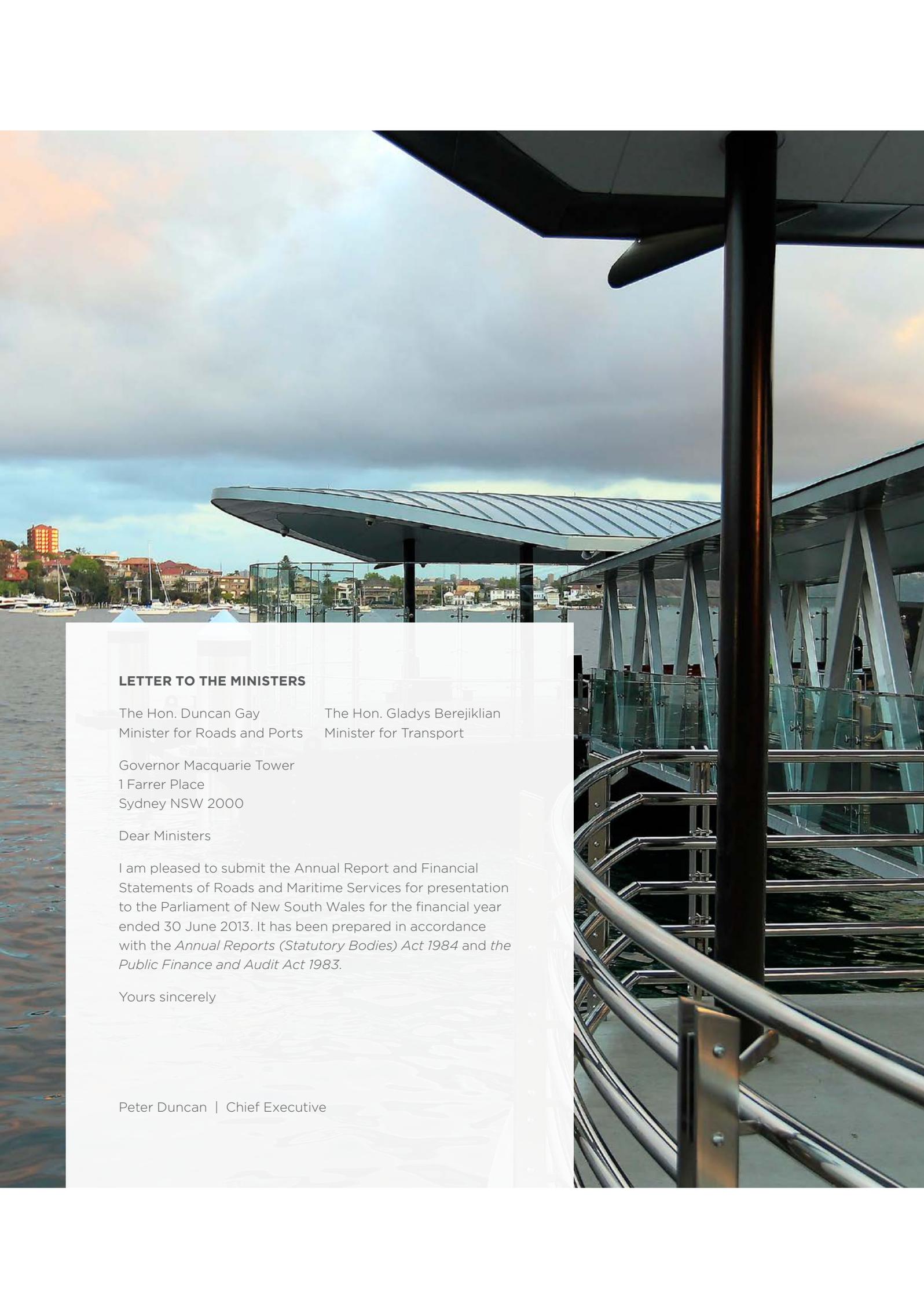




Transport
Roads & Maritime
Services



ANNUAL
REPORT
2012-13



LETTER TO THE MINISTERS

The Hon. Duncan Gay
Minister for Roads and Ports

The Hon. Gladys Berejiklian
Minister for Transport

Governor Macquarie Tower
1 Farrer Place
Sydney NSW 2000

Dear Ministers

I am pleased to submit the Annual Report and Financial Statements of Roads and Maritime Services for presentation to the Parliament of New South Wales for the financial year ended 30 June 2013. It has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983*.

