

# Annual Report 2004



## LETTER TO THE MINISTER

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

Dear Minister,

I have pleasure in submitting the Annual Report and Financial Statements of the Roads and Traffic Authority for presentation to the Parliament of New South Wales for the financial year ended 30 June 2004. 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, appearing to read 'Paul Forward', with a stylized flourish at the end.

Paul Forward  
Chief Executive

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**Cover photograph**

An image from the RTA's innovative 'Brain' advertising campaign.

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This annual report is structured according to the objectives outlined in the RTA corporate plan, *The Journey Ahead*. The format is similar to the past two years, so that readers can easily compare the authority's performance over time. The structure has changed slightly, in line with changes to *The Journey Ahead*, which was updated in 2003-04. For those wishing to compare this report with the previous two:

- Information contained in the previous chapter **Road use regulation** can be found, in the main, in the **Improving road safety** chapter.
- Information contained in the previous chapter **Developing the road network** is now contained in the chapter titled **Moving people and goods efficiently**.

The RTA incorporated sustainability reporting for the first time in its 2001-02 annual report and continued this approach in 2002-03. This means that the documents reported on the social and environmental sustainability of the RTA's performance, alongside the usual financial reporting. This report has a complete chapter on sustainability, in line with the new key outcome in the updated corporate plan – developing sustainable land use and transport solutions.

The other chapters in the main body of the report also follow the community and business outcomes identified in the corporate plan. The RTA's performance in each of these areas is summarised at the beginning of each chapter.

The RTA publishes its annual reports online at its website: [www.rta.nsw.gov.au](http://www.rta.nsw.gov.au)

The annual report is also available on CD-ROM. The number of hard copies is limited to save costs and the environment.

## STATUTORY FRAMEWORK

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

## RESPONSIBILITIES

The RTA is the NSW State Government agency responsible for:

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

The RTA manages 17,623km of State Roads, including 3105km of National Highways. This includes facilities such as traffic lights, roundabouts, signs and line marking. It also manages nearly 3000km of Regional Roads and Local Roads in the unincorporated area of NSW where there are no local councils. It provides financial assistance to local councils to manage 18,497km of Regional Roads and, to a lesser extent, Local Roads, through funding and other support.

Other areas of RTA interest include 4787 bridges, including major culverts and tunnels, and nine vehicular ferries.

## HISTORY

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

## ASSETS

The written down value of the road, bridge and traffic infrastructure the RTA manages is more than \$65 billion, including the value of land under roads. Property, plant, equipment, private sector provided infrastructure and other non-current assets are valued at \$4.3 billion.

## FUNDING

Annual funding for the Roads Program is about \$2.8 billion, including State and Commonwealth contributions and road user charges.

## OUR PEOPLE

The RTA has approximately 6900 full time equivalent (FTE) staff across more than 180 offices throughout NSW, including 129 motor registries. (For details on calculation of FTE staff see appendix 10).

## CUSTOMERS

The RTA has a vast range of customers, including individuals, private organisations, community and road transport groups, local councils and State and Federal government agencies. The RTA completes about 24 million registration and licensing transactions every year for the 4.3 million drivers and owners of 4.8 million registered vehicles in NSW.

## 04 VISION, MISSION AND PRIORITIES

### OUR VISION

A sustainable, safe and efficient road transport system.

### OUR MISSION

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

### OUR VALUES

**The RTA is guided by shared values:**

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

### STATE GOVERNMENT PRIORITIES

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

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

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

## RTA CORPORATE PLAN

The RTA's corporate plan, *The Journey Ahead*, was updated in 2003. The new plan maps the key outcomes the RTA will deliver to the community over the five years from 2003 to 2008. The business outcomes guide the RTA in its planning and work to be more efficient and productive.

The plan outlines the RTA's priorities to address a challenging transport environment. The outcomes in the plan cater for all road transport users and are aligned with the wider objectives of the NSW Government.

This annual report includes information on the RTA's performance and achievements in relation to *The Journey Ahead's* outcomes.

The RTA has implemented corporate governance structures and practices to ensure high standards of business ethics and accountability throughout the organisation and to ensure it delivers cost-effective products and services to the community. During the year the RTA introduced a number of initiatives to strengthen corporate governance including the development of an Executive Charter and a review of its Executive Committee structure.

### CODE OF CONDUCT AND ETHICS

The Code of Conduct and Ethics was revised and re-issued in a more concise format. The code sets out the ethical principles and professional standards that RTA staff are expected to adopt. The complete code can be found at appendix 9 of this report.

### THE EXECUTIVE

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

The RTA Executive is responsible for supporting the Chief Executive in ensuring the effective governance of the authority. The RTA Executive has collective responsibilities for key functions related to organisational leadership and strategic direction, allocating resources, managing risks, ensuring organisational policies are in place, reviewing organisational performance, and ensuring effective operational coordination and stakeholder relations.

Membership of the RTA Executive is determined by the Chief Executive to ensure that it has the balance of skills and experience necessary to properly fulfil its responsibilities. The RTA Executive currently comprises the Chief Executive, Directors, Corporate Counsel, General Manager Environment and the General Manager Corporate Development who also provides secretariat support. [For details of the executive members and their areas of responsibility see the corporate structure on pages 8 and 9. The General Manager, Corporate Development, is Mr Stephen McIntyre.]

The RTA Executive fulfils its collective responsibilities through formal monthly policy and strategy meetings as well as weekly operational meetings and various committees established by the Executive for specific purposes. The committees are:

- Audit and Risk.
- Finance Strategy.
- Workforce Capability.
- Occupational Health and Safety.
- Technology and Innovation.
- Business Improvement.
- Operations Review.
- Business Services.
- Road Safety.
- Major Projects Review.

Each committee has terms of reference that are agreed by the Executive and approved by the Chief Executive. The terms of reference, membership and ongoing need for each committee will be reviewed annually.

#### AUDIT AND RISK COMMITTEE

During the year the terms of reference of the Audit Committee were broadened to formally include the oversighting of the RTA's risk management strategies and programs.

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. The committee meets every three months to consider progress against the audit program, generally oversee the direction of the audit function and consider the adequacy of the organisation's risk/control environment. It also reviews the RTA's year-end financial statements.

#### STRATEGIC AND BUSINESS PLANNING

Corporate objectives and strategies are set by the Chief Executive and the Executive to meet the Government's priorities and the community's road-based transport needs. The RTA's corporate plan, *The Journey Ahead*, sets out the organisation's vision, mission and key priorities. The plan emphasises the need to work closely with other Government agencies to achieve a whole-of-Government approach that includes integrated transport and land-use planning. The plan is supported by a suite of internal strategic plans and business plans that are regularly updated.

The latest version of the corporate plan, *The Journey Ahead 2003-2008*, was launched in September 2003. In the months following the launch the Chief Executive, accompanied by senior managers, undertook a round of visits to RTA regional and metropolitan sites promoting the revised plan and communicating key challenges for the RTA in the next few years. The purpose of these visits was to discuss the priorities, challenges and achievements of the RTA with staff and to gather feedback on how well the RTA was achieving the required Government and community outcomes.

#### CORPORATE CARD AND PURCHASING CARD

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

#### EXECUTIVE APPOINTMENTS AND REMUNERATION

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

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

### CHANGES SINCE 2002-03

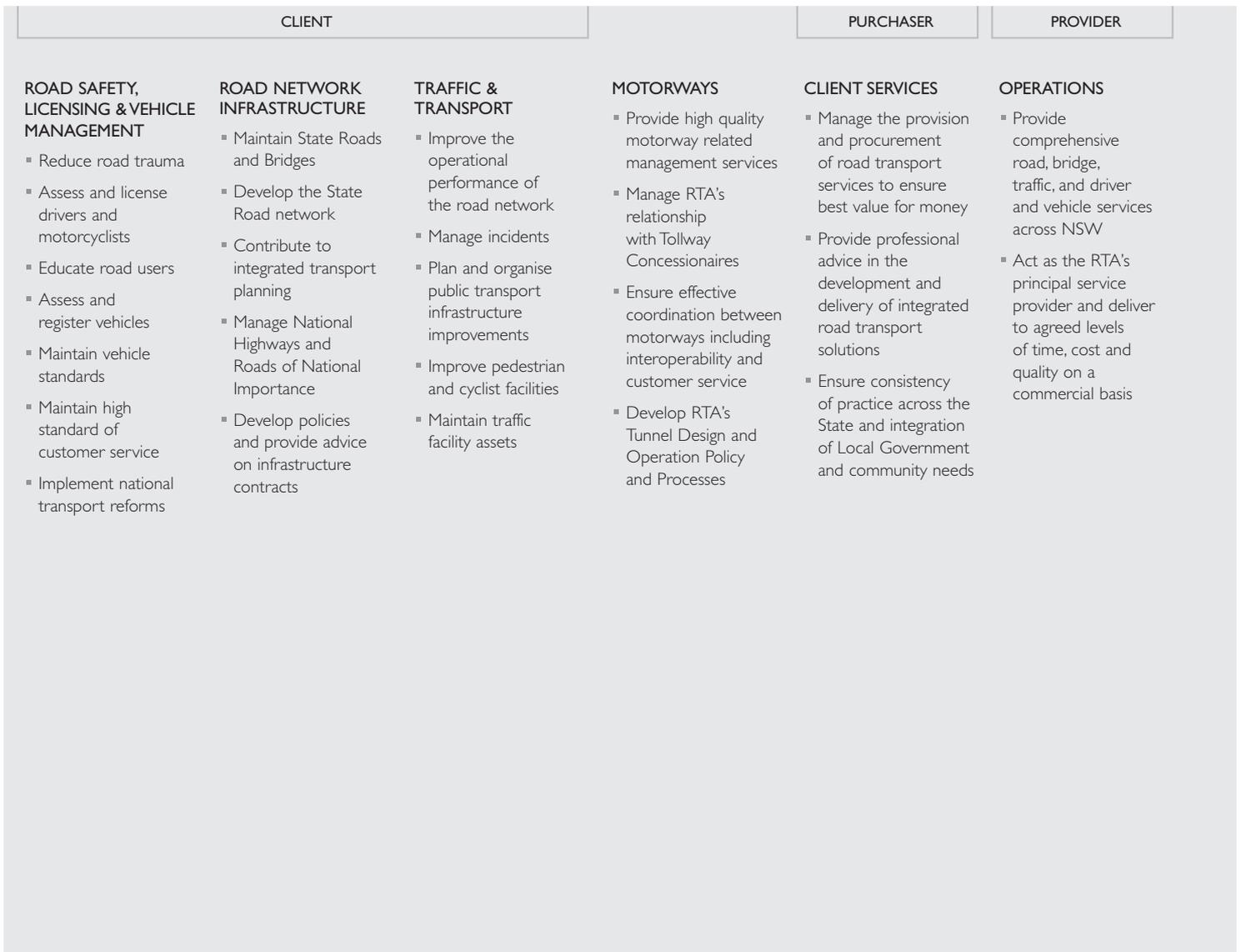
There have been several changes to the RTA's corporate structure this year.

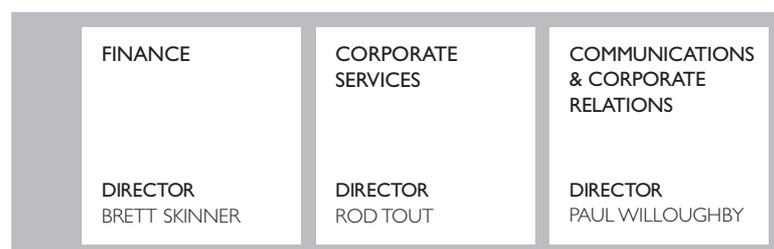
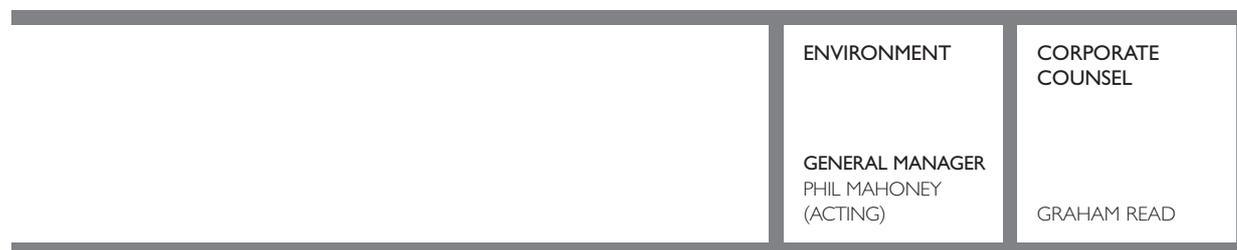
A new directorate, Motorways, has been created to reflect the importance of the motorways network in NSW. Its areas of responsibility include major Sydney motorways and the Pacific Highway.

The Road Safety, Licensing and Vehicle Management Directorate was created in December 2003 as a result of the restructure of the former Road Safety and Road User Management Directorate. The restructure was undertaken to further integrate the road safety perspective across all aspects of the directorate's business and thereby deliver improved road safety outcomes. The restructure also increased the directorate's business, technological and policy capacity to respond to changing economic and regulatory pressures.

CHIEF EXECUTIVE

PAUL FORWARD





## CORPORATE SUPPORT

**FINANCE**

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

**CORPORATE SERVICES**

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

**COMMUNICATIONS & CORPORATE RELATIONS**

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

**ENVIRONMENT**

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

**CORPORATE COUNSEL**

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

## RTA CHIEF EXECUTIVE PAUL FORWARD

**THE RTA ANNUAL REPORT**

This annual report is delivered in a new way, signalling a move towards electronic reporting. A very limited number of inexpensive, black and white reports have been produced for tabling in Parliament and for placement in key libraries. The major delivery mechanism for this report is electronic. Most people will be reading this on the RTA website or on a CD-ROM. This allows us to meet our statutory obligations and our responsibilities to communicate clearly with the community and our stakeholders, while reducing costs and saving paper.

The report is structured in line with the outcomes detailed in the RTA's corporate plan, *The Journey Ahead*. We report in detail (and in summary for those who need the information quickly) on our performance in achieving outcomes for the community – safer roads, efficient movement of people and freight on the roads, well-maintained roads, excellent customer service and sustainable solutions now and in the future. We also report on the business outcomes we seek: these are all about being an efficient, accountable and well-managed organisation.

**OUR PERFORMANCE IN 2003-04****Safer roads**

Road safety is the RTA's prime responsibility and it is a key aim in all of our programs – from more vigorous licensing requirements for young drivers to improving the quality of roads.

This year's road toll was the fourth lowest financial year road toll since 1947-48 (see figure 01). Analysis shows that speed and alcohol continue to be the two most significant contributing factors in fatal crashes. The RTA is using all of the tools at its disposal to combat these dangerous behaviours. For example, measures to reduce drink driving this year included tighter laws (zero blood alcohol for novice drivers) innovative technology (the alcohol interlock program) and powerful public education (the 'Brain' advertising campaign). In an important trial aimed at reducing speeding near schools, speed cameras were installed in school zones and an additional 30 flashing light school zones were installed. The RTA-sponsored

SpeedBlitz Blues cricket team travelled around the State to educate high school students about the dangers of speeding in an interactive and unique roadshow.

We also invested in future road safety, with the introduction on 1 July 2003 of the Driver Qualification Test, the final step in the new Graduated Licensing Scheme to produce better, safer drivers.

The number of fatalities in country areas remains a major concern. This year the RTA convened the Country Road Safety Summit which produced a comprehensive list of recommendations for the Government to consider:

**AN EFFICIENT ROAD SYSTEM**

As well as safer roads, the RTA is charged with shaping and maintaining a road system that works well – for private motorists, communities, businesses and the industries which rely on road freight.

One of the key indicators for how we are performing is the consistency of peak travel times on the State Road network in Sydney. Despite traffic volume growth on seven major routes of around 43 per cent during the past 12 years, average peak hour speeds have remained consistent (see figure 06 on page 30). The RTA's strategies to achieve this include actively managing traffic, encouraging public transport and other alternatives to cars, using electronic-tolling to keep traffic moving at key times of the day and other measures. We successfully managed the traffic arrangements for the Rugby World Cup in Sydney in 2003.

We are also continuing to improve the road system, particularly strategic routes in Sydney and the crucial major highways in regional NSW. The major upgrades of the Pacific Highway and the Great Western Highway achieved key milestones in the past year. Construction began on the Cross City Tunnel and the Westlink M7 and financial arrangements were finalised for the Lane Cove Tunnel. The M7 and Lane Cove Tunnel will complete the Sydney Orbital Motorway Network. We also developed a comprehensive and attractive solution to the long-term problems of Lawrence Hargrave Drive. Maintaining roads remains a key challenge, and ride quality was rated 'good or better' for 89.5 per cent of State Roads (see figure 02).

**SERVING OUR CUSTOMERS**

We expanded the range and quality of services available to the people of NSW. For example, the new myrta.com website has significantly increased the number of customers taking advantage of RTA online services (online transactions increased by 71 per cent compared to last year). The RTA continued to work closely with other Government agencies to develop services that can utilise our technology and be offered through motor registries to customers in regional and rural areas.

**SUSTAINABILITY**

We are working on a list of priority initiatives in the area of sustainability, all of which aim to balance social, environment and economic considerations, both now and into the future. Our achievements include progress on the development of the rapid, bus-only Transitways system in Western Sydney, delivering an average of 200km of cycleways every year; our contribution to the Government's Review of Bus Services and our national leadership in pushing for tighter vehicle and fuel emission standards.

**COLLABORATION**

The RTA's achievements are always the result of collaboration – with other Government agencies, the private sector and the community. The RTA is working harder to consult with the community, particularly those communities affected by major projects. The community continues to play an important part in the development of projects. I thank all members of the public and the many public and private sector organisations that have worked with us this year.

My thanks also go to the staff of the RTA, who continue to be hard-working, responsive and innovative in their efforts to deliver services to the people of NSW.

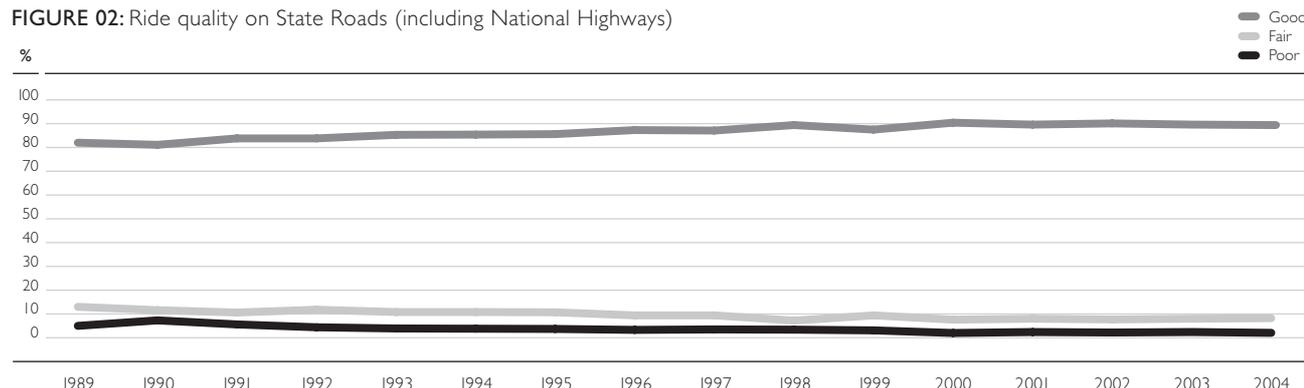


Paul Forward  
Chief Executive

**FIGURE 01:** Trends for Fatalities Since 1978



**FIGURE 02:** Ride quality on State Roads (including National Highways)



STRATEGIC OUTCOME // A ROBUST AND SUSTAINABLE FINANCIAL MANAGEMENT FRAMEWORK.

### INTRODUCTION

The RTA must have a robust and sustainable Financial Management Framework in order to maximise the benefits to the community from the funds provided by the State and Federal governments. The RTA continued to strengthen its financial management capabilities at all levels and refine its corporate governance to support strategic business decisions which are sustainable.

Robust and sustainable financial management practices will enable the RTA to develop and provide an optimal State Road network, innovative road safety and traffic management solutions and value for money services to customers who span the NSW community and the wider Australian public.

## OBJECTIVES

Managing the finances by focusing on:

- Developing robust proposals to ensure adequate funding for RTA programs.
- Implementing a strategic framework for financial and commercial management.
- Planning and monitoring performance to ensure best use of assets and financial resources.
- Providing the tools and resources for effective budgeting and resource management decision-making.
- Re-engineering the procurement and contract management processes.
- Proactively managing risk exposures.
- Ensuring provision of high-level financial and commercial advice to support strategic business decision-making.
- Managing the property portfolio to meet business needs and maximise revenue.

## ACHIEVEMENTS

- Sound financial management of the \$2.8 billion funding and expenditure program.
- As part of the Financial Management Framework, Financial Controllers were recruited and a Finance Strategy Committee established as an Executive sub-committee.
- Identification of major organisational strategic risks and commenced implementation of the Strategic Risk Management Framework.
- Generated gross revenue of \$41.8 million from sale of surplus property and leasing of residue property.
- Administered \$72.5 million and processed 433,000 claims from more than 145,000 registered customers of the M4/M5 Cashback Scheme.
- Met targets for debt reduction (by repaying \$82 million) and unfunded superannuation liabilities (by contributing \$32 million) during the year.
- Further refined evaluation and benefit realisation monitoring processes of business investment and other commercial proposals.
- Evaluated private sector infrastructure projects and provided advice on business proposals for financial and economic viability.
- Reviewed land holdings categorisation to develop two year forward sales program.
- Managed property information relating to \$3.2 billion of property assets.

## FINANCIAL MANAGEMENT

The emphasis remained on further enhancing business efficiency and risk management across all RTA operations. Key focuses were on enhancing resource allocation, budgetary control and management reporting processes. This was strongly supported with the recruitment of Financial Controllers for all directorates to improve financial analysis and advice. A Finance Strategy Committee was also established. This is an Executive sub-committee responsible for determining funding resource allocation across the RTA.

Evaluation and financial advice was provided on private sector infrastructure proposals, including a number of refinancing proposals. Advice was also provided on a number of business proposals including Crashlab, special number plates and SCATS.

## E-BUSINESS

Enhancements to the RTA's web-based Online Property Inquiry System (OPIS) were completed in September 2003. Property information brokers can now download batch files of property enquiries from their clients to OPIS and upload the RTA's responses to these enquiries.

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

## INTEGRATED MANAGEMENT SYSTEM

The RTA continued to build on its investment in implementing the Integrated Management System.

A further two major initiatives were successfully completed. These included:

### Corporate Directory

A Corporate Directory was established, providing a central authoritative source of information about RTA employees and skill hires. The Corporate Directory synchronises data between the RTA's SAP Human Resources application, the mail systems and telephony systems. As part of this project, a new phone directory 'white pages' was deployed across the RTA.

### Imaging/Intelligent Character Recognition

An Imaging/Intelligent Character Recognition system was implemented to process vendor invoices and staff timesheets. The system scans and performs intelligent character recognition of documents and then interfaces with the SAP system. The system has significantly increased productivity in relation to processing of vendor invoices and staff timesheets.

## PERFORMANCE IN DETAIL

In addition, work began on Phase 2 implementation of the Project Management 21st Century System (PM21s). The project aims to extend the functionality delivered in Phase 1, as well as extend the usage of PM21s to other areas of the RTA. PM21s is currently in use by Client Services Directorate and Road Network Infrastructure Directorate for management of network development projects.

