 2006, the Minister for Roads announced the expansion of the Higher Mass Limits (HML) network and the introduction of Concessional Mass Limits (CML) in NSW.

HML provides freight operators a significant increase in mass limits, so long as rigorous regulatory conditions are met.

From 1 July 2006, transport operators can apply to operate at HML on key AusLink routes, and on other roads to a distance of 100 kilometres in rural and regional areas from the available sections of the AusLink HML network. Approval of applications is conditional on favourable engineering assessments.

This initiative gives practical effect to NSW's obligations under the AusLink funding agreement reached with the Australian Government, and means that up to 40 per cent of NSW is potentially available for HML applications.

HML vehicles can transport an increased payload capacity of between 10 and 13 per cent, providing a significant productivity gain to road transport operators. Accordingly, HML has the potential to reduce the total number of individual truck trips, providing economic benefits by reducing the cost of transporting goods and produce, while contributing to improved road safety and environmental outcomes.

CML allows vehicles to operate at moderately increased mass limits, if accredited under the Mass Management Module of the National Heavy Vehicle Accreditation Scheme.

IMPROVED SIGNPOSTING

The RTA is using market research findings to look at ways to improve guide signage on the road network. The research investigates road users' understanding and expectations of guide signposting. Together with Tourism NSW and others representing the tourism industry, the RTA is making a valuable contribution to new tourist signposting strategies.

FUTURE CHALLENGES

Maintaining the road network

- Continue to provide an appropriate level of maintenance with reduced AusLink maintenance funding.
- Continue to strengthen older RTA bridges.
- Continue to work with local government, internal providers and industry to improve productivity in the delivery of maintenance works.
- Implement the recommendations from the Auditor-General's performance audit 'Condition of Our Roads' to be released in 2006–07, including any necessary changes to the annual report.
- Apply the unique road safety and incident management required in the Alpine region.
- Promote value engineering workshops, to solve problems and reduce maintenance costs.

Road development

- Complete the Sydney Orbital road network by completing construction of the Lane Cove Tunnel, planning of the M4 eastern extension and the F3 Freeway to M2 Motorway link.
- Progress the Pacific Highway upgrade, including Bonville Bypass, Bundacree Creek to Possum Brush, Brunswick Heads to Yelgun and Karuah to Bulahdelah sections and the acceleration of the Moorland to Herons Creek upgrade.

- Progress the Princes Highway upgrade, including the Oak Flats to Dunmore dual carriageway and the Wollongong Northern Distributor Extension.
- Progress the Great Western Highway upgrades in the Blue Mountains.
- Complete the Windsor Road upgrade.
- Continue the construction of the North-West T-way.
- Complete the extension of Narellan Road from Camden Valley Way to The Northern Road.
- Commence the widening of the F3 Freeway to six lanes between Mt Colah and Cowan.
- Implement the Central Coast Transport Action Plan.
- Duplicate the Alford's Point Bridge.
- Continue planning and commence construction of the new Hume Highway accelerated duplication program.
- Complete the road changes associated with the Cross City Tunnel.
- Continue to implement urban design corridor strategies to ensure a whole of government approach to land use and transport planning.
- Complete planning for a sustainable road network within Sydney (including strategic bus corridors, T-ways and other bus facilities) for integration with north-west and south-west sector structure planning.
- Participate with other NSW Government agencies in the implementation of the Metropolitan Strategy.

Managing traffic

- Maintain consistent travel times through network operations and provide effective management of incidents and special events.
- Implement Intelligent Transport Systems, using electronic tolling and other innovative equipment to improve traffic flow and traveller information.
- Improve the efficiency of traffic facilities maintenance in particular replacement of high-consumption incandescent traffic signal lamps with more energy-efficient LED lanterns.
- Ensure that NSW road users are provided with information about changes to road rules and traffic facilities.
- Implement new network developments that integrate into the road transport system.
- Use technology to provide more efficient communication links to the SCATS network.

Freight

- Continue implementation of the Intelligent Access Program to facilitate network utilisation.
- Implement an expanded Higher Mass Limit network in NSW.
- Establish a framework for the introduction to NSW of higher productivity vehicles, in line with the Council of Australian Governments (COAG) commitment.
- Plan and manage increased heavy vehicle movements as a result of the planned expansion of Port Kembla.



POSITIVE
ROAD SAFETY
OUTCOMES

POSITIVE ROAD SAFETY OUTCOMES

INTERMEDIATE RESULTS

Safer road user behaviour,
vehicles and road
environment

FATALITIES

There were 508 fatalities on NSW roads in 2005 a further decrease on the level reached in 2004 with 510 fatalities. These results place the annual NSW road toll for the past two years among the lowest since the mid 1940s when the number of vehicles was less than a tenth, and the population was less than half that of 2005.

The NSW fatality rate per 100,000 population in 2005 was 7.5, the equal lowest figure since 1945. This also compares favourably with the rate for the whole of Australia at 8.0 fatalities per 100,000 population in 2005.

International comparisons show NSW ahead of other OECD countries such as France (8.7 fatalities per 100,000 population), Italy (9.6), New Zealand (9.9) and the United States (14.5), but still lagging behind OECD leaders Sweden (4.9), Netherlands (5.0) and the United Kingdom (5.3).

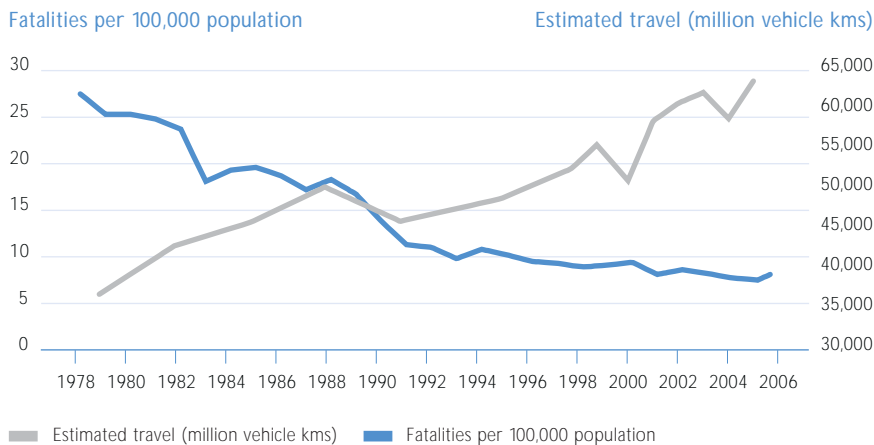
FACTORS INVOLVED IN CRASHES

A study of the calendar year ending 31 December 2005 revealed that:

- Speeding was a factor in around 37 per cent of fatalities.
- At least 16 per cent of fatalities were the result of an incident involving a driver or rider with a blood alcohol level above the legal limit.
- At least 17 per cent of people killed in motor vehicles were not wearing available restraints.
- Driver fatigue contributed to about 19 per cent of fatalities.
- At least 13 per cent of motorcyclists killed were not wearing helmets.

Financial year figures are provided in Table 2.

FIGURE 11 TRENDS FOR FATALITIES PER 100,000 POPULATION AND MOTOR VEHICLE TRAVEL SINCE 1978



COMPETENT ROAD USERS

NEW DRIVERS

Young driver initiatives

In July 2005 the NSW Government introduced two changes to the provisional licence scheme – the prohibited vehicle and passenger conditions. Both these new initiatives aim to help reduce the young driver road toll.

The prohibited vehicle condition restricts all new provisional (P1 and P2) drivers from driving certain high performance vehicles. The scheme aims to prohibit young driver access to vehicles that are overrepresented in young driver crashes.

The passenger condition applies to provisional (P1 and P2) drivers who are disqualified from driving for a driving offence that is committed on or after 11 July 2005 and will apply for 12 months. This condition restricts the provisional licence holder from carrying more than one passenger when driving after the disqualification period.

Novice Driver Program trial

The NSW Government agreed to participate, through the RTA, in a national

trial of an innovative post-licence program for new provisional drivers. Others in the trial include the Australian Government, Victorian Government, Insurance Australia Group, Federal Chamber of Automotive Industries and Royal Automotive Club of Victoria.

The focus of the program is on driver behaviour and hazard perception with the aim of achieving a statistically significant reduction in the number and/or severity of crashes experienced by novice drivers. The program consists of classroom and in-vehicle activities and will target drivers who have held a provisional licence for up to three months.

To measure a statistically significant reduction in crashes the trial requires a minimum of 6,600 provisional licence holders in NSW to undertake the training and an additional 6,600 provisional drivers as a comparison group.

The cost of the trial program was estimated at \$10 million with the NSW Government committing \$2.5 million towards the project.

The recruitment and training of trial participants will start in November 2007 and the final evaluation of the program is scheduled in May 2010.

CHILD SAFETY

Child road safety

The safety of children as road users is a key priority for the community and a new package of initiatives was announced after a round table discussion was held by the Minister for Roads in June 2006 with selected stakeholders.

These initiatives included:

- Development of a new electronic school zone safety alert system to warn drivers approaching a 40 km/h school zone during school zone hours. Selection of suitable technology commenced in June 2006.
- Commissioning of additional speed cameras to be used in NSW school zones to monitor vehicle speeds.
- Increased fines and demerit points for driving offences in school zones.
- Establishment of 'Drop Off' and 'Pick Up' parking and marshalling zones.
- Enhancement of the School Crossing Supervisor scheme to ensure reliability and efficiency.

School road safety education

The RTA's NSW School Road Safety Education Program (K-2) supports road safety education through compulsory components of the school curriculum. The program is a partnership between the RTA and organisations involved in road safety education in government, Catholic, and independent schools and early childhood services. The RTA funds these education agencies to provide educational consultancy support to schools, professional development and policy advice.

A new secondary school road safety education resource for Stage 6 (Year 11 and 12) English students is being developed. This resource, 'In the driver's seat – the nature of authority', uses a variety of RTA media texts designed to develop students' analysis of youth, driver, pedestrian and passenger safety.

The Early Childhood Road Safety Education Program provides road safety education to children's services throughout NSW. This involves professional development to teachers, resource distribution and support to rural and remote children services.

DRINK DRIVING

Sober Driver Program

An independent evaluation of the Sober Driver Program in April 2006 included interviews with participants, facilitators and magistrates. It found that repeat drink drive offenders who completed the program were half as likely to reoffend as those who did not participate.

The nine-week program helps participants understand the effects of drink driving on themselves and the community and aims to reduce reoffending by program participants. Participation in the program is by referral from a Magistrate or probation and parole officer. The program is jointly funded by the RTA and Motor Accidents Authority and delivered by the Probation

and Parole Service of the Department of Corrective Services.

Alcohol Interlock Program

The Alcohol Interlock Program is available for courts as an option in sentencing drivers convicted of certain serious drink driving offences. To date, more than 500 interlock licences have been issued and 26 participants have successfully completed the program. An alcohol interlock is an electronic device that tests a driver's breath and prevents a motor vehicle from being started if the concentration of alcohol exceeds the pre-set limit of 0.02.

Transport options for drinkers

Programs were conducted in association with licensed venues to provide local alternative transport schemes. Local government and other agencies were involved in a number of areas including the 'Brain Bus' servicing the ski fields during the snow season, the 'Summer Bus' project in Wollongong, and the 'Nightlink' service in Newcastle. Patrons were able to have safe options for travelling home without drink driving.

COMMUNITY AWARENESS

CAMPAIGNS

Paranoia

In February 2006 a public education campaign, Paranoia, was launched to help reduce alcohol related crashes. The campaign aims to raise awareness of the unpredictability of mobile random breath tests (RBT) and increase the perceived risk of being caught. The campaign taps into the guilt and paranoia felt by drivers who drink and drive.

The television commercial shows the main character leaving a hotel to drive home. He is confident as he leaves the hotel but soon starts to imagine police in a variety of situations as he drives home and is eventually pulled over by an unmarked police car. Press and radio advertisements support the commercial and localised police statistics are used to reinforce the number of random breath tests conducted in local areas.

In-venue merchandise, including bar runners, coasters and posters, were distributed to take the message to drinkers at point-of-sale.

Online advertising invited people to find out how many random breath tests were carried out in their area and linked back to the RTA website.

Driver Reviver Program

To help drivers to manage their fatigue the Driver Reviver Program encourages drivers, particularly on longer trips over holiday weekends, to take a rest break. Volunteers offer refreshments supplied by sponsor Bushells, at about 100 Driver Reviver sites across the State.

The RTA has continued to support and improve the Driver Reviver Program with guidance on safety aspects of Driver Reviver sites and promotion through advertising, VMS and the internet.



Paranoia, the public education campaign to help reduce alcohol related crashes, was launched in February 2006.

Compliance and Enforcement Campaign

The RTA implemented a campaign involving press, radio, direct mail and online advertising to raise awareness of new Compliance and Enforcement legislation introduced on 30 September 2005.

The campaign targeted heavy vehicle owners and operators, industry associations and road transport supply industries to raise awareness of responsibilities under the new legislation relating to road transport mass, dimension, load restraint and driving hours.

Operators were encouraged to undertake the necessary preparations to ensure compliance with the new laws.

Demerit Points Campaign

The Demerit Points Scheme helps make our roads safer by encouraging safe and responsible driving. Changes introduced in July 2005 provide more consistent penalties and align them more closely to the safety-related seriousness of offences.

A marketing campaign to outline the changes included press, radio and online advertising, an information brochure, poster for motor registries and a direct mailout to local councils. A search function was added to the RTA website allowing users to search for demerit point offences and fines.

SpeedBlitz Blues

This was the RTA's fourth year as the major sponsor of the NSW cricket team – the SpeedBlitz Blues. The sponsorship raises awareness of the dangers of speeding and targets young male drivers with the message that speed is great on the sporting field, but not on the road. This year the SpeedBlitz Blues won the domestic limited-overs competition, the ING Cup, in a thrilling victory.

Off the field, SpeedBlitz Blues squad members have participated in the school visits program, SpeedBlitz Blues On the



The SpeedBlitz Blues celebrate their ING Cup win against the South Australian Redbacks.



Two editions of *Geared*, RTA's magazine for young drivers, were issued during the year.

Road, which has promoted the message 'Slow down. Take control.' to more than 12,500 young people since the program's introduction in 2003.

SpeedBlitz Cricket is an online, interactive cricket game created to deliver the sponsorship's anti-speeding messages in a fun environment. During the eight weeks of the 2005–06 competition, more than 11,000 people played more than 100,000 games with over 450 prizes given away.

PUBLICATIONS

Access to publications

The RTA provides a toll free 1800 road safety information number and website for road safety publications. During 2005–06:

- About 1.4 million road safety community education publications and other resources were sent to customers.
- The 1800 number call centre processed more than 1,500 enquiry calls.
- RTA customers ordered 225,955 road safety publications by email via the online road safety resource catalogue.

Young driver magazine

The RTA produced two editions of *Geared*, a magazine for young drivers. *Geared* is a high quality, bold and engaging product, designed to sit comfortably beside other youth magazine titles.

It was developed after detailed research with the target market –16 to 25 year olds with a Learner or Provisional (P1) licence. Ongoing research indicates that the style and subject matter has been well-received by the market.

The magazine is carefully written and designed using an informal style that is youth-oriented and effectively engages

readers in articles about road safety without 'preaching' to them.

The 66-page magazine includes articles about safe driving, the licensing system, basic do-it-yourself mechanics, buying or selling a second hand car and much more.

Around 110,000 copies of each issue were distributed to young drivers through the RTA's motor registry network. The RTA plans to continue to produce the magazine twice a year.