Yours sincerely

Peter Duncan | Chief Executive

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Chief Executive's overview



Roads and Maritime Services has made significant progress since it was created nearly two years ago. We have aligned our strategy with a new business model to meet the objectives of Transport for NSW (TfNSW), the State Government and the needs of the people of NSW.

In August 2012 we launched our Customer Charter. The promises of listening and taking action, consulting and collaborating, making safety our priority, and keeping our customers informed demonstrate our commitment to putting our customers at the centre of everything we do.

Our situation is unique as we are an integral part of the daily lives of nearly everyone in NSW, whether they take a ferry to work, walk their children to school or travel by truck, bus or car. This led us to introduce a new Purpose for the organisation to *enable safe and efficient journeys throughout NSW*. Every project across the agency is aligned with this purpose to confirm that it will make a measurable contribution to our customers.

Key achievements in 2012-13 include:

- Significant input to the development of the proposal for WestConnex, Australia's largest transport infrastructure project
- Major progress on the upgrade of the Pacific Highway and duplication of the Hume Highway
- Completion of key initiatives to ease congestion and increase the efficiency of the road network
- Significant progress in the maintenance, upgrade and replacement of bridges and wharves.

The last year has seen Roads and Maritime pay particular attention to the external challenges we will face over the coming years. We know the demands on the NSW transport network are increasing and customer expectations are high.

Reform is also happening across the public sector and many of the cluster agencies are undergoing transformation. We have seen and will continue to see substantial change that will modernise our service to create an outward

looking, customer focused public sector with resources shifted to the frontline.

In response, we have initiated a major reform program to position us to respond to the challenges ahead. We are a delivery agency first and foremost, ensuring that we implement the best solutions for the people of NSW. We changed our structure to a Build, Manage Journeys and Maintain operating model in 2012-13 so that we have clear accountabilities and can focus on providing safe and efficient journeys.

Our reform will also reward innovation and accountability, flatten executive structures and streamline decision making. Across the agency, we are exploring opportunities with the private sector where partners can deliver improved, more innovative services at lower cost.

I would like to acknowledge the contributions that Roads and Maritime staff members have made to deliver our program of work during this time of change. Every day, no matter the weather, they are out on the roads and waterways enabling safe and efficient journeys for the people of NSW.

Peter Duncan AM
Chief Executive

About this report

This Annual Report provides details of a range of Roads and Maritime Services achievements from the past financial year.

It also records the internal management of Roads and Maritime, with details of financial arrangements, workforce management, community consultation programs and other matters of public interest.