## TOTAL ROADS PROGRAM

The expenditure for the year was \$2836 million (\$2718 million in 2002–03). In achieving this result, the RTA met Government commitments to specific initiatives including *Action for Transport 2010*, the Pacific Highway Upgrade, Western & South Western Sydney Roads and Rebuilding of Country Roads programs.

## FUNDING SOURCES

Of the total funds applied to the Roads Program in 2003–04, State sources provided \$2333 million or 84 per cent (\$2474 million in 2002–03). The Federal Government contributed \$460 million or 16 per cent (\$388 million in 2002–03) towards National Highways, Roads of National Importance, Centenary of Federation Fund Bridges, the Australian Transport Safety Bureau – Blackspot Program and the Interstate Vehicle Registration Scheme.

A summary of the RTA's financial performance in 2003–04, as compared to previous years, is shown in the table at the bottom of the page.

## RISK MANAGEMENT

During the year the RTA demonstrated its commitment to identifying and managing risk by further developing its organisational strategic risk-reporting framework and continuing the formal implementation of business risk management processes within selected aspects of its operations. Both of these initiatives reinforce the Chief Executive's requirement for senior managers to take responsibility for managing risks within the operations for which they are responsible.

Other initiatives implemented to identify and manage risks included:

- Risk assessments before the start of specific projects, depending on the level and type of risk involved.
- Requiring all construction projects valued at more than \$5 million to be the subject of a risk review before commencement.
- Transfer of risks to contractors and service providers to ensure appropriate accountability.
- Use of risk-based funding priorities to support the Road Infrastructure Maintenance Program.
- The use of a formal risk model as an integral part of the RTA's internal audit process.

## RISK INSURANCE

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

Purchase of this cover was extended during the year to provide low cost insurance for the RTA's construction projects and Road Infrastructure Maintenance Program. This locked in favourable rates at a time when insurance has been difficult to purchase and premiums are escalating.

During the year a Principal Arranged Insurance program was also put in place to cover vehicular ferries.

## COMMERCIAL RISK

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

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

TABLE 01: THE RTA'S FINANCIAL PERFORMANCE IN 2003–04, COMPARED TO PREVIOUS YEARS

	Notes	Result 01-02	Result 02-03	Target 03-04	Result 03-04	Target 04-05
<b>Financial performance indicators</b>						
Debt servicing cost as % of Roads Program.		3.5	6.5	5.6	5.4	5.3
Asset Sales (\$M)	1	35.9	45.0	45.0	26.8	55
Interest earned						
– Hourglass facility	2	5.3	4.7	4.7	5.2	5.3
– Other institutions		5.0	5.0	4.7	5.2	5.3

## General Notes

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

1. Sale of surplus real properties including those acquired for road works, and which are no longer required.

All dollar amounts reported in nominal terms. 03-04 target wound back in light of increased revenue requirements for 04-05.

2. Target represents benchmark rate as advised by Treasury Corporation.

FIGURE 03: Source of Funds 2003-04 \$2836M

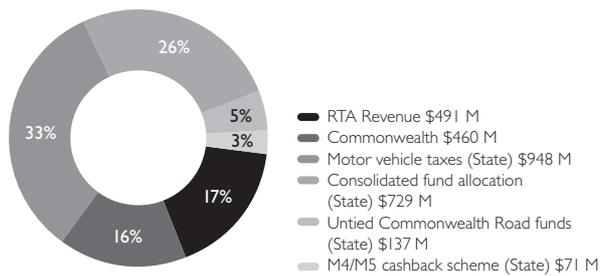
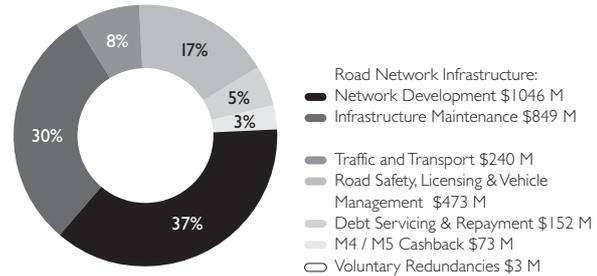


FIGURE 04: Expenditure 2003-04 \$2836M



### INTEREST RATE RISK

Interest rates on the RTA's debt are a mix of fixed and floating rates. The NSW Treasury advises on, and manages, the RTA debt portfolio.

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

### OFFICE ACCOMMODATION

The RTA submits an annual Office Accommodation Strategy, covering 21 major offices, to the NSW Government Asset Management Committee. The current average space density ratio of office space for these sites is approximately 14.8m<sup>2</sup> per person, which complies with the NSW Government accommodation guidelines.

### PROPERTY MANAGEMENT

The RTA's property portfolio is reviewed regularly. Property not required for current and future road construction and related purposes was either disposed of or leased in accordance with Government policy. A significant focus continued on identifying, implementing and protecting the RTA's commercial opportunities with key initiatives including a review of the advertising strategy for pedestrian bridges and development of Highway Service Centres.

During the year the revenue generated from the leasing or sale of property was on target (gross revenue was \$41.8 million).

### INTERNAL AUDIT

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

Further details of internal audit and other services are provided in **appendix 7: Control management services**.

### CASHBACK SCHEME

The RTA administers this scheme that allows drivers of NSW privately registered motor vehicles using the M4 and M5 motorways to be eligible for a refund of tolls paid on these roads. Refunds of claims are made quarterly and during 2003-04, 433,000 claims were received from 145,000 Cashback customers. The total cost of the scheme, including administration, was \$72.5 million. To the end of June 2004, tollway account providers had opened about 300,000 Cashback accounts. The scheme is funded from Consolidated Revenue.

### FUTURE CHALLENGES

- Develop detailed rolling programs that allow for clear strategic decision making when opportunities arise.
- Build financial flexibility to address program requirements by identifying new revenue and cost saving initiatives.

STRATEGIC OUTCOME // COLLABORATE WITH AGENCIES TO DEVELOP SOLUTIONS THAT  
ACHIEVE THE BEST COMMUNITY OUTCOMES.

### INTRODUCTION

The RTA first included sustainability reporting as an important part of the annual report in 2001-02. This meant that the RTA's annual report included clear information on the sustainability of the RTA's initiatives. For the first time, the reports detailed the RTA's efforts to develop a balance between social, environmental and economic performance in the present and to provide for the needs of future generations.

This chapter is in line with a new community outcome included in the RTA corporate plan, *The Journey Ahead*, which was revised and updated in 2003-04. The wording of this outcome reflects the fact that sustainability in government activities can only be achieved through the collaborative efforts of government agencies, the private sector and the community.

This chapter reports on the RTA's priority initiatives for sustainability, but other sustainability initiatives can be found throughout this report.

### THE BEST COMMUNITY OUTCOMES

Coordinated and integrated land use and transport planning can provide real choices and improved efficiency in travel and freight movements. A choice of transport helps the environment, provides equitable access and improves the community's quality of life. This enables the government to balance social, environmental and economic objectives and provide for future generations.

The RTA worked to develop a close partnership with the new planning and transport agencies, including the Department of Infrastructure, Planning and Natural Resources (DIPNR), the Department of Environment and Conservation (DEC) and the Ministry of Transport.

The RTA is contributing to the integration of transport modes, making public transport a more reliable and attractive alternative to the private car. The RTA also encourages cycling and walking by providing better facilities.

The RTA continued to work to reduce the impact of motor vehicles on the environment by supporting the NSW Government *Action for Air* plan and the Premier's Cleaner Vehicles program, and by promoting:

- More stringent vehicle emission standards.
- The purchase of cleaner, more fuel-efficient, new technology vehicles.
- Targeted emission reduction programs for existing vehicles.

### PRIORITY INITIATIVES FOR SUSTAINABILITY

The RTA's corporate plan, *The Journey Ahead*, includes a list of priority initiatives for achieving sustainability. Following is a summary of how the initiatives are progressing.

#### **Develop a management policy for arterial roads that balances the needs of road users and adjacent land use.**

There is a greater demand than ever for sound approaches to road network development and asset management. This demand is driven by population and demographic changes, increasing vehicle use, an ageing road network and community expectations for sustainable transport. The RTA is working closely with other government agencies, including DIPNR, DEC and the Treasury to establish new arrangements for development of the road network. These arrangements are aimed at better integrating infrastructure planning and selection of investment priorities in transport and roads.

Contributing towards this objective, the RTA focuses on a range of economic, environmental and social benefits in implementing road development and maintenance works, including:

- Improved safety.
- Reduced travel times for business and residents.
- Reduced costs of transport for producers.
- Increased accessibility to areas, thus improving prospects for business and employment.
- Reducing traffic volumes and noise on local streets.
- Reducing congestion, thus improving air quality through a reduction in vehicle emissions.

Examples of this approach include:

- Improvement to Old Windsor Road and the completion of upgrades to sections of Windsor Road that have reduced travel times between residential areas and workplaces and improved access to employment centres at Parramatta and Blacktown.
- Upgrades of the Pacific, Princes and Great Western highways to improve access to regional areas, reduce travel times for residents and support tourism and other economic activities.

Measures to protect, and where possible enhance, the environment are incorporated as essential elements of all RTA projects. The environmental impact assessment of RTA proposals is a critical element in the consideration of sustainability, as it provides a comprehensive examination of likely environmental, social and economic impacts.

Urban design has become a mainstream policy initiative of the RTA to ensure that roads fit sensitively with the landform and the built, natural and community environments through which roads pass. The RTA's Urban and Regional Design Practice Notes – known as 'Beyond the Pavement' – are being applied to all road projects in NSW. This policy was updated and published on the RTA's internet site during 2004. It is widely applied on key projects such as Lawrence Hargrave Drive, and all motorway and North Coast Pacific Highway projects. Corridor urban design strategies were also being developed for Richmond Road, Cowpasture Road and the Pacific Highway on the Central Coast. (See the case study on the Faulconbridge upgrade on the Great Western Highway on page 19.)

During 2004, the State Government announced a review of Roads Classification to ensure that State resources are targeted to the most important and up to date set of roads that best meets the social and economic needs across NSW. In 2004 the Government appointed a panel to undertake the review and the RTA and the councils are preparing submissions.

Community consultation is a priority for the RTA and comprehensive programs are undertaken for the involvement of

## PERFORMANCE IN DETAIL

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

For more information on these initiatives see the **Moving people and goods efficiently** chapter of this report.

### **Include appropriate road-based initiatives for public transport, cycling and walking in new and upgraded road developments.**

The RTA continued to provide facilities for public transport, cyclists and pedestrians and support initiatives to encourage alternatives to cars.

The RTA has been actively involved, with other transport agencies, in the Government's Review of Bus Services. The RTA also supported bus priority measures to improve the efficiency of bus operations (these measures include bus lanes, transit lanes, priority traffic signals and bus bays). Bus priority initiatives in 2003-04 included a digital camera-based bus lane monitoring system to reduce illegal use of bus lanes and T-way lanes.

The RTA continued to provide advice and assistance to government and business on teleworking (see below for more information).

The RTA also continued to provide leadership on the production of transport access guides, which offer customised information about low-energy transport forms (such as public transport, cycling and walking).

The RTA promotes cycling through several high-profile community events. The RTA also builds cycleways and assists local councils to develop facilities for cyclists.

Strategies to improve the bike network and encourage wider use of bicycles include:

- Increasing funding for cycling facilities (\$39.6 million in 2003-04).
- Delivering an average of 200 kilometres of cycling path annually.
- Initiatives to make cycling safer, including off-road cycle tracks where practical.
- Sponsoring promotions of cycling such as the annual RTA Big Ride, RTA Cycle Sydney and Bike Week.

In 2003-04, the RTA continued to work to improve pedestrian access and safety, providing facilities such as pedestrian bridges, crossing and refuges, kerb ramps and fencing.

The RTA continued to promote walking as an alternative to private car travel for short trips

For more information on these initiatives see the **Moving people and goods efficiently** chapter of this report.

### **Contribute to inter-agency planning to achieve integration**

### **between transport modes at key interchange facilities.**

The NSW Government is committed to building a rapid bus-only Transitways network in Western Sydney by 2010 – a network which will integrate local buses, T-ways buses and rail. This system will improve air quality by reducing emissions from private car use, enhance travel choices and create employment opportunities.

The RTA is responsible for the construction and maintenance of the T-way infrastructure (including the road infrastructure, pedestrian facilities and cycleways and the construction of bus stations).

For more information about the progress of the Transitway network, see **page 33** of this report.

### **Expand the cycleway network (on and off road), as well as policies and guidelines to make it safer and easier to cycle.**

In the past five years, more than 1000km of additional cycleways have been created across NSW. In 2003-04 the RTA completed many off-road cycleways. The Western Sydney Cycleway network, for example, traverses a range of suburbs, from Guildford to Fairfield.

The RTA also worked with councils to provide better local cycle networks. The RTA provided funding support to councils, on a dollar for dollar basis, to develop and construct the local cycleway network and 94 local bicycle projects were funded in 2003-04.

For more details on the development of cycleways, see **page 37**.

### **Work with local government to develop Pedestrian Access and Mobility Plans.**

To develop integrated pedestrian networks, the RTA helped local councils prepare Pedestrian Access and Mobility Plans (PAMPs). Forty-two PAMPs have been developed across the State, including six completed during 2003-04. The RTA also continued to support councils in implementing the pedestrian facilities identified in these plans. The facilities improve safety, convenience and mobility on links between public transport and other key centres for pedestrian movements.

### **Expand teleworking and mobility management initiatives within the RTA and promote benefits to the community.**

The RTA is a leader in promoting teleworking and other initiatives to reduce vehicle kilometres travelled. In the past year, the RTA continued to provide advice and assistance to government and business on teleworking. Teleworking contributes to the RTA's commitment to reduce vehicle kilometres travelled and car dependency and improve air quality. RTA staff were supported in teleworking at home or at RTA telecentres in Gosford and Penrith. Hot desks were established at Parramatta for RTA staff to use.

The RTA also continued to assist government agencies and other organisations to produce and use their own transport access guides. Transport access guides provide customised travel information for people travelling to and from a particular site using sustainable, low energy forms of transport (such as public transport, walking and cycling). Information about transport access guides is on the RTA web site: [www.rta.nsw.gov.au/transportaccessguides](http://www.rta.nsw.gov.au/transportaccessguides).

During 2003-04, the RTA worked with Marrickville, Canterbury,

## PERFORMANCE IN DETAIL

Kogarah and Rockdale councils to produce a series of transport access guides for trip generators located near the M5 East Motorway as part of the M5 East Air Quality Management Plan, which is designed to minimise emissions. The RTA worked with the local Aboriginal Community Development Officer in Nowra to produce a guide for Aboriginal people visiting or living in the Shoalhaven area. The RTA also assisted the University of Newcastle to develop a transport access plan for the Central Coast Campus at Ourimbah.

The RTA Motor Registry at Five Dock is participating in the Canada Bay Council's trial Green Business Program. The trial includes a sustainable transport component and will identify environmental improvements in business practices that can be implemented at other motor registries across the State.

#### **Advocate tighter vehicle and fuel emission standards at the national level.**

The RTA continues to play a leadership role in advocating tighter vehicle and fuel emission standards. The RTA represented NSW on the national Land Transport Environment Committee (LTEC), which provides advice on vehicle-related environmental issues to environment and transport ministers.

The LTEC has been consulting on tougher vehicle emission and fuel standards to complement standards already in place for 2006. The LTEC is also reviewing systems to ensure the delivery of air quality gains predicted from cleaner new vehicles.

The RTA is implementing two key measures as part of the Diesel National Environment Protection Measure (NEPM). The NEPM provides a range of measures that States can implement to reduce emissions from diesel vehicles. The RTA is implementing two key measures: the voluntary diesel testing program and the audited maintenance program. The RTA is using the testing program to identify polluting vehicles and promote better maintenance of heavy diesel vehicles through a pilot of the audited maintenance program.

The RTA's voluntary diesel testing program continued with funding from the Federal Government. Since its inception, the program has tested 2118 diesel vehicles with 321 of those vehicles tested in 2003-04.

The RTA assisted the Australian Greenhouse Office and the Federal Department of Transport and Regional Services in negotiations with the Federal Chamber of Automotive Industries. The negotiations were aimed at having vehicle manufacturers provide light vehicle emissions data. This will lead to a *Green Vehicle Guide* to help new car buyers identify the cleanest and most fuel-efficient cars.

For more information on these and other initiatives to improve air quality, see **pages 63-64** of this report.

#### **Develop a 'clean fleet' program for heavy vehicle fleet operators to recognise environmentally friendly fleet management and maintenance practices.**

In 2003-04, the RTA successfully registered 'Clean Fleet' as the trademark for publicly branding the RTA's vehicle emissions reduction programs. The RTA assisted the Department of

Commerce in developing systems to enable procurement of cleaner vehicles. The number of petrol-electric hybrid vehicles in the RTA's fleet increased to 21, reducing the fleet's emissions and promoting the market for lower emissions vehicles.

#### **SUSTAINABILITY ACTION PLAN**

The RTA completed the consultation draft of its Sustainability Action Plan. The plan will complement the list of priority issues for sustainability by focusing on the responsibility of the RTA to conduct its own activities and decision making in a sustainable manner. It acknowledges that real gains in sustainability often come about from the gradual combination of a number of smaller day-to-day actions. The plan provides direction to RTA staff and sets challenges for the way that the authority operates. Consultation on the plan will continue in 2004-05.

#### **SUSTAINABILITY CASE STUDY:**

##### **FAULCONBRIDGE UPGRADE A BENCHMARK**

The RTA project team for the upgrade of the Great Western Highway at Falconbridge won the RTA's staff award for sustainability in 2003-04.

The upgrade creates a road environment that encourages slower traffic speeds, in line with the posted 60km/h speed limit. Community severance (the way a road can cut off one part of a community from another, by physical presence, psychological perception and/or increased traffic) is minimised by the provision of physical and visual connections across the road. A shared pedestrian and bicycle path is integrated into the design of the project.

The road fits sensitively into the character of the place, while providing a focus for the village. It achieves a human scale and introduces new elements, such as the pedestrian bridge that links the village with the railway station. The station is now an important feature along the highway.

The road relates sensitively to the scale and form of the village shops, which are kept as a visible part of community life. The village character is reinforced by the diversity of treatment and high design quality of the local garden boundaries – the result of an intense period of community consultation.

The use of exotic deciduous trees differentiates the town from the rural bushland that characterises the Blue Mountains, and further helps to give the village a sense of place.

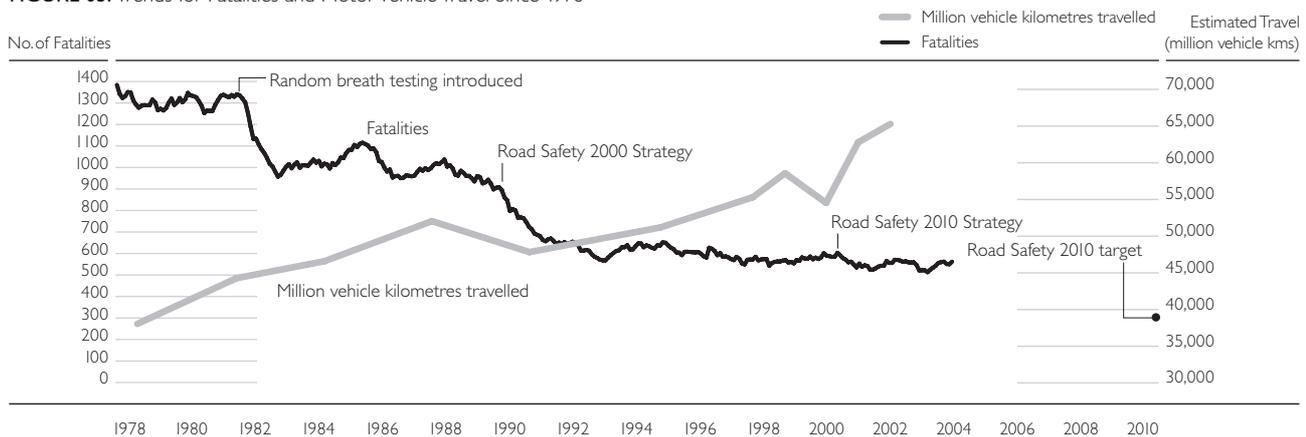
The Blue Mountains Council considers this project a benchmark for overall standards for future upgrading projects on the Great Western Highway and for the process of involving the local community.

STRATEGIC OUTCOME // REDUCE ROAD DEATHS, INJURIES AND TRAUMA AND COST TO THE COMMUNITY OF ROAD DEATHS AND INJURIES.

PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURE OF SUCCESS	PERFORMANCE AGAINST THIS MEASURE IN 2003-04
Reduce road deaths, injuries and trauma and cost to the community of road deaths and injuries.	Halve the number of fatalities by 2010, based on 1999 figures.	<ul style="list-style-type: none"><li>■ Fourth lowest financial year road toll (559 fatalities) since 1947-48 and 39 higher than 2002-03.</li><li>■ Three fixed digital speed cameras were converted to operate as 40km/h school zone cameras.</li><li>■ An additional 30 flashing light school zone sites were installed at schools.</li><li>■ The Alcohol Interlock Program began in September 2003 with 15 interlock licences issued in 2003-04.</li></ul>

FIGURE 05: Trends for Fatalities and Motor Vehicle Travel Since 1978



## FATALITIES

There were 559 fatalities on NSW roads in 2003-04.

### Factors involved in fatal crashes

A study of the calendar year ending 31 December 2003 revealed that:

- Speeding was a factor in around 39 per cent of fatalities.
- At least 18 per cent of fatalities were the result of an incident involving a driver with a blood alcohol level above the legal limit.
- At least 19 per cent of people killed in motor vehicles were not wearing available restraints.
- Driver fatigue contributed to about 14 per cent of fatalities.
- At least 7 per cent of motorcyclists killed were not wearing helmets.

## DRINK DRIVING

### Sober Driver Program

The Sober Driver Program for repeat drink drive offenders was implemented across the State from July 2003.

The program has been developed as a whole-of-Government initiative to rehabilitate repeat drink drive offenders. The nine-week program helps participants understand the effects of drink driving on themselves and the community and aims to reduce reoffending by participants. The program is jointly funded by the RTA and Motor Accidents Authority and is delivered by the Probation and Parole Service of the Department of Corrective Services.

A condensed version of the program has been developed to ensure that all recidivist drink drivers in NSW have the

opportunity to take part. The condensed version is for offenders living in remote or rural areas. It contains the same number of hours as the standard program but is delivered over three days. An independent evaluation of the program was being undertaken.

### Zero blood alcohol limit

Legislation introducing a new zero blood alcohol limit for novice drivers commenced on 3 May 2004, replacing the previous 0.02 limit. The zero alcohol limit applies to all Learner licence holders, Provisional P1 licence holders and Provisional P2 licence holders.

The zero alcohol limit was introduced for novice drivers because they are more vulnerable to the effects of alcohol than experienced drivers due to their newly developing driving skills. The zero alcohol limit means Learner, P1 and P2 licence holders can't consume any alcohol before driving.

### Public education

The latest drink driving campaign, launched in May 2004, uses a rational approach to convince drink drivers that there is no way to compensate for impaired driving skills after drinking alcohol. 'The Brain' campaign was developed to target drink drivers in country areas.

The advertisement challenges the belief that having a few beers has no impact on driving ability by focusing on the physiological effects of alcohol on the brain. These include the ability to coordinate movement, make sensible judgments and deal with complex problems. The tag-line of the ad is 'drinking kills driving skills'.