LOCAL GOVERNMENT ROAD SAFETY PROGRAM

The Local Government Road Safety Program is a jointly funded partnership between the RTA and NSW local councils that has operated since 1992. The program develops road safety initiatives within local communities and brings together the RTA, Institute of Public Works Engineering Australia, the Local Government Association and Shires Associations of NSW, the Motor Accidents Authority and council road safety officers. There are currently 86 road safety officers working across 101 participating councils. During 2005–06 the road safety officers continued to deliver local community based road safety education projects.

LOW RISK DRIVING WORKSHOPS

The 'Helping learner drivers become safer drivers' workshop presentation was updated to include the principles of low risk driving with 179 workshops provided across NSW as part of the Local Government Road Safety Program, Youthsafe. The workshops were supported by new brochures, posters and an RTA fact sheet in Arabic and Chinese.



The Road Users' Summit was held in July 2005 to discuss issues such as sharing the roads with trucks.

SUMMITS

The Minister for Roads announced a range of measures flowing from the Road Users' Summit, held in March 2005, to improve driver behaviour, safety and traffic flow on the State's roads. A second summit, held in May 2005 at Dubbo, aimed to address issues for country road users.

On 7 July 2005, a Heavy Vehicles Summit was held in Newcastle. Issues discussed at that summit included:

- Critical infrastructure maintenance, including bridges.
- Community views on sharing the roads with trucks.
- Fatigue management.
- Industry calls for harsher penalties for blatant/repeat safety breaches.
- Education and skills training for truck drivers.
- Discussions with industry about ongoing contributions from the heavy vehicle sector for infrastructure.
- An RTA audit of truck rest stops with the industry and unions.
- Legislative changes including speed limiters and chain of responsibility.
- Greater information sharing and consultation between RTA, industry and community.

REGULATION AND ENFORCEMENT

REVISED DEMERIT POINT SCHEME

Following a major review of the Demerit Point Scheme, a number of changes were introduced in July 2005 to better align penalties with the safety-related seriousness of offences. Some offences which previously



The RTA contributed over \$7.6 million this year to fund enhanced enforcement operations.

attracted only a fine were amended to introduce a demerit point penalty. For other offences, demerit point penalties were streamlined to 15 levels to encourage safe and responsible driving. An extensive media and advertising campaign alerted the community to the changes.

ENHANCED ENFORCEMENT PROGRAM

The Enhanced Enforcement Program is a partnership between the RTA and NSW Police to improve safe road user behaviour by ensuring that police are highly visible at strategic times of the year. The RTA contributed in excess of \$7.6 million for the financial year, to fund operations targeting speeding, drink driving, fatigue, heavy vehicle safety issues, seatbelt use and helmet use.

RTA public education campaigns supported seven Statewide enforcement operations. The campaigns used a mixture of television, radio and press to increase local community awareness of police operations in all RTA regions. In addition double demerits campaigns supported police operations including Operation Slow Down, Tortoise and Safe Arrival.

HEAVY VEHICLE INITIATIVES

Speed limiter deeming legislation

The *Road Transport Legislation (Speed Limiters) Amendment Act 2005* was proclaimed in

November 2005. This Act enables the effective prosecution of operators who allow their heavy vehicles to travel more than 115 km/h due to faulty or non-functioning speed limiters. Enforcement is due to commence in August 2006.

Chain of responsibility

With the road freight task in Australia expected to double by 2020, a series of compliance and enforcement reforms began under the *Road Transport General Act 2005*. All parties involved in the road transport logistics chain can now be held responsible for mass, dimension and loading requirements. A key component of the reforms is accountability for freight management and compliance from all participants in the supply chain, creating an end-to-end 'chain of responsibility' to prevent commercial interests overriding safe transport practices. New penalties and extensive enforcement powers were also introduced to provide effective monitoring of the industry.

Under the Act higher penalties are now available to the RTA. With the new legislation, from September 2005 to June 2006 the RTA's traditional roadside enforcement program had several judgements against overloading. Judgements awarded by the court for individual severely overloaded vehicles have been up to \$10,000 and \$20,000.

TRUCKSCAN

TrucksCAN is used at RTA Heavy Vehicle Checking Stations and in enforcement vehicles to check driver licence and vehicle registration and verify driver logbook entries. Enhancements were made in 2005–06 to maintain this effective enforcement tool including a mobile screening interface which allows the inspectors to identify vehicles of interest before intercepting them.

Heavy vehicle driver fatigue reform package

The National Transport Commission is conducting a review of the heavy vehicle driver fatigue regulation. NSW is participating in this review.

Safe-T-Cam

Safe-T-Cam is a unique system that automatically identifies heavy vehicles that may be breaking laws such as speeding and driving beyond prescribed hours.

In July and August 2005 Safe-T-Cam was upgraded to detect avoidance of heavy vehicle checking stations at Marulan North and Marulan South on the Hume Highway. There are now 27 Safe-T-Cam sites on primary heavy vehicle routes across NSW

IF YOU'RE IN THE CHAIN, ROAD TRANSPORT SAFETY IS YOUR RESPONSIBILITY.

From September 2005, new Compliance and Enforcement legislation will mean that if your business is involved in any way in the road transport supply chain, you could be held responsible for a breach of the road transport mass, dimension, load restraint and driving hours laws. As a consignee/dispatcher/packer or loader, heavy vehicle driver/operator/manager or consignee/receiver, you are part of the 'chain of responsibility'. It is up to you to assess your obligations and do everything necessary to ensure compliance.

To find out more about the new Compliance and Enforcement legislation and how it will affect you visit www.rta.nsw.gov.au or call 13 22 13.

SHOULDER THE LOAD.

The chain of responsibility for compliance and enforcement was advertised throughout the heavy vehicle industry.



RTA's new Crashlab has been purpose built to handle research and testing at a single site including testing for commercial vehicles and ANCAP.

with a total network of 100 sites, including overhead cameras, heavy vehicle checking stations and roadside inspection areas.

The merits of the system have been recognised by South Australia's Department of Transport, Energy and Infrastructure (DTEI) which has moved to install Safe-T-Cam at 11 sites on interstate routes across South Australia that are linked to NSW.

The RTA is working with the DTEI to establish an effective inter-jurisdictional network of Safe-T-Cam sites to monitor and manage long haul driver fatigue.

SAFER VEHICLES

RTA CRASHLAB

The new purpose built research facility, RTA Crashlab, was officially opened at Huntingwood in western Sydney in December 2005. With enough space for outdoor roadside furniture testing and a 105 tonne movable crash barrier capable of multiple configurations, the facility enables all testing operations to be conducted at a single site. These include Australian New Car Assessment Program (ANCAP) testing as well as commercial testing of vehicles, child restraints, seatbelts, pedal and motorcycle helmets, bus seats and industrial safety harness and fall arrest devices.

The Huntingwood RTA Crashlab facility conducted 41 crash tests in 2005–06.

AUSTRALIAN NEW CAR ASSESSMENT PROGRAM (ANCAP)

Since ANCAP began crash testing and reporting on popular new model passenger cars in 1993 safety levels have increased significantly. It is likely that within three years all cars tested will achieve maximum points under the current test and assessment regime.

Throughout 2005–06 ANCAP finalised the 4WD test program adding offset frontal crash tests to the pole test results to allow ANCAP to provide an overall star rating for 4WDs.

Three crash test programs were also completed – 4WD, Crossover and a Utility Update – and an additional single vehicle release. ANCAP is also progressing a mixed program (Phase 1) with a launch scheduled for 18 August 2006.

After the 4WD pole test program ANCAP conducted offset frontal crash tests on the popular selling passenger 4WDs and released the results with an overall star rating in September 2005.

ANCAP is now recommending Electronic Stability Control (ESC) for 4WDs and is developing a joint program with the Department of Transport and Regional Services to demonstrate the benefits of ESC to purchasers of new vehicles.

USED CAR SAFETY RATING

The Used Car Safety Rating (UCSR) will help consumers to identify models rated on their ability to protect occupants. It also shows particular models' aggressiveness to other road users.

In 2006, UCSR data covered more than 1.7 million vehicles involved in crashes from 1987–2004 that were reported to police in Australia and New Zealand.

The 'Buyer's guide to used car safety ratings–2006' covers the majority of popular vehicles over about four years old. It has crashworthiness ratings for 305 vehicle



The Huntingwood RTA Crashlab facility in western Sydney opened in December 2005.



26 metre B-doubles have been required to meet new safety standards since November 2005.

models with corresponding aggressivity ratings for 284 (93 per cent) of these vehicles.

HEAVY VEHICLE INITIATIVES

26m B-doubles

A new heavy vehicle configuration of 26 metre B-doubles was approved for operation in NSW from November 2005. Vehicles permitted under this scheme are required to meet important new safety standards.

Heavy vehicle inspection scheme

The RTA operates a Heavy Vehicle Inspection Scheme (HVIS) that conducts periodic inspections on heavy vehicles and buses used as public passenger vehicles. Almost 90,000 vehicles' annual registration inspections were conducted across the State at a variety of sites.

In November 2005, a new compliance safeguard was introduced which can suspend or cancel the registration of a vehicle which has not undertaken an HVIS inspection. The RTA has also completed an upgrade program across RTA inspection sites by replacing roller brake, suspension and pit-jack equipment.

State Transit Authority buses were included in the HVIS progressively from April 2006.

Vehicle selection matrix

A trial of a Vehicle Selection Matrix (VSM) commenced in February 2006 with the VSM rollout scheduled for later in 2006. The

VSM strengthens the RTA's existing risk-based screening system for managing heavy vehicle intercepts at automated Heavy Vehicle Checking Stations. VSM improves the intercept rate of high risk vehicles, manages the checking station vehicle queue and uses a screening tool to intercept vehicles with poor compliance history.

SAFER ROADS

ROAD CONDITION

Crash related treatments

A total of \$33.2 million in state funds was spent in 2005–06 to undertake remedial treatments to 193 high crash risk locations. Work by the RTA included intersection improvements, road realignments, clear zone enhancements and safety barrier installation.

The Australian Government's AusLink Black Spot Program, administered by the RTA, constructed a further 116 new crash reduction projects with total federal funding of over \$14.2 million.

Pedestrian areas

In 2005–06, 40 km/h schemes were installed or upgraded in 12 pedestrian areas. These included installing traffic calming, safe and convenient pedestrian crossings as well as 40 km/h signs.

The RTA installed pedestrian fences at new locations along Military Road, Cremorne to

ensure a consistent design appearance for the entire route between the Warringah Expressway and Spit Road.

UPGRADES

Pacific and Princes Highway upgrades
Road safety has been improved on the Pacific and Princes Highway with a number of innovative road safety treatments.

Fatalities on the Pacific Highway have decreased for several sections including north of Hexham to the Queensland border.

On the Princes Highway from Yallah to the Victorian border fatalities have halved from 24 in 2004 to 12 in 2005 with seven fewer from January to June 2006 than in the same period in 2005.

Railway level crossing upgrades

In 2005–06, eight major railway level crossing upgrades were undertaken in NSW as part of the Railway Level Crossing Safety Upgrade Program. These major improvements included converting sites from passive to active traffic control by using lights, bells and boom gates.

At 70 sites across NSW signal lamps were upgraded with LED and non-frangible objects were removed. Minor road

ROAD DESIGN GUIDE

The RTA has further integrated road safety into the road maintenance program with a new 'brownfields' design guide. The guide will provide maintenance engineers with interim maintenance standards that can be retrofitted to existing roads. The document took advantage of recent crash research to develop road design innovations and new interim clear zone widths.

realignments and investigations for future upgrade sites were also undertaken.

COMBATING SPEED

Automated wet weather speed limits

The RTA introduced Australia's first operational use of new technology designed to automatically reduce the speed limit under adverse weather conditions. Rain-activated electronic speed limit signs were installed along the F3 freeway between the Hawkesbury River and Mount White in conjunction with a series of weather stations and moisture detectors which enable the speed limit to be automatically reduced during wet weather. The displayed speed limit is enforced by a fixed digital speed camera. This system is intended to reduce the high proportion of wet weather crashes in the area.

Speed zone routes review

A review of 11 main routes investigated 77 full time speed limits on more than 285 kilometres of road. As a result, speed zone changes on four Sydney based routes are being implemented or completed. The speed zone review also led to the installation of a Variable Speed Limit scheme adjacent to the Mount Boyce Heavy Vehicle Checking Station, to be commissioned in 2006–07. The scheme increases the current 60 km/h speed limit to 80 km/h either side of the station, and reduces speed limit to 40 km/h during periods of poor visibility caused by fog.

Fixed speed cameras

There were 114 fixed speed camera sites operating in NSW, including 13 cameras in school zones at the end of 2005–06 with 41 camera sites in country and 73 in city areas. Four new camera sites were commissioned during the year. One site was relocated due to improvements in technology.



Signage and technology designed to automatically reduce speed limits during wet weather was introduced on the F3 freeway at Mount White.

FUTURE CHALLENGES

Competent road users

- Implement the package of initiatives to increase child road safety across NSW.
- Further consider the point-to-point speed cameras concept for NSW and educate drivers on their potential effectiveness.

Community awareness

- Implement and create awareness of proposed new drug driving legislation which will allow random and post-crash drug testing.

Regulation and enforcement

- Introduce state-initiated 'chain of responsibility' provisions for fatigue offences.
- Develop options to improve the timeliness and effectiveness of the '3 Strikes and You're Out' heavy vehicle speed management scheme.

Safer vehicles

- Establish a framework for the assessment of higher productivity vehicles.

Safer roads

- Finalise the Princes Highway Road Safety Strategy improvement program.

POSITIVE
ENVIRONMENTAL
AND URBAN
DESIGN
OUTCOMES



POSITIVE ENVIRONMENTAL AND URBAN DESIGN OUTCOMES

INTERMEDIATE RESULTS

Impacts on the natural,
cultural and built
environments are
minimised

ALTERNATIVE TRANSPORT

BUS PRIORITY

Review of bus services

The RTA has been actively involved with other transport agencies in the NSW Government's Review of Bus Services. Since the review identified strategic bus corridors, work has begun to improve priority for buses on routes with the greatest potential for growth. 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.

The review identified 51 strategic bus corridors across the Sydney metropolitan area (43), Newcastle (4), Wollongong (2) and the Central Coast (2). Sixteen of the Sydney corridors were accepted by the NSW Transport Reform Taskforce to have bus priority measures implemented as a high priority. The 16 corridors connect the centres of Parramatta, Bankstown, Hurstville and Burwood.

The NSW Treasury has allocated an additional \$90 million to the RTA's budget over the three fiscal years (2005–06 to 2007–08) to implement bus priority measures on strategic bus corridors. The funding is in addition to the RTA's \$15 million annual bus priority allocation.

An interim version of the Public Transport Information and Priority System (PTIPS) has been deployed on Strategic Bus Corridor 24 between Hurstville and Miranda which complements the previously installed prototype system on STA Route 400 between Bondi and Burwood (via the Airport). PTIPS improves bus reliability by giving late running buses signal priority. Bus management and service planning has been improved through better information on fleet performance.

Bus priority measures have been implemented on the Miranda – Hurstville, Anzac Parade and

the Warringah Road corridors. Works have commenced on the Victoria Road, Liverpool – Bankstown and the Miranda – Bankstown corridors.

The growth in bus lanes, T-way and transit lanes in Sydney is displayed in Figure 12.

Bus lane cameras

The RTA has developed new enforcement cameras specifically for use with bus and T-way lanes. Since bus lanes were introduced in the early 1990s, illegal use has had an impact on bus travel times and added to operating costs. A number of initiatives are in place to improve motorists' compliance with the rules governing the use of bus lanes. These include colouring all Sydney's bus lanes red and public education campaigns to increase road user awareness of how to use bus lanes.

In addition, enforcement strategies have been developed using camera technology that is able to detect and automate an infringement process for illegal bus and T-way lane use.

In September 2005, the first 13 enforcement zones on bus lanes and T-way lanes commenced operation. Construction has begun on nine more Sydney CBD sites.