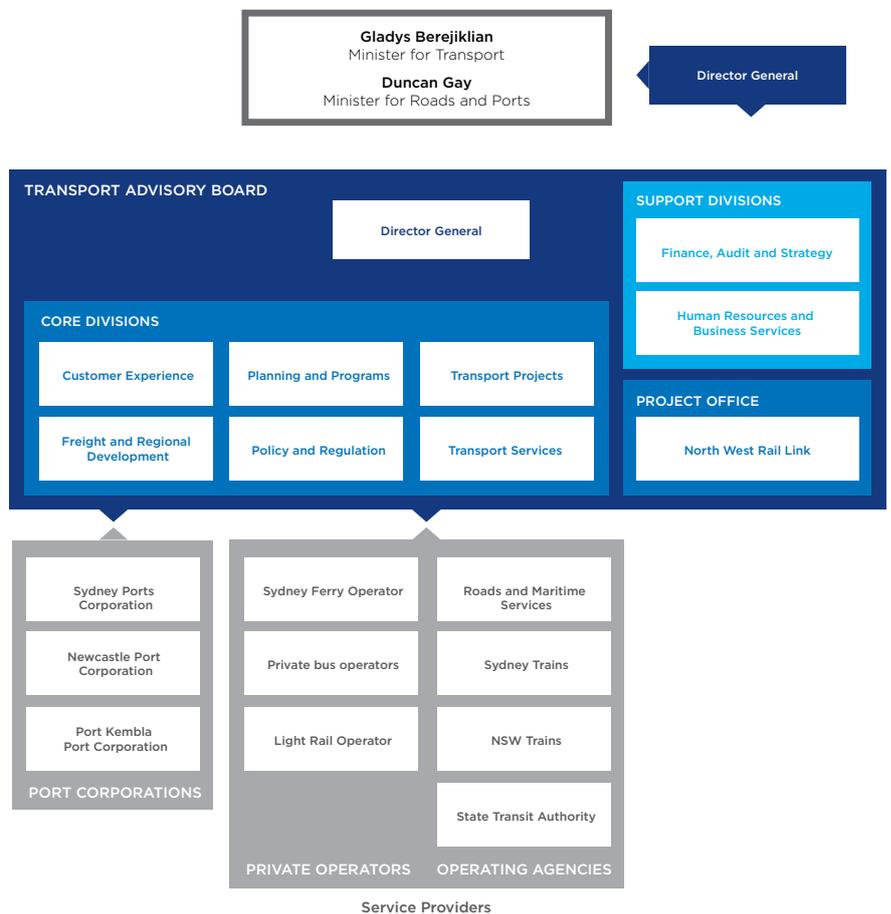
Roads and Maritime at a glance

The formation of Roads and Maritime

Roads and Maritime Services is a NSW statutory authority established on 1 November 2011 under the *Transport Legislation Amendment Act 2011*.

Roads and Maritime is a multi-modal transport agency within the broader Transport Cluster, known as Transport for NSW (TfNSW). TfNSW has responsibility for transport policy, planning and coordination functions, and the oversight of infrastructure delivery and asset management.

Roads and Maritime implements initiatives to improve movement of people by various transport modes, including public transport (bus and ferry), cycling and walking, as well as motor vehicles. The agency also delivers initiatives to improve the movement of goods on the freight network, by improving accessibility and infrastructure, with a focus on reliability, productivity and safety initiatives.



Purpose

To enable safe and efficient journeys by:

- Managing the road network and optimising travel times
- Providing capacity and maintenance solutions for road and maritime infrastructure
- Educating and licensing drivers and vessel operators, and registering and inspecting vehicles and vessels
- Improving road and maritime safety.

Values

- **Customer focus** – We place the customer at the centre of everything we do
- **Collaboration** – We value each other and create better outcomes by working together
- **Solutions** – We deliver sustainable and innovative solutions to NSW transport needs
- **Integrity** – We take responsibility and communicate openly
- **Safety** – We promise safety for our people and our customers.

Roads and Maritime Customer Charter

Roads and Maritime aims to be *'the leader in the management and delivery of safe, efficient and high-quality services and infrastructure to the community and businesses of NSW'*.

Customer promises and commitments

We will listen and take action

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

We will consult and collaborate

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

We will make safety our priority

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

We will keep you informed

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

Roads and Maritime manages a network that includes:

- 18,036 kilometres of State Roads, including 4317 kilometres of national road network, for which the Australian Government provides a funding contribution, and 147 kilometres of privately funded tolls roads
- 2970 kilometres of regional and local roads in the unincorporated area of NSW
- 5287 bridges and major culverts, 26 tunnels, 3,945 traffic signal sites and approximately 12,000 other traffic facilities, systems and corridor assets
- 2137 kilometres of coastline and 32,424 km² of navigable waterways comprising 5000 km² of enclosed waters, and 27,691 km² of coastal waters to 12 nautical miles (this excludes navigable waters at Lord Howe Island)
- 47 commuter wharves, down from 49 in 2011-12 due to the Bayview and Balmain West wharves being removed from the ferry route
- 3463 maritime aids to navigation, including 193 courtesy moorings.

Our services

Roads and Maritime delivers its services through a range of facilities:

- Online services where customers can renew vehicle and vessel registrations and licences
- 126 motor registries, seven government access centres, 35 agencies, including 30 online council agencies and 24 itinerant sites which provide face-to-face customer service across NSW
- Purpose-built facilities including the Crashlab at Huntingwood and three customer contact centres
- Other facilities include work depots, motorcycle rider training centres, fleet workshops, mobile service units, laboratories and inspection stations.