The advertisement uses advanced special effects to let viewers see 'inside' drinkers' brains and how each beer affects the brain and the ability to coordinate movement.

## PERFORMANCE IN DETAIL

### Alcohol interlocks

From September 2003, the Alcohol Interlock Program was available for courts to use in the sentencing of drivers convicted of certain serious drink driving offences. An alcohol interlock is an electronic breath-testing device which prevents a motor vehicle from being started if the concentration of alcohol in the driver's body exceeds the pre-set limit of 0.02.

The program is voluntary and operates on a user pays basis after participants meet certain medical and vehicle installation criteria. There is a subsidy scheme for low-income participants. At the end of the financial year 15 interlock licences had been issued with 184 ordered through the courts.

The program will be evaluated after two years.

### DRIVER REVIVER

Driver Reviver is a community-based program supported by the RTA to combat driver fatigue. Driver Reviver sites are places for motorists travelling long distances, particularly during peak holiday travel periods, to break their journey and have a drink and a snack.

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

The RTA continues to promote the use of Driver Reviver through advertising, publicity, variable message signs, the RTA call centre, Transport Management Centre and the RTA website.

A road map including rest areas and Driver Reviver stops was reviewed, reprinted and distributed throughout NSW.

### MOTORCYCLE SAFETY

A motorcycle safety public education campaign began in May 2004, building on the previous year's campaign. The new campaign was jointly funded by the Motor Accidents Authority and the RTA and was developed in partnership with the Motorcycle Council of NSW.

The campaign messages focused on driver awareness of motorcycles and rider awareness of their vulnerability. It suggested strategies using language commonly used in rider training. The campaign used print, press and outdoor media.

*Motorcycle Safety: Issues and Countermeasures* was published in May 2004. The document provides a statistical analysis of the nature of motorcycle crashes and outlines countermeasures to improve motorcycle safety.

### PEDESTRIAN SAFETY

A pedestrian safety public education campaign was launched in August 2003. The campaign reminded drivers of the high number of pedestrians killed, the risk of hitting a pedestrian and the long-term implications of killing a pedestrian. A secondary component of the campaign focused on the increased vulnerability of older pedestrians. The campaign used television, radio, press, print and outdoor media.

The RTA developed guidelines for implementing 40km/h speed limits in high volume pedestrian areas. Using these guidelines, 40km/h speeds limits and associated traffic calming schemes were implemented in 11 town and city centres.

### ABORIGINAL ROAD SAFETY

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

Culturally-appropriate public education materials were developed to address issues such as speeding, drink driving, seatbelts, bicycle helmets, overloading of vehicles, driver fatigue and pedestrian safety. The materials included posters, brochures, radio advertisements and merchandise.

Press and radio advertisements were developed for Aboriginal newspapers and radio stations, promoting the need to take a break when travelling long distances to the Knockout, a popular Aboriginal football tournament held each year during the October long weekend.

### SPEED MANAGEMENT

#### Fixed digital speed cameras

At the end of the financial year there were 110 fixed digital speed camera sites operating in NSW, including a trial of 13 cameras in school zones. The RTA installed and began to test point-to-point speed cameras on the Pacific Highway and the M4 Motorway.

#### 50km/h urban Speed Limit

The default 50km/h urban speed limit was implemented on 1 November 2003. Before implementation, the RTA made necessary changes to speed limit signposting throughout NSW. After the new speed limit arrangements began, the RTA conducted a limited audit of 50km/h related signposting and the appropriateness of the new speed zoning arrangements.

#### Public education campaigns

##### *Slo Mo*

The campaign uses a television advertisement developed by the Transport Accidents Commission of Victoria (TAC). The advertisement highlights the difference in stopping distances between cars travelling at 60km/h and 65km/h. It uses dramatic slow motion effects to demonstrate how this difference can mean life or death.

##### *Heaven and Hell*

Heaven and Hell is the latest RTA media campaign to address the issue of speeding. The campaign consists of a 45 second advertisement followed by one of two alternative 15 second extension advertisements.

The 45 second advertisement starts off like a typical car commercial. When the vehicle crashes, the viewer realises it's a road safety commercial about the dangers of speeding.

## PERFORMANCE IN DETAIL

The subsequent advertisements highlight the criminal and social consequences of speeding.

#### More visible speed limits

New style L and P plates were introduced in 2003 to raise awareness of the special speed restrictions for L and P licence drivers. The plates show the maximum speed for these drivers: 80km/h for Ls; 90km/h for red Ps; 100km/h for green Ps. Drivers are now allowed to display the plates in the front windscreen and rear window of the vehicle to help maintain the display of the plates.

#### SpeedBlitz Blues

The 2003–04 cricket season marked the RTA's second year as the major sponsor of the NSW cricket team, the SpeedBlitz Blues. The three-year sponsorship is a key component of the RTA's efforts to raise public awareness and change attitudes to speeding.

Despite not making the finals of either the Pura Cup or ING Cup competitions, the team continued to make headlines, with several SpeedBlitz Blues players representing Australia and cricket legends Steve and Mark Waugh retiring from the game.

Off the field, SpeedBlitz Blues players made headlines while travelling throughout NSW with the SpeedBlitz Blues Roadshow, educating high school students on the dangers of speeding. During the 2003-04 season 'On the road' visited 26 schools across the State.

Targeting senior high school students, the roadshow delivers a message of 'Slow down. Take control'.

Students from participating schools are invited to bowl at a wicket as fast as they can. A speed camera measures and displays the ball's speed before students are encouraged to have another go, slowing the delivery down for better control.

A local Police officer records the first bowling speed on a ticket and gives it to the student with the message 'Make this the only speeding ticket you ever get'.

The roadshows provide a unique opportunity to communicate road safety messages to the most at-risk drivers – young males. The response from participating schools, local Police and media has been extremely positive and more visits are planned for 2004-05.

SpeedBlitz Blues players involved in the roadshow have included Michael Slater; Nathan Bracken, Brett and Shane Lee, Dominic Thorneley, Brad Haddin, Michael Clarke, Simon Katich, Doug Bollinger, Nathan Pilon, Greg Mail and Matthew Phelps.

#### MONITORING MOTOR VEHICLE ADVERTISING

The RTA has been lobbying strongly against inappropriate vehicle advertising that depicts dangerous and unlawful road use. In 2003-04, the RTA wrote 34 letters of complaint to the Advertising Standards Board about advertisements published in NSW in contravention of the Federal Chamber of Automotive Industry's Voluntary Code of Practice for Advertising of Motor Vehicles. Three additional letters were written to advertisers of other products whose advertisements showed unsafe road use.

The RTA participated in a National Advertising Monitoring Group, established under the National Road Safety Strategy Committee. The group worked closely with the Federal Chamber of Automotive Industries to overhaul its code of practice to make it less permissive of depictions of unsafe road use.

#### NOVICE DRIVERS AND PASSENGERS

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

#### COUNTRY ROAD SAFETY SUMMIT

The RTA and the Motor Accidents Authority convened a Country Road Safety Summit in May 2004. The summit was a key recommendation of the NSW Summit on Alcohol Abuse held in August 2003.

The Country Road Safety Summit provided an opportunity for a bipartisan review of safety on country roads, with 28 Members of Parliament attending from both Houses and representing all major parties.

A total of 252 delegates attended the summit including representatives of industry groups, Police, Local Government, NRMA Motoring & Services, the Australian College of Road Safety, road safety experts and academics, road safety and health professionals from across Australia, community groups, indigenous community representatives, educators and emergency services personnel.

Ten key areas of concern were discussed including drink and drug driving, heavy vehicles, driver fatigue, speeding, young people and children, post crash care, enforcement strategy, penalties and programs, vulnerable road users and road environment safety.

Working groups were convened to review the evidence in each of these areas, discuss current policies and programs and develop recommendations. The summit adopted a communiqué with 137 recommendations to improve safety on country roads.

#### HEAVY VEHICLE SAFETY

##### Seat belt campaign

The RTA implemented a seat belt campaign targeting heavy truck operators and drivers. The campaign focussed on the fact that seat belts are effective for truck drivers. Operators were targeted to persuade them to make sure their vehicles have comfortable and working seat belts and to encourage their drivers to use them.

##### Driver fatigue campaign

A driver fatigue campaign was targeted at heavy vehicle drivers and trucking companies. The campaign provided practical information on the causes of driver fatigue and ways to avoid it. Operators were encouraged to meet their legal obligations by ensuring rosters and schedules are managed to prevent fatigue.

## PERFORMANCE IN DETAIL

### Speed surveys

Surveys of heavy vehicle speeding on all major freight routes were undertaken to assist in the development, implementation and targeting of strategies to manage heavy vehicle speeding. High average and peak vehicle speeds were detected across the road network. The information has been communicated to the NSW Police and heavy vehicle industry and is guiding the development of activities to deter heavy vehicle speeding.

### Special purpose and special application vehicles

Special Purpose Vehicles, such as cranes and concrete pumps, and Special Application Vehicles, such as army ducks used as tourist buses, were individually assessed to ensure that they comply with construction equipment standards and are safe to operate on NSW roads.

### Heavy vehicle compliance survey

The RTA undertook a survey of heavy vehicle compliance with roadworthiness, registration, licensing, mass and load restraint requirements. The results show that the roadworthiness of heavy vehicles using NSW roads has continued to improve, as measured by the rate of major defects. The rate of major defects decreased from 9.2 per cent of vehicles in the 1992 survey to 5.9 per cent of all vehicles in 2003. The rate of major defects for NSW registered vehicles is significantly lower than that of interstate vehicles, supporting the effectiveness of NSW programs to promote heavy vehicle roadworthiness.

### Intelligent Access Program

The RTA worked with Austroads to implement the first stage of a National Intelligent Access Program (IAP) which establishes satellite tracking of heavy vehicles for compliance purposes. The RTA is developing the certification and auditing regime for the private sector companies that will provide the vehicle monitoring services for the IAP.

### National heavy vehicle initiatives

The National Transport Commission (NTC) has continued with its road transport reform agenda. The RTA coordinated responses to NTC proposals on increasing the length of B-Doubles, safety and infrastructure performance measures for the proposed Performance-Based Standards (PBS) regime for heavy vehicles, the regulatory framework for PBS and the PBS Road Classification Guidelines, and heavy vehicle fatigue reforms.

### Compliance and enforcement

The RTA worked to progress the implementation of the upcoming compliance and enforcement reforms – the most significant reform in the regulation of the heavy vehicle industry for many years.

Key features of the reforms include:

- Chain of responsibility provisions that recognise the effects of the actions, inactions and demands of off-the-road parties in the transport chain.
- The risk-based categorisation of mass, dimension and load restraint offences into minor, substantial or severe breaches.

- Mutual recognition and nationally consistent enforcement powers that reflect law in related areas such as occupational health and safety and environmental protection.
- An innovative range of penalties that will give courts greater options for targeting the causes of breaches and fostering a culture of compliance within the heavy vehicle industry.

The RTA's activities to prepare for these reforms included working as lead agency to develop administrative guidelines to support the nationally consistent application of the compliance and enforcement provisions.

### Trial of in-car version of Truckscan

The use of Truckscan in RTA enforcement vehicles was trialled during April and May 2004.

Truckscan is an electronic interface used by RTA inspectors to:

- Check driver licence and vehicle registration information.
- Validate driver log book entries by accessing Safe-T-Cam sightings.
- Input inspection details.
- Generate Traffic Infringement Notices, Defect Notices and Mass and Dimension Breaches.

Truckscan allows the generation of manual, or 'non-photographic', Safe-T-Cam sightings when a vehicle is intercepted on the road-side, expanding the network where speed and fatigue can be monitored.

### New weigh-in-motion equipment

The RTA will install five new Weigh-In-Motion (WIM) devices at Marulan, Mount White and Mount Boyce heavy vehicle checking stations.

The new WIMs will provide a more accurate assessment of the weight of vehicles and ensure that over-loaded vehicles are directed into the checking station for a more detailed inspection.

### Safe-T-Cam audit

Safe-T-Cam sites were audited during November 2003. This followed an audit in 2002.

The audit's purpose was to develop a better understanding of the extent and types of avoidance that occur at Safe-T-Cam sites and potential measures the RTA could implement to reduce dangerous driving near the sites.

The audit used road-side video cameras to record continuous footage for 20 hours at Albury, Gundagai, Kew, Harwood and Tweed Heads.

The audit showed that avoidance of Safe-T-Cam sites had decreased since 2002. This may be a result of increased penalties for Safe-T-Cam avoidance.

### National Heavy Vehicle Accreditation Scheme

The National Heavy Vehicle Accreditation Scheme (NHVAS) has been operating in NSW since July 2001 and offers operators accreditation in Maintenance Management and Mass

## PERFORMANCE IN DETAIL

Management. Heavy vehicles over 4.5T Gross Vehicle Mass (GVM) can join the NHVAS provided that operators demonstrate compliance with the business rules and standards via regular audit.

Accreditation benefits include exemption from annual inspection for vehicles under the Maintenance Management module and access to higher mass limits for vehicles accredited under the Mass Management module (for vehicles operating on the Newell Highway only). The numbers of operators and vehicles participating in the scheme have increased significantly since last year because of transition arrangements with TruckSafe (152 operators and 6846 vehicles are participating in the Maintenance Management module and 28 operators and 222 vehicles are participating in the Mass Management module).

NSW heavy vehicles accredited in the TruckSafe scheme were exempt from an annual RTA inspection. This joint arrangement between the RTA and TruckSafe was intended only as a short-term arrangement until the NHVAS was implemented in July 2001. Following a Transport Agency Chief Executives (TACE) agreement in September 2003, the RTA has been in negotiations with TruckSafe and the NTC to develop a suitable transition for TruckSafe members to the NHVAS maintenance requirements.

The transition period was from 1 November 2003 until 30 June 2004 for TruckSafe accredited operators to gain free entry to NHVAS. To gain an exemption from an annual RTA inspection, TruckSafe accredited operators had to complete an NHVAS application form, supply a list of vehicles to be included in the NHVAS and a copy of their last audit report. Sixty-three TruckSafe accredited operators and 2800 vehicles have made the transition to NHVAS.

#### In-car digital speed camera trial

Speed surveys undertaken by the RTA in 2003 indicate that a significant proportion of heavy vehicles are consistently exceeding the speed limit.

As a result, the RTA began a six-month trial and evaluation of in-car digital speed cameras. The trial supplements Police enforcement and will target heavy vehicles.

A steering committee with representation from the NSW Police and the RTA oversees the trial and evaluation.

#### Changes to the Heavy Vehicle Inspection Scheme (HVIS)

About 100,000 HVIS inspections are undertaken annually as a registration requirement at around 400 inspection sites throughout NSW.

A new HVIS scheme was implemented in November 2003 following an extensive review. Key changes include a re-classification of vehicles subject to an HVIS inspection, suspension and cancellation action where registration requirements are not met and introduction of an inspection booking fee.

An electronic inspection application has also been implemented and plans are underway to expand the electronic recording of inspection information.

#### Checking stations

All heavy vehicle checking stations undertook an extensive analysis of traffic and offence data to develop a sound risk-based approach to enforcement. Truckscan screening technology has been installed at all checking stations and has assisted in the targeting of high risk vehicles.

A risk-based approach to checking station operations, combined with strategically targeted mobile enforcement, will continue to enhance road safety, asset protection and heavy vehicle compliance.

#### Review of the Authorised Inspection Station (AIS) scheme

The RTA completed a comprehensive review of the AIS scheme. Key recommendations from the review were to:

- Introduce a cost recovery strategy to benefit inspection stations, motorists and the RTA.
- Introduce a remote area inspection policy that addresses the shortage of inspection facilities in remote areas.
- Expand the operations of the RTA's Vehicle Identification Inspection Unit and introduce a fee for service.
- Introduce a fairer, more transparent way of dealing with breaches of the AIS rules.
- Change the demarcation point between the light and heavy schemes.
- Produce electronic versions of the *Rules for Authorised Inspection Stations* and other publications.

Work is progressing on the recommendations with implementation scheduled for 2005. An AIS web page is proposed to provide a central point for information on the scheme.

### ROAD ENVIRONMENT AND VEHICLE SAFETY

#### Black Spot programs

The State and Federal Black Spot programs target the road network's worst 'black spots' and 'black lengths'. A total of \$25 million of State funds was spent in 2003-04 on State Black Spot and crash related remedial treatments. These funds allowed for a number of improvements across the road network including traffic signal improvements, intersection reconstruction and safety barrier installation. Significant improvements were made to 166 high-risk locations, addressing local community concerns.

The Federal Black Spot program, administered by the RTA, constructed 107 new road safety projects, with total Federal funding of \$16 million.

#### Rest areas

The RTA built 12 new rest areas and improved 27 existing rest areas to help drivers and motorcyclists avoid fatigue. During 2003-04, the RTA spent \$11.8 million to develop and upgrade rest areas, including improving signage where appropriate. Maps showing light vehicle and truck rest areas are available from motor registries and on the RTA website.

## PERFORMANCE IN DETAIL

### Roadside facilities

The world's first wire rope safety barrier (WRSB) crash test on a 200m radius curve was conducted by the RTA. The test involved a 1600kg test vehicle impacting the convex side of the WRSB at an impact speed of 80km/h and an impact angle of 25 per cent. The WRSB successfully contained and redirected the test vehicle with minimal occupant risk.

### MAJOR OVERHAUL OF FINES AND DEMERIT POINTS

The RTA conducted a major review of traffic and parking offences to fix inconsistencies in penalties and demerit points. The review involved a two-stage public consultation process. It was an interagency effort that included representatives from the NSW Police, the Ministry of Police, the Pedestrian Council of Australia, the NRMA and the Road Safety Task Force.

As a result, the fine system has been streamlined from 48 different fine levels to 15. This will result in more than 1200 changes to fines and demerit points.

### DRIVER LICENSING

#### Final step in the Graduated Licensing Scheme

The introduction of the Driver Qualification Test in July 2003 was the final step in the implementation of the sophisticated Graduated Licensing Scheme (GLS). NSW drivers must now pass the Driver Qualification Test, to confirm they are safe drivers with good hazard perception skills, before progressing from a P2 Provisional licence to an unrestricted driver's licence.

Research shows that hazard perception skills are important for safe driving and that screen-based hazard perception tests can detect drivers with a higher risk of being involved in a crash.

The GLS is a quantum leap in driver licensing, requiring a progressive improvement in the skills of new drivers to prepare them for a lifetime of safe and efficient driving.

#### Unauthorised drivers targeted

Research shows that unauthorised drivers are about three times more likely to be involved in a fatal accident. To reduce this risk to the community, the Minister announced a proposal in September 2003 to confiscate the number plates and immobilise the vehicles of drivers caught driving unlicensed or driving with a revoked licence. Similar schemes operating in the USA and New Zealand have been very effective at reducing the number of unauthorised drivers on the road.

#### Better education for driving instructors

Traditionally, driving instructors have tended to focus on preparing learner drivers for a driving test. A new standard for training driving instructors will better equip them to teach safe driving strategies and hazard perception skills. Training for instructors on the new package, including the manual, *Beyond Test Routes*, began in June 2004.

### IMPROVING PASSENGER SAFETY

In a major step to boost passenger safety, new legislation was introduced in July 2003 to outlaw carrying passengers in car

boots. A further law was introduced making it an offence for L and P drivers to carry more passengers than available seat belts. The laws were established following a series of tragic accidents involving young people. Young people are consistently the most at risk group of drivers on roads and are most likely to benefit from stricter rules on seat belts.

### PACIFIC HIGHWAY UPGRADE

In addition to the safety improvements being achieved by the RTA's program to complete dual carriageways between Hexham and the Queensland border, a further \$19 million in State funding was allocated to road safety improvements on the Pacific Highway in 2003-04. This included:

- Clear zone improvements (\$2.1 million).
- Road widening to enhance separation between opposing traffic (\$3.7 million).
- Improvements to the skid resistance of the road (\$8 million).
- Intersection improvements (\$500,000).
- Rest area improvements (\$4.9 million).

Key projects to improve road environment safety included:

- Tabbimobile Rehabilitation: About 2km of widening works as well as separation of opposing traffic with a median.
- Wardell Rehabilitation: About 2km of widening works as well as separation of opposing traffic with a median.
- St Helena Hill: Provision of a median safety barrier for an 800m section of the highway.

The RTA will be installing six Variable Message Signs on the highway, which will be capable of automated speed detection and feedback advice messages.

### AUSTRALIAN NEW CAR ASSESSMENT PROGRAM (ANCAP)

The RTA continued its active participation in ANCAP, which has provided consumers with vehicle safety information for 11 years. In December 2003, results were released for the Mitsubishi Magna and Euro NCAP.

In March 2004 ANCAP released the Subaru Liberty and Outback results. These vehicles achieved a five star rating. This result highlights the value of the ANCAP program in promoting the production of vehicles with high levels of passenger safety at relatively low costs.

### APPROVED CHILD RESTRAINT FITTING SCHEME

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

### SCHOOL AND YOUTH PROGRAMS

#### Road safety education

This program continued to ensure the delivery of road safety education to every school child in NSW through a mandatory curriculum. An external evaluation showed a high level of

## PERFORMANCE IN DETAIL

delivery of road safety education by the three school education sectors in NSW.

A new secondary school road safety education resource for years seven and eight was developed and launched by the Minister in April 2004. This new resource, *Road Risks – Your Choice*, uses interactive technology to engage students in issues such as risk-taking and decision-making as road users.

The RTA and the NRMA collaborated to develop a teaching resource for years nine and 10 – *Shift 2nd Gear*. This resource is near completion and will provide students with a suite of activities designed to further develop their hazard perception skills and analysis of risky driving situations.

The *Everyday Program*, presented by Youthsafe, was successfully delivered to secondary schools in the Sydney metropolitan area. The program focuses on risk taking, decision making and consequences of unsafe choices for young people as road users.

More than 2700 early childhood services in NSW received support with road safety information and resources.

#### Safety Around Schools

In its third year, this program continued to focus on improving the road safety environment around schools. The school crossing supervisor program was extended, bringing the total of school sites with supervisors to 663.

The trial of flashing lights in school zones was extended to include an additional 30 schools across NSW. The effectiveness of the lights in critical locations will be tested by the gathering of speed and compliance data and comparisons of the different styles of lights being used.

The Independent Safety Around Schools Review Panel maintained its role in considering submissions from schools for road safety assistance for their schools' environment.

#### Youth programs

The RTA continued its successful partnership with Youthsafe, which hosted the 2004 NSW Safe Celebrating Forum in March. The RTA Manager of Youth Programs presented an overview of RTA programs at the forum, which was attended by 300 professionals who work with young people.

The RTA contributed to the development of the Department of Educational and Training's *Safe Celebrating Kit* for students and their parents. The kit addresses issues such as drink driving, drugs and driving and safe transport options.

Road safety officers and RTA contractors continued to deliver workshops for parents to help learner drivers become safer drivers.

A new media campaign, 'Notes', was launched to combat speeding by young drivers. This campaign included notes left by young drivers in a hurry, starkly highlighting the consequences of speeding. The campaign ran in cinemas and magazines. Young people positively evaluated the campaign for its believability and emotional impact.

## COMMUNITY AND INTERAGENCY PROGRAMS

### Enhanced Enforcement Program

The Enhanced Enforcement Program (EEP) is a partnership with the NSW Police to encourage safe road user behaviour by ensuring a higher level of Police visibility at strategic times of the year. The RTA contributed more than \$7 million this year to fund operations targeting speeding, drink driving, fatigue, heavy vehicles and use of seat belts and helmets.