A public education campaign was conducted to communicate the introduction of the

cameras. The campaign included press, radio and outdoor advertising. A one month period of grace applied where motorists caught illegally using a bus lane were sent warning letters rather than infringement notices.

The campaign achieved its objective of increasing the awareness of bus lanes. This was demonstrated by a reduction of bus lane infringements on Parramatta Road, dropping from 14 per cent of bus lane traffic two weeks before the campaign to less than one percent during the campaign.

TRAVEL DEMAND MANAGEMENT

Government agencies and other organisations were helped by the RTA to produce and use their own transport access guides. Transport access guides offer information for people travelling to and from a particular site using sustainable, energy efficient forms of transport such as walking, cycling and public transport. Information about transport access guides is available at:

www.rta.nsw.gov.au/transportaccessguides.

In 2005–06 the RTA developed transport access guides for metropolitan motor registries to provide our customers with an equitable and sustainable option.

The RTA also implemented a training

program to encourage staff to cycle to work on a regular basis. The Cycling in the City program, an initiative of the City of Sydney, helps participants develop their cycling proficiency and road safety skills and encourages regular commuter cycling.

The RTA continued to develop its cycleway mapping program with the release of the new Sutherland and Campbelltown cycleway map. Another three new maps have been produced, covering the area from Pittwater and Hornsby to Newcastle and Lake Macquarie, including the Central Coast region.

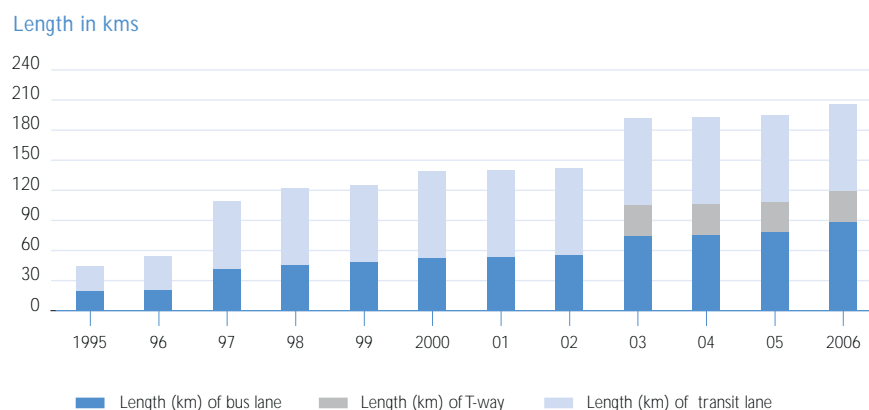
New promotional materials were developed to promote safe cycling including a postcard on safe cycling, the RTA cycleway maps and the website.

CYCLISTS

In 2005–06, the RTA continued improving the bike network. Off-road shared paths were integrated wherever practical on newly built roads and off-road cycleways were created to connect people with their destinations. The RTA also actively promoted cycling as a healthy, affordable, flexible and environmentally friendly form of transport.

The RTA invested in facilities for cyclists through a number of infrastructure programs

FIGURE 12 GROWTH OF BUS LANES, T-WAY AND TRANSIT LANES IN SYDNEY



TELEWORKING

The RTA continued to provide advice and assistance to government agencies and businesses on teleworking to help reduce car travel and improve air quality. RTA staff members were also supported in teleworking at home or at RTA telecentres in Gosford and Penrith and at hot desks at Parramatta.



Peter Greenland, Design Manager Westlink M7 team, cycles to work on the new Westlink shared path for cyclists and pedestrians.

including \$6.6 million allocated specifically for cycling infrastructure, education and promotion.

As most cycling takes place on local roads, the RTA provided \$3 million funding support to councils on a dollar for dollar basis, to develop and construct local cycleway networks. Ninety-six local bicycle network projects were funded at a total value of over \$6 million.

Major cycleways completed were:

- Westlink M7 Motorway – A 40 kilometre long totally grade-separated shared path for cyclists and pedestrians.
- Lawrence Hargrave Drive – 2.5 metre wide shared path along the new Sea Cliff Bridge.

Support continued for community group events that encourage greater use of cycling. These included the Portfolio

Training courses were held in October and November 2005 to improve the skills of RTA staff involved in planning, designing and construction of bicycle and pedestrian facilities. 148 RTA staff and 64 local council officers and professional consultants had attended the courses.

Partners Sydney Spring Cycle (PPSSC), NSW Big Ride and MS Sydney to the Gong. The 2005 PPSSC was held on 23 October. It took a new route and finished at the Sydney Olympic Park where the Bicycling Australia Show was held. More than 7400 people participated in the Portfolio Partners Sydney Spring Cycle.

Annual Bike Week promotions were held in September, encouraging cycling in local communities to replace short trip car journeys and promote bicycle safety issues. Funding of \$110,000 was provided to promote family, health and safety oriented bicycle events held through local councils, Police Citizens Youth Clubs and bicycle user groups. The RTA provided funding assistance to 51 community events across NSW. New guidelines on RTA funding were developed and placed on the RTA website. The RTA also developed templates for advertisements, posters and banners that can be used by community groups.

PEDESTRIANS

In 2005–06, the RTA pursued a number of initiatives to improve pedestrian access and safety. Facilities for pedestrians included:

- Pedestrian bridges at Canterbury and Wiley Park with construction underway at Yagoona and planning well advanced at Blakehurst.

- New and reconstructed pedestrian traffic signals including Milsons Point, Beverley Park, Gosford, Coffs Harbour, Horsley, Mount Ousley, North Wollongong, Unanderra, and Bathurst.
- Pedestrian crossings and refuges.
- Additional audio-tactile push buttons to help vision-impaired pedestrians.
- Kerb ramps.
- Pedestrian fencing.

To develop integrated pedestrian networks, the RTA helped local councils prepare Pedestrian Access and Mobility Plans (PAMPs). 72 PAMPs have been developed across the State, including seven completed during 2005–06. The RTA also continued supporting councils to implement these plans which enhance safety, convenience and mobility on links between public transport and other key centres of pedestrian movement.

The RTA continued to reinforce safe pedestrian behaviour amongst parents, teachers and children through ongoing support of the Pedestrian Council of Australia initiative *Walk Safely to School Day*. The council held its annual event in April 2006, which the RTA funded \$30,000.

INFRASTRUCTURE PLANNING AND ROADWORKS

ENVIRONMENTAL ASSESSMENT

As required by the *Environmental Planning and Assessment Act 1979* (the EP&A Act), the RTA aims to ensure that the potential environmental impacts of its road and bridge infrastructure proposals are properly considered. As part of the environmental assessment process, the RTA also develops measures to avoid, minimise, mitigate and in some circumstances offset, adverse impacts.

Amendments made to the EP&A Act on 1 August 2005 included the new scheme for environmental assessment of major infrastructure set out in Part 3A. The

scheme makes a number of changes to the way projects are assessed including more emphasis on the key environmental issues. Processes were developed by the RTA to ensure a smooth transition to the new scheme.

During 2005–06 the Tugun Bypass Proposal was approved under Part 3A of the EP&A Act. Approval under Part 3A was sought for the Bulahdelah Bypass and the Moorland to Herons Creek Upgrade.

During the year, the RTA considered 317 Reviews of Environmental Factors (REFs). REFs are environmental assessments which examine the potential environmental impact of an activity which is subject to Part 5 of the EP&A Act but not subject to Part 3A and does not require development consent under Part 4 of the EP&A Act. REFs are generally prepared in accordance with the RTA Environmental Impact Assessment Policy, Guidelines and Procedures.

ENVIRONMENTAL MANAGEMENT SYSTEM

The RTA maintains an Environmental Management System (EMS). The EMS provides an environmental management framework to support continual improvement in RTA environmental

performance. The RTA EMS is currently under review. Key developments in the EMS for 2005–06 included the release of a procedure on erosion and sedimentation risk assessment (August 2005), and four Environmental Directions covering environmental policy advice for emergency maintenance or repair works, Sydney water restrictions, extractive industries – environmental protection licences and pesticide use.

ENVIRONMENTAL EDUCATION AND TRAINING

The RTA provides staff with formal and informal environmental training opportunities. A central register developed in 2003–04 informed staff of the environmental training courses and sessions available. Over the past year approximately 626 hours of formal environmental training was attended by more than 109 staff. The environmental training courses included erosion and sediment control training and Chemcert Accreditation for the use of pesticides.

Other workshops included environmental legislation updates, environmental assessment, biodiversity, and information sessions on the released RTA

environmental policies and procedures (eg Erosion and Sedimentation Risk Assessment Procedure, RTA Contaminated Land Management Guideline and RTA Acid Sulfate Materials Guideline).

ENVIRONMENTAL COMPLIANCE

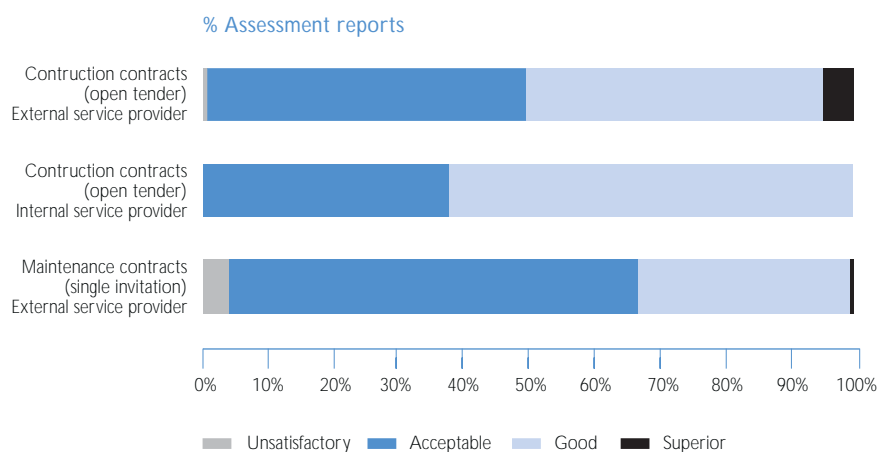
The RTA currently holds eight Environmental Protection Licences (EPLs) under the *Protection of the Environment Operations Act 1997*. The EPLs were issued for various activities such as waste generation and storage for the Sydney Harbour Bridge, freeway/tollway construction for the F5 widening and a gravel extraction quarry at Mewburn. In the past year one non-compliance was issued for the Ashby Dry Dock EPL. The non-compliance was a result of failure to meet the deadline for implementation of works relating to the stormwater management plan. No Penalty Infringement Notices (PINs) were received from the Department of Environment and Conservation (DEC) during 2005–06.

CONTRACTOR ENVIRONMENTAL PERFORMANCE

The RTA regularly reviews contractor environmental performance and a new strategy of assessment began in 2005–06 intended to improve their performance.

Environmental contractor performance for construction and maintenance in 2005–06 is represented in Figure 13. For construction contracts (external service providers), 172 contractor performance reports were undertaken for 12 Statewide RTA branches. Of these reports 49 per cent were acceptable, 45 per cent were good, 5 per cent were superior and 0.6 per cent were considered unsatisfactory. In addition, eight construction contractor performance reports were undertaken for two RTA branches managing internal service providers. Of these eight reports 37.5 per cent were acceptable and 62.5 per cent were considered good.

FIGURE 13 ENVIRONMENTAL PERFORMANCE OF INTERNAL AND EXTERNAL SERVICE PROVIDERS



For single invitation maintenance contracts, 205 contractor performance reports were undertaken for 87 council providers. In July 2005 RTA moved from single invitation maintenance contracts to the alliance approach with RTA internal providers.

A reporting structure for environmental performance of alliance projects is under development. Refer to the **Positive Economic Outcomes** chapter for more information on alliance projects.

AIR QUALITY

M5 East Air Quality Improvement Plan

In June 2006 the Minister for Roads announced the NSW Government's air quality improvement plan for the M5 East Tunnel.

The air quality improvement plan included:

- Video identification of smoky heavy vehicles trial.
- Increased ventilation flows with an extra 12 fans.
- A trial of filtration technology.



The NSW Government's new air quality improvement plan for the M5 East Tunnel was announced in June 2006.

The video detection system will monitor and identify polluting heavy vehicles in the M5 East Tunnel and lead to these vehicles being directed to emissions testing and treatment under the Clean Fleet program. A trial indicated that treated vehicles have had emissions reduced by an average of 30 to 40 per cent and in some circumstances by over 80 per cent.

An additional 12 ceiling fans will be installed and these are expected to improve in-tunnel air quality.

The trial of filtration technology will also remove particulates causing haze and treat air in the western end of the westbound tunnel. The plant is expected to provide a visible improvement to air quality at the worst affected section of the M5 East.

M5 East Freeway Air Quality Management Plan

The ongoing Air Quality Management Plan (AQMP) introduced in 2002 for the M5 East is due to be completed in 2007. The \$2.5 million program identified opportunities to improve air quality in the sub-region of the M5 East ventilation stack.

The AQMP Steering Group, comprising representatives from NSW Health, Department of Planning, DEC and the RTA, developed strategies for the AQMP. Table 7 presents the actions implemented in 2005–06.

Ambient air quality monitoring continued

for the M5 East. Monitoring data and reports are available on the RTA website. None of the air quality goals were exceeded due to operation of the M5 East stack.

HERITAGE

Aboriginal culture and heritage

The Aboriginal Liaison Protocol was developed further with the incorporation of new consultation requirements issued by the DEC. The protocol is an internal staff procedure which specifies Aboriginal liaison requirements and will form part of the RTA Aboriginal Heritage Guidelines.

Heritage and Conservation Register

The RTA has a responsibility under section 170 of the *Heritage Act 1977* to identify and manage the items of heritage in its ownership or control. These items are predominantly bridges but also include vehicular ferries, property assets, movable collections and archaeological items.

The RTA Heritage and Conservation (S170) Register is regularly updated. Since 2005, heritage assessments have been completed for RTA owned or controlled concrete slab and arch bridges in NSW, concrete beam bridges in Sydney, South West and Southern Regions and identified archaeological items.

The second edition of the RTA *Thematic History*, a component of the S170 Register, was released in March 2006. It describes the history of NSW road departments, road and

TABLE 7 M5 EAST FREEWAY AIR QUALITY MANAGEMENT PLAN PROGRESS

PROGRAM	2005–06 PROGRESS
Community education	The Environment Australia brochure <i>Hot Tips</i> , on correct use of solid fuel heaters, was translated into four languages for distribution and community education through the local council's Non English Speaking Background networks.
Travel demand management	Transport Access Guides to encourage people to use more environmentally sustainable transport, were distributed.

bridge network, vehicle regulation and licensing of drivers, traffic management and safety. The first edition of the *Thematic History* was written in 1996 as part of Heritage Office requirements to establish the RTA Heritage and Conservation Register (S170 Register).

In accordance with section 170A of the *Heritage Act 1977*, the RTA is required to provide a statement on the condition of items on its register in the annual report (see the Table 8 and Figure 14). There are 411 items on the RTA Heritage and Conservation Register including 35 State Heritage listed items. This represents an overall increase of 124 items. Heritage items with significant works being undertaken are displayed in Table 9.

During the year the RTA advised the NSW Heritage Office that the following items would be removed from the Heritage and Conservation (S170) Register:

- 85 Farrell Road, Bulli (Item No. 4301086).
- Wologorong Creek Bridge, Goulburn (Item No. 4310637).

State Heritage Register

Information regarding approved works on several of the 35 heritage listed items controlled by the RTA is provided in Table 9.



Surveyors' equipment is one of many heritage items managed and listed on the RTA's Heritage and Conservation Register.



The NSW Heritage Council has approved emergency works to historically significant Morpeth Bridge, one of only three similar structures remaining in the State.