Licensing and registration

In 2012-13, Roads and Maritime provided:

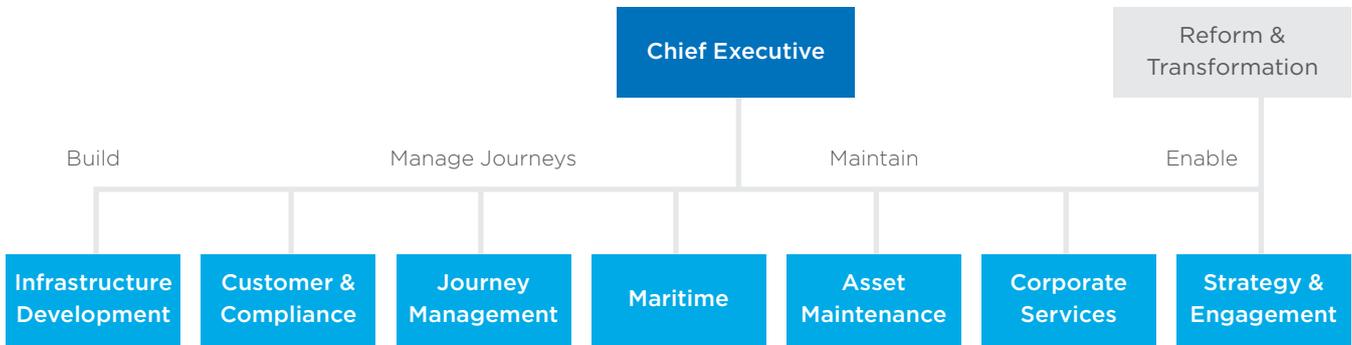
- Registration and licensing services for around 5.06 million motor vehicle licence holders and 485,798 boat licence holders
- Registration for 5.84 million motor vehicles and 228,616 recreational vessels
- Services for hire and drive, mooring licences and commercial vessel survey and registration
- Management of around 25.2 million motor vehicle transactions, and 661,784 marine safety licence transactions; including all boat license and registration-related transactions (merchandise transactions such as boating maps and registration number stickers).

Our people

Roads and Maritime currently employs around 7472 full-time equivalent (FTE) staff across NSW. This includes waged and salaried staff, including 169 FTE staff currently assigned to TfNSW.

About 47 per cent of our people are employed in regional locations, 23 per cent are waged staff and school crossing supervisors and 74 per cent are salaried staff. Roads and Maritime also delivers a range of services through its industry partners and contractors.

Organisational chart



Financial overview

Financial performance

Information on financial results for the period 1 July 2012 to 30 June 2013 are shown in the Financial Statements (see pages 46-146).

Details of Roads and Maritime's financial performance against budget are detailed in Note 22 (see page 121).

Funding

State funding comprised of motor vehicle weight taxes and direct cash allocations. Federal funding was provided under the Nation Building Program and the Building Australia Fund. Roads and Maritime sourced revenue primarily included revenue from Sydney Harbour Bridge and Tunnel toll receipts, rental income, external commercial services, fees for services provided, advertising, maritime services and E-tag revenue. Non-cash revenue has been excluded.

Expenditure

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

Table 1. Roads and Maritime Funding Sources

Funding	(\$'m) Jul 2012 - Jun 2013
Motor vehicle taxes (State)	1675
State consolidated fund allocation	1179
State Government	2854
Australian Government	1542
Roads and Maritime revenue	868
Total	5264