Eight Statewide enforcement operations were conducted and supported by RTA public education campaigns. NSW roads were safest in 2003-04 during these operations, such as 'Safe Arrival' at Christmas and 'Tortoise' at Easter.

Regional enforcement operations across the year saw the RTA, council road safety officers and the NSW Police work together to address more local issues.

The EEP model was applied effectively in the 2003-04 review of the Pacific Highway which resulted in the NSW Police and the RTA developing a joint action plan to address road safety issues and reduce road trauma.

### Local Government Road Safety Program

The RTA continued an effective partnership with local government through the jointly funded Local Government Road Safety Program (LGRSP) which develops local road safety initiatives. By the end of the financial year, 101 of the 159 NSW councils were involved.

Seventy-eight Road Safety Officers are employed in local councils. These officers delivered more than 250 community-based road safety education projects in the past year.

The LGRSP is the result of a positive and proactive collaboration between the RTA, Institute of Public Works Engineering Australia, the Motor Accidents Authority and the Local Government Association and Shires Association of NSW.

### Community-based action

The RTA encourages the community to support and be involved in road safety initiatives, particularly at a local level. In addition to the LGRSP, community initiatives included nine community road safety groups in the southern and south west RTA regions and two RTA-funded drink drive prevention officers employed across regional areas of NSW in partnership with Area Health Services.

### Community information

The RTA supports public education initiatives by providing free road safety material. Orders for materials are processed via the toll free telephone number 1800 060 607. In 2003-04, 5122 calls were received and more than 1.75 million road safety materials were distributed. A catalogue of road safety community education materials is available on the RTA website and items can be ordered online.

## PERFORMANCE IN DETAIL

### FUTURE CHALLENGES

- Educate the community to accept that speeding, even a few kilometres per hour over the limit, is both risky and antisocial.
- Decrease the over-representation of young drivers in motor vehicle crashes.
- Increase safety on NSW roads through engineering treatments (such as wire rope medians).
- Increase the proportion of councils employing a Road Safety Officer.
- Implement programs for heavy vehicle drivers and operators to combat fatigue and speeding and encourage seat belt use.
- Target drink drivers.
- Increase the use of Alcohol Interlocks.
- Better integration of technology to apply a risk-based approach to heavy vehicle enforcement.

STRATEGIC OUTCOME // ENABLE EFFICIENT MOVEMENT OF PEOPLE AND GOODS ON THE ROAD SYSTEM.

## PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2003-04
Optimal efficiency of the transport system in moving people and goods.	Maintain average peak travel speeds in Sydney at existing levels.	Peak travel speeds maintained (see figure 6 on next page).
	On-time and on-budget completion of major State Road network projects.	79 per cent of major projects delivered within or near budget (percentage of projects weighted by project cost). 86 per cent of major projects delivered on or near time (percentage of projects weighted by project cost).

PERFORMANCE SUMMARY

ROAD PROJECT DELIVERY

During the year, 23 major construction projects, with individual costs of more than \$1 million each, were completed. Total expenditure on these projects was \$187 million.

TABLE 02: PROJECT DELIVERY

	No of projects	Total expenditure \$ million	% of projects weighted by project cost
Completed within budget or within 10% over budget	16	148.7	79
Completed within planned duration or within 10% over planned duration	15	162	86

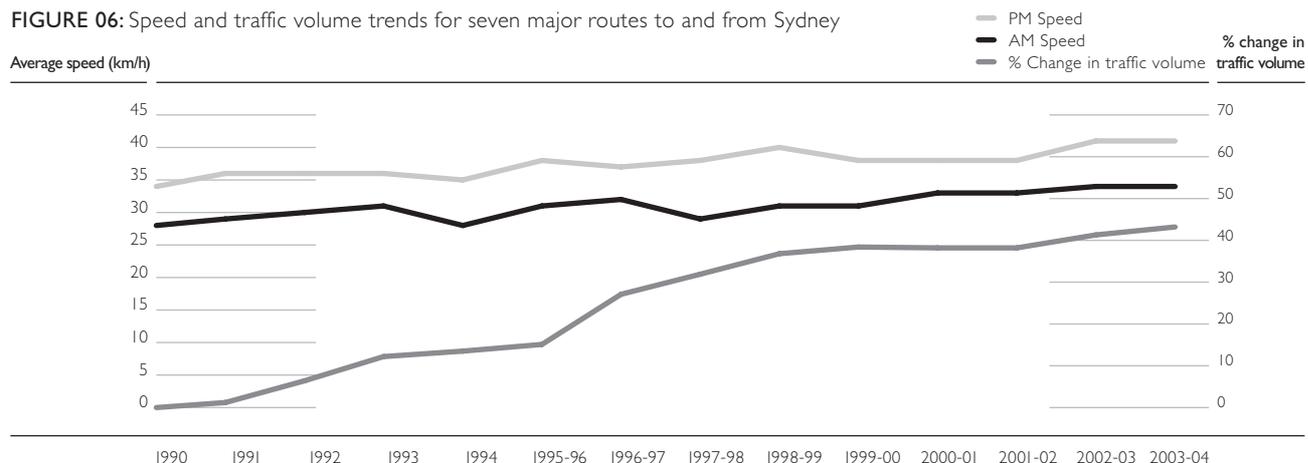
MANAGING TRAFFIC

During 2003-04, RTA programs succeeded in maintaining consistency of peak travel times on the State Road network in Sydney. For the overall network, average speeds in 2003-04 were 37km/h for the AM peak and 40km/h for the PM peak – similar to speeds over the last four years and the same as 2002-03.

On the seven major routes to and from the Sydney CBD,

average speeds in 2003-04 were 34km/h for the AM peak and 41km/h for the PM peak. The trends in average speeds for these seven major corridors are presented below in Figure 06, together with the growth in traffic volumes on these routes during that same period. Despite traffic volume growth on these seven major routes of around 43 per cent during the past 12 years, average peak hour speeds have remained consistent.

FIGURE 06: Speed and traffic volume trends for seven major routes to and from Sydney



## PERFORMANCE IN DETAIL

## IMPROVING THE ROAD NETWORK

## Improving access within Sydney

*Cross City Tunnel*

Work was well underway in all areas, with eight tunnel road headers in operation. About 85 per cent – or 4709m – of bored tunnels were completed. The Cross City Tunnel construction is on schedule, with the project due to open to traffic in 2005. Tunnelling work began beneath William Street in May 2003. In June 2004, the first major breakthrough to daylight was reached, marking the completion of the eastern drive of the main tunnel.

The 2.1km twin tunnel, between Darling Harbour and Kings Cross, will link the Western and Eastern Distributors. The tunnel is designed to improve east-west traffic flows, ease traffic congestion and improve conditions in Sydney's CBD and on the streets approaching the city. By 2016, the tunnel is expected to be used by more than 100,000 vehicles per day: without the tunnel, the majority of these vehicles would be travelling on the city's streets.

All construction work is undertaken by the Cross City Motorway Consortium, in line with the project agreement with the RTA and planning approval conditions issued by the Minister for Planning. The consortium consists of Cheung Kong Infrastructure Holdings Ltd (CKI) (50 per cent), Deutsche Bank Capital Partners (30 per cent) and Bilfinger Berger BOT GmbH (20 per cent), the investment company of Bilfinger Aktiengesellschaft.

The project is being funded, designed and built by the consortium at an estimated cost of \$680 million (including development, design, construction, fit-out and commissioning). The agreement defines that the tunnels will be opened to traffic by October 2005 and then be operated, maintained and repaired by the consortium for 30 years and two months. The project-related surface road and property works, and some of the services works, will also be maintained and repaired by the consortium during this period.

Tolling will be fully electronic and interoperable with other Sydney toll roads. There will be no toll booths on the Cross City Tunnel.

*Lane Cove Tunnel*

The Lane Cove Tunnel, between the M2 Motorway and the Gore Hill Freeway, will complete the final link in the Sydney Orbital, and will connect the north-west sector of Sydney with the CBD. The Minister for Planning approved the project in December 2002.

Substantial construction began in late June 2004 and the project is expected to be open to traffic in 2007.

The Minister for Roads announced in October 2003 that the preferred consortium to design, build, maintain and operate the Lane Cove Tunnel was the Lane Cove Tunnel Consortium, sponsored by Thiess Pty Limited, Transfield Holdings Pty Limited and ABN AMRO. After further negotiations a contract was executed between the RTA and the Lane Cove Tunnel Company, which has engaged the Thiess John Holland joint venture to design and construct the project.

The ownership of the Lane Cove Tunnel Company changed in

June 2004 when the equity interest held by ABN AMRO and others was taken up by Cheung Kong Infrastructure Holdings Limited and the Li Ka Shing (Overseas) Foundation.

The project will provide bus priority lanes along Epping Road and transit lanes on the widened Gore Hill Freeway from the M2 at the Lane Cove River to the Warringah Freeway. 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.

Tolling will be fully electronic and interoperable with other Sydney toll roads. There will be no toll booths on the Lane Cove Tunnel.

*Westlink M7*

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

Substantial construction began in July 2003 and work is progressing on schedule for completion in 2006.

In January 2001 the Federal Government made a commitment to provide, progressively, a total of \$356 million to the project with the remaining funding of more than \$1.5 billion to be provided by the private sector. The NSW Minister for Planning approved the project, with conditions, in late February 2002.

The WestLink Consortium was contracted in February 2003 to finance, design, build, maintain and operate the project. Equity is provided by Transurban, Macquarie Infrastructure Group, Abigroup Contractors and Leighton Contractors. WestLink will in return have the right to toll the road for the remainder of the 34 year concession period after completion of construction. Tolling will be fully electronic and interoperable with other Sydney tollroads. There will be no toll booths on the Westlink M7.

*M4 East: Extension of the M4*

In June 2004, the Minister for Roads announced a preferred option for the proposed M4 East. The proposal is for a 5km tunnel from the end of the M4 Motorway at North Strathfield to Parramatta Road at Haberfield and the City West Link Road at Dobroyd Point. The announcement followed community comment on three options which were displayed in December 2003.

The M4 East would support the NSW Government's objectives for the sustainable economic development of Sydney by catering for improved freight access to the Port Botany and airport regions, as well as local commercial access along this route. It would also complement the Government's objective of redressing the jobs-housing imbalance that sees a high proportion of residents needing to travel extensively to get to their work location.

The M4 East would reduce the extensive congestion on Parramatta Road from Strathfield to Haberfield, which results in

## PERFORMANCE IN DETAIL

substantial costs to business and the road freight industry. It would help revitalise Parramatta Road, meeting the demands of increased residential development along the road corridor and taking advantage of the public transport system.

The Department of Infrastructure, Planning and Natural Resources (DIPNR) will chair a taskforce to consider options for redevelopment of Parramatta Road and the provision of public transport.

### ***F3 Freeway to Sydney Orbital Link***

A feasibility study was completed in April 2004, investigating options for a new National Highway connection between the Sydney to Newcastle Freeway (F3) and the Sydney Orbital. The connection would replace the existing interim route along Pennant Hills Road. The study was funded by the Federal Government and coordinated by the RTA. Sinclair Knight Merz was commissioned to undertake the study.

The study assessed a number of options and community consultation was undertaken on three corridor types and four options. The study concluded that the project objectives would be best satisfied by a new link connecting the F3 at Wahroonga with the M2 Motorway at its interchange with Pennant Hills Road. This option is about 8km in length, most of which would be in a tunnel running 30 to 40 metres underneath Pennant Hills Road. In May 2004 the Federal Government announced that this option was preferred.

### **Urban projects**

#### ***Windsor Road upgrade***

The \$380 million program to upgrade Windsor Road and Old Windsor Road to a minimum of four lanes by the end of 2006 is progressing well. Concept development was completed for the full route, which included planning approval for the Windsor Flood Evacuation Route, in November 2003.

During the year the upgrade of a further four sections along Windsor Road was completed. The section from Merriville Road to Schofields Road, Kellyville, was opened to traffic in August 2003. Three other sections – Schofields Road to Mile End Road, Rouse Hill; Level Crossing Road to Henry Road, Vineyard; and Curtis Road to Pitt Town Road, McGraths Hill – were opened in April 2004.

Detailed design and preparation of contracts began for the remaining four sections to enable tenders to be called in late 2004. These sections are expected to open to traffic by the end of 2006.

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

#### ***Bangor Bypass***

The Bangor Bypass will be a four lane divided road consisting of two sections – a 2.8km North-South Link between New Illawarra Road and Alford's Point Road to the west of, and

parallel to, Old Illawarra Road and a 3.4km East-West Link between the Woronora Bridge and the North-South Link.

Construction is now well advanced and it is expected that Stage I, linking Woronora Bridge to Alford's Point Road, bypassing Menai Road and part of Old Illawarra Road, will be open to traffic in early 2005. The bypass is designed to relieve pressure on Menai Road and Old Illawarra Road, enabling better access between southern Sydney and Bankstown, and reducing congestion and improving safety on Menai Road.

The Minister for Planning approved the Bangor Bypass in November 2002. The construction contract for the East-West Link and a short section of the North-South Link was awarded to Abigroup and major work began in June 2003. In September 2003, the Minister for Roads announced that construction of the northern section of the North-South Link between the East-West Link and Alford's Point Road would be accelerated and that it would be opened to traffic in conjunction with the East-West Link.

#### ***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. Since November 2003, the project has provided two central lanes for the Liverpool to Parramatta T-way between Banks Road and Hill Road.

Construction began on the section between Hill Road and Brickmakers Creek in February 2004. This section, to be completed in the first half of 2005, will provide four general traffic lanes plus two central lanes for the T-way, consistent with the design between Banks Road and Hill Road.

Concept design for the section between Cowpasture Road and Banks Road was well advanced during the year.

#### ***Cowpasture Road upgrade***

Cowpasture Road was a 12.8km long two-lane undivided arterial road from The Horsley Drive at Wetherill Park to Camden Valley Way at Leppington. It is being progressively upgraded to four-lane divided road.

In September 2003 the section between Elizabeth Drive and North Liverpool Road at Cecil Hills was opened to traffic. Upgrading of two other sections of Cowpasture Road began:

- Westlink M7 Motorway to Hoxton Park Road: the main road-works began in June 2004 and are expected to be completed in 2006 in conjunction with the opening of Westlink M7 Motorway.
- Preliminary construction work began in June 2004 on the upgrade from Hoxton Park Road to Main Street and is expected to be completed in early 2006.

Concept development began for the two remaining sections of Cowpasture Road: the section from Main Street to Camden Valley Way and the section from North Liverpool Road to the Westlink M7.

The Cowpasture Road upgrade is improving the accessibility, safety and reliability of travel.

## PERFORMANCE IN DETAIL

**Camden Valley Way upgrade**

Detailed design began for the section between the M5/Westlink M7 and Bernera Road.

**Transitways****Liverpool to Parramatta T-way**

Patronage on the Liverpool-Parramatta T-way has continued to grow since it began operating in February 2003. The highest daily patronage was 6120 on 8 April 2004. Patronage of the T-way continues to increase at about 240 per week and total patronage has exceeded 31,000 per week. Patronage is on track to reach forecast levels, with the T-way stations almost complete. Construction of the remaining sections of bus lanes on the Great Western Highway at Mays Hill and Victoria Street at Wetherill Park is expected to be complete by the end of 2004.

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

**North-West T-way Network**

The North-West T-Way Network comprises two links – Parramatta to Rouse Hill Regional Centre (17km with 19 stations) and Blacktown to Castle Hill (15km with 20 stations). These two links cross at Parklea.

Approval for the North-West T-way was granted by the Minister for Infrastructure and Planning on 14 February 2004 and approval for the project to proceed has been given by the Chief Executive of the RTA and the Director General of the Ministry of Transport.

Tenders for the design, construction and maintenance (for 10 years) of stage one of the project (Parramatta to Rouse Hill Town Centre and Blacktown to Burns Interchange near Parklea) closed in April 2004 and evaluation of the tenders is in progress. The acquisition of properties for stage one is well advanced and demolition works have begun. Construction will begin in early 2005 and be completed in 2007.

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

**Improving access between cities and regions**

Approximately 48 per cent of the RTA's Road Network Development budget is spent in regional NSW. The program has

two major effects: it saves lives through improved roads and provides improved access for private vehicle travel and freight.

The emphasis has been on the Pacific, New England, Great Western, Hume and Princes highways, using National Highway funding for the New England and Hume highways and Roads of National Importance and State funding for the Pacific and Great Western highways.

On 7 June 2004, the Federal Government released details of its reform of land transport (road and rail) planning and funding across Australia, titled AusLink. This announcement is a major commitment of \$9.2 billion over five years from 2004-05 to 2008-09. Under AusLink, the National Highway System and Roads of National Importance are replaced with a broader and more strategic network of transport corridors including key rail links. This new AusLink National Network will form the basis of the Federal Government's investment in land transport.

AusLink includes road funding for the National Network in NSW of \$1 billion over five years. This commitment is subject to a contribution from the NSW Government to the cost of the various projects and the Federal and NSW governments signing an agreement. However, the NSW Government commitment to improving access between cities and regions will remain.

The RTA has responsibility for managing the National Network within NSW on behalf of the Australian Government, which has responsibility for funding maintenance and improvements.

**Pacific Highway upgrade**

The NSW Government is committed to developing the whole Pacific Highway as a dual carriageway route, as confirmed in the Government's *Action for Transport 2010* plan. Under the current 10-year agreement, the NSW Government has committed \$160 million per year to the Pacific Highway for major projects, maintenance and minor works. An additional \$60 million per year is funded by the Federal Government.

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

Under the AusLink program the Federal Government has committed \$160 million per year over each of the three years from 2006-07 to 2008-09. Details of a new agreement will need to be developed between the Federal and NSW governments.

Highlights during the year included:

**Karuah Bypass**

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

**Bundacree Creek to Possum Brush**

A contract has been awarded for the construction of this \$115 million, 9.7km upgrade of the Pacific Highway near

## PERFORMANCE IN DETAIL

the township of Nabic. The contract includes design, construction and maintenance for a 10 year period. The project is jointly funded by the State and Federal governments and is expected to be complete by mid 2006.

### Taree to Coopernook

The \$59 million Taree to Coopernook upgrade will provide 7.3km of dual carriageway between the northern end of the Taree Bypass and the southern end of the Coopernook Bypass, with a new carriageway being built adjacent to the existing road. It is jointly funded by the State and Federal governments. Construction of this project began in February 2002 and is scheduled for completion in 2005.

### Coopernook Bypass

Construction began on this \$69 million project in February 2002. Combined with the Taree to Coopernook upgrade, the 4.2km dual carriageway bypass of Coopernook will improve road safety and travel times. This project is fully State-funded and is scheduled for completion in 2006.

### Halfway Creek

Construction of the \$21.5 million Halfway Creek Realignment began in March 2002 and was opened to traffic in June 2004. The fully State-funded upgrade provides 3.4km of high standard dual carriageway with improved intersections, fewer curves, better sight distance, safer overtaking opportunities and better travelling conditions.

### Brunswick Heads to Yelgun

This 8.7km project involves construction of new dual carriageway generally adjacent to the current highway north of Brunswick Heads and a second carriageway on the Brunswick Heads Bypass. Tenders were invited from shortlisted contractors in April 2004 following a Registration of Interest process. Construction is planned to start in early 2005 with completion by late 2006. The proposed contract includes design, construction and maintenance for a 10 year period. The project is jointly funded by the State and Federal governments.

### Karuah to Bulahdelah Section I

A contract for design, construction and maintenance for a 10 year period was awarded for this \$114 million, 11km project in June 2004. Site work is expected to begin in 2004. Significantly improved safety is expected to result from provision of dual carriageways on a new highway alignment for much of the length. This project is jointly funded by the State and Federal governments and is expected to be complete by mid 2006.

### Projects under development

Major projects being planned for new dual carriageway include:

Karuah to Bulahdelah, Sections two and three (24km)

Bulahdelah Upgrade (8.7km)

Coopernook to Moorland (10km)

Moorland to Herons Creek (22km)

Kempsey to Eungai (39km)

Warrell Creek (4.9km)

Macksville to Urunga (40km)

Bonville Deviation (9.6km)

Coffs Harbour Planning Strategy

Sapphire to Woolgoolga (21km)

Ulmarra Bypass (4.8km)

Ballina Bypass (12.6km)

Bangalow to St Helena (5.2km)

These projects are at various stages of development, with some having received planning approval (Ballina Bypass), some nearing planning approval stage (Bonville Deviation, Coopernook to Moorland) and others in relatively early stages of route selection (such as Macksville to Urunga).

### Princes Highway

Upgrading the Princes Highway is a high priority for the NSW Government. The route has a poor accident record and there is a clear need to provide for more efficient vehicle movement for the section north of the Jervis Bay turnoff. In early 2004-05 a thorough safety audit of the route will be undertaken to assess the most appropriate treatments before the route is upgraded to four-lane standard to the Jervis Bay turnoff.

The NSW Government will continue to lobby the Federal Government for a substantial commitment to this route which, south of Wollongong, does not form part of the Commonwealth's National Network for funding purposes.

### North Kiama Bypass

The first stage of the North Kiama Bypass was finished with the completion of a 942m bridge on the Princes Highway across the Minnamurra River Floodplain in February 2003. The bridge is an important milestone for the North Kiama Bypass that will ultimately link the Kiama Bypass in the south and the Princes Highway, near Dunmore, in the north. A contract was awarded in August 2003 for roadworks, which are now under construction, and the project is scheduled for completion late in 2005.

### Great Western Highway

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

Projects have been completed at Blaxland, Warrimoo to Valley Heights, Faulconbridge, Linden, Soldiers Pinch and South Bowenfels. Urban design improvements were completed at Coomassie Shopping Centre, Faulconbridge.

In the past year construction continued at Shell Corner near Katoomba and construction of the Medlow Bath project was completed. Construction began on the Leura to Katoomba and Wentworth Falls West projects. Planning works progressed for the Woodford to Hazelbrook, Lawson and Wentworth Falls East projects.

The upgrade is funded by the State and Federal governments (\$360 million and \$100 million respectively). Along with the upgrade, work continues to improve the overall safety of the route. Construction began on works to improve safety on the Lapstone Hill section of the highway. These works include provision of a central median crash barrier, a wider westbound shoulder for cyclists, revised sign posting and a reduction of the speed limit to 70km/h.

### Central Coast Projects

#### *Avoca Drive, new roundabout at Empire Bay Drive*

This \$4.5 million roundabout was completed and opened to traffic in December 2003. The new roundabout reduces congestion at peak hours, provides improved road width for cyclists, reduces travel time and improves traffic flow.

#### *The Entrance Road and Avoca Drive intersection upgrade*

A contract was awarded in July 2003 for a \$4.8 million major upgrade to this intersection. The project includes new traffic signals and widening to allow for two right turn and two left turn lanes from Avoca Drive into The Entrance Road. Work is scheduled for completion in July 2004.

### F3 Freeway

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

The widening has been undertaken in two stages – from Calga to Mount White and from Mount White to Jolls Bridge. The 2.5km first stage commenced in July 2002 and was opened to three lanes in each direction for the 2003 October long weekend.

Work on the eight kilometre second stage began in June 2003 and was opened to traffic in April 2004. Final asphalt layers are planned for later in 2004.