The NSW Heritage Council has approved applications under section 60 of the *Heritage Act 1977* for the following work on State heritage items:

- Proposed strengthening works on Colemans Bridge over the Leicester Creek, Lismore.
- Proposed emergency upgrade of the lift span deck of the Swan Hill Bridge over the Murray River, Swan Hill.
- Proposed emergency upgrade of the bottom chords of Morpeth Bridge, Morpeth.

Heritage asset management strategy

The *State Agency Heritage Guide (Heritage Office, 2005)* requires all state agencies to develop heritage asset management strategies. The way the Heritage Office (now part of Department of Planning) administers Conservation Management Plans (CMPs), has affected the delivery of 28 CMPs reported by the RTA last year. Strategies are being prepared to assist in managing groups of heritage items and these will change the nature of the CMP documents which support each item listed on the State Heritage Register. The

management of timber truss bridges is being addressed in a revised strategy.

National Trust Heritage Festival

The RTA participated in the National Trust Heritage Festival 2006 during which a plaque for McFarlane Bridge was provided in partnership with Engineers Australia. The latest in a series of eleven self-guided tour brochures was released: *The Summerland Way – Richmond and Clarence Valleys (NSW) to Moreton Bay (Queensland)*.

Conservation management plans

The RTA is implementing a CMP for the Sydney Harbour Bridge. Repainting continued for the southern approach spans, with considerable improvements in work productivity due to the implementation of a collaborative alliance with the workforce.

The NSW Heritage Council endorsed a CMP for the significant Windsor Road–Old Windsor Road corridor. This strategic plan comprehensively addresses the heritage aspects of a length of road for the first time.

Heritage Action Plan 2005–2010

A scheduled review of the 1999–2004 Heritage Strategic Plan demonstrated achievements to date. The Heritage Action Plan 2005–2010 provides strategies and actions for a heritage function to be integrated within RTA business.

Oral History Program

Under the guidance of the RTA Heritage Committee, the Oral History Program continues to document the RTA's rich heritage of road and bridge engineering. The work this year included:

- Completion of 'Building Bridges', Part 2 of the Lawrence Hargrave Drive Oral History, which tracked the construction of Sea Cliff Bridge through to the official opening on 11 December 2005.
- Completion of interviews for an oral history on the development of the Remembrance Driveway between Sydney and Canberra, and the Victoria Cross Rest Areas along the route.



The Victoria Cross Rest Areas were featured in the Remembrance Driveway oral history project undertaken during the year.

NOISE MANAGEMENT

Noise Policy development

The RTA and the DEC continued work on a new construction noise policy and review of the Environmental Criteria for Road Traffic Noise. This work will assist in the current review of the RTA Noise Management Manual.

Northern Pacific Highway Noise Taskforce

Noise mitigation strategies continued to be implemented following the August 2003 report of the Northern Pacific Highway Noise Taskforce. Initiatives included:

- Construction of three separate noise walls at Tweed Heads with combined total length exceeding 1.5 kilometres.
- Architectural treatment of homes at Sapphire/Korora, Ewingsdale, Tyagarah, Tintenbar and Newrybar.
- At least 95 per cent of architectural treatments completed at Tweed Heads and Tandys Lane.
- Architectural treatment for 195 houses under the Northern Pacific Highway Noise Taskforce program.
- Construction on Ewingsdale noise wall commencing mid July 2006.

PROTECTING BIODIVERSITY

The RTA has many mechanisms in place to protect biodiversity. These include the RTA Environmental Impact Assessment Policy, Guidelines and Procedures, stringent environmental specifications, regular environmental audits and inspections of construction sites and environmental awareness training for RTA staff and council workers. An outline of RTA projects to protect biodiversity in 2005–06 are included in Table 10.

TABLE 8 **CONDITION OF RTA HERITAGE ITEMS**

Total number of RTA items	411
State Heritage Register listings	35
Condition:	
Good	193
Fair	115
Poor	74
*Not known or applicable	29

FIGURE 14 **CONDITION OF HERITAGE ASSETS**

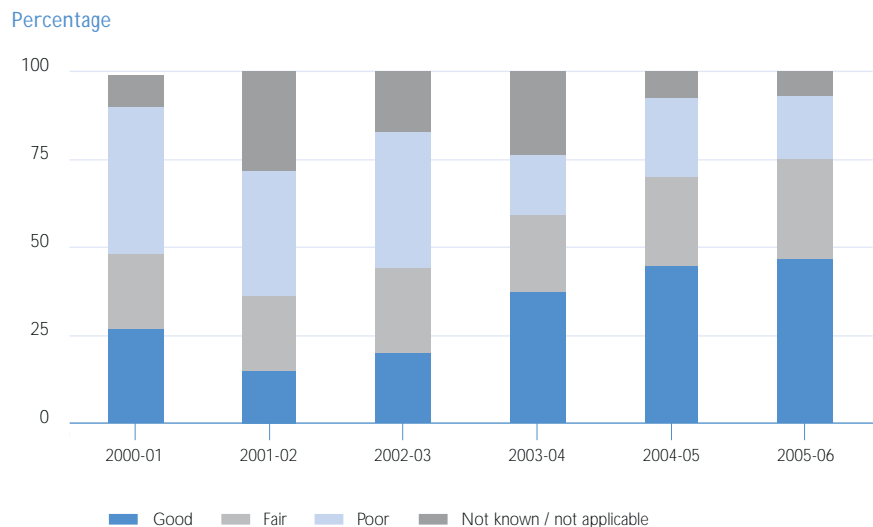


TABLE 9 PROGRESS ON HERITAGE ITEMS WITH SIGNIFICANT WORKS

HERITAGE ITEM	2005–06 PROGRESS
Hinton Bridge, Hinton (Item 4301090)	Major upgrading continues. The upgrade will improve structural capacity using modern materials while reducing the amount of timber needed for maintenance.
'Thalia' 281 Great Western Highway, Lawson (Item 4309662)	The house was relocated slightly due to adjacent roadworks. Because of its heritage significance to the local community it has undergone extensive restoration.
Junction Bridge, Tumut (Item 4300007)	An addendum Statement of Heritage Impact was prepared for the proposed pier replacement.
Sydney Harbour Bridge (Item 4301067)	A Statement of Heritage Impact was prepared for proposed upgrade of fencing around planter boxes on the Sydney Harbour Bridge approaches.
Echuca-Moama Bridge (Item 4301047)	A Statement of Heritage Impact was prepared for the proposed repair of parapets and railing.
Sydney Harbour Bridge (Item 4301067)	A Statement of Heritage Impact was prepared for proposed upgrade of the Bay 6 façade Ennis Road near Milsons Point Station.
Sydney Harbour Bridge (Item 4301067)	A Statement of Heritage Impact was prepared for proposed upgrade of drainage on approaches above Ennis Road near Milsons Point Station.

An example of the RTA's work in protecting biodiversity is the demolition of the old Millfield Bridge over Wollombi Brook following the construction of a new bridge. This project involved relocating the resident colony of threatened southern myotis bats. The project was successfully completed with population numbers of bats roosting in the new bridge similar to those in the old bridge.

Threatened species

The RTA contributed to a number of Threatened Species Recovery Plans (TSRP) prepared by the DEC in accordance with Part 4 of the *Threatened Species Conservation Act 1995*. Refer to **Appendix 2** for full details.

Green and Golden Bell Frog, Arncliffe

The RTA continued to monitor the Green and Golden Bell Frog population in ponds constructed as a compensatory measure for the M5 East. The Green and Golden Bell Frog population has been stabilised at the Marsh Street Wetland and Kogarah Golf Course and management of the ponds will be handed over to the Department of Planning.

Woolooware Shorebird Lagoon

The RTA contributed \$2,500 to undertake maintenance weeding works of the Woolooware Shorebird Lagoon area in this financial year. Under RTA supervision the site was monitored by specialist consultants and no further issues were identified. After preparing final plans for this site,

HARBOUR BRIDGE HERITAGE LISTING

The RTA is examining the national heritage values of the Sydney Harbour Bridge. A proposal to nominate the Bridge for inclusion on the National Heritage List is being developed in conjunction with other key stakeholders.

the RTA will return it to the Department of Planning (site owner) or Department of Environment and Conservation, the next potential owner.

Translocation of threatened species

A population of the State and Commonwealth listed Purple Copper Butterfly (*Paralucia spinifera*) was translocated and key habitat rehabilitated in the road reserve of the Castlereagh Highway (SH18) near Lithgow with the assistance of the DEC. The RTA contributed \$6,072 in monitoring and ongoing maintenance works for the Purple Copper Butterfly population at the site in 2005–06. Monitoring indicated that a viable population has been retained.

Vegetation management

Cooks River/Castlereagh Ironbark Forest Work by the National Trust of Australia (NSW) continued on the Cooks River/Castlereagh Ironbark Forest Bush Regeneration project at Beverley Grove, as part of compensation related to the M5 East. The National Trust was engaged by the RTA to undertake bush regeneration activities at the site and is finalising the revegetation program of native plants in several parts of the forest. Work has concentrated on maintaining plant regeneration and these activities will ensure healthy bush generation continues until the contract ends in June 2007.

TABLE 10 BIODIVERSITY PROJECTS

ACTIVITY	PURPOSE	PROGRESS 2005–06
Promoting RTA measures used to minimise road impacts on native biodiversity	Management of wildlife on roads	<p>The RTA gave a presentation at the Australian Government Department of Environment and Heritage workshop on the identification and mitigation of the impacts of roads on biodiversity in Canberra, May 2006.</p> <p>The RTA attended a community forum at Narrabeen in June 2006 to discuss the RTA approach to roadkill mitigation on roads in northern Sydney.</p> <p>The RTA presented on Pacific Highway threatened flora translocation experience at the Australian Network for Plant Conservation Vegetation Management Workshop in August 2005.</p>
Development of a call centre resource manual for managing roadkill response	Management of wildlife on roads	The RTA funded the development of a draft manual by the RSPCA for call centre staff to more effectively manage calls from motorists regarding injured animals on roads.
Trialling effectiveness of odour repellents	Management of wildlife on roads	A three year post graduate research study trialling the effectiveness of odour repellents in managing vehicle collisions with wildlife was completed in October 2005. One of the products trialled provided promising results.
Trialling effectiveness of fauna mitigation measures	Management of wildlife on roads	The RTA provided \$25,639 to monitor the effectiveness of an experimental possum rope bridge over Wakehurst Parkway, Sydney.
Trialling effectiveness of fauna mitigation measures	Minimising impacts to biodiversity	The RTA contributed \$10,000 to monitor the effectiveness of bat breeding and roosting boxes installed under the Prince Alfred Bridge at Gundagai.
Fund research into effects of road construction and operation on koala populations adjacent to the Pacific Highway at Bonville	Koala population research	Research for the koala monitoring project undertaken by RTA recommenced on Bonville following four years of preconstruction monitoring. Expected expenditure in 2005–06 is \$40,000.
Research into the factors limiting the growth of plants under road bridges	The effect of bridges on vegetation growth and invertebrates	RTA contributed \$162,634 to investigate the factors limiting the growth of plants under road bridges and the associated impacts of this lack of vegetation on invertebrates.
Research into post construction and operational impacts of bridges on estuarine environments	The effect of bridges on estuarine environments	The RTA is involved in partnership with university research.
Pilot project on utilising volunteers on RTA works	RTA road environment corridors	Conservation Volunteers Australia weeded and planted two rest areas in addition to a major planting on the Hume Highway along the Mittagong Bypass. The pilot program is being used to test the feasibility of using volunteers on RTA projects for greening environment corridors.

Duffys Forest Endangered Ecological Community

Bush regeneration works were undertaken by the RTA in a stand of the Duffys Forest ecological community on an RTA compound site in Frenchs Forest. The works involved translocating the soil seed bank from an area impacted by road works to a nearby degraded area. Regular weeding of the translocated soil was undertaken, along with weeding in adjacent stands of remnant Duffys Forest ecological community. A plan of management for appropriate bush regeneration works over the next three years has been prepared for the RTA.

ROADSIDE ENVIRONMENT

The RTA continued to fund the Roadside Environment Committee (REC) which encourages councils and other groups to manage linear reserves more effectively.

Key achievements included:

- Conducted five training courses and assisted a further 15 to be supplied by private providers.
- Provided detailed briefings to the new Catchment Management Authorities.
- Distributed approximately 300 'Significant Roadside Area' signs to local councils.
- Produced and distributed approximately 2,000 copies of the REC information bulletin 'Saving our Corridors' in May 2006.
- Updated the REC internet webpage on the RTA website with links to member agencies.
- Worked with the Rural Lands Protection Board and DEC to begin implementing the recommendations contained in the REC funded report 'Strategic Management of Travelling Stock Reserves for Conservation'.
- Finalised a research paper titled Guidelines for Local Government on Clear Zones and Sight Lines on Rural Roads in late 2005 that will contribute to RTA clearzone protocols for local government.



A population of the Purple Copper Butterfly was rehabilitated and translocated in the road reserve of the Castlereagh Highway.



Research for the koala monitoring project recommenced on the Pacific Highway at Bonville.

- Completed a survey of planning documentation and practice in NSW.
- Acquired over 300 plans relating to vegetation and linear reserve management.
- Worked with the Department of Natural Resources to formulate and revise regulations governing clearing on linear reserves.

- Participated in a working group with DEC, Greening Australia, Department of Lands and National Parks Association in preparing proposals for conservation of high quality vegetation on roads and crown leases, and is exploring the potential of conservation covenants and carbon credit programs for these linear reserves.
- Worked with the NSW Weeds Committee to prepare protocols for controlling spread of weeds on linear reserves.
- Funded enhanced management of significant roadside vegetation under the Environmental Trust Integrated Environmental Program. The program is now in its second year.
- Presented at a number of regional forums including the NSW Vegetation Forum in Albury March 2006.

URBAN DESIGN

Design guidelines

RTA urban design policy is set out in Beyond the Pavement – Urban and Regional Design Practice Notes. As part of the Beyond the Pavement initiative a suite of guideline documents have been produced: Bridge Aesthetics, Noise Wall Design Guidelines and Shotcrete Design Guidelines. The latest document in the suite is entitled Landscape Guidelines and covers the approach and principles needed to produce safe, robust, attractive, environmentally responsible and low maintenance road landscape.

Corridor urban design

The RTA takes a broad approach to the design of its roads recognising that all projects need to be designed as a part of the road corridor in which they are situated. For example the Pacific Highway Corridor Urban Design Framework helps guide the planning and design of all Pacific Highway upgrades. To date similar frameworks have been developed for the Great Western Highway, Windsor Road, Camden Valley Way and Richmond Road.

Projects

The Westlink M7 is a significant achievement for the RTA, integrating engineering, urban design and environmental criteria into a unified, distinctive piece of road design and a unique structure for Western Sydney.



The flowing design of the recently opened Sea Cliff Bridge on Lawrence Hargrave Drive fits into its setting and offers road users a unique experience.

URBAN DESIGN INTERNET SITE

The RTA maintains an Urban Design site which is periodically updated and includes published urban design guidelines and documents, at www.rta.nsw.gov.au.

The North Kiama Bypass and the Sea Cliff Bridge on Lawrence Hargrave Drive are both examples of how a road can be designed to fit into its setting and provide an outstanding road user experience. The Sea Cliff Bridge provides a unique section

of road over the Pacific Ocean skirting the Illawarra coastal cliffs. North Kiama Bypass is a benchmark for the way rock can be used in road projects; it provides a flowing, responsive alignment with views of the Pacific Ocean and Illawarra Escarpment.

REDUCING VEHICLE EMISSIONS

IMPLEMENTATION OF DIESEL NEPM

The RTA's work on implementing the diesel National Environment Protection Measure (NEPM) is spearheading management of diesel vehicle emissions in Australia.