Figure 1. Revenue July 2012 to June 2013

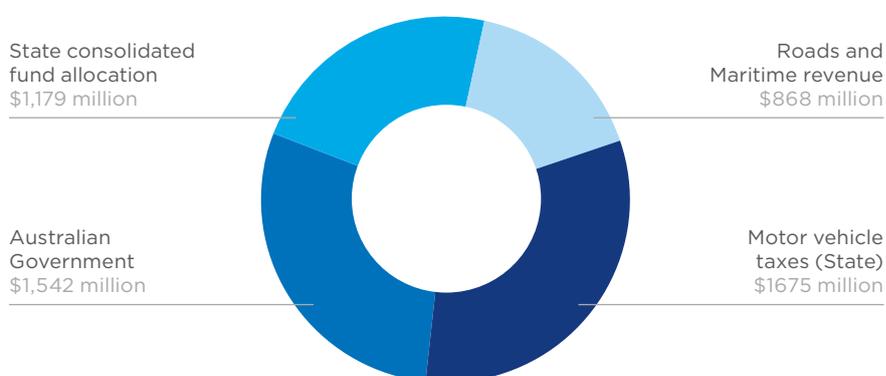
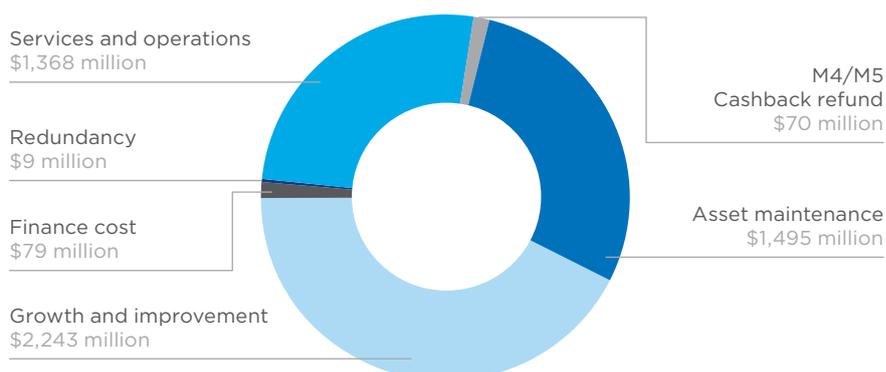


Table 2. Roads and Maritime Program Expenditure

Expenditure	(\$'m) June 2012-13
Growth and improvement	2243
Asset maintenance	1495
Service and operations	1368
M4/M5 Cashback refund	70
Finance cost	79
Redundancy	9
Total	5264