### Urban Design

#### *Year of the Built Environment*

The RTA is represented on the Year of the Built Environment Government Working Group. The RTA designed an eight-panel exhibition showing selected RTA projects that significantly contribute to the quality of the built environment.

#### *Bridge Aesthetics*

Design guidelines to improve the appearance of bridges in NSW were developed by the RTA in collaboration with the Government Architect's Office. The guidelines help design teams produce bridges of aesthetic value (which is important given that bridges are highly visible elements of NSW highways). The guidelines have been well received by industry.

The bridge to replace the current road at Lawrence Hargrave Drive is the first project to apply the Bridge Aesthetics Guidelines. It is a composite bridge, combining an incrementally launched structure with a balanced cantilever structure. The bridge is aligned to both follow the line of the cliff face and avoid damage from rock fall.

#### *Windsor Road South Creek Evacuation Route*

The urban and landscape design consultants for this project – INFRANET-Kiah – received a Merit Award in the category of Planning from the Australian Institute of Landscape Architects, NSW Branch,

### MANAGING TRAFFIC

#### Keeping the traffic flowing

Initiatives in 2003-04 aimed at maintaining consistent travel times for motorists, particularly during peak hours, focused on:

- Responding more efficiently to incidents to minimise disruption to traffic flow.
- Addressing causes of congestion and delay by improving the operation of intersections and developing electronic tolling.
- Helping road users navigate the road system more effectively.

#### Reducing traffic disruptions from incidents and special events

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

The TMC is responsible for optimising the operation of traffic systems, including fine-tuning coordinated traffic signal systems and controlling other traffic operations such as:

- Deployment of Traffic Commanders to assume primary responsibility for traffic management around incidents on major roads in NSW.
- Deployment of a Traffic Emergency Patrol service for motorists along major routes in NSW.
- Operation of variable speed limit signs on the M4 and M5 Motorways to allow speed limits to be adjusted in response to prevailing traffic conditions.
- Expansion and operation of the system of 357 variable message signs across Sydney's metropolitan area.
- Expansion and operation of the network of 413 closed circuit television cameras monitoring roads across Sydney.

#### *Intersection and network improvements*

Intersection improvements and improved access to major roads result in reduced travel times and delays on corridors and at specific locations. Congestion and travel times on the network are monitored to identify routes and locations in need of attention. Improvements implemented include construction of traffic signals, roundabouts and additional lanes, especially in growth areas such as suburban Sydney and the Blue Mountains (Kiora Road, Miranda; Stacey Street, Bankstown; Princes Highway, Heathcote; Great Western Highway, Blaxland), the Central Coast (Lookout Road, York Street, Wyong Road) and regional centres (such as South Kempsey, Figtree, Queanbeyan, Mudgee, Lithgow and Bathurst).

Reversible lanes on major roads including Military Road at Neutral Bay, Princes Highway, Sydenham, and General Holmes Drive at the

## PERFORMANCE IN DETAIL

M5 East interchange have been used to improve capacity at known bottlenecks. This results in smoother traffic flow at these locations, a reduction in delays and stops to vehicles and a reduction in the emissions generated under those conditions.

### **Traffic signal coordination**

Traffic signal coordination is essential in moving traffic efficiently on arterial roads. The Sydney Coordinated Adaptive Traffic System (SCATS) responds to traffic demand as it happens and coordinates the traffic signal timings to ensure the best traffic flows. SCATS was improved continuously during 2003-04. A major upgrade, SCATS 7, was deployed to enable the introduction of more options, particularly for bus priority.

A measure of the success of SCATS is its continued expansion worldwide. Hong Kong is extending its SCATS system to cover the rest of the island and many mainland Chinese provinces are adopting SCATS as their need for traffic control grows. SCATS is licensed to more than 8500 intersections in seven States and territories in Australia and another 10,700 sites in 58 cities in 14 countries.

### **Electronic toll collection**

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

Tag use has expanded rapidly due to the ability to use a tag issued on one motorway on all other motorways in eastern Australia. The RTA has issued 180,000 electronic toll tags for the Sydney Harbour Bridge and Tunnel. Together with tags issued by other motorway operators, half a million tags have now been issued in NSW. On the bridge, tunnel and Cahill Expressway, more than 70,000 tag readings per day have been recorded and in the morning peak, two out of every three tolls were paid by tag.

Sydney Harbour Tunnel tollbooths were reconfigured in October 2003 to improve throughput and reduce queues. An additional E-Only booth was made available during the morning peak. Since then, additional adjustments have been made as the proportion of tag users expanded. To reduce the impact on cash paying motorists, one auto booth for exact change was staffed during the peak to speed up the transactions and receipts are now available from all auto booths.

### **Improved signposting**

The RTA is using market research findings into road users' understanding and expectations of guide signposting, to improve guide signage on the road network. The RTA, with Tourism NSW and others representing the tourism industry, continues to play a lead role in the development of new tourist signposting strategies.

### **Maintaining traffic facilities**

The RTA provides efficient and effective management of traffic facilities to ensure they remain in proper condition and to

minimise costs. Traffic facilities include traffic signs, longitudinal lines and other pavement markings, traffic signals and other electronic equipment.

A Traffic Asset Inventory Management System has been developed and implemented to allow the RTA to prioritise the maintenance of traffic facilities according to their importance and condition. The system is improving the cost-effectiveness of maintenance.

The RTA has completed preparations to replace high-energy incandescent lamps in traffic signal lanterns with LED lanterns. LED lanterns offer long-term environmental benefits, reduced power charges and improved visibility. Mains voltage incandescent globes are used in about half of the traffic signal lanterns. The replacement program will begin in 2004-05.

## ENCOURAGING ALTERNATIVE TRANSPORT USE

### **Bus priority**

The RTA has been actively involved, with other transport agencies, in the Government's Review of Bus Services. The review identified strategic bus corridors and a package of works is being developed to improve priority for buses on routes with the greatest potential for growth in patronage. Bus priority measures improve the efficiency of bus operations and include bus lanes, transit lanes, priority traffic signals and bus bays.

Other bus priority initiatives in 2003-04 included a digital-camera based bus lane monitoring system to reduce illegal use of bus lanes and T-way lanes. Associated legislation was passed in April 2004. The upgrading of SCATS featured a bus priority and passenger information capability known as PTIPS (Public Transport Information and Priority System). PTIPS was successfully trialled on Route 400 between Burwood and Bondi. PTIPS will also be used as the bus operating system for the North-Western T-way.

### **Teleworking**

The RTA continued to provide advice and assistance to government and business on teleworking. Teleworking contributes to the RTA's commitment to reduce vehicle kilometres travelled and car dependency and improve air quality. RTA staff were supported in teleworking at home or at RTA telecentres in Gosford and Penrith. Hot desks were established at Parramatta for RTA staff to use.

### **Mobility management**

The RTA continued to assist government agencies and other organisations to produce and use their own transport access guides. Transport access guides provide customised travel information for people travelling to and from a particular site using sustainable, low energy forms of transport (such as public transport, walking and cycling). Information about transport access guides is on the RTA web site: [www.rta.nsw.gov.au/transportaccessguides](http://www.rta.nsw.gov.au/transportaccessguides).

During 2003-04, the RTA worked with Marrickville, Canterbury, Kogarah and Rockdale councils to produce a series of transport

## PERFORMANCE IN DETAIL

access guides for trip generators located near the M5 East Motorway as part of the M5 East Air Quality Management Plan, which is designed to minimise emissions. The RTA worked with the local Aboriginal Community Development Officer in Nowra to produce a guide for Aboriginal people visiting or living in the Shoalhaven area. The RTA also assisted the University of Newcastle to develop a transport access plan for the Central Coast Campus at Ourimbah.

The RTA Motor Registry at Five Dock is participating in the Canada Bay Council's trial Green Business Program. The trial includes a sustainable transport component and will identify environmental improvements in business practices that can be implemented at other motor registries across the State.

### Cyclists

Cycling is a healthy and environmentally friendly alternative to the car for middle distance trips and is particularly efficient for short trips. Increased bicycle travel has the potential to improve air quality and the health of community.

In 1999, the NSW Government launched *Action for Bikes - BikePlan 2010* to promote cycling and outline the development of an integrated network of cycling facilities. In 2003-04, the RTA continued to implement *BikePlan* strategies and actively promoted cycling as a healthy, affordable, flexible and environmentally-friendly form of transport.

Strategies to improving the bike network and encouraging wider use of bicycles included:

- Increasing funding for cycling facilities (\$39.6 million in 2003-04).
- Delivering an average of 200km of cycling path annually.
- Initiatives to make cycling safer, including off-road cycle tracks where practical.
- Sponsoring promotions of cycling such as the annual RTA Big Ride, RTA Cycle Sydney and Bike Week.

### Cycleways

As a result of the increase in investment in cycling, an unprecedented number of cycleways have been constructed or are under construction. In the past five years, 1150km of additional cycleway have been created across NSW.

The RTA completed many off-road cycleways. The Western Sydney Cycleway network traverses a number of Western Sydney suburbs including Guildford, Canley Heights, Wakeley, Bossley Park, Horsley Park, Wetherill Park, Smithfield, Yennora and Fairfield. The RTA also worked with councils to provide better local cycle networks. The RTA provided funding support to councils, on a dollar for dollar basis, to develop and construct the local cycleway network and 94 local bicycle projects were funded in 2003-04.

Major cycleways completed in 2003-04 include:

- A four-kilometre cycle path from the Holroyd Sportsground at Fox Street to Adderley Street, Auburn, via the M4 viaduct.
- First stage of the Fairfield to Bankstown cycleway.
- Wetherill Park to Fairfield cycleway.

- Off-road cycleways along major transport corridors:

- Parramatta to Liverpool T-way.
- Several sections along Windsor Road and Horsley Drive.

In rural and regional NSW, examples of cycleways completed this year include:

- Sections of Point Clare to Woy Woy cycleway.
- Swansea cycleway from Bridge Street to the corner of Wallarah and Park streets.
- Warilla to Oak Flats.
- Unanderra to Mt Kembla.
- Iluka
- Kyogle
- Kiama Downs
- Marulan
- Tallong
- Moruya
- Lake Jindabyne foreshore
- Queanbeyan

### Promoting cycling

The RTA continued its support of community group events that encourage cycling including the RTA Big Ride and RTA Cycle Sydney. Staff from government agencies and the corporate sector were encouraged to participate in RTA Cycle Sydney and 7200 people participated in the November 2003 event – an increase of 50 per cent over the past three years.

The RTA organises Bike Week every September to encourage cycling and bike safety in local communities. The RTA provided funding to local councils, Police Citizens Youth Clubs and bicycle groups to promote family, health and safety oriented bicycle events. About 55 events were held around the State including bike skills sessions, various rides and seminars for older people. These events attracted a great deal of publicity from local media.

The RTA has produced two new booklets encouraging cycling to work. The booklets provide information on the benefits to employees and employers. Employers are encouraged to provide accessible and secure bike racks, lockers, changing facilities and showers for employees. Employees who ride to work will benefit from being fitter, healthier and happier, with lower levels of stress, anxiety and depression.

### Pedestrians

#### Facilities

In 2003-04, the RTA continued to work to improve pedestrian access and safety. Facilities provided for pedestrians this year included:

- Pedestrian bridges under construction in Leichhardt and East Gosford and planning for bridges at Canterbury and Epping West.
- New and reconstructed pedestrian traffic signals at Arncliffe, Strathfield, Cheltenham, Oak Flats, Kincumber, Coffs Harbour, Harden and Cobar.

## PERFORMANCE IN DETAIL

- Pedestrian crossings and refuges.
- Additional audio-tactile push buttons to assist pedestrians with vision or hearing impairment.
- Kerb ramps.
- Pedestrian fencing.

### *Working with councils*

To develop integrated pedestrian networks, the RTA helped local councils prepare Pedestrian Access and Mobility Plans (PAMPs). Forty-two PAMPs have been developed across the State, including six completed during 2003-04. The RTA also continued to support councils in implementing the pedestrian facilities identified in these plans. The facilities improve safety, convenience and mobility on links between public transport and other key centres for pedestrian movements.

### *Promoting walking*

The RTA continued to promote walking as an alternative to private car travel for short trips, through its support of the Pedestrian Council of Australia Limited. The council held its annual Walk to Work Day in October 2003 and its Walk Safely to School Day in April 2004. The latter reinforces safe pedestrian behaviour among parents, teachers and children.

## FUTURE CHALLENGES

### Improving the road network

- Progress the Sydney Orbital road network by continuing construction of the Westlink M7 and Lane Cove Tunnel.
- Complete the construction of the Cross City Tunnel.
- Progress the Pacific Highway upgrade, including the Karuah Bypass, Taree to Coopernook, Bundacree Creek to Possum Brush, Coopernook Bypass, Brunswick Heads to Yelgun and Karuah to Bulahdelah.
- Progress the Princes Highway upgrade, including the North Kiama Bypass.
- Progress the Great Western Highway upgrade in the Blue Mountains.
- Continue to implement urban design corridor strategies to ensure a whole-of-Government approach to land use and transport planning.
- Progress the Windsor Road upgrade by completing the widening of Windsor Road, between Old Windsor Road and Schofields Road at Rouse Hill.
- Commence the construction of the North West T-Way
- Implement the Central Coast Transport Action Plan.
- Progress construction of the Bangor Bypass.
- Complete the M4 East Environmental Impact Assessment.
- Progress development of concept proposal and preparation of EIS for the F3 Freeway to M2 Motorway Link.

### Managing traffic and encouraging alternatives to cars

- Continue to maintain consistent travel times through network operations and effective management of incidents and special events.
- Implement improvements in bus priority on the strategic corridors identified in the Government's Review of Bus Services.
- Design new network developments that integrate into the road transport system.
- Implement the strategy for Intelligent Transport Systems (ITS), using electronic tolling and other innovative equipment to improve traffic flow and traveller information.
- Develop a network of facilities to make choosing cycling and walking more attractive.
- Encourage Government and business to produce and use transport access guides that promote walking, cycling and use of public transport.
- Continuously improve the efficiency of traffic facilities maintenance and, in particular, the bulk replacement of high-consumption incandescent traffic signal lamps with more energy-efficient LED lanterns.

STRATEGIC OUTCOME // ENSURE ROADS AND TRAFFIC INFRASTRUCTURE IS MAINTAINED TO MEET ACCEPTABLE STANDARDS.

PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURE OF SUCCESS	PERFORMANCE AGAINST THIS MEASURE IN 2003-04
Ensure roads and traffic infrastructure is maintained to meet acceptable standards.	Ride quality rated 'good or better' for 88 per cent of State Roads.	Ride quality rated 'good or better' for 89.5 per cent of State Roads.

PERFORMANCE IN DETAIL

FIGURE 07: Roughness (% good) on all State funded State Roads

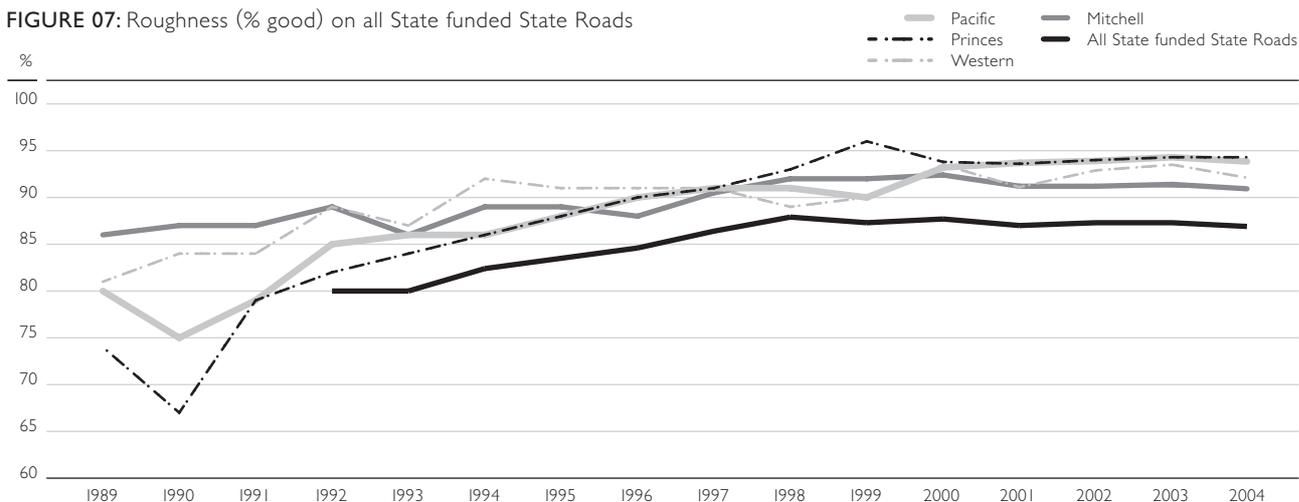
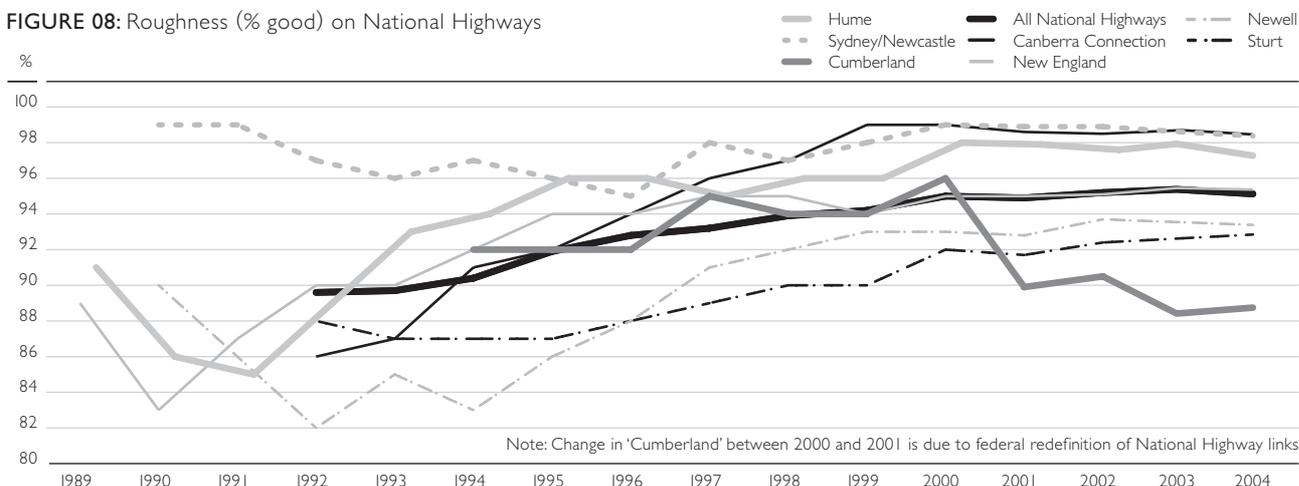


FIGURE 08: Roughness (% good) on National Highways



THE NSW ROAD NETWORK

The 182,000km 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:

- 17,623km of RTA-managed State Roads including 3105km of Federally-funded National Highways.
- 2962km of RTA-managed Regional and Local Roads in the unincorporated area of NSW.
- 18,497km of council-managed Regional Roads, which receive significant RTA grant funds.
- 143,084km of council-managed local access roads, funded by both local ratepayers and Federal road assistance grants.

The RTA is also responsible for managing:

- 4787 bridges and major culverts on RTA and council-managed roads.
- 3330 traffic signal sites.
- Nine vehicular ferries.

INFRASTRUCTURE CONDITION

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

The number of bridges on the State's arterial roads requiring temporary measures to ensure safe use was reduced by one during the year. These temporary measures ranged from the imposition of speed limits to provision of additional support. The RTA is implementing plans to manage these structures and restore them to full use where appropriate.

INFRASTRUCTURE MAINTENANCE PLAN

Priorities for the Infrastructure Maintenance Program are established on a risk basis to support safety, retained asset value and reliability of travel on State Roads. These strategic priorities are linked to outputs and service standards using program

PERFORMANCE IN DETAIL

budgeting and maintenance contracts. The maintenance contracts establish consistent minimum levels of service, with requirements for the identification and rectification of defects.

**ROAD MAINTENANCE REFORM PACKAGE**

The Road Maintenance Reform Package, introduced on 1 July 2000, saw a major change in the way that road maintenance is delivered across the State. A key component of the package was the introduction of single invitation maintenance contracts to create a contractual relationship between the RTA and council maintenance providers. The package continues to progress successfully, with more than 120 contracts with councils and the RTA's in-house service providers. These reforms include use of consistent standards, procedures and management systems for worker safety, traffic control and safety, environmental protection and works quality.

During 2003-04 planning was completed to move from the current one-year renegotiable contract term to a fixed four-year contract from 1 July 2004.

**REBUILDING COUNTRY ROADS PROGRAM**

The NSW Government's Rebuilding Country Roads Program, part of *Action for Transport 2010*, involves a commitment by the RTA to spend at least \$100 million a year on renewing roads and bridges to the latest standards. In 2003-04, the RTA spent \$138.6 million on the program.

The first stage of the program was the five-year Country Timber Bridge Program that replaced or restored 140 key timber bridges. The program provided extensive investment across rural NSW, with a large concentration of bridges in the North-West Slopes, the North Coast and Northern Tablelands and the Hunter region.

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

commitment and have accelerated the rebuilding program.

Major works recently completed under the accelerated program include:

- 5.5km of the Cobb Highway north of Deniliquin.
- 11km of the Lachlan Valley Way between Yass and Cowra.
- 8km of the Mid Western Highway west of West Wyalong.
- 7km of the Narrandera to Hillston Road.
- 14km of the Kamilaroi Highway West of Narrabri.
- 22km of the Mitchell Highway between Bathurst and Trangie.

**DISASTER REPAIRS**

Disasters cause significant and widespread hardship for the people of NSW, industry and communities. The State Government provides significant financial assistance to councils to repair roads damaged by declared natural disasters. It also funds repairs to road infrastructure on Crown Roads.

In 2003-04, the RTA managed the provision of \$12.7 million of Government funds to repair damage from declared storms, flooding and bushfires.

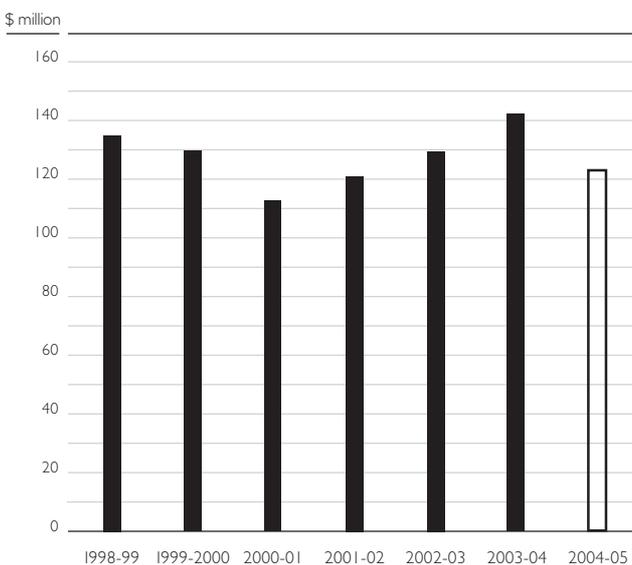
**MURRAY RIVER BORDER CROSSINGS**

The Government's *Action for Transport 2010* identified eight key crossings of the Murray River that needed to be upgraded. The NSW and Victorian governments published a Murray Crossings Strategy in March 2002. Both governments are fully funding a new crossing at Barooga-Cobram, for which the EIS has been completed, with the final conditions of approval to come.