Diesel emission testing

An extensive testing program for diesel vehicles has been conducted, using the DT80 test to check emissions from nearly 3,000 trucks and buses. The findings of this program were converted to the Clean Fleet program which encourages diesel operators to properly maintain their vehicles. The RTA continues to undertake emissions testing for interested fleets including Baxters Bus Lines and the City of Sydney Council.

Clean fleet program

The voluntary Clean Fleet program was developed and trialed in consultation with the transport industry and officially launched in June 2006 by the Minister for Roads. This statewide program seeks to reduce diesel vehicle emissions through participating fleets which must meet standards for using clean fuel, correct engine settings, regular vehicle maintenance, and effective fault identification and repair. Clean Fleet is an accredited program under the federal Fuel Tax Credit program which began on 1 July 2006 and which entitles diesel vehicle operators to a diesel rebate.

The Ministry of Transport requires metropolitan bus systems contract operators to comply with the Clean Fleet program. DEC Model Waste and Recycling Collection Contract also requires waste management contractors to join Clean Fleet.

Diesel emissions awareness

The RTA offers a free TAFE course on 'How to reduce truck emissions' to truck drivers, operators, diesel mechanics and fleet managers. The course was extended throughout NSW, in Sydney, Shell Harbour, Kurri-Kurri, Tamworth and Wagga Wagga. The course has received very high approval ratings from attendees and is being implemented in other jurisdictions. The RTA also developed a CD-ROM, containing basic principles and similar practical advice on how to reduce diesel vehicle emissions, for smaller fleet operators and workshop mechanics.

NSW Diesel Retrofit

Demonstration program

The NSW Diesel Retrofit Demonstration program, partly funded by the Environmental Trust, which is administered by the DEC, was completed in March 2006. The program focused on the benefits of retrofitting emissions reduction devices to in-service diesel vehicles. Feasibility, costs and benefits of implementing a broader diesel retrofit program in NSW were also assessed through an operational trial of the devices. This demonstration project has laid the foundation for the development of phase two of the retrofit program – the fitting of devices to target vehicles.



The RTA's work on diesel emission testing supports the Clean Fleet program launched in June 2006 with the aim of reducing diesel vehicle emissions.

NOISE CAMERA

To help reduce engine brake noise, the RTA also commissioned the construction of a second generation 'noise camera' system, based on the system originally developed by South Australian Transport. This 'noise camera' has been deployed to a number of locations to collect engine brake noise data and to assess the potential for using this technology as an enforcement device.

CLEANER CARS

In 2005–06, the RTA conducted 1,796 emissions tests for light vehicles at Penrith and Botany Motor Registries, adding to more than 12,874 tests since voluntary light vehicle testing was introduced in 1998. This testing program includes vehicles referred to RTA for testing by the DEC and modified vehicles referred by engineering signatories. The program ensures that light vehicles continue to comply with emissions standards.

The RTA also upgraded the Botany vehicle emissions testing facility with the purchase and commissioning of emissions testing equipment to enable it to undertake light diesel vehicle testing.

CLEANER NSW GOVERNMENT FLEET

The Cleaner NSW Government Fleet project is an initiative to reduce the emissions of the NSW Government car fleet. The RTA assisted the Department of Commerce in developing systems to enable procurement of cleaner vehicles.

The RTA's Motor Vehicle Clean Fleet Improvement Plan 2005–07 was effective from July 2005. Strategies have been developed to make the RTA motor vehicle fleet cleaner without impacting on operational and business needs. Under the program, the RTA will annually assess its passenger vehicle fleet and provide an average environmental performance score.

ALTERNATIVE FUELS

The RTA continued to assist the Liquid Petroleum Gas (LPG) aftermarket equipment industry by conducting emissions tests on a variety of vehicles. The purpose of the testing is to ensure LPG fitted vehicles continue to meet applicable emission standards.

This score at 30 June 2006 was 9.9 against a target of 10.

Refer to **Greenhouse and energy** section for more detail.

VOLUNTARY GREEN REGISTRATION SCHEME

The RTA is working with the NSW Greenhouse Office to establish a Green Registration Scheme as a means for vehicle owners to offset the carbon dioxide emissions of their vehicles. This is a key initiative under the NSW Greenhouse Plan. The project will include research into existing schemes that aim to offset greenhouse gas emissions and will continue in 2006–07.

STANDARDS

The RTA contributed to the development of more stringent national emissions standards and regulations for diesel and petrol fuel vehicles. Tougher emission and fuel standards will reduce some noxious emissions from the NSW fleet by up to 70 per cent over the next 15 years, despite increasing traffic volumes.

The RTA is also working with Austroads to develop more stringent, achievable, truck noise standards that will increase the scope for night-time road freight operations on metropolitan road networks.

ULTRA FINE PARTICLES

The RTA commissioned the CSIRO to prepare a particulate and toxic emission testing report along with a literature review on ultra fine particles to help improve diesel vehicle emissions standards and emission reduction programs.

SMOKY VEHICLE ENFORCEMENT

RTA inspectors report smoky vehicles to the DEC. During 2005–06, RTA inspectors reported 43 vehicles that were considered to be emitting excessive visible smoke. The DEC issued 18 Penalty Infringement Notices following reports submitted by RTA inspectors.

VEHICLE NOISE

Heavy vehicle engine brake noise

The RTA has been working closely with the National Transport Commission (NTC) to develop a national approach to regulating engine brake noise. The NTC finalised a Regulatory Impact Statement (RIS) released in June 2006, with plans to finalise the regulation by December 2006. The RTA contributed by drafting the RIS and developing a panel test methodology to conduct an acoustic survey. The results of the surveys will be used to help develop a standard.

Truck sign strategy

This initiative aims to encourage heavy vehicle drivers to avoid using compression brakes in residential areas. During the year, truck signage on major truck routes was assessed by the RTA and \$12,000 provided to install six compression brake signs across NSW.

Noise abatement program

The RTA Noise Abatement Program (NAP) continued to alleviate high noise levels from road traffic. The program funds noise mitigation treatments such as noise walls or earth mounds, architectural acoustic treatments, and low noise pavement.

During 2005–06, the RTA funded approximately \$2.1 million for the investigation and monitoring of noise issues and undertook various architectural treatments, such as installation of a noise wall along Stacey Street, Bankstown and architectural treatments along King Georges Road, Roselands.

Residents concerned with adverse affects of road traffic noise are able to register for the NAP. Complaints are assessed, verified and considered against several determining factors under the NAP. In 2005–06 296 complaints were received, 189 of those within the Sydney metropolitan region.

Noise Abatement Program Geodatabase

The RTA's NAP Geodatabase captures and efficiently manages information gathered on several facets of the NAP. The geodatabase applications allow the user to visualise the extent of noise wall development, identify buildings that have received architectural treatment, identify historical noise complaints and noise monitoring site locations. During the year improvements were made to the geodatabase. This includes a new capability of detailing length, area and estimated replacement cost of noise wall infrastructure in NSW.

NATURAL RESOURCES AND WASTE

WASTE

The RTA has a statutory requirement under the *Waste Avoidance and Resource Recovery Act 2001* to report on the implementation of the Waste Reduction and Purchasing Policy (WRAPP). Details are found in **Appendix 3**.

In summary, it is estimated that for 2005–06:

- The proportion of construction and maintenance materials reused or recycled was 56 per cent of vegetation waste, 20 per cent of concrete, 97 per cent of fill/Virgin Excavated Natural Material and 96 per cent of asphalt.
- The proportion of items purchased with recycled content materials for construction and maintenance activities was 74 per cent of landscaping material and 51 per cent of asphalt containing recycled content.
- For RTA offices, 6.3 per cent of printing and publications paper, 12 per cent of A4 paper and 4.5 per cent of envelopes purchased contained recycled content.

WRAPP biennial report

Every two years the RTA and other agencies are required to report on progress in implementing the WRAPP to the DEC. Highlights of the report include waste and material procurement data, case studies and an overview of research and development projects. For more information on waste refer to **Appendix 3**.

GREENHOUSE AND ENERGY

Australian Building Greenhouse Rating

Premier's Memorandum No. 2004-04 requires agencies to obtain an accredited Australian Building Greenhouse Rating (ABGR) for office buildings over 1,000 m² and achieve certain ABGR ratings by 1 July 2006. The RTA identified eight of 11 sites rated in late 2004 as requiring energy efficiency improvements to achieve the required ABGR rating. Energy audits have been conducted at these eight sites and energy efficiency works programmed for implementation by 1 July 2006.

Government Energy Management Policy

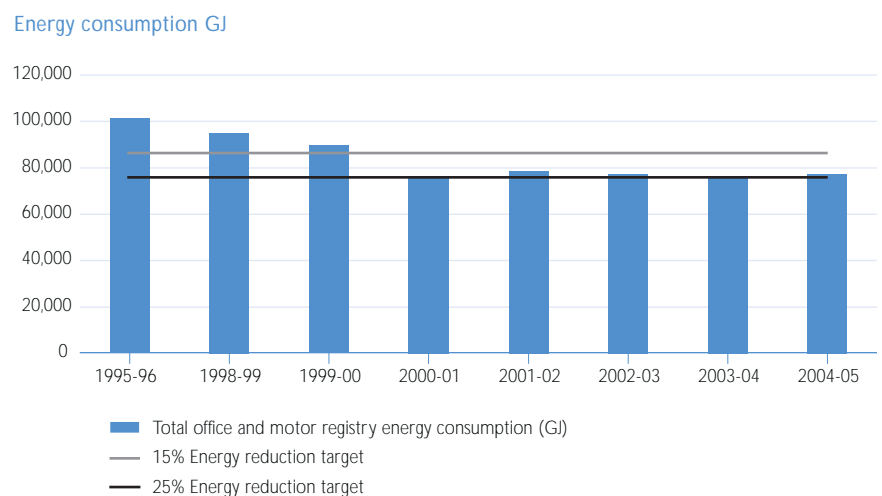
The Government Energy Management Policy (GEMP) commits NSW public sector agencies to achieve and sustain reduced greenhouse gas emissions and significant energy cost savings. This commitment extends to all aspects of government energy use. The GEMP has two building energy reduction targets: a 15 per cent reduction by 2001–02 and a 25 per cent reduction by 2005–06 (compared to a 1995–96 baseline year).

RTA office and motor registry energy use reduced by 23.7 per cent, from 101,319 gigajoules in 1995–96 to 77,344 gigajoules in 2004–05 (see Figure 15). A gigajoule is a unit of energy that is relevant to both natural gas and electricity, which are both used in RTA buildings. Data for 2005–06 will be available later in the year.

The following energy efficiency measures were implemented during the 2005–06 financial year:

- Gradual replacement of old cathode ray tube computer monitors with more energy efficient flat panel monitors. These durable new monitors will reduce monitor energy consumption by 60 per cent.

FIGURE 15 TREND IN OFFICE AND MOTOR REGISTRY ENERGY USE FROM 1995–96 BASELINE YEAR

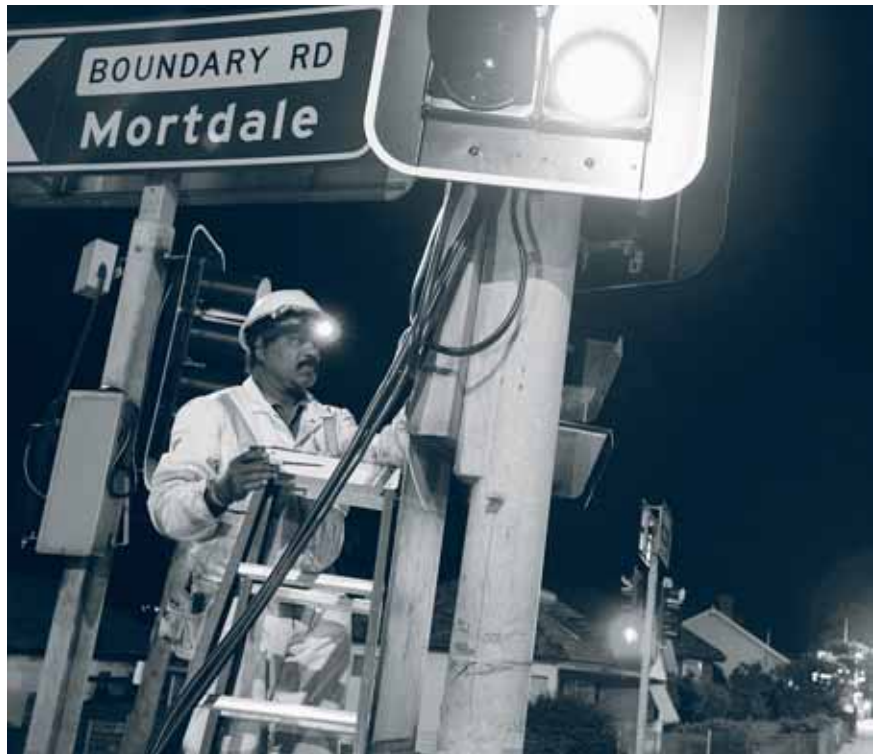


- Use of energy efficient Light Emitting Diode (LED) technology at newly-signalised intersections. Refer to page 29 for details.
- A project is underway to rationalise the number of printers, copiers and faxes within the organisation.
- The number of petrol-electric hybrid vehicles in the RTA fleet was increased to from 21 to 23.
- The RTA Motor Vehicle Clean Fleet Improvement Plan 2005–07 commenced in July 2005. Strategies have been developed to make the RTA motor vehicle fleet cleaner without impact on operational and business needs. The RTA is actively working towards achieving the Premier's Environmental Performance Score targets by replacing low scoring six cylinder vehicles with higher scoring hybrid or four cylinder vehicles.
- Air conditioning improvements at a number of sites.
- Ongoing purchase of Green Power.

The RTA monitors energy use within office buildings, infrastructure and transport and is required to submit an annual GEMP progress report to the Department of Energy, Utilities and Sustainability.

RTA GREENHOUSE PLAN

A draft RTA Greenhouse Plan has been developed in response to the 2000–01 RTA Greenhouse Gas Inventory. The draft Plan includes actions to reduce greenhouse emissions and improve air quality and has been aligned to the NSW Greenhouse Plan. For further greenhouse information refer to **Reducing vehicle emissions** section.



Sooriakumar Vaithailingam with a light emitting diode (LED) traffic light, one of hundreds being installed over a three-year program to reduce electricity use.

Participation in NSW Greenhouse Gas Abatement Scheme

In September 2005 the RTA gained accreditation from the NSW Independent Pricing and Regulatory Tribunal (IPART) to create and trade carbon credits associated with the introduction of LED traffic signals. The RTA may now create tradeable carbon credits for every tonne of carbon dioxide gases avoided through the introduction of this energy efficient technology. The credits may be traded to NSW electricity retailers under a trading scheme established by the *NSW Electricity Supply Act 1995*.

Light Emitting Diode traffic signal rollout

Staff received an RTA award for an innovative project to replace older traffic signals with energy efficient LED technology. The LED technology provides substantial economic, environmental and social benefits for the

community. This \$18 million, three-year project will reduce RTA electricity use by over 10 gigawatt hours per year – nearly three and a half times the electricity used each year by the RTA Centennial Plaza building. In addition to the significant environmental benefits and cost savings, the new technology should also have lower failure rates and require less maintenance, leading to improved road network safety and less risk for traffic signal maintenance staff.

LAND AND WATER

The Blue Book

Development of the new Volume 2 of 'Managing Urban Stormwater – Soils and Construction' (the blue book) continued during 2005–06. The new volume will provide guidance in erosion and sediment control for a range of developments including major highway and infrastructure

projects. The RTA has liaised with DEC on project planning, documentation and technical elements of this chapter. DEC are finalising approval and publication of Volume 2.