Figure 2. Expenditure July 2012 to June 2013

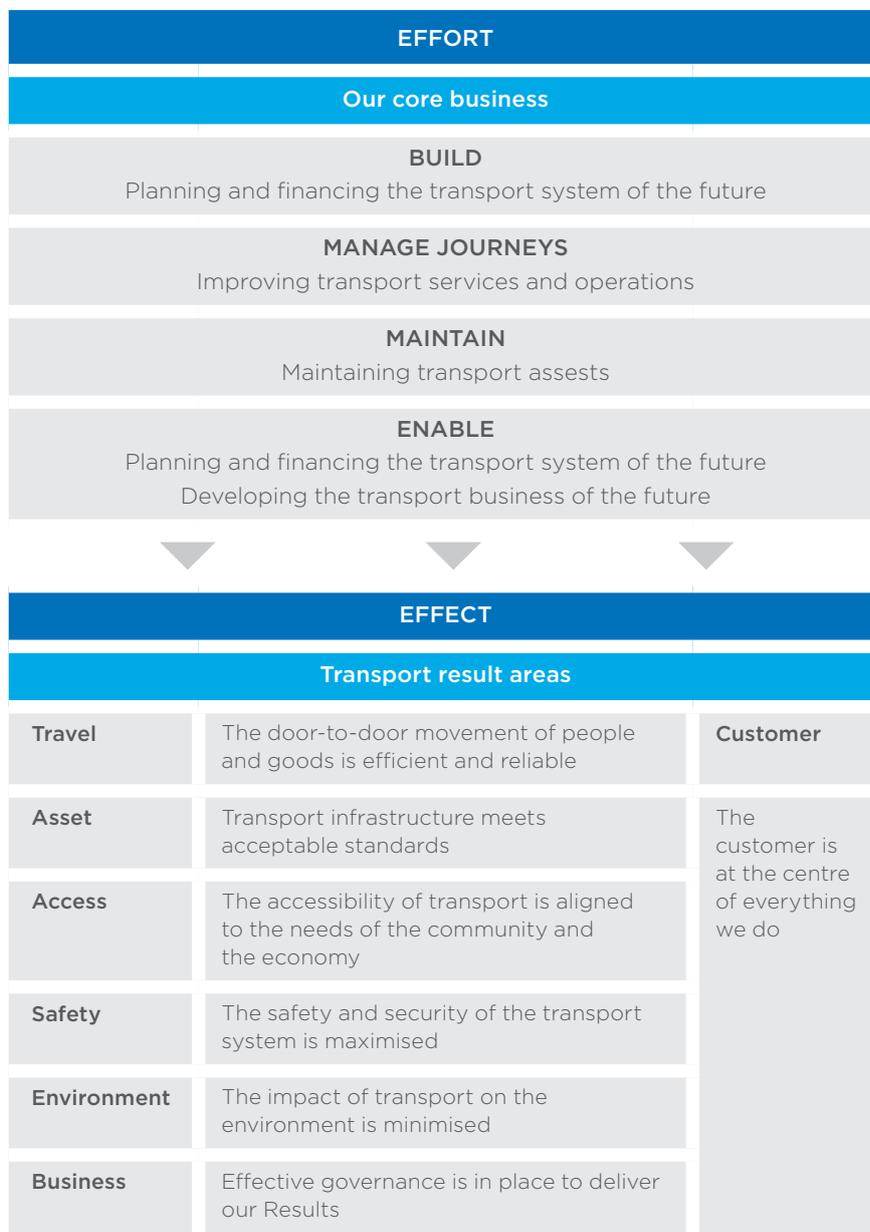


Corporate framework

This Annual Report is structured around the seven transport cluster result areas of Customer, Travel, Asset, Access, Safety, Environment and Business. These results represent the long-term outcomes for the community, known as the 'effect'. They guide strategy setting and resource allocation across Roads and Maritime and the Transport Cluster.

Roads and Maritime then concentrates its 'efforts' (i.e. 'what we do') on managing the operations of roads and waterways, designing and delivering initiatives, programs and projects that align to our core business of Build, Manage Journeys, Maintain and Enable.

This framework guides decision making, determines priorities, informs allocation of resources and helps demonstrate our contribution to the Transport Cluster.



Performance overview

The following table provides a snapshot of key Roads and Maritime performance indicators within each of the Transport Cluster result areas at 30 June 2013. Where indicators have been updated, the historical figures below have been amended for comparative purposes. The notes accompanying the tables provide detail on individual indicators and reference data provided outside the reporting range. Further performance indicator information is also found within the chapters and appendices of this report.

	08-09	09-10	10-11	11-12	Target 12-13	Actual 12-13
Table 3. Customer						
Roads and Maritime website visits (million) ⁽ⁱ⁾	21.0	27.5	25.8	24.6	-	28.1
Customers rating service as 'good' or 'very good' (%)	94	93	94	93	>90	93

(i) RTA only data for 2007-11. Actual as at 30 June 2013 is a combination of RTA (Roads, Road Projects and GEARED young drivers website), NSW Maritime and Roads and Maritime website visits.

Table 4. Travel						
Traffic volume on Sydney key routes (%) ⁽ⁱ⁾	-	-	-	-	-	0.39%(AM) 0.44%(PM)
Average travel speed on Sydney key routes (AM/PM) (km/h)	-	-	-	-	-	38.94 km/h (AM) 37.05 km/h (PM)
Average travel time on Sydney key routes (AM/PM) (min:sec) ⁽ⁱⁱ⁾	-	-	-	-	-	1 min 32sec (AM) 1 min 37sec (PM)
Reliability on Sydney key routes (%) ⁽ⁱⁱⁱ⁾	-	-	-	-	-	9.6% (AM) 9.9% (PM)
Benefit of development program (\$'m)	4174	4220	5920	4475	4400	4720
Major road works completed within 10 per cent of planned duration (%)	92	91.4	96	89.6	90	72.5

(i) Change in average kilometres travelled per hour from previous year

(ii) Average travel time taken to drive one kilometre

(iii) Per cent of days with travel time outside of a typical journey.