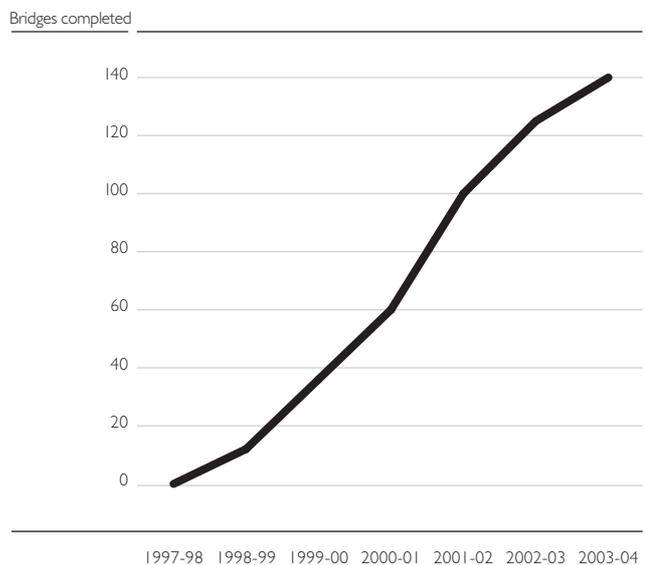
The NSW Government is cooperating with the Federal and Victorian governments on the following major projects:

- The new crossing at Corowa is under construction and is expected to be opened in early 2005.
- A contract to design and construct a new crossing at Robinvale was awarded in May 2004.
- Planning is in progress for a new crossing at Moama-Echuca.

**FIGURE 09:** Rebuilding Country Roads Program expenditure



**FIGURE 10:** Country Timber Bridge Program – number of bridges completed



## PERFORMANCE IN DETAIL

### SLOPE STABILITY

In 2003-04 there has been a focus on inventory data collection and slope assessment of critical sites, together with preparation of risk management plans where appropriate. As well as several minor sites, work has been progressed on two major projects:

- Lawrence Hargrave Drive: Because of intolerable risk levels associated with rock falls, this road was closed in August 2003. An alliance contract was entered into in December 2003 leading to the LHD Alliance taking possession of the site in May 2004 for the construction of the agreed foreshore bridging solution (see below for more detail).
- Jenolan Caves Road: Works began in May 2004 on two narrow sections of this road and the scaling of rocks from two affected slopes to improve the access to Jenolan Caves via Five Mile Hill. Further works will continue in 2005.

### LAWRENCE HARGRAVE DRIVE

Lawrence Hargrave Drive, a coastal road north of Wollongong, is one of the most scenic roads in NSW and a major tourist attraction. The 900m section of the road between Clifton and Coalcliff is also the highest slope risk section of road in the State, with a long history of rock falls. More than 50 falls have been reported since 1996.

In August 2003 the Minister for Roads announced a major repair project for the road between Clifton and Coalcliff. This followed a finding by independent expert studies that the road posed an 'intolerable risk' to public safety.

In December 2003, the RTA signed an alliance agreement with Barclay Mowlem Construction Limited, Coffey Geosciences Limited and Maunsell Australia Pty Limited for the project and options were released publicly. In January 2004, four short listed options were publicly displayed for the repair of the road. A Review of Environmental Factors (REF) for the preferred option was available for public comment in April 2004.

Construction of the preferred option – two bridges that connect to form a 655m bridge – commenced in June 2004, with completion expected in 2006.

The preferred option combines the best parts of the four short-listed options and maintains the scenic views on the coastal route. It includes the construction of two curved, connecting bridges running parallel to the previous alignment: one spanning the southern amphitheatre and the second spanning the middle headland. Along the northern amphitheatre and headland, slope stabilisation would take place to allow the route to join the existing alignment. The option includes a separate path for pedestrians and cyclists.

### GRAFFITI AND LITTER

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

### SYDNEY HARBOUR BRIDGE

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

### LOCAL GOVERNMENT LIAISON COMMITTEE

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

The committee's role is to enhance communication and promote cooperation between the RTA and local government on road and traffic issues of mutual interest. The committee discussed a broad range of issues during the year, including funding assistance for Regional Roads, AusLink, the Roads to Recovery Program, the Timber Bridge Program and a road classification review. The committee also received regular updates on the progress of the single invitation contract arrangements and benchmarking of road maintenance.

### FUTURE CHALLENGES

- Develop and implement through councils a program to upgrade up to 369 timber bridges on Regional Roads over seven years commencing in 2006-07.
- Continue a program to strengthen older RTA bridges.
- Continue to implement the Rebuilding Country Roads Program.
- Continue to implement the Government's ongoing accelerated maintenance and rebuilding program for RTA roads using the increases in various RTA charges, including the Sydney Harbour Bridge toll, announced in December 2001.
- Continue to work with local government and industry to implement the Road Maintenance Reform Package, including use of single invitation maintenance contracts with more than 120 councils and internal deliverers.
- Complete and implement the Conservation Management Plans for State heritage timber truss bridges, with NSW Heritage Office endorsement.

PERFORMANCE IN DETAIL

FIGURE 11: Number of structurally deficient bridges on State Roads (including National Highways)

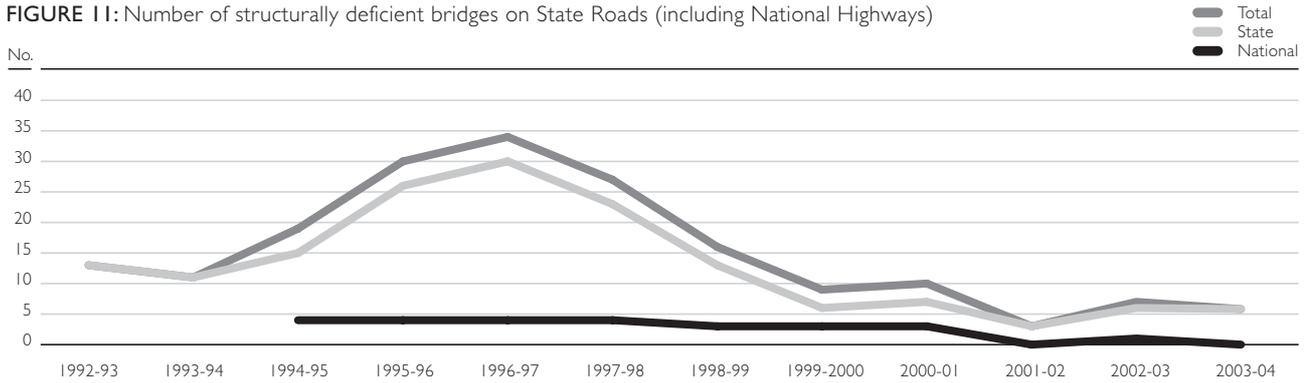


FIGURE 12: Distribution of construction period for State Roads' pavements

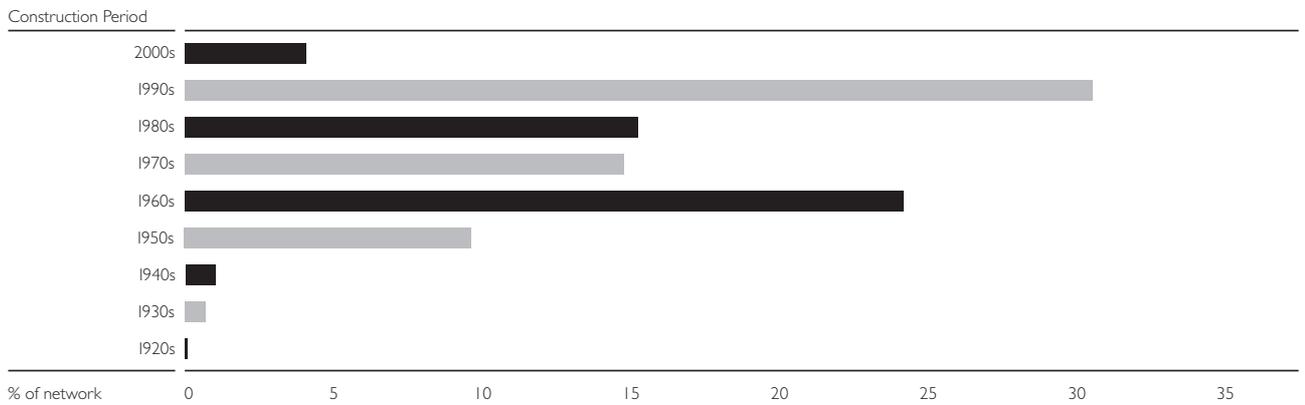


FIGURE 13: Pavement durability on sealed country State Roads (including National Highways)

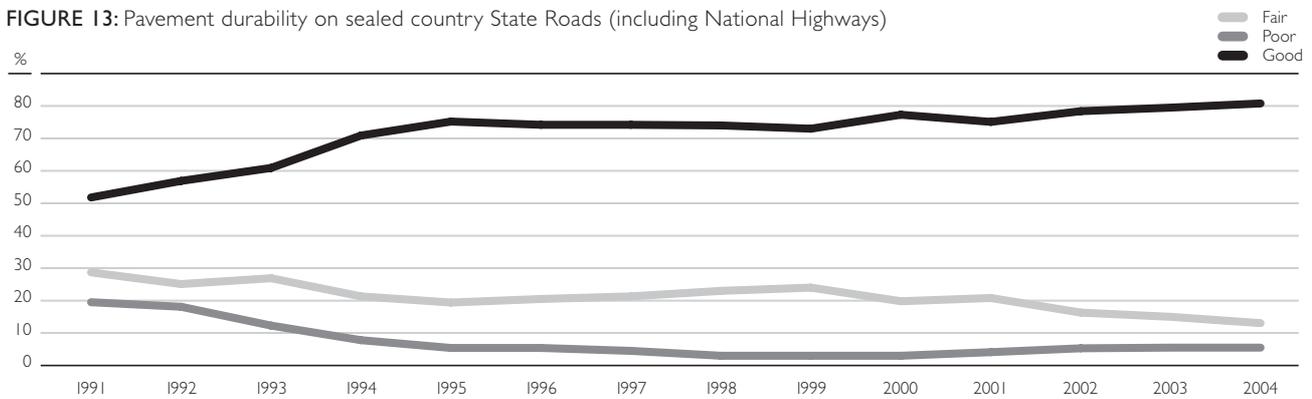
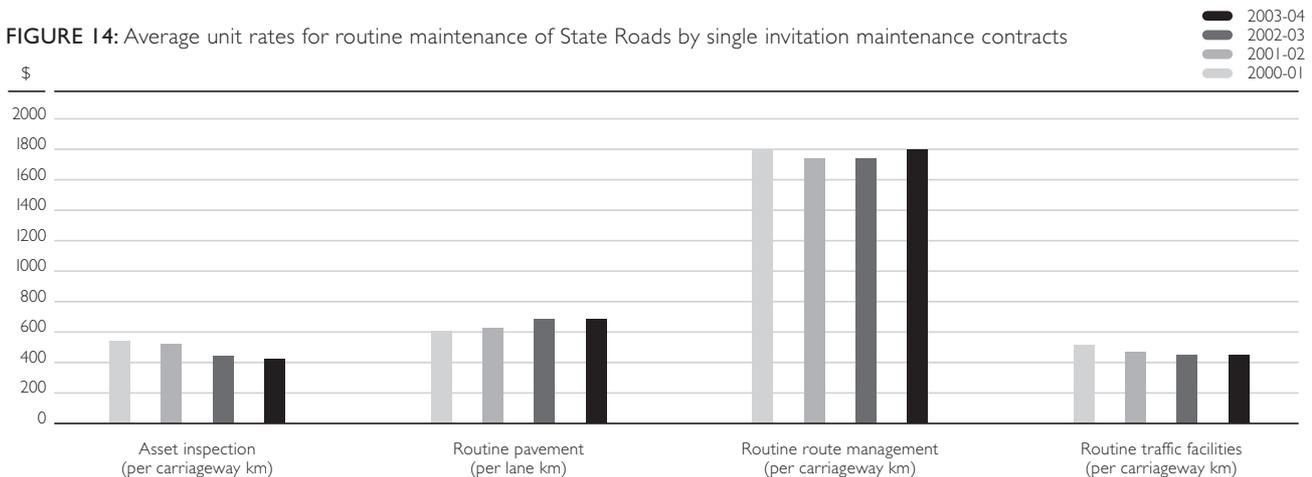


FIGURE 14: Average unit rates for routine maintenance of State Roads by single invitation maintenance contracts



STRATEGIC OUTCOME // ENSURE DRIVER AND VEHICLE CUSTOMER SERVICES ARE EASY TO ACCESS AND USE.

PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURE OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2003-04
Ensure driver and vehicle customer services are easy to access and use.	90 per cent of motor registry customers rate service as 'good' or 'very good'.	Independent survey in May 2004 found that 92 per cent of registry customers rated service as 'good' or 'very good' (compared to 94 per cent the previous year).

## PERFORMANCE IN DETAIL

**CUSTOMER SERVICE IN MOTOR REGISTRIES**

The RTA has a network of 129 motor registries, a customer call centre at Newcastle, eight Government Access Centres that provide RTA services and 37 agencies. Services are also provided at 43 itinerant sites in remote areas. The distribution of the network ensures that people have easy access to services in metropolitan and regional areas. More than 98 per cent of people have to travel less than 80km for over-the-counter services, including in rural and remote areas.

Motor registry hours of operation are generally 8.30am to 5pm Monday to Friday, and more than 50 per cent of registries are open for Saturday trading between 8.30am and 12 noon.

The majority of motor registries are wheelchair accessible. The RTA has an ongoing program of upgrading registries to include wheelchair accessible doors and lifts where practicable. For people with hearing impairment, the RTA provides audio loop facilities in motor registries and telephone typewriter access to the call centre.

The RTA completed about 24 million registration and licensing transactions in 2003-04 for the 4.3 million drivers and 4.8 million registered vehicles in NSW. While the majority of these transactions are delivered face-to-face in motor registries, customers also have access to an increasing range of RTA services provided by telephone through the call centre and online.

In May 2004, an independent survey of customer satisfaction was conducted in the RTA's Motor Registries. A total of 6500 interviews were carried out. The results were pleasing with 92.3 per cent of customers rating the service as 'good' or 'very good'.

**IMPROVED ACCESS TO SERVICES**

The RTA improved a number of motor registries including:

- More service counters at Castle Hill and Penrith motor registries.
- Installation of air conditioning and a vehicle inspection administration area at Moree Motor Registry.
- Installation of a lift at Lismore Motor Registry.
- Moved Lithgow Motor Registry to new premises.
- Relocated Camden Motor Registry to improved facilities in Narellan.

**GOVERNMENT ACCESS CENTRES**

The RTA manages the Government Access Program (GAP) in collaboration with the Attorney-General's Department. The GAP is a 'whole-of-Government' initiative to improve access to

Government information and services for people living in remote and rural communities in NSW.

There are 67 Government Access Centres (GAC) across the State, generally located in either a motor registry or a local courthouse or provided in community venues on a pre-determined visiting or outreach schedule. GACs provide a range of transaction-based services for a number of Government agencies including 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**

The RTA is a leader in the delivery of online government services. Motor vehicle registration, licence test booking, online access for motorists to their demerit points balance and a change of address facility have all been successfully implemented. Increasing online transactions is a key focus for the RTA. Online services provide a convenient alternative to visiting a motor registry and offer improved customer access and service while reducing costs to the RTA.

In August 2003 the online services were rebranded as myRTA.com. This allows the RTA to promote all online products under one banner, while still having the ability to promote the individual products. Coinciding with the rebranding was the launch of the first significant marketing campaign to promote an RTA online service. The campaign promoted online registration renewal (myRego) and resulted in an increase in transactions of 30 per cent between August and December. More marketing campaigns were run in January–June 2004 promoting myRego, e-Safety Check stations and myRecords. myRecords allows people to check their demerit points, purchase a copy of their driving record, check vehicle registration details or lodge a notice of disposal. The service also has road safety benefits, as customers are likely to moderate their driving behaviour in the light of their demerit points' status. The results of the myRecords campaign were significant with an increase of 318 per cent in the number of demerit points checks completed between April and June 2004.

The combined effect of the marketing has meant that the traffic to the myRTA.com section of the RTA website increased by 118 per cent from August 2003 to June 2004. It is the second most visited section of the RTA website, after the licensing section.

Importantly, online transactions grew to more than 280,000 – an increase of 71 per cent compared to 2002-03.

Response times have been improved and systems now include the ability for customers to receive e-mail confirmation of transactions.

## PERFORMANCE IN DETAIL

### ELECTRONIC GREEN SLIPS

The RTA continued to work with the Motor Accidents Authority and compulsory third party (CTP) insurers to increase the number of green slips transmitted electronically to the RTA. This enables more customers to renew their registration online. All CTP insurers now participate in this service.

### E-SAFETY CHECK

Vehicles more than three years old require an annual inspection report (also known as a pink slip). The RTA introduced the e-Safety Check system in August 2002 to enable Authorised Inspection Stations (AIS) to transmit pink slip information electronically to the RTA. Customers who obtain an e-Safety Check are then able to renew their registration online. During the year, additional AISs were established in the program and almost 800 stations across NSW now participate in this service. The e-Safety Check system benefits customers by providing a reliable, immediate update to the RTA of their vehicle's details. A professional, computer-generated report on the outcomes of the vehicle inspection is also prepared for customers.

### COMPUTERISED TEST BOOKING

The RTA's online test booking service enables customers to book licence tests via the internet. The system was enhanced to include bookings for the new Driver Qualification Test, introduced on 1 July 2003. The introduction of the computerised booking system has contributed to a reduction in multiple bookings of tests, improving customers' access to tests.

### INTERNET KIOSK

The RTA began the trial of an internet kiosk at Wynyard Motor Registry. The kiosk allows customers at the registry to use the RTA's online services – myRTA.com. Attendants are available to assist customers unfamiliar with transacting over the internet. Customer feedback on the new service has been positive.

### INCREASING ONLINE ACCESS FOR RURAL AGENCIES

The RTA began trials of technology that is expected to provide a more cost-effective way of directly connecting offline agencies to its computerised registration and licensing database (DRIVES). This will remove the need for paper-based transactions to be reprocessed at an RTA motor registry. If successful, the system would be widely applicable to rural council agencies and GACs, providing faster update of records and more efficient service for customers.

### GREATER NUMBER PLATE CHOICE

The RTA provided new options for customers wishing to personalise their car's number plate. In September 2003, the RTA introduced four new colours to its range – red, blue, purple and green. The RTA also launched Wallaby supporter plates to commemorate the Rugby World Cup, hosted in Australia in 2003.

Revenue from number plates is allocated to essential road safety and road maintenance programs.

The RTA released five limited edition Athens Olympic number plates. These plates were auctioned by the Australian Olympic Committee to help raise funds to send Australian athletes to the Olympic Games in Athens. The auction raised nearly \$100,000.

### MOBILITY PARKING REVAMPED

In a first for Australia, licence-style photo cards were introduced for the Mobility Parking Scheme (MPS) from September 2003.

The new cards guard against fraudulent users of mobility parking. Similar to driver licence cards, the MPS cards have security features which include a hologram and a cardholder photograph.

There are also stricter criteria for getting a card, with all MPS applicants required to produce a medical certificate to confirm their eligibility. For the first time non-pensioner applicants must pay a fee for the card. The revenue raised helps support the scheme.

The changes to the scheme were introduced after extensive consultation with peak disability organisations, local councils, Privacy NSW and the Department of Ageing, Disability and Home Care.

The well-planned strategy involved replacing all existing paper-style cards and was supported by an extensive marketing campaign. By June 2004 about 66 per cent of existing users had obtained the new licence-style card.

A more robust set of offences and penalties supports the new scheme, including new fines for misuse of MPS cards and increased parking penalties.

Since increasing the integrity of the scheme there has been an 11 per cent decline in new issues of MPS cards compared with the same period the previous year.

### IMPROVEMENTS TO PHOTO LICENCE PRINTING AND SECURITY

The RTA completed the introduction of new high definition photo licence printers to its registry network. The printers enable the production of the new high-quality photo licence cards that include a range of security features to assist in fraud prevention.

### IMPROVED DELIVERY OF PHOTO LICENCES IN RURAL AND REMOTE AREAS

The RTA has introduced digital cameras in rural areas to assist in the production of photo licences. The cameras are being introduced to the RTA's itinerant sites. The new system improves the quality of images stored for customers in these areas and helps the RTA to process licences faster and more efficiently.

### UPGRADE OF MOTOR REGISTRY HARDWARE AND SOFTWARE

The RTA began introducing new hardware and software for its motor registry operations. The new iMac point-of-sale terminals are faster and provide better on-screen resolution to assist customer service staff. Star Office software will enable the RTA to provide current levels of service while achieving significant savings on software licence fees.

## PERFORMANCE IN DETAIL

**INFRINGEMENT PAYMENTS**

The RTA continued to accept infringement payments at the Parramatta Motor Registry to assist the NSW Police during the relocation of the Infringement Processing Bureau to Maitland.

**NSW GOVERNMENT BUSINESS AND OCCUPATIONAL LICENSING SCHEME**

The Department of Commerce is developing a NSW Government business and occupational licensing system that will cover a wide range of licences, such as construction, real estate agents and allied health professional licences. The RTA is working with the Department of Commerce and the NSW WorkCover Authority to support the scheme.

Subject to privacy and security controls, the RTA will supply images and details from its records for the production of individual business photo licence cards. The RTA will also supply computerised knowledge tests in motor registries for specific types of competency licences (crane drivers and scaffolders, for example) on behalf of WorkCover.

**CUSTOMER CALL CENTRE**

The RTA customer call centre in Newcastle continued to offer valuable support to customers. Operators answer enquiries and undertake a number of transactions for registration, licensing and e-toll services. The centre answered 3.5 million calls during 2003-04 year (about 67,000 calls per week). The call centre provides customers with the option to obtain information or undertake transactions on the telephone rather than visit a motor registry. The service also helps prepare customers to undertake transactions and therefore reduces waiting times at registries.

**FUTURE CHALLENGES**

- Increase customer awareness of online services to enable more customers to take advantage of the benefits.
- Expand e-Safety Check stations across the State to enable more motorists to renew registration online.
- Expand the range of services available and promote Government Access Centres.
- Maintain the high level of customer satisfaction with services.
- Develop systems to increase integration and reduce the potential for identity fraud.
- Simplify policies and procedures to increase efficiency and make transactions easier for customers and staff.
- Further develop the motor registry network to meet the needs of customers.

**STRATEGIC OUTCOME** // BUILD EFFECTIVE RELATIONSHIPS WITH THE COMMUNITY, CUSTOMERS, STAKEHOLDERS, PARTNERS AND WITHIN THE RTA.

#### PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2003-04
Build effective relationships with the community, customers, stakeholders, partners and within the RTA.	Service provision to the Aboriginal community.	Aboriginal Action Plan reviewed. Regional Action Plans completed and being implemented.
	Effectiveness of marketing campaigns.	Research of key campaigns show high awareness and positive response, above that for general advertising.
	Accessibility of RTA information.	Visits to the RTA website expanded by more than 54 per cent this year.
	Community participation in RTA work.	Consultation activities continued to expand, particularly in relation to major projects, with community liaison groups offering important feedback on works.

## PERFORMANCE IN DETAIL

**ABORIGINAL PROGRAM**

The RTA's Aboriginal Program builds relationships with the Aboriginal community. The RTA is working with the Aboriginal community to raise the profile and acceptance of road and bridge projects, licensing programs and road safety projects.