Managing erosion and sedimentation

Training of 72 staff on the RTA Erosion and Sedimentation Risk Assessment Procedure was undertaken. This procedure was developed to identify levels of risk for road infrastructure projects. Project managers and environmental staff use the procedure at the project's concept phase, ensuring erosion and sedimentation risks are identified in early project planning. Through implementing this new procedure RTA has currently identified 42 construction projects with a high risk for erosion and sedimentation. To support the management of such projects a panel of

specialist soil conservationists was established through the RTA Registration Scheme for Construction Industry Contractors. Panel specialists are available to RTA staff and contractors, to provide advice and expert management of these issues.

Environmental Improvement Program

Environmental improvement works at 15 operational sites were undertaken during the year at a total cost of \$1.1 million. Projects carried out included stormwater drainage and treatment works at Ashby Dry Dock, Dubbo and Rockdale Depots, and improvement to emulsion storage facility at Bellambi Depot. In addition, remediation works were undertaken throughout the year which included the removal of underground storage tanks, together with soil and groundwater

remediation works at Yass, Bellambi and Goulburn Works Centres, and Kogarah Motor Registry. Soil remediation works were also carried out at several surplus properties prior to disposal.

Stormwater Environment Improvement Program

The RTA continues to support local councils with the management of stormwater runoff via the Stormwater Environmental Improvement Program. In 2005–06 the RTA provided approximately \$490,000 for the program, which involved a number of projects including the installation of a gross pollutant device in North Sydney. Two stormwater controls were installed in drainage of the Princes Highway adjacent to the Royal National Park to capture gross pollutants such as litter from the Princes Highway.

Another valuable project was the development and implementation of spill trailers containing equipment to manage a spill event. RTA provided six spill trailers to six RTA depots in NSW. RTA provided an additional spill trailer to Parramatta Council works depot. The spill trailers are used for response to fuel or chemical spills on RTA managed roads.

Contaminated land

The RTA Contaminated Land Guideline was released earlier this year. The Guideline addresses the management of contaminated land in accordance with NSW legislation and policy guidelines. It provides a process to ensure that the RTA meets statutory environmental and community responsibilities when buying, selling and managing property. The Guideline also provides information on management of consultants appointed to the RTA Panel for the Provision of Contaminated Site Investigation and Management Services. RTA continues to identify and manage potentially contaminated sites in accordance with NSW legislation and industry best management practice.



Jane Oakley and Marie Edwards with one of RTA's Prius hybrid vehicles which are replacing six cylinder vehicles to reduce the environmental impact of the fleet.

FUTURE CHALLENGES

Alternative transport

- Continue improvements in bus priority on the strategic bus corridors identified in the NSW Government's Review of Bus Services.
- Develop a network of facilities to make cycling and walking more attractive.

Infrastructure planning and roadworks

- Implement the M5 East air quality improvement program.
- Develop project air quality assessment, monitoring and reporting guidelines.
- Review and update existing Environmental Management Systems to account for structural change in the RTA.
- Develop an improved incident reporting database.
- Develop mechanisms to accommodate and promote emphasis on early consideration of environmental issues by project development teams.
- Continue improvements in environmental impact assessment documentation.

- Adapt RTA environmental impact assessment according to changes in *Environmental Planning and Assessment Act 1979* and other statutes.
- Finalise the Conservation Management Plan structure and extend application to all State listed items.
- Improve the management of biodiversity impacts from projects.
- Continue to work collaboratively with the DEC to develop the NSW Construction Noise Guideline and the Environmental Criteria for Road Traffic Noise.
- Implement the RTA Aboriginal Liaison Protocol.
- Develop strategies for improving contractor environmental performance.
- Improve performance of erosion and sedimentation control.
- Complete and implement the Conservation Management Plans for State heritage timber truss bridges.

Reducing vehicle emissions

- Continue implementation of the diesel National Environmental Protection Measure.
- Continue to develop and implement programs to reduce noise, noxious gas emissions and greenhouse emissions from vehicles.

Natural resources and waste

- Implement measures to reduce the RTA's direct energy consumption and associated greenhouse emissions.
- Implement the new Australian Building Greenhouse Rating Government Policy by improving the greenhouse performance ratings of larger RTA offices.
- Reduce the environmental impact of office purchasing and waste management.
- Increase recycled content within material purchases and find high-value reuses for excess materials resulting from construction and maintenance activities.



VALUE FOR
MONEY

VALUE FOR MONEY

INTERMEDIATE RESULTS

Customer service
Improving our business
Governance and risk
Our staff
Partnerships

CUSTOMER SERVICE

CUSTOMER SERVICE IN MOTOR REGISTRIES

The RTA completed about 17 million registration and licensing transactions in 2005–06 for the 4.47 million drivers and 4.97 million registered vehicles in NSW (further details can be found in **Appendix 24**). These transactions are delivered face-to-face in motor registries, by telephone through the call centre, and online.

The RTA has a network of 131 motor registries, a customer call centre at Newcastle, five Government Access Centres (GACs) and 32 agencies that provide RTA services. Services are also provided at 39 itinerant sites in remote areas. See page 209 for contact details.

Identity management

A new Proof of Identity (POI) Unit commenced operations in March 2006 to assist motor registries with high-risk or difficult identity management issues. The purpose of the unit is to help strengthen the RTA's customer enrolment processes (verifying customer details), reduce opportunities for the issue of inappropriate

MOTOR REGISTRY IN A BOX

Small or remote rural communities have better access to efficient licensing and registration services through the compact motor registry in a box.

This portable computer device enables council staff to process a range of transactions including driver knowledge tests.

The new system was piloted at the Dorrigo Hospital Government Access Centre and later installed in Walgett motor registry and council agencies in Bourke, Crookwell, Junee and Moama.



About 17 million registration and licensing transactions were completed this financial year through the network of RTA motor registries, by telephone and online.

documents that could contribute to identity fraud and improve links with other identity document issuing agencies.

NSW Photo Card

The NSW Photo Card was introduced in December 2005. This is a voluntary card for NSW residents aged 16 years or older who do not hold a NSW driver licence. It has the same security features as the NSW driver licence and the same stringent proof of identity criteria. The RTA will accept the NSW Photo Card as a primary source of identification as it does with the NSW driver licence and has encouraged other organisations to do the same. The NSW Photo Card has been made available to help people who are unable to obtain a driver licence, including the elderly and people with disabilities that prohibit them from driving.

Touch screen monitors

In June 2006, the RTA successfully piloted new flat panel touch screen monitors for conducting all computer based licence tests. The new monitors provide improved image clarity and increased response time. They are also equipped with a privacy film so that only the person sitting directly in front of the monitor can see. The monitors are used by customers doing their driver knowledge, hazard perception and driver qualification tests to obtain learner, provisional P2 and unrestricted licences, which amounts to

almost half a million computer based licence tests undertaken each year. The new screens will be installed in all RTA motor registries and test agencies at a cost of \$1 million.

Centrelink online validation of pensioner concessions

Centrelink online validation of pensioner concession cards was successfully piloted through seven motor registries and the Newcastle Call Centre from November 2005 and extended to all motor registries in May 2006. The online link allows registry staff to validate all Centrelink and Department of Veterans' Affairs NSW pensioner concession cards on-the-spot before granting a licensing or registration concession. Savings of \$2.76 million were achieved in the seven-month period to June 2006, by ensuring that pensioner concessions were only provided to eligible pensioners at the time the concession was sought.

Low cost desktop

During 2005–06 the RTA deployed Sun's Open Standards Messaging solution to 1100 staff, mostly working in motor registries. This follows the previous rollout of StarOffice (an 'open' standards alternative to Microsoft Office) to 300 registry staff, and supports the overall direction of the NSW Government to pursue open source software solutions.

The RTA called for Expressions of Interest



The NSW Photo Card introduced in December 2005 has the security features of a driver licence.

from the market to provide a centralised open standards desktop model.

CUSTOMER CALL CENTRE

The call centre provides accurate, timely licence and registration services over the phone. Call centre staff play an active role in information security and have contributed to cost-saving process improvements.

In May 2006 the RTA call centre at Newcastle was recommended to be certified to the international Information Security Management standard which

E-TOLL SERVICES

Approximately half the motor registries within the Sydney metropolitan area now provide E-Toll services. Additional dedicated resources were also provided at the call centre to handle issue of electronic tags and customer enquiries.



Terry Gard and Chris Hand check the new RTA self-service kiosk at Wynyard Motor Registry which gives customers internet access to RTA services.

requires a system that ensures confidentiality, availability and integrity of information.

GOVERNMENT ACCESS PROGRAM

The RTA continued to manage the Government Access Program (GAP). The GAP is a whole of government initiative to improve access to government information and services for people living in remote and rural NSW.

GAP services are available through 64 locations throughout NSW and provide a range of transaction-based services such as applications for birth, death and marriage certificates, applications for some housing services, processing of speeding and parking fines, issue of recreational fishing licences, renewal of business name registrations and contractor licences and renewal of recreational boat licences.

ONLINE SERVICES

Several RTA online services were extended to operate 24 hours a day, seven days a week. Customers can now go to myRTA.com anytime of the day or night to renew vehicle registrations, order customised number plates, book a licence test, change address details and check demerit points.

The RTA website recorded 11.4 million visits, a 25 per cent increase on 2004–05. The site continues to maintain its unrivalled position as the most visited State government website in Australia, also ranking sixth in Australian Government sites.

The myRTA.com page of our website

recorded 1.1 million visits, a 38 per cent increase on 2004–05. Online registration renewal transactions increased by 60 per cent and online demerit point checks increased by 26 per cent.

Self-service kiosks

Additional online self-service kiosks were installed at Penrith, Bondi, Castle Hill, Chatswood, Liverpool and Richmond Motor Registries. Customers are able to use these kiosks to transact business over the internet.

Council agencies

Additional councils were provided with direct online access to the RTA's driver and vehicle enquiry system (DRIVES) enabling councils to process registration, licensing and other RTA transactions in 'real time'. This is a positive move to improve 'face-to-face' services in rural and regional areas. Fourteen council agencies now have access to DRIVES with a plan in place to progressively convert the remaining offline agencies to online access.

DRIVES realignment

DRIVES is the core IT System used to manage driver licensing and vehicle registration across NSW. This system is over 15 years old and has become progressively more difficult to maintain. Faced with a replacement cost of over \$100 million, the RTA has chosen instead to restructure the code for the system in a three year process that will make it easier to maintain and support improved service delivery.

Dealer online

A pilot of the 'Dealer Online' system was rolled out to 50 Authorised New Vehicle Inspection Scheme motor dealers. Dealers can use the system to register new vehicles, process plate transfers, submit notice of disposal details, transfer registrations and exchange plates between vehicles.

ECCI switched on

In May 2006, the Certificates and Court Conviction Unit with the assistance of the DRIVES systems development team switched on Electronic Court Conviction Interface (ECCI) that allows for convictions to be recorded electronically from local courts to the RTA.

Initially, between 25 and 40 per cent of total convictions will be recorded electronically. ECCI will have a beneficial impact on resources as convictions have increased from 82,000 in 2000 to 128,000 in 2005. All court convictions are expected to be electronically recorded within two years.

NEW PLATE STYLES

The RTA continued to offer new styles of number plates with the release of a metallic range in gold and silver in August 2005. These styles enhance the popular plate range available from motor registries, the call centre and RTA website.



Launched in August 2005, new metallic number plates proved popular with customers.

IMPROVING OUR BUSINESS

MAJOR BUSINESS REFORM PROGRAM

The Business Reform Program was established in late 2004 to drive improvements to organisational performance and ensure the RTA delivers integrated, efficient and customer focused services for the future. The program focuses on five key areas – simplicity, integration, accountability, efficiency and ongoing improvement.

The aim is to improve the way work is carried out so that the organisation will be more flexible, adaptive and responsive. The skills and capabilities needed for the future are being identified so that the necessary staff training and development can be provided.

Since the realignment of the RTA's management structure in March 2005, significant progress has been achieved. In 2005–06 a total of 11 reform projects were completed with a further 24 projects underway at the end of the year. The reforms have led to simplified structures, improved integration and alignment of activities, streamlined business processes and tangible cost savings. Particular achievements include:

- Improved processes for planning, project and financial management of key infrastructure projects across NSW.
- Combined two previous technical services groups and began developing a new structure and operating arrangements to provide a leaner, more flexible Engineering Technology Branch.
- Implemented an enhanced Environment Branch to focus on critical high risk environmental activities.
- Established a single branch to manage the planning, implementation, maintenance and operation of camera enforcement programs.
- Combined the real estate and facility management groups for operational efficiencies and improved service.
- Combined several insurance and

claims management related functions into a single group to consolidate expertise and provide a more efficient service.

- Established new strategic directions for the legal services and human resources functions as the basis for designing leaner structures with greater expertise in critical areas.
- Simplified a range of financial management and administrative processes.
- Established a framework for integrated road corridor planning and progressed the development of pilot corridor studies in each region.
- Commenced a new comprehensive leadership and management development framework.

A new alliance arrangement within Operations and Services Directorate for works being delivered by Road and Fleet Services commenced on 1 July 2005. The alliance has created an improved working environment with staff collaboratively identifying improvements. The alliance teams have developed better solutions, reduced costs and eliminated potential cost increases. As a result of the alliance process, the RTA saved \$3.8 million.

On 29 September 2005, the Minister for Roads announced that the RTA would reduce its overall staff numbers by 300 through voluntary redundancies in targeted areas as a result of funding shortfalls for maintenance, safety and minor works under the new federal AusLink funding agreement. These gradual reductions will focus on corporate services, business support functions, road maintenance activities affected by reduced federal funding and some technical areas where the RTA will need different capabilities for the future.

OTHER IMPROVEMENT INITIATIVES

Further details on initiatives aimed at improving the business can be found throughout the report. For example, the

Customer Service section of this chapter provides information on changes to RTA's electronic systems. For details on RTA's research and development program in 2005–06, refer to **Appendix 23**.

GOVERNANCE AND RISK MANAGEMENT

THE EXECUTIVE

The Chief Executive manages the affairs of the RTA and is accountable to the Minister for Roads and Parliament for the RTA's overall performance and compliance. The RTA Executive supports the Chief Executive in ensuring the effective governance of the authority (see Executive structure on page 6). The RTA Executive has collective responsibilities for key functions related to organisational strategy and performance. The Executive consists of all directors, the General Managers for Environment and the Office of the Chief Executive and the Corporate Counsel.

The RTA Executive fulfils its responsibility through formal monthly policy and strategy meetings as well as weekly operational meetings. Members of the Executive also contribute to various internal RTA committees. These committees include:

- Audit and Risk
- Finance Strategy
- Workforce Capability
- Occupational Health and Safety (OHS)
- Technology and Innovation
- Business Reform
- Business Services Advisory
- Road Safety Executive
- Major Projects Review

For a list of RTA's committees and significant advisory groups, see **Appendix 4**.

Executive appointments and remuneration

The Minister for Roads is responsible for approving the Chief Executive's appointment

PERFORMANCE INDICATORS

This year's report continues the trend begun in the 2004–05 report for an increased number of key performance indicators. A review of RTA strategic performance indicators also continues this year. Alignment of performance indicators through corporate plans, performance agreements, business plans and individual work plans will increase the performance culture of the organisation and should lead to improved outcomes. For an update on performance data, refer to the Performance overview on pages 10–11.

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 each year.

STRATEGIC AND BUSINESS PLANNING

The RTA uses corporate strategic plans to link our results and services with broader government priorities and to align internal business plans to deliver results. The Corporate Plan, Results and Services Plan and Total Asset Management Strategy are key corporate strategic plans used to communicate our contribution to government priorities to various audiences. During the year, the RTA promoted its strategic direction by distributing the corporate framework. The framework

clearly sets out the results logic for the RTA key result areas. This framework has been used as the basis for strategic alignment of corporate plans, business plans and reporting.