Table 5. Asset						
Roads meeting national road smoothness standards on all NSW State Roads ⁽ⁱ⁾	91.6	91.5	91.2	91.1	91.5	91.3 ⁽ⁱⁱ⁾
Roads pavement cracking (% good durability)	91.3	92.3	92.3	92.3	92.3	92.3 ⁽ⁱⁱ⁾
Number of bridges on State Roads limiting legal usage due to structural condition	0	0	0	1	1	1
Rebuilding of existing road pavements (% of exiting State Roads)	1.22	1.60	1.51	1.55	1.1	1.10
Resurfacing of bitumen spray seal surfaces (% of bitumen spray sealed State Roads)	10.30	10.90	9.59	8.50	9.9	9.32
Resurfacing of asphalt surfaced roads (% of asphalt surfaced State Roads)	3.53	4.10	3.18	3.50	3.4	3.42

(i) This is a NSW 2021 indicator.

(ii) Estimates for 2012-13.

	08-09	09-10	10-11	11-12	Target 12-13	Actual 12-13
Table 6. Access						
State Road network available to Higher Mass Limit Vehicles (%) ⁽ⁱ⁾	84.84	95.16	97.59	94.17	94.2	95.95
Sydney Harbour commuter wharves compliant with disability standard for Accessible Public Transport (%) ⁽ⁱⁱⁱ⁾	-	29	33	37	43	43

(i) Record of actual only, not target driven

(ii) 09-10 and 10-11 figures were based on the % of State roads approved for HML within the HML zone (this was not all state roads in NSW) and 11-12 figures provided were based on the % of State roads approved for HML within the whole of NSW

(iii) Assessment of compliance began in 2009-10 as part of the Wharf Upgrade Program.

Table 7. Safety						
Operational uptime status of cameras (%):						
• Fixed Digital Speed Camera	95	95	94.5	94.7	≥ 94.5	97.9
• Red Light Speed Camera	97	98	96.3	93.9	≥ 94.5	96.3
• Point-to-point	n/a	n/a	n/a	93.5	≥ 94.5	94.7
• Bus Lane Camera	96	96	99.2	99.1	≥ 94.5	98.6
Mobile speed enforcement hours delivered (%)	-	-	-	99.5	94.5	98
Boating safety compliance rate:						
• Recreational vessels, including personal watercraft (%)	88.3	89.0	92.8	90.8	>87.5	91
• Commercial vessels (%)	91.0	88.3	91.6	93.9	>87.5	93.1
Heavy Vehicle Inspection Scheme: number of inspections ⁽ⁱ⁾	100,278	102,461	103,622	106,104	108,500	104,669

(i) Data includes inspections completed as part of the heavy vehicles inspection scheme and only excludes inspections or defective vehicles identified as part of the heavy vehicle checking station, on-road enforcement or interagency programs.

Table 8. Environment						
Number of Environmental Penalty Infringement Notices issued to Roads and Maritime ⁽ⁱ⁾	0	1	4	2	N/A	0
Number of non-compliances with environmental protection licences held by Roads and Maritime ⁽ⁱ⁾	1	21	14	5	N/A	9
Waste removed from Sydney Harbour (m ³)	2737	2778	2284	2689	N/A	2259
Roads and Maritime's total greenhouse gas emissions from direct consumption (tonnes CO ₂ -equivalent) ⁽ⁱⁱ⁾	72,401	65,446	67,779	141,073	N/A	-
Roads and Maritime's total office energy consumption (GJ) ⁽ⁱⁱⁱ⁾	72,401	65,446	67,779	N/A	N/A	63,247

(i) Prior to November 2011, Environmental Penalty Infringement Notices and non-compliances with environmental protection notices were issued to the RTA or NSW Maritime

(ii) There is a 12-month lag in reporting on annual greenhouse emission data. Current data is for the period 2011-12

(iii) There is a 12-month lag in reporting on building energy consumption. Current data is for the period 2011-12.

Table 9. Business						
Roads and Maritime workplace injuries/100 employees ⁽ⁱ⁾	-	-	-	4.8	4.4	4.7
Roads and Maritime WHS liability workplace claims costs (\$ million)	-	-	-	1.1	N/A	2.15
Roads and Maritime separation rate of staff (%)	-	-	-	3.23	N/A	7.76

(i) This indicator is based on a rolling 12 month total divided by FTE.