The Aboriginal Action Plan is a series of strategies across a range of RTA directorates designed to provide Aboriginal communities with RTA goods and services. It is being reviewed and updated to ensure that strategic actions remain relevant, up-to-date and achievable.

Aboriginal Program Consultants ran a number of licensing workshops aimed at Learners and P platers. These workshops, which help people progress through the licensing system, are becoming very popular throughout NSW.

Competency Based Driver Knowledge Test units have been increased this year and are now in most of the major institutions where Aboriginal people are incarcerated. A proportion of these people are also unlicensed and the units enable participants to practise the Driver Knowledge Test post-release.

The 'Bring the Mob Home Safely' Aboriginal road safety campaign is a portfolio of resources targeting drink driving, seat belts, overcrowding, speeding, pedestrian and bicycle safety. The campaign has been a great success, with positive feedback from the Aboriginal community.

Two one-year limited duration positions were created: an Aboriginal Project Officer in Newcastle and an Aboriginal Program Consultant in Grafton. The project officer will assist project managers in dealing with the Aboriginal community on issues associated with the retention and saving of Aboriginal culture and heritage.

**COMMUNITY ATTITUDES SURVEY**

A survey of the community's attitudes to the RTA was carried out in November and December 2003. Since the mid-1990s the RTA has undertaken community attitude research every two years to gauge public opinion about its work and directions. The latest survey focused on strategic issues aligned with the outcomes in the RTA's corporate plan, *The Journey Ahead*.

The survey, the sixth conducted by the RTA, involved telephone interviews with 1500 NSW households within the RTA's six regional areas. The results provided valuable information and feedback on community perceptions of RTA activities. Some caution is required in comparing results with previous surveys due to a change in methodology.

The responses from the telephone interviews were analysed to identify perceptions of the RTA's performance and the importance of the strategic issues. According to the survey, the community believes the RTA performs strongly on the following issues, which they consider to be relatively important:

- Expanding the State Road network (that is, building new major roads and highways in metropolitan and country NSW).
- Being fair and honest in the way it operates.

The RTA was seen as performing strongly on the following road safety related issues:

- Ensuring NSW has roadworthy vehicles.
- Advertising about road safety.
- Encouraging responsible driving and road use.

'Maintaining major roads and highways in metropolitan and country NSW' was identified as an important issue that has historically received a strong performance rating. There was a relative decline in the rating of perceived performance, reinforcing the need to ensure adequate funds are directed to maintenance and rebuilding of the State Road network.

Consistent with previous surveys, the community perceived that the management of traffic flow was an important issue that warrants ongoing attention to improve performance.

Key issues identified for the next 10 years are:

- Minimising the impact of vehicles on air quality. This is consistent with a recent Department of Environment and Conservation study that also identified air quality as an important environmental issue.
- Encouraging people to use cars less, in favour of public transport, bicycles and walking.

The RTA will consider the survey results as part of its strategic and business planning.

**EFFECTIVENESS OF PUBLIC EDUCATION CAMPAIGNS****Notes**

The 'Notes' campaign was developed in a bid to address the over representation of young drivers in speeding related accidents.

The campaign sought not only to increase awareness of the dangers of speeding, but also to encourage viewers to think about the kinds of situations in which they were likely to speed and then modify their behaviour.

The emotive campaign included a cinema commercial and supporting magazine advertising. Comprehensive research

## PERFORMANCE IN DETAIL

showed that this campaign was highly successful and well received by young drivers:

- 82 per cent claimed that the cinema advertisement was personally relevant and had a high impact.
- 77 per cent said the advertisement involved them emotionally.
- 77 per cent said that most people would pay attention to the advertisement.
- There were very high levels of spontaneous awareness of the cinema campaign up to 72 hours after seeing it. The unprompted recall of magazine ads was also extremely high.
- More than half of those surveyed said they had learned something new from the ad.
- 75 per cent of those exposed to the ad reported that they had a stronger or much stronger belief that speeding causes serious accidents. Almost two-thirds had a desire to reduce speeding after seeing the ad just once.

### Heaven and Hell

The campaign aims to reduce speeding-related crashes in country NSW. It does this by challenging the belief that being familiar with the road means you can drive above the speed limit, and increasing drivers' awareness of the dangers of speeding around bends.

The advertisement starts off like a typical car commercial. A high performance ute speeds along country roads. As it rounds a bend the driver comes upon a slow moving truck heading in the same direction. The driver has no time to brake, swerves to overtake and suddenly sees an oncoming car, previously hidden by the truck.

The vehicles crash. The driver of the ute is relatively protected but the other vehicle is severely damaged and its driver is seriously injured. Climbing out of his ute, the driver slumps in shock as he realises the devastation he has caused. The ending is a stark contrast to the sense of exhilaration and enjoyment at the start of the advertisement. When the vehicle crashes, the viewer realises it's a road safety commercial about the dangers of speeding.

By highlighting the consequences of speeding, the campaign also

aims to increase the social unacceptability of speeding. Post evaluation of the campaign showed that the commercial was highly involving, with more than 85 per cent of viewers agreeing that the ad was worthwhile watching. This compares to an average score of 65 per cent for most advertisements.

### The Brain

'The Brain' was one of the most technically sophisticated television advertisements ever produced in Australia. The campaign was developed in response to evidence that an increasing number of motorists are ignoring the risks of drink driving. The advertisement literally aims to 'get back in the heads' of people who drink and drive.

The advertisement graphically shows the effects of alcohol on the brain using sophisticated computer graphics by a special effects company involved in the production of *The Lord of the Rings* films.

The advertising was supported by a direct mail campaign to publicans and a range of 'Brain' material for display in hotels.

### IMPROVING ACCESS TO RTA INFORMATION

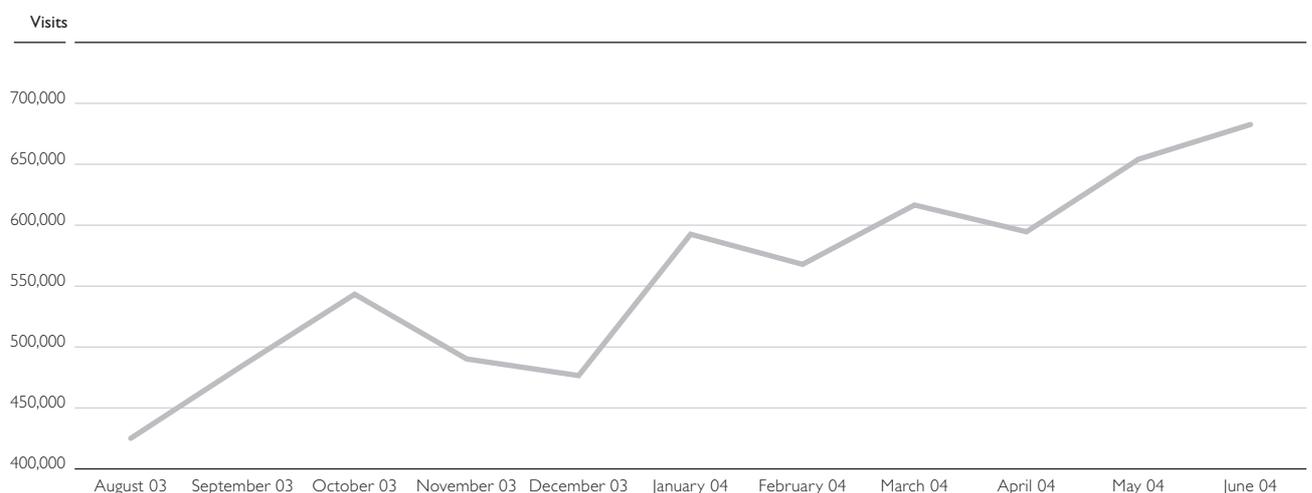
In 2003-04 the RTA website received more than 6.5 million visits. In the past 12 months traffic has grown 54.9 per cent.

The most visited page (excluding the home page) was the Online Demonstration Driver Knowledge Test page with more than 1.4 million visits (an average of 1 19,000 visits per month). The top five pages were all about licensing and tests.

The most visited content group was 'Licensing', which attracted an average of 32 per cent of the site's monthly traffic. The content groups 'myRTA.com' and 'Road Safety' had the most significant growth in visits (myRTA.com grew 177 per cent and Road Safety grew 278 per cent in the 12 months to June 2004).

The Driver Knowledge Test questions was the most downloaded document on the website, with more than 3.8 million downloads in 2003-04.

FIGURE 15: Website traffic



## CONSULTATION ON MAJOR PROJECTS

The RTA has made community consultation a priority when it plans and delivers all road projects, from a new roundabout to a new stretch of highway. The RTA's involvement with the community over the past year has included the delivery of written material (brochures, community newsletters, websites and the like), telephone information lines, staffed displays, workshops and public meetings. The RTA also continued to form community liaison groups to allow residents affected by projects to have direct access to the RTA teams responsible for individual projects. These groups give community members the opportunity to raise issues directly with the RTA and have a say in decision-making processes, where appropriate.

This section includes key consultation activities in relation to some of this year's significant projects.

### M4 East

In December 2003, the Minister for Roads announced the release of the *M4 East Options Study Overview Report* that presented three options for a possible extension of the M4 Motorway, connecting the M4 at North Strathfield to Parramatta Road and the City West Link Road.

The report provided information on the need for the project, the three options (including advantages and disadvantages of each), and the development process. It went on public display from January to March 2004.

The report identified a short tunnel option as the RTA's favoured option. The report included indicative maps of the three options and identified the 'study area', which includes the suburbs of Annandale, Ashfield, Burwood, Glebe, Leichhardt, Lilyfield, Forest Lodge, Concord, Croydon, Canada Bay, Rozelle, Haberfield, Five Dock, Strathfield, North Strathfield, Homebush and Homebush West. The report also included a questionnaire asking for the community's views on the proposal and the options, and invited suggestions to improve the project.

The comment period was extended by a month to 1 April 2004 because of increased community interest in the project. A four-page community brochure, which summarised the key points of the report, was delivered to 75,000 homes and businesses within the Ashfield, Burwood, Canada Bay, Leichhardt and Strathfield council areas, as well as to homes and businesses in the study area.

A consultation program was implemented to inform the community and stakeholders about the project and seek comment on the options. This included:

- Briefings with State and local government departments and officers.
- Briefings with community groups.
- RTA staff attending public meetings.
- Public displays of the options at 18 locations within the five council areas as well as key city locations.

- A free call telephone line to give the community the opportunity to discuss the proposed M4 East with a member of the project team.
- A reply paid address to allow the community to make comments or inquire about the project.
- A detailed project page on the RTA's website.

In June 2004, the Minister for Roads announced a preferred option for the M4 East.

### Lane Cove Tunnel

Four Construction Community Liaison Groups have been formed to cover the areas of Wicks Road, North Ryde, to the Lane Cove River; Epping Road, Gore Hill Freeway and Falcon Street, North Sydney. A separate Air Quality Community Consultative Committee has also been established to oversee the location selection and operation of Community Based Monitoring Stations. These groups meet monthly and comprise local residents and businesses that have demonstrated links to their respective communities. The meetings are chaired by an Independent Community Liaison Representative. Presentations on environmental, landscape and design sub-plans are provided at the meetings to explain each document, and after an evaluation period (usually 10 days) the comments are conveyed to the construction company.

Other consultation mechanisms include the project website ([www.lanecovetunnelproject.com.au](http://www.lanecovetunnelproject.com.au)), a 24 hour community contact line (1800 009 280), a display centre at Artarmon, newspaper advertising, regular presentations to the four local councils, a comprehensive system of tailored letterbox drops and doorknocks, a bi-monthly newsletter distributed to 90,000 households and businesses, and travelling exhibitions at community events such as the Cameraygal Festival.

Community Relations Coordinators have been assigned to service specific areas and aspects of the project. This is aimed at ensuring a prompt and personal response to complaints and enquiries.

For more information on the project, see the **Moving people and goods efficiently** chapter of this report.

### Lawrence Hargrave Drive

Lawrence Hargrave Drive is a well known and scenic coastal tourist drive. Its closure during the construction of the new coastal bridges affects access for local traffic and tourists in eight villages between Clifton and Coalcliff.

The road closure is impacting on local businesses and residents in these villages. The NSW Government has established a \$2 million Community Support Fund, administered by the RTA, to assist businesses and local community groups in their efforts to manage the reduction in tourist trade and the effects of the closure on social connectivity. Funds have been directed to address difficulties associated with community and school student mobility and loss of local shopping and tourist trade. Part of the fund is being used for a major tourism campaign aimed at attracting day trippers and local shoppers back to the commercial centres of the affected coastal villages.

## PERFORMANCE IN DETAIL

A Community Consultative Committee meets monthly with representatives of the LHD Alliance Management Team and the project manager and community relations manager from the RTA Southern Region office. The members have been actively involved in identifying appropriate assistance to affected community groups and business precincts. It offers opportunity for focussed discussion about construction progress and issues associated with building of the new coastal bridges. It also provides a forum for identification of issues related to the prolonged period of road closure.

The broader community is kept informed about construction progress via media releases and newsletters that are letterbox dropped throughout the eight affected villages. The RTA website has information about the project's progress.

For more details, see the **Maintaining and renewing roads** chapter of this report.

### Pacific Highway

The Pacific Highway Upgrading Program is a significant project affecting many communities along the fast-developing and environmentally sensitive NSW North Coast. Community consultation during the program is vital to ensure that the RTA delivers benefits for highway users and local communities, while providing infrastructure that is ecologically sustainable and cost-effective. Community input and participation is encouraged from the early planning stage through to completion.

In 2003-04, the RTA continued to work closely with communities in the Bulahdelah, Moorland to Herons Creek, Kempsey to Eungai, Macksville to Urunga, Coffs Harbour to Woolgoolga and Brunswick Heads to Yelgun areas. The RTA also began consulting with communities in the Banora Point area regarding a proposed highway upgrade, and with various communities regarding safety improvements and noise mitigation works. Input from local communities has resulted in improved project designs and RTA consultative processes. To improve safety, the RTA has also installed additional rest areas and facilities along the highway to encourage heavy and light vehicle operators to break their journey.

Four major projects were under construction during 2003-04, including the Karuah Bypass, Taree to Coopernook Upgrade, Coopernook Bypass and Halfway Creek Realignment. The 3.4km dual-carriageway Halfway Creek Realignment was fully opened to traffic in June 2004, providing safety and travel time benefits for road users and local and regional communities on the NSW North Coast.

For more details, see the **Improving road safety** and **Moving people and goods efficiently** chapters of this report.

## STAFF SURVEY

The RTA conducted a staff survey during September 2003 to obtain feedback on how it could improve its performance and service to customers. This was the first time that all staff had been surveyed.

About 7000 surveys were sent electronically or by mail to all staff, including those working part-time and on a casual basis. To ensure absolute confidentiality, the RTA engaged an external organisation to carry out the survey and analyse results.

The online surveys were completed via a secure external website which made it impossible to identify individual staff responses. The survey response was high and considered typical for a large, diverse and geographically spread organisation.

According to the survey, staff feel that the RTA's main strengths are being an ethical organisation, having a good understanding of the needs of its customers, team work and having good systems to access information to assist service delivery. Overall job satisfaction of staff was found to be high.

A number of areas were also identified for greater attention and actions are now underway across the whole organisation to improve performance in these areas.

### FUTURE CHALLENGES

- The challenge for Aboriginal Programs is to maintain service provision, develop further policies and plans to support Government and RTA directions and ensure that the Aboriginal community remains a primary focus of its activities.
- Ensure the RTA builds on the strengths and addresses areas of concern identified in the Community Attitudes Survey and the Staff Survey.
- Improve and expand effective consultation with communities affected by RTA projects.
- Continue to improve community access to RTA information on the RTA website, including awareness of the services available online.
- Build on success of recent marketing campaigns by continuing to develop effective advertising to support RTA road safety initiatives.

## STRATEGIC OUTCOME // DEVELOPING OUR LEADERSHIP CAPABILITY.

## PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURE OF SUCCESS	PERFORMANCE AGAINST THIS MEASURE IN 2003-04
Develop leadership and management capability.	Progressively implement performance feedback.	Chief Executive and Directors completed upward feedback program.

**UPWARDS FEEDBACK**

The Chief Executive and Directors were appraised by the staff who report directly to them and completed a self-assessment survey. An upward feedback instrument was also piloted in the Fleet Services Branch of the Operations Directorate. The aim was to test the useability of the instrument in diverse RTA environments. The Upward Team Feedback Survey instrument was generally successful.

The Chief Executive and Directors received and were debriefed on their individual Upward Feedback Survey Reports, which incorporated their and their appraisers' survey results. Directors conducted follow-up meetings with their direct reports to discuss and develop strategies to address any matters raised in the reports.

**THE BRADFIELD GROUP**

This year the RTA formed the 'Bradfield Group', named after Dr J.J.C. Bradfield, the driving force behind the building of the Sydney Harbour Bridge. The group consists of selected staff and the RTA Executive and provides a diverse organisational platform for discussing issues confronting the RTA. Its primary purpose is to involve more staff in setting the RTA's

direction. It meets to critically reflect upon, discuss and scope key issues for the RTA and develop options for strategic direction. For staff involved, the Bradfield Group provides an opportunity to establish networks beyond immediate workplaces, gain exposure to the broad business base of the RTA and develop leadership skills.

**THE SENIOR MANAGEMENT GROUP**

The Senior Management Group was formed this year to bring together about 90 key managers from across the RTA. The group's first meeting in 2003 was an opportunity for the Chief Executive to address his senior managers about a range of issues. This group is directly accountable for assisting the Chief Executive in ensuring effective communication with staff about the RTA's directions.

**FUTURE CHALLENGES**

- Evaluation of the upward feedback process.
- Extend process to other senior managers across the RTA.

STRATEGIC OUTCOME // ENSURE SKILLED, FLEXIBLE AND ADAPTABLE PEOPLE  
WORKING TOGETHER IN A SAFE WORKPLACE.

#### PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2003-04
Skilled, flexible and adaptable people working together in a safe workplace.	Build a high performance culture by developing annual individual or team work and development plans aligned with business plans.	Business planners and General Managers were provided with guidelines for the design and development of individualised work and development plans that meet business needs.
	Plan for our future workforce by identifying workforce skills and knowledge.	The RTA's Workforce Profile 2004 was produced. Business planners and General Managers were provided with a fact sheet outlining knowledge management and transfer strategies suitable for implementation in the RTA.
	Ensure entry-level positions are available throughout the RTA where appropriate.	The RTA has a number of entry-level positions through targeted employment programs (graduates, trainees and apprentices).

## PERFORMANCE IN DETAIL

**HUMAN RESOURCES POLICIES AND PRACTICES**

The Code of Conduct and Ethics was revised and re-issued in September 2003. A range of support policies to the code are being progressively released. These provide more specific information on staff conduct. The complete Code of Conduct and Ethics can be found in **appendix 9** of this report.

The Grievance Resolution Policy and Grievance Resolution Network were revised and re-launched in July 2003.

The Harassment, Discrimination and Workplace Bullying Policy was released. This provides, for the first time, a comprehensive policy and guidelines for the management of complaints. A series of harassment prevention workshops was delivered to selected business units, supporting the RTA's commitment to a harassment-free workplace.

The Discipline Policy was amended to reflect changes to the decision-making process regarding disciplinary matters.

**WORKFORCE CAPABILITY PLAN**

The five-year Workforce Capability Plan, implemented in 2003, provides a framework for enhancing the RTA's capabilities and creating a safer and healthier work environment. During 2004, a Planner's Guide was developed to support the implementation of the plan and to assist managers and business planners integrate key strategies into 2004-05 business plans.

The guide mandated some business planning requirements for 2004-05 including:

- Work and Development Planning for all staff members.
- Improved internal communications.
- Easy and timely access to information for staff.
- Regular communication, information and training on ethics.
- Increased awareness of the Code of Conduct and Ethics.
- Annual assessment of Occupational Health and Safety (OHS) performance against the management standard and targets.
- Enhanced opportunities for staff to participate in OHS improvement plans.

A Technical Development Learning Advisory Group was established in early 2004 to support the implementation of the plan. The group has representatives from all directorates and provides direction for expanding technical training in the RTA.

**WORKFORCE PROFILE**

The RTA produces an annual Workforce Profile that presents a snapshot of the organisation by directorate. It provides internal analysis, in addition to the Premier's Workforce Profile and across a range of indicators including: unscheduled absence, age, gender, recruitment, turnover and part-time employment. It is a resource for use throughout the RTA to assist in the development of strategies to enhance workforce capability, providing data to assist in workforce and business planning.

**INDUCTION PROGRAMS**

Various programs help orientate new and existing staff to the RTA. These include:

- Orientation Workshop.
- On-line induction - 'Ignition'.
- Induction and Orientation Policy checklist.
- Manager's Toolkit.

'Ignition' is a new computer-based induction program that staff are required to complete soon after taking up duties with the RTA. It covers topics such as the RTA's Code of Conduct and Ethics, OHS responsibilities and the major functions of the RTA.

The Manager's Toolkit (available on the RTA intranet) is an information package designed to assist RTA management to meet their responsibilities as supervisors of RTA staff.

**EMPLOYMENT PROGRAMS**

The RTA's employment programs target the recruitment of apprentices, trainees, graduates and cadets. They are designed to meet the RTA's future workforce capability needs and equity targets.

**Apprenticeships**

The four-year apprenticeship program rotates apprentices between workshops and worksites across NSW to ensure they gain exposure to a broad range of skills. In 2003-04 the RTA recruited nine apprentices across a range of trade classifications including bridge and wharf carpenters, plant mechanics and traffic signal technicians. At 30 June 2004, the RTA employed 56 apprentices.

**Traineeships**

The RTA supports 118 trainees working towards a variety of Vocational Education and Training (VET) qualifications. Six placements were created for people with disabilities and 16 for Aboriginal and Torres Strait Islander people. Traineeships are located in the call centre, regional offices, administration centres, motor registries and other RTA functional centres.

**Graduate Recruitment and Development (GRAD) program**

At 30 June 2004, 94 graduates participated in the RTA GRAD program. The graduates are from a variety of disciplines. Thirty-eight graduates were recruited during the financial year and 47 per cent were females. This has assisted in increasing the overall female participation in the program, particularly the civil engineering discipline.

**Undergraduate scholarship program**

Twenty-one undergraduates from selected NSW universities hold scholarships with the RTA as part of its undergraduate scholarship program. The program is designed to attract undergraduates to consider careers in the roads industry.

Between November 2003 and February 2004, scholarship recipients completed work placements, gaining experience in a diverse range of projects including regional road infrastructure, project management services and Sydney Transitways.

## PERFORMANCE IN DETAIL

### RTA LEARNING EXCELLENCE

RTA staff were winners and finalists of the following awards:

- 2003 NSW Apprentice of the Year Award.
- 2003 NSW Aboriginal and Torres Straight Islander Student of the Year Award.
- Neil Ryan Memorial Prize for the best performance in Urban Cadastral Surveying.

The RTA also had a finalist in the Worldskills Australia 2004 National Finals Competition.

Two RTA graduates were selected to be representatives at the UK-Australia Future Leaders' Dialogue in Sydney in April 2004. This involved the graduates in discussions on issues that impact the RTA's business, economic links between the UK and Australia, new policy approaches and relationships with Europe and Asia.