Guidelines were progressed to establish and maintain effective and consistent planning and performance reporting systems.

RTA asset strategy

During the year, the strategy was submitted to the Minister for Roads and Treasury. The strategy includes plans for capital investment, maintenance and disposal and office accommodation. The strategy is key to a more considered approach to physical asset planning and management and requires assets to be clearly aligned to service priorities. The RTA has worked with Treasury to improve the information provided within the total asset management strategy and went from a 'satisfactory' to an 'excellent' rating for the office accommodation documentation provided in 2005–06.

CORPORATE CARD AND PURCHASING CARD

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

RISK MANAGEMENT

RTA demonstrates a serious approach to fraud and risk with a dedicated Audit and Risk Committee and an internal team that continually identifies and assesses allegations and risk. Control Management Services (CMS) Branch provides a level of assurance to the Chief Executive and senior management that the operations of the RTA exist in an appropriately controlled environment. The branch coordinates and integrates a range of functions including internal audit, investigations and a variety of risk management initiatives.

In 2005–06 significant developments included:

- Continuing refinement of the processes in place to address the risk of fraud.
- Completing implementation of a corruption risk assurance program directed at strengthening the direct control of corruption risks by line management in RTA.
- Further refinement of the organisation's corporate risk management framework.
- Continued development of formal business risk management processes within selected areas of operation.

Risk insurance

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

Purchase of this cover is now into its fifth year to provide low cost insurance for the RTA's construction projects and Road Infrastructure Maintenance Program. This strategy has locked in Broadform covers at favourable rates. During the year a Principal Arranged Insurance program to cover vehicular ferries was renewed with existing insurers on the same competitive terms.

Commercial risk

Staff and independent consultants applied contemporary financial and economic evaluation techniques to assess infrastructure and business asset investment proposals. These techniques included the development of a commercialisation guideline which ensured projects were subject to increasing commercially oriented criteria, such as predetermined rates of return. Commercial skills from the private sector were sought on a needs basis to augment existing resources and skills available within RTA business areas.

The prequalification process that applies 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 mix of fixed and floating rates. The NSW Treasury Corporation (TCorp) advises on and manages the RTA debt portfolio.

An updated Memorandum of Understanding (MOU) was recently signed with TCorp with effect from 1 July 2006. A feature introduced in the prior year's MOU, allows TCorp to focus on a medium-term horizon when managing RTA debt. The ability of TCorp to look at longer-term rate cycles rather than the short-term direction of interest rates has assisted in lowering debt service costs to the RTA to date.

Audit and risk committee

The RTA continued to operate a committee which meets every three months to consider progress of 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 RTA's year-end financial statements. The 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.

Internal audit

The internal audit function has a major focus on four areas of high risk to the organisation: licensing and vehicle management, IT, engineering and financial and operational aspects.

Operational risk management and internal audits for the Licensing and Vehicle Management business arm continued. The review of the operational risk framework continued, ensuring that risks reflect current business practices and that controls remain appropriate and effective. The internal audit's main priority is to ensure that controls are in place to address the organisation's major risks for the foreseeable future. Audits performed during the year included external

organisations' access to information, customer service at motor registries, GACs and back office processes supporting licensing and registration.

Through the year, the Audit and Risk IT Section continued to focus on general IT, IT security and e-commerce, IT infrastructure, provision of an IT Risk Assessment Facilitation Service and providing risk/control advice via membership of a range of steering committees and working parties. General IT audits cover purchased and installed systems, systems under development and, to a limited extent, those currently in production. IT security and e-commerce audits focus on operating systems (eg access and permissions security). Risk assessments for new IT initiatives, system purchases and developments are also facilitated by Audit and Risk IT although the results are owned by the relevant business unit. Steering committees cover corporate governance of new systems, IT security management and IT products.

Financial and operational audits included the RTA's support functions and certain aspects of the road safety and traffic and transport businesses. A range of systems and activities identified as medium to high risk were targeted during the year.

Reviews included leave administration, selected payment related activities, hired plant, minor contracts, asphalt contracts and payments, real estate management, and financial and administrative support functions conducted at selected regional administration centres.

Major engineering programs and systems were under continuing review. The overall effectiveness of systems was assessed, including policies, procedures and compliance. Significant opportunities for improvement to current practices were identified in consultation with line management.

Engineering programs and systems of the three core directorates were analysed for

major risks and controls. Based on the magnitude of risks the audits were prioritised. The audit scope included overall effectiveness of systems, including policies, procedures and relevant compliance. Significant opportunities for improvement to current practices were identified in consultation with line management.

Major reviews completed include:

- Steel bridge maintenance management.
- Performance specified maintenance contract.
- Compliance to ARR No Standing and No Parking Signs.
- Traffic signal design and procurement process.

Investigations

The RTA performs a range of internal corruption and external fraud investigations. Where appropriate, matters of staff corruption are investigated and outcomes 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.

Fraud committed by members of the public which impacts the RTA's licensing and vehicle management business is also investigated. Outcomes from these matters are primarily referred to the NSW Police for investigation and prosecution. Where appropriate, these matters are also referred to RTA senior management to address any policy, procedure and control issues raised by the investigations. Matters referred by law enforcement agencies, such as identity fraud and motor vehicle rebirthing, are also investigated.

Corruption risk management

The RTA has a range of initiatives which focus on minimising the risk of corrupt activity by RTA staff. Highlights during the year included:



(ABOVE) Some of the team members that were involved in the delivery of the Westlink M7.

(LEFT) RTA employee Jim Papaioannou, splices steel rope in the workshop of the Sydney Harbour Bridge maintenance crew.

- Development of a fraud risk management plan.
- Finalising the implementation of a corruption risk assurance program to strengthen the direct control of corruption risks by RTA line management.
- Conducting seminars with new and existing staff as part of induction and at other appropriate times. These seminars reinforce the corruption-resistant culture of the RTA.
- The provision of corruption prevention information through the RTA's intranet and quarterly updates to staff.
- Providing advice to staff and management on a broad range of corruption risk, ethical, probity and policy issues.

Strategic and business risk

The RTA is well advanced in the implementation of a risk management process to establish a consistent and whole of RTA approach to business and strategic risk identification, assessment, management and reporting. The process aims to provide formal assurance to the Executive and the Audit and Risk Committee that risks are being effectively managed. Once established, the Executive meetings will include regular reports on the Corporate Risk Profile of the organisation's most critical risks.

Code of conduct and ethics

The RTA continues to work diligently towards ensuring a workplace free of harassment, discrimination or workplace bullying. Throughout 2005–06, the RTA conducted 55 Harassment Discrimination and Workplace Bullying Prevention Workshops, attended by over 1,000 staff. The workshops, in both metropolitan and regional areas and across directorates, inform staff of how to define, manage and prevent such conduct.

The RTA is also committed to resolving disputes in the workplace with a Grievance Network program. In 2005–06, the RTA conducted 47 Grievance Resolution Workshops attended by over 700 staff across NSW. These workshops provide staff with the skills to be able to resolve interpersonal differences and workplace difficulties as they arise. Feedback about both workshops has been very positive.

OUR STAFF

EMPLOYMENT STATUS

Within the RTA's diverse operations and services about 47 per cent of staff are employed in country locations: one third of regional employees are wages staff and two third are salaried staff. Many RTA motor registry and call centre employees are engaged in permanent part-time work. For more information about the RTA's staff numbers and status, see Table 11 or **Appendix 6**.

Leadership survey

During the year, the RTA conducted a survey with staff with salaries of USS 7 to Senior Officer 3 (plus Graduates). The main objectives were to profile this group, determine what staff intended to do in the next five years and determine what key capabilities, skills and professional development activities should be offered to potential leaders. Approximately three-quarters of those invited participated in the survey (the vast majority online), resulting in an overall sample size of 2011.

The survey showed that:

- Around one in three staff surveyed are over 50 years of age.
- The staff are well-educated particularly in the younger age groups.
- Many staff have held a number of different positions within the RTA and there are also many who have worked in the private sector.
- Generally staff are satisfied and comfortable with challenges.
- Half of the survey group already have some line management responsibilities and/or project management experience. Many are currently or have in the past been on secondment or acted in roles. Two in five have applied for more senior roles in the past three years.
- Sixteen per cent of staff surveyed expect to retire in the next five years with the vast majority of the remainder expecting to be working at the RTA.



RTA Bridge Services – civil crew undertaking night works on the Cahill Expressway to replace expansion joints.

Almost half intend to move to a more senior role at the RTA within five years.

- Staff who see themselves as potential leaders are more likely to be male and have worked at the RTA for four to five years and are currently undertaking work-related study.
- Potential leaders are most interested in developing their skills in contract management, financial management, policy skills and through exposure to different areas of the RTA.
- In terms of professional development

activities, those considered of most benefit were performance feedback from their manager, secondments to other parts of the RTA and short-term non-tertiary training.

The survey uncovered a segment of staff that can be identified as a potential leadership pool. The RTA needs to encourage this group to remain with the RTA, develop their skills and take up the reins as other more senior staff move on. More information on staff retention and training can be found later in this chapter.

TABLE 11 TOTAL EFFECTIVE FULL-TIME EMPLOYEES BY CATEGORY (FISCAL YEARS 2003 TO 2006)

YEAR	SALARIED STAFF	WAGES STAFF	CASUAL STAFF	TOTAL STAFF
2002–03	4,797	1,629	92	6,518
2003–04	5,225	1,636	46	6,907*
2004–05	5,228	1,615	26	6,869
2005–06	5,150	1,750	22	6,922#

* From 2003–04 the effective full-time (EFT) count includes additional time worked by part-time motor registry staff.

School Crossing Supervisors became part of the RTA workforce effective October 2005.



OHS Executive Committee members, Peter Collins, Regional Manager Northern, David Stuart-Watt, Director, Operations and Services and Mike Hannon, Acting Chief Executive inspecting the lead containment area at Harwood Bridge near Maclean.

A SAFE AND HEALTHY WORKPLACE

Chief Executive's Occupational Health and Safety Statement

The health and safety of our workforce has the highest priority at RTA workplaces. We work in partnership with staff and managers to achieve this important goal and during 2005–06 the Executive OHS Committee met bi-monthly to review OHS performance. The meetings were held in different locations around NSW, to demonstrate the Executive's understanding and support for local managers and staff as they implement the RTA's OHS policies and improvement initiatives.

Policy and commitment statement

An annual review of the RTA OHS Policy statement commits the RTA to developing a safety culture based on communication and awareness, reporting of hazards and incidents, continuous learning from experience and flexible decision-making in managing workplace risks. The policy statement is displayed prominently throughout RTA workplaces and features these key corporate initiatives from the OHS Strategic Plan 2003–08:

- Achievement of a partnership arrangement with WorkCover to manage regulatory compliance.



(ABOVE) Ross Brokenbrough and Dean Asher installing safe working load signs on an RTA ferry.

(LEFT) Gregory Leetham and Sherjeel Khan prepare to provide traffic control support to emergency services at accident sites.

- Annual self-assessment against the RTA OHS management standard.
- Integration of OHS improvement plans in directorate business plans.
- Adoption of best practice for consultation and communication with staff and contractors on OHS.
- Compulsory OHS training for RTA staff.
- Claims management strategies to identify high claims business units.

Injury and disease reduction targets

The RTA has adopted the NSW Government's injury prevention and management targets of:

- A 40 per cent reduction in workplace injuries by June 2012 with at least a 20 per cent reduction to be achieved by June 2007 (base year 2001–02).
- A 15 per cent reduction in average claims cost to be achieved by June 2008 (base year 2004–05).

At 30 June 2006, the RTA had already achieved a 24 per cent reduction in workplace injuries compared to the 2001–02

base year – a year ahead of the 2006–07 target. Based on RTA data, the incidence rate per 100 employees has reduced from 9.1 in 2001–02 to 7.0 in 2005–06, well below the 2006–07 target of 7.5. This result was achieved despite a one per cent increase in the actual number of workplace injuries in 2005–06 compared to 2004–05 highlighting the need for continuing attention to injury prevention if we are to continue meeting the target up to 2012. Refer to Table 12 and Figures 16 and 17.

The average cost of claims (based on RTA data) fell by 22 per cent in 2005–06 compared to 2004–05, again well ahead of the 15 per cent reduction required by June 2008.

OHS management

Risk management is the core of OHS management at the RTA.

The EnSite risk review process continues to be implemented at all major construction sites and potentially high risk activities to ensure all safety measures are working and appropriate for the site.

Coaching was provided for team leaders, supervisors and project engineers to assist them to demonstrate OHS leadership with a new emphasis on local supervisors and team leaders.

During the year a Situational Awareness program was initiated in the RTA's road construction and maintenance operations to promote individual and team awareness of local transient risk factors. Under this program, risk assessment reviews are undertaken whenever changes in work conditions occur.

Workplace incidents, including near misses, were managed in a timely manner by the OHS Incident Helpdesk. The ease of reporting also assisted in promoting a reporting culture within the RTA.

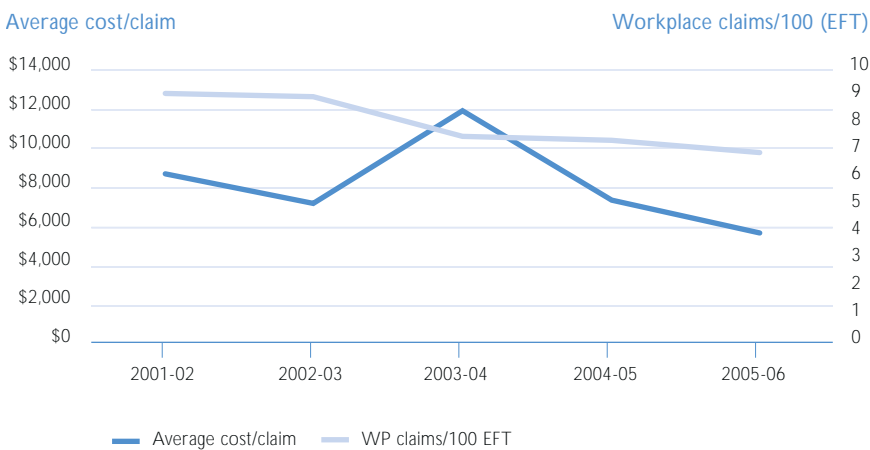
Monthly reports to managers provide a summary of incidents reported, claims lodged for workers compensation, cost of claims, lost time injuries and incident investigations completed.

TABLE 12 OHS STATISTICAL INDICATORS

PERFORMANCE INDICATOR	2004-05	2005-06	CHANGE
Incidents reported (all incidents)	2,194	2,195	0%
Number of compensable injuries (all claims)	577	548	5% reduction
Lost time injuries	291	244	16% reduction
Number workplace injuries (excludes journey, recess away and declined claims)	490	496	1% increase
Total claims costs*	\$3.2m	\$2.95m	8% reduction

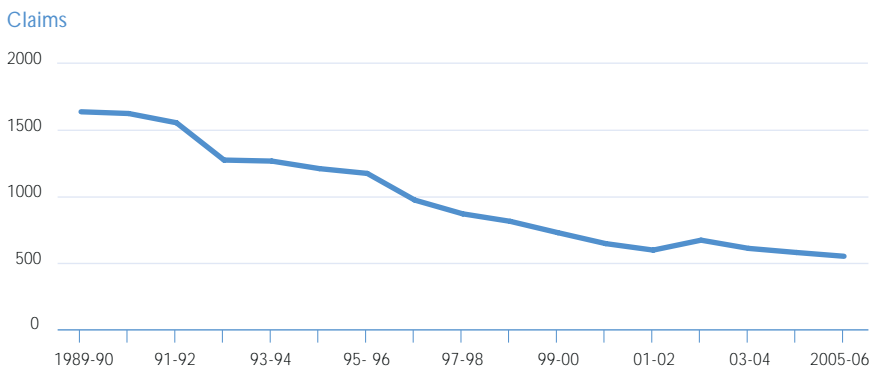
* All claims including journey and recess away.

FIGURE 16 PERFORMANCE AGAINST NSW GOVERNMENT OHS AND INJURY MANAGEMENT TARGETS



¹ Data in this table is based on RTA data and calculations consistent with previous years reporting. The data reported against the NSW Government targets is calculated on the basis of WorkCover definitions which differ from standard RTA OHS indicators.

FIGURE 17 WORKERS COMPENSATION – ALL CLAIMS



Contribution by employees

The involvement of employees in OHS management is actively supported by the RTA. There are more than 30 OHS committees where managers and staff are given opportunities to formally review OHS performance and feedback on new safety procedures and policies. Committees also play an active part in regular workplace inspections and the review of incident investigation outcomes.

OHS programs and initiatives

Safety culture and performance reporting

In developing a strong culture of safety the RTA has driven change through leadership support training. Programs such as Safety Awareness For Everyone (SAFE) seeks to promote communication between managers and staff. Improved performance reporting was hampered by changes to insurance databases but new positive performance indicators are in place to help increase ownership of safety by both management and staff. In the coming financial year there will be more developments in monitoring and reporting as a result of feedback.

OHS TRAINING AND STAFF INDUCTION

New employees at the RTA are provided with OHS induction as part of their formal orientation. Employees and contractors working in road construction and maintenance must be able to demonstrate compliance with WorkCover requirements for OHS construction induction before commencing work on a construction site.

A five year program to promote healthy lifestyles was implemented in the financial year as an extra dimension to the RTA's safety culture. Stage 1 of the AlphaOne Integrated Workplace Health and Fitness Program has been implemented for 19 work groups across NSW with 400 staff from road services, motor registries, vehicle regulations and the senior executive attending health forums that link personal health and behaviours with workplace risks. More than 80 per cent of participants have taken up the offer of a fitness assessment with 94 per cent stating that they intend to take action as a result of their health and fitness assessment.

OHS program delivery

The task of delivering OHS programs is a cooperative effort between OHS Branch, regionally based OHS facilitators and line managers and their staff. The 2006 Safety Summit for Road Services Managers confirmed the effectiveness of the OHS improvement action plan which included better incident management, a focus on the role of line managers and supervisors and the implementation of lead indicators for OHS. The Executive supported bedding down the improvement plan initiatives in



Chris Mihellis installing containment for lead paint removal on the lower chord of the Sydney Harbour Bridge.

2006–07, supported by greater awareness of OHS situations. The OHS Branch has a key role in measuring the extent of OHS management system implementation through audits and inspections.

Contractor safety

Working closely with its contractors, the RTA continues to seek high standards of safety. The RTA Executive OHS committee closely monitors contractor safety performance through site inspections, systems audits and a monthly review of OHS performance indicators. The RTA reassessed all principal contractors' corporate OHS management systems in 2005–06, developed a suite of model documents and provided internet access for contractors and local councils to the RTA OHS policy framework and associated information. RTA principal contractors continue to perform below the national lost time injury frequency rate and well below that of NSW. Despite much effort two contractor deaths occurred at RTA worksites in 2005–06. Each death was fully investigated by both the RTA and the contractors to identify the root cause and learn from the experience.

OHS improvement in the civil construction industry

Work continues between the RTA and local government to improve OHS performance in road construction and maintenance. The local councils' workshops, begun in 2004–05, have continued this year. The program includes hazard specific workshops to promote better understanding and compliance with OHS requirements on civil construction worksites.

Details of injuries and prosecutions

OHS incidents

Working in traffic continues to be the most significant risk of serious injury to RTA employees and contractors. A risk assessment approach has been implemented that supports increased awareness of hazards and changing local conditions. EnSite risk assessments are conducted before the start of all major road projects. Similarly, maintenance crews are also conducting risk assessments prior to commencing remedial works. Standard traffic management techniques are being augmented by feedback from local knowledge incorporated in the site risk assessments.

The most common cause of injuries across

TRAFFIC CONTROL AT WORKSITES

A corporate steering committee was established in late 2005 to develop a comprehensive strategy for improving traffic control at worksites, leading to increased safety for road workers and contractors. The strategy will deliver increased awareness and importance of traffic control at RTA worksites, a traffic control specification review, increased public awareness and enhanced enforcement activities.



(ABOVE LEFT) Survey graduate Jai Reddy was from the 2005 intake of the RTA's Graduate Recruitment and Development (GRAD) program which includes graduates from many disciplines. (RIGHT) Computer systems engineering graduate Niroshan Jeyarajah on a gantry at Mount White, has been on the GRAD program for three years.

the RTA in 2005–06 continued to be slips and trips.

Prosecutions

There were no prosecutions for breaches of the *Occupational Health and Safety Act 2000* during 2005–06.

ATTRACTING, DEVELOPING AND RETAINING STAFF

Targeted recruitment programs

The RTA's employment programs target the recruitment of graduates, trade apprentices and trainees. Other initiatives provide both financial support and work experience to undergraduate university students, a feature designed to help fulfil the RTA's future workforce needs.

Apprentices

The four-year trade apprenticeship program ensures exposure to a broad range of skills and experiences by rotating apprentices between workshops and worksites throughout NSW. In 2005–06 the RTA recruited 17 apprentices across a range of trade classifications including electricians, painters, bridge and wharf carpenters and plant mechanics. At June 2006 the RTA employed 49 trade apprentices.

Trainees

The 76 trainees recruited by the RTA in 2005–06 are working towards attaining a variety of Vocational Educational and Training qualifications. Traineeships are located in the Newcastle Call Centre, regional offices, administration centres, motor registries and other RTA functional centres. As at 30 June 2006 the RTA employed 105 trainees.

Graduates

Thirty two graduates were admitted to the RTA's Graduate Recruitment and Development Program (GRAD) during 2005–06 in a range of disciplines. The RTA has a high graduate retention rate both 'on program' (91 per cent average) and 'post program' (70 per cent average). As at 30 June 2006 the RTA had 78 graduates participating in the GRAD Program.

Undergraduates

The RTA's Undergraduate Scholarship Program encourages undergraduates from universities throughout NSW to consider careers in the roads industry. At 30 June 2006 the RTA had 53 undergraduates in the program studying disciplines such as civil engineering, surveying, electrical and

mechanical engineering. Twenty of these students study civil engineering and undertake work experience with the RTA in the rural areas in which they usually reside. This year, the RTA is also offering an accounting scholarship at the University of New South Wales.

STAFF TRAINING AND EDUCATION

Non-technical training

Training options are provided for managers at team leader, middle management and senior management levels through the RTA's management development framework. The Managers' Toolkit is an information package designed to assist RTA management to meet their responsibilities as supervisors of RTA staff. A revised two-day training package on Recruitment and Selection, and a half day refresher were released in July 2005. The training was adapted from the NSW Premiers Department Merit Selection training, and enhanced with information from the RTA's capability based model. It is a policy requirement that all panel convenors attend this training. Training was attended by 295 staff in this area during 2005–06.

The RTA entered into a contract in May 2006 with a provider to manage the delivery of external training programs and selected internal programs. This change is expected to lower costs, increase flexibility in meeting training needs and streamline processes. By end June, 130 staff attended external training coordinated by the provider, achieving a 14 per cent saving on course costs.

Technical training

A survey was completed of all technical training carried out by State road authorities, with details of existing and proposed internal technical courses, endorsed external technical courses and technical scholarships and sponsorships. The collated information was used to assist State road authorities to develop a collaborative national approach to designing and delivering learning opportunities for their technical staff.

SPONSORED PROGRAMS

The RTA sponsors selected applicants to enrol in postgraduate study. In 2005–06, 71 staff members attended sponsored programs including the Master of Engineering in Pavements, Master of Technology in Pavements, Graduate Certificate in Project Management, Executive Masters in Public Administration and the Master of Transport Management. Ten participants were awarded the Advanced Certificate in Transport and Traffic Management and seventeen participants were awarded the Graduate Certificate in Project Management on completion of their studies in 2005.

STAFF RETENTION

Table 13 shows separation rates for salaried, wages and casual staff.

STAFF PRODUCTIVITY

Workforce capability

The priorities of the Workforce Capability Plan 2003–08 continue to be implemented at the RTA. The capability based model has a focus on integrating human resources related activities of recruitment and selection, job design and evaluation, career development, performance, talent and succession management. Capability based position profiles were designed for the new Environment Branch in 2005–06.

The RTA Upward Feedback survey was rolled out online, for the first time, to directors, branch managers and line managers with four or more staff. The survey is a tool to help managers improve their performance and it gave staff an opportunity to let their manager know what they saw as their strengths and where improvements could be made.

Managers continued to develop Work and Development Plans (WDP) with their staff.

Diversity

A draft document incorporating the Disability Action Plan, Diversity and Equity Plan and Ethnic Affairs Priority Statement and Plan was developed in 2005–06 to improve reporting and allow ease of implementation. Planning staff across the RTA made a considerable contribution to the document.

Responsibilities for diversity and Equal Employment Opportunity (EEO) outcomes are included in the performance agreements of directors and general managers. Detail on EEO statistics and activities can be found in **Appendix 7** of this report. Other relevant appendices include **Appendix 8: NSW Action Plan for Women**, **Appendix 9: Ethnic Affairs Priorities Statement and Plan**, and **Appendix 10: Disability Plan**.

TABLE 13 SEPARATION RATES

Financial year	Separation rate*
2003-04	6.39%
2004-05	5.99%
2005-06	6.29%

* Separations rate is the proportion of staff who left the organisation.

PARTNERSHIPS

CONSULTING WITH THE COMMUNITY

The RTA meets and communicates regularly with its stakeholders and business partners through a range of channels including the website, call centre, motor registries, community forums, committees, research, surveys, workshops and correspondence.

The RTA is committed to consulting with the community to achieve improved outcomes. In 2005, local communities were involved in over 250 projects, including:

- About 76 community focus or liaison groups were in progress.
- About 690 meetings (public meeting, workshops, focus group, consultative committee meetings) were held.
- About 193 information sessions or staffed displays were held. Combined with meetings, the RTA and its private sector partners held on average 16 community sessions a week.
- About 920 different community updates and household letters were prepared and distributed to over one million people.
- About 25 other community events were held, such as the RTA community cycle event and community BBQs.

This does not include meetings held by RTA staff with individual property owners to discuss project design and construction issues, which are estimated to be more than 1,000 in 2005. These figures do not include dialogue over safety proposals or initiatives.

The RTA uses a range of tools to engage the community, including:

- Landowner discussions.
- Study area tours, field investigations and inspections.
- Workshops.
- Community liaison groups, focus groups and committees.
- Displays and feedback forms.
- Public information days and evenings.
- Business surveys.
- Community access centres.
- Website information and surveys.
- Attending community group meetings eg a ratepayers association.
- Council presentations.
- 1800 toll free information lines.

Windsor Road

The positive response from the community continued on construction of the four lanes between Old Windsor Road and the M2 Motorway, mainly due to the team working hard to resolve each local community item as it was raised.

As this major milestone was reached a community member wrote to the RTA:

"As a resident of the Kellyville area for the past six years I like many others have had to put up with the frustrations of a dilapidated Windsor Road. I now want to pass on my very sincere congratulations to all who have been involved in the recently completed upgrade.

You obviously listened to representations made by the public regarding design, access to cross streets etc and the implementation of turning lanes and traffic lights that distribute the traffic flow much better."

Princes Highway upgrade studies

The Princes Highway is the main link from Sydney and the Illawarra region to the Shoalhaven, south and far south coast of NSW and north eastern Victoria. In March 2006 the RTA tried a new approach, going to the community as a first step before putting on a consultation team. In this way the community helped inform the consultant's brief. Over 500 people attended displays in shopping centres, evening workshops and filled in surveys. Thousands of people received newsletters and followed the media reporting.

LEADERSHIP

Austrroads and ATC

As a member organisation, the RTA continued to play a strong role in Austrroads – the association of Australian and New Zealand road transport and traffic authorities.

Austrroads' purpose is to contribute to the achievement of improved Australian and New Zealand transport related outcomes by undertaking research, promoting improved practice, facilitating collaboration between road agencies and providing expert advice to the Australian Transport Council (ATC) and the Standing Committee on Transport (SCOT).

During the year the RTA provided input to a range of Austrroads programs which covered strategic and technical research as well as endorsement of Austrroads publications. Senior RTA staff led Austrroads task forces on registration and licensing and capability task forces and are active participants on the freight, safety and technology task forces. More information on Austrroads can be found on the website www.austrroads.com.au/index.html.

The NSW Minister for Roads was the official host of the successful ATC meeting in June 2006. The ATC is the Ministerial forum established in 1993 for federal, state and territory transport policy and legislative

ABORIGINAL LIAISON PROTOCOL

The RTA has developed an Aboriginal Liaison Protocol with the aim of achieving best practice management of Aboriginal cultural heritage issues encountered in planning, construction and maintenance of the NSW Road network. See **Positive environmental and urban design outcomes** chapter for more information.

issues at a national level. The RTA provided advice to the Minister for Roads for ATC meetings during 2005–06 on a number of matters, including the COAG national transport agenda, the Productivity Commission Road and Rail Freight Infrastructure Pricing Inquiry, fuel efficiency initiatives and transport security.

OTHER PARTNERSHIP INFORMATION

The RTA has fostered a number of strategic partnerships with state, federal and international government agencies, local councils, community and road transport groups, and private organisations.

Each chapter provides information on stakeholder liaison within the relevant project description, such as the Novice driver program trial in the **Positive Road Safety Outcomes** chapter. The RTA also provides support to various non government community organisations, details of which can be found in **Appendix 21**. A list of RTA's committees and significant advisory groups can be found on page 63 and in **Appendix 4**. A list of publications produced in 2005–06, many of which designed to inform various stakeholders, can be found in **Appendix 17**.

FUTURE CHALLENGES

Customer Service

- Focus on the use of technology to simplify processes and minimise the need for customers to visit a motor registry in person.
- Further enhance the security of customer information.
- Subject to final evaluation and approval, pilot a centralised open standards desktop mode during 2006–07, and later deploy widely.

Improving our business

- Continue to work on current key projects involving substantial redesign of the systems of work, structures, jobs and business processes in technical services, environment, legal services and human resources.
- Continue to develop of an integrated corridor based approach to road management planning.
- Better integrate the planning and delivery of RTA's road, bridge and traffic infrastructure programs.

- Establish new strategic directions and identify opportunities to drive improvements to the traffic management and engineering functions.
- Design and implement programs to develop leadership capability and enable management to more effectively deliver RTA's programs, projects and services.
- Identify further opportunities to simplify business processes and reduce administrative support and overhead costs.
- Further the development of the alliance model with Road Services.

Governance and risk management

- Implement a revised suite of executive performance measures to enhance transparency and performance.
- Revise the organisational corporate plan.
- Align RTA's priorities to the NSW State Plan (to be released late 2006).

Our staff

- Maintain a skilled workforce.

Partnerships

- Improve relations with the Aboriginal community through targeted road safety programs and consultation during major project development.
- Following the recommendations of the Parliamentary Inquiry on the Pacific Highway, implement a communications kit for RTA work on private property.
- Work closely with project approval authorities to make sure community involvement satisfies both local community and government needs.
- Emphasise website and electronic media as a tool for information and feedback.
- Train and assist project managers in their processes of negotiation with communities.
- Improve community understanding of the tradeoffs required to maintain the current road network and to prioritise new infrastructure.