### WAGES CLASSIFICATION STRUCTURE ASSESSMENT

Competency-based assessment continues to underpin an enterprise-based classification structure for trades and non-trades staff in the RTA.

The project is in its third and final phase. All assessments and re-assessments will be completed by 31 March 2005. A total of 1555 staff applied for the compulsory and elective units of competence in their nominated grade.

### OHS

Information on the RTA's OHS performance can be found in the chapter, **Being accountable**.

### ABORIGINAL PROGRAM

Information about initiatives to build relationships with the Aboriginal community can be found in the chapter, **Building relationships**.

### FUTURE CHALLENGES

- Ensure that annual work and development plans have been developed for each individual or team.
- Concentrate our recruitment, development and retention activities on emerging disciplines and skill areas that are critical to the RTA.

STRATEGIC OUTCOME // EFFECTIVELY MANAGE THE ORGANISATION TO ACHIEVE ITS OBJECTIVES AND TO MEET GOVERNANCE REQUIREMENTS.

PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2003-04
Effectively manage the organisation to achieve its objectives and meet governance requirements.	Publication of a revised Code of Conduct and Ethics.	Revised and reissued Code of Conduct and Ethics.
	Improved injury prevention – 30 per cent reduction in injuries compared with previous year.	8 per cent reduction in all compensable injuries. 6 per cent reduction in lost time injuries.

PERFORMANCE IN DETAIL

CODE OF CONDUCT AND ETHICS

The Code of Conduct and Ethics was revised and re-issued in a more concise format. The code sets out the ethical principles and professional standards that RTA staff are expected to adopt. The complete code can be found in **appendix 9** of this report.

REDUCTION TARGETS FOR INJURIES AND DISEASE

Following a safety management evaluation in September 2003, the RTA's injury reduction target was increased from 10 per cent to 30 per cent. The new target was part of a deliberate strategy to focus managers and staff on the need to aim for major improvements in Occupational Health and Safety (OHS) management.

OHS MANAGEMENT

The RTA has established an OHS management standard, setting out the processes and activities that managers and staff must put in place to ensure the OHS risks are managed systematically. Directorates are required to undertake an annual self-assessment against the standard and develop an improvement plan to address areas of under-performance.

RTA work processes are routinely assessed to identify risks and their controls. Safe work method statements are developed for activities where risks are assessed as being medium or high. The WorkCover 'Hazpak' risk matrix is used to assign risk rankings.

During 2003, business units with unacceptably high injury rates were targeted through the OHS 'Hot Spots' program for the reinvigoration of their risk management processes with a process called Ensité (Environment, Safety and Improvement Teams). The teams visit work sites prior to work commencement to plan the work to eliminate or minimise health and safety risks.

OHS incidents are monitored closely through the OHS Incident Helpdesk which provides a 1300 telephone number for reporting incidents. Incident details are entered into a database, which is integrated with the human resources and finance information management systems. The database allows tracking of incident investigations and the implementation of safety measures.

FIGURE 16: RTA 5 Year Injury Trend

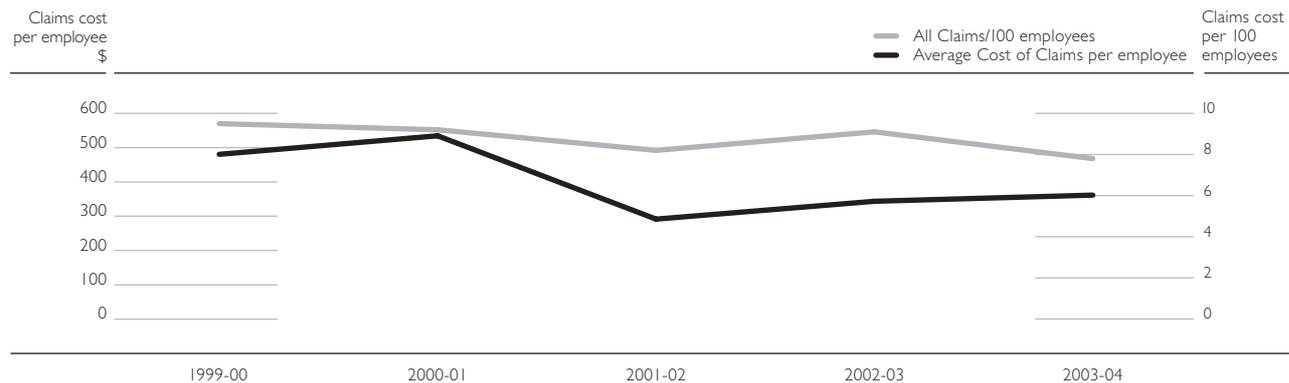


FIGURE 17: Workers Compensation Premiums

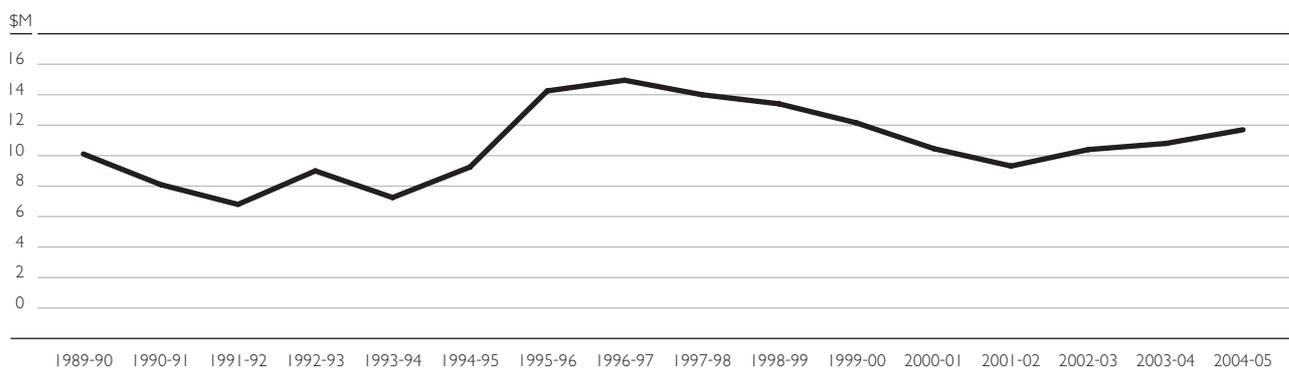
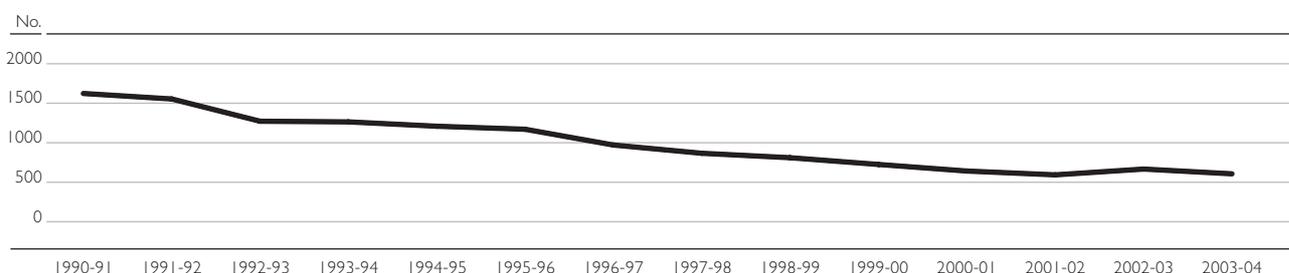


FIGURE 18: Workers Compensation Claims



## PERFORMANCE IN DETAIL

Monthly performance reports are provided to managers, summarising incidents reported, claims lodged for workers compensation, cost of claims, lost time injuries and incident investigations completed.

#### OHS CONTRIBUTION BY EMPLOYEES

The RTA has more than 30 functioning OHS committees. The committees meet regularly with local management to identify and resolve OHS issues. The committees also provide an important avenue for consultation on OHS policy development and dissemination of OHS information.

#### OHS TRAINING AND STAFF INDUCTION

Legislation requires RTA employees directly involved in, or providing support services for, road construction to undertake three levels of OHS induction (general construction, work activity and site).

In addition, all staff are required to complete an RTA OHS induction – Health and Safety at the RTA – to ensure they are informed about managing OHS at the RTA, possible risks and the controls to minimise any exposure.

In 2003 a training program was conducted for managers and supervisors involved in, or supporting, the RTA's road construction and maintenance activities.

#### OHS PROGRAMS AND INITIATIVES

##### SAFE (Safety Awareness for Everyone)

SAFE is an OHS awareness-raising program based on senior managers meeting regularly with field staff to demonstrate management commitment and reinforce positive OHS work practices.

##### OHS Hot Spots

This program targets business units with high injury rates.

##### Ensite

This is a risk assessment process which promotes employee participation in planning work and making decisions about safe work methods.

##### OHS Helpdesk

This is a centralised incident reporting function, providing improved data capture and tracking of incident investigations and close out of the incident record.

##### Performance reporting

Monthly reports are provided to senior and line managers, monitoring incidents reported and closed out claims lodged, claims costs and lost time injuries.

#### OHS audits and inspections

Scheduled OHS audits and inspections are carried out on RTA construction projects.

#### Healthy lifestyle pilots

The RTA is trialling two approaches to promoting healthy lifestyles with information provided on diet, exercise, health and fitness.

#### CONTRIBUTION TO OHS IMPROVEMENT IN THE CIVIL CONSTRUCTION INDUSTRY

The RTA is an active participant in the NSW Government's Construction Agency Coordination Committee which sets policy and performance standards for managing contractor safety on government-funded construction projects. The RTA has extended contractor safety management requirements to funding arrangements for local government involvement in road maintenance.

#### OHS STATISTICAL INDICATORS

The RTA has performed very well compared with the primary Treasury Managed Fund pool with an 8 per cent reduction in claims frequency compared to the previous year (only RTA and Health achieved reductions in the number of claims). See Table 03 at the bottom of the page. Other indicators include:

- RTA claims costs have increased mainly through increased legal costs (claims investigations) and weekly benefits.
- The RTA 2004-05 workers compensation premium estimate is \$11.3 million.
- Premium increase is up 7 per cent or \$835,000 on the 2003-04 premium.
- The claims reductions resulted in a \$400,000 reduction in the premium.
- A hindsight premium adjustment is expected in September 2004.

#### OHS INCIDENTS

Regrettably, two RTA employees were fatally injured in during the year. Kevin Lesleighter was killed while setting up traffic control on the Tweed Heads bypass. Peter Denford was killed when his motorbike struck another vehicle on his way to work. The deaths of these men were tragic losses for their families and their workmates.

#### WORKCOVER PROSECUTIONS

During the year, the RTA was prosecuted by WorkCover in the Industrial Relations Commission for an injury sustained by an RTA employee while attempting to light a bitumen tank heater. The RTA was fined \$84,500. The bitumen sprayer has since been decommissioned and operators have received training to reinforce safe work methods for heating bitumen.

TABLE 03: OHS STATISTICAL INDICATORS

Performance Indicator	2003-04	2002-03	Change
Incidents reported	2130	1656	29% increase
Number of compensable injuries	608	661	8% reduction
Lost time injuries	301	320	6% reduction
Claims costs	\$4.2m	\$2.8m	49% increase

## PERFORMANCE IN DETAIL

### OHS PLANNING, DESIGN AND PROCUREMENT

The RTA is working to include OHS Development Plans as part of the documentation and approval process for construction projects. The plan's purpose is to ensure, where possible, that construction designs do not create health and safety risks to those involved in construction and maintenance of road structures. The plan aims to eliminate health and safety risks. This may include changing the design of a structure so that it is safe to build or maintain (for example, eliminate confined spaces from the design or design wider shoulders for roadways so that work is not too close to traffic). The OHS Development Plan will be initiated at the concept stage and developed from the initial and detailed design stages through to construction and maintenance.

### INTEGRATED MANAGEMENT SYSTEM

During the year the RTA continued to build on the implementation of its Integrated Management System.

Two major initiatives were successfully completed:

- A Corporate Directory was established to provide a central authoritative source of information about RTA employees and skill hire staff. The Corporate Directory synchronises data between the RTA's SAP Human Resources application, the mail and telephone systems. As part of this project, a new phone directory was deployed across the RTA.
- An Imaging/Intelligent Character Recognition System was implemented to process vendor invoices and staff timesheets. The system scans and performs intelligent character recognition of documents and then interfaces with the SAP system. The system has significantly increased productivity in the processing of vendor invoices and staff timesheets. An average of 8000 invoices and timesheets are processed monthly using this system.

In addition, work has commenced on Phase 2 implementation of the Project Management System (PM2Is). The aim of this project is to extend the functionality delivered in Stage 1 and extend the usage of PM2Is to other areas of the RTA. PM2Is is currently in use by the Client Services Directorate and Road Network Infrastructure Directorate in the management of network development projects.

### CAPABILITY REVIEW

During the first half of 2004, the RTA conducted a 'Capability Review'. This review comprehensively examined the overall 'health' of the RTA, focusing on key business processes, major activities and programs to identify current capabilities and opportunities for improvement.

All high performing organisations carry out such assessments on a regular basis in order to test performance, organisational health and progress against their corporate goals. The Capability Review reflects the commitment of a strong, healthy organisation to continue to evolve and seek improvement. The RTA was compared to a hypothetical 'ideal' public sector

agency model using a self-assessment process carried out by six teams examining the RTA's program areas.

The review will continue in 2004-05 to further refine the RTA's internal systems and processes and to identify opportunities for improvement.

### FUTURE CHALLENGES

- Trained staff will present information sessions to all RTA staff on the Code of Conduct and Ethics.
- Ongoing implementation and compliance with the RTA's risk management processes. This is being addressed through programs and initiatives such as SAFE and Ensite which seek to renew and reinvigorate commitment to health and safety across the RTA.

STRATEGIC OUTCOME // VALUING THE ENVIRONMENT: STRIKING A BALANCE  
BETWEEN THE NATURAL AND BUILT ENVIRONMENT.

## PERFORMANCE SUMMARY

STRATEGIC OUTCOME	PERFORMANCE MEASURE	PERFORMANCE AGAINST THIS MEASURE IN 2003-04
Striking a balance between the natural and built environment.	Achieve no infringements from State Government environment regulators.	The RTA received no Penalty Infringement Notices from State Government environment regulators.

## PERFORMANCE IN DETAIL

## ENVIRONMENTAL IMPACT ASSESSMENT

The RTA prepares Reviews of Environmental Factors (REF) to consider potential environmental impacts and assist it in deciding whether a proposal is likely to significantly affect the environment. The RTA has operating systems in place that ensure the separation of responsibility for preparation, assessment and approval of REFs. In 2003–04, about 360 REFs were prepared.

Environmental Impact Statements (EIS) are undertaken in relation to proposed projects that are considered likely to have significant impacts on the environment. No EISs were published in 2003-04 – the first time this has occurred since the *Environmental Planning and Assessment Act* began operation in 1979. A larger than usual number of EISs were published in 2002-03 and the RTA prepared for a number of EISs that are expected to be published in 2004-05. A legislative change clarifying that the preparation of a Species Impact Statement does not automatically require preparation of an EIS may also contribute to some decline in the number of EISs in the future.

A further contributing factor is increasing environmental information and knowledge, and experience in its application to road planning. This enables road projects to be delivered in such a way that they are less likely to have significant impacts. Nevertheless, there was continuing activity in areas associated with EISs published in previous years, including approvals of projects (for example, the North West Transitway and the Devils Pinch deviation of the New England Highway) and modifications to existing approvals (such as the Bangor Bypass, improvements to the Pacific Highway between Brunswick Heads and Yelgun, and the North Kiama Bypass).

Amendment number three to the RTA's Environmental Impact Assessment Policy, Guidelines and Procedures was issued in April 2004. Future amendments to this document will be issued electronically.

An EIA forum was established between the RTA and the

Department of Infrastructure, Planning and Natural Resources (DIPNR) to allow quarterly discussions on matters of mutual interest. The forum's benefits include clarifying issues between the agencies, enabling desired environmental results to be achieved efficiently through the EIA process.

## ENVIRONMENTAL MANAGEMENT SYSTEM

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

Key developments in the EMS in 2003-04 included:

- Implementation of the recommendations of the comprehensive review of the EMS. A program for further implementation will be developed during 2004.
- Review and release of changes to environmental specifications to be used in construction and maintenance contracts.
- Ongoing review of the RTA's Quality, OHS and Environmental Audit Package, including fine-tuning the risk based approach.
- Continuing monthly cross-directorate EMS coordination meetings.
- Development of an environmental incident register.
- Drafting of an easy-to-read brochure on the EMS for use in field training and for staff not able to access the RTA intranet.
- Environmental awareness training delivered to Fleet staff and Road Services training under the single invitation maintenance contract.

## REGULATORY COMPLIANCE

No Penalty Infringement Notices were received from the Department of Environment and Conservation (DEC) during 2003-04. However, there were two non-compliances. See table below.

TABLE 04: REGULATORY COMPLIANCE

Licence No.	Licence Name	Date of issue	Licence Condition	Reason/s
11647	F3 Widening	21 Nov 03	L3.1	Low pH of 5.7 (limit 6.5 - 8.5) recorded at discharge and monitoring point 1 (Pond A).
			L6.1	Exceedance of noise limits by 0.6dB(A) at N2. Cause unknown, but truck movements significant contributor. No noise complaints received.
			M2.2	Monitoring at points 8, 10, 11, & 12 not carried out on 26/06/03 due to oversight by contractor's staff.
			M2.1	Monitoring points 6 - 12 not monitored for turbidity as required by licence conditions due to oversight in preparing contractual documents. Application for licence variation submitted.
10268	Western cut embankment quarry, 'Four Mile Hill' Koorainghat	21 Nov 03	10.1	Licencee did not carry out ambient water quality monitoring.

## PERFORMANCE IN DETAIL

**AIR QUALITY****M5 East Freeway Air Quality**

The RTA continued to implement the Air Quality Management Plan for the M5 East Freeway, released in 2002.

Strategies being implemented include:

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

Ambient air quality monitoring continued for the M5 East during the reporting year. There were no exceedances of air quality goals due to operation of the M5 East. However, there were above-goal readings for particulate matter below 10 microns due to demolition and road works in May 2004.

DIPNR and the DEC are advised of any readings above the goals as they occur. Assessment reports are prepared for submission to DIPNR, DEC and the Air Quality and Community Liaison Group.

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

**M5 East Smoky Vehicle Enforcement Program**

Monitoring of smoky vehicles has been conducted on the M5 East by RTA inspectors since the freeway opened. The RTA discovered that detection and interception was limited during peak hour traffic, so a new strategy has been introduced to maximize intercepts. This strategy involves enforcement officers incorporating a half shift between about 10am and 2pm.

During 2003-04, DEC and RTA officers observed 56 vehicles failing to comply with vehicle exhaust requirements.

**Smoky vehicle enforcement**

During 2003-04, the RTA observed 168 vehicles failing to comply with visible smoke regulations resulting in the issue of 119 Penalty Infringement Notices. Since the DEC smoky vehicle reporting system began in 1996, the RTA has reported 2612 smoky vehicles to the DEC, resulting in the issue of 1978 Penalty Infringement Notices.

**Open and Sheltered Valleys Air Quality Study**

The report on ambient air quality monitoring for roadside open and sheltered valleys was finalised in August 2003. The monitoring data will help determine the potential build up of motor vehicle pollutants under a range of meteorological conditions and assist in the development of air quality assessments.

**Vehicle emission standards**

During 2003-04, the role and name of the Motor Vehicle Environment Committee was expanded to cover rail and other modes of transport targeted for regulatory reform. The committee, now known as the Land Transport Environment Committee (LTEC), provides advice on vehicle-related environmental issues to environment and transport ministers.

The RTA represents NSW on the national body, which has been

consulting on tougher vehicle emission and fuel standards to complement standards already in place for 2006. The LTEC is also reviewing systems to ensure the delivery of air quality gains predicted from cleaner new vehicles.

The RTA is also contributing to the development of revisions to the NSW Action for Air program.

**Diesel National Environment Protection Measure**

The Diesel National Environment Protection Measure (NEPM) provides a range of measures that States can implement to reduce emissions from diesel vehicles. The RTA is implementing two key measures: the voluntary diesel testing program and the audited maintenance program. The RTA is using the testing program to identify polluting vehicles and develop maintenance guidelines that produce the greatest reduction in emissions.

**Heavy diesel vehicle emission testing**

The RTA's voluntary diesel testing program continued with funding from the Federal Government. Since its inception, the program has tested 2118 diesel vehicles with 321 of those vehicles tested in 2003-04. The program now includes heavy vehicle service centres and has expanded beyond the Sydney region to incorporate Newcastle. Thirty-six private fleets from freight transport, private bus operators and local councils have participated in the program. The RTA's heavy vehicle testing work is the most extensive diesel-testing program in the world of its type. There is much interest in the program and papers on the results have been presented at a number of national and international forums. An average emission reduction of 25 per cent is achieved for vehicles repaired after being identified as having unacceptable emissions.

**Heavy diesel vehicle audited maintenance**

The RTA promoted maintenance procedures that help minimise diesel emissions to operators involved in the testing program. The procedures were promoted at industry events and through a 'How to Reduce Truck Emissions' course at TAFE.

The emissions awareness course provided information to truck owners, operators, drivers, diesel mechanics and fleet managers. The course covered topics including pollution, vehicle selection and maintenance and fault-finding methods.

**Biodiesel trials**

The RTA joined with the DEC, Camden Council and Newcastle City Council in trials of biodiesel fuels. Biodiesel is manufactured from oils such as canola oil or waste cooking oil. The RTA conducted all testing, analysis and reporting on the results. The results of the trial will be used to help fleet owners make an informed choice when considering using biodiesel. The Federal Government has facilitated the adoption of biodiesel by establishing a standard for biodiesel fuel in September 2003.

The Newcastle City Council trial involved 12 vehicles. Vehicle exhaust emissions from standard pump diesel were compared

## PERFORMANCE IN DETAIL

with those from a 20 per cent biodiesel/80 per cent diesel blend.

The Camden Council trial used 100 per cent biodiesel in two garbage trucks which were compared to reference vehicles operating on diesel.

A light diesel vehicle testing program compared vehicle exhaust emissions using seven different types of fuel suitable for use in diesel engines.

### Cleaner cars

The RTA continued to provide voluntary emission testing of light vehicles at its emission testing stations at Penrith and Botany motor registries. As well as providing voluntary testing for the general public, projects included testing of modified vehicles, smoky vehicles and taxis. The DEC requires some light petrol and gas vehicles, infringing for emitting smoke, to be tested by the RTA to clear their defect notices. Since the introduction of light vehicle testing, 8989 tests have been completed on a range of vehicles. During 2003-04, 1668 tests were conducted. Seminars and tours of the test facilities were conducted in conjunction with the TAFE Automotive Program to raise awareness of vehicle emissions among apprentice mechanics.

The RTA assisted the Australian Greenhouse Office and the Federal Department of Transport and Regional Services in negotiations with the Federal Chamber of Automotive Industries. The negotiations were aimed at having vehicle manufacturers provide light vehicle emissions data. This will lead to a Green Vehicle Guide to help new car buyers identify the cleanest and most fuel-efficient cars.

The RTA is a partner in the 'Blue Sky' project, with the DEC and Fairfield Council. The project's aim is to improve air quality in the Fairfield local government area by tuning and maintaining up to 500 older vehicles belonging to local residents. The RTA has promoted the trial and provided technical expertise. The RTA intends to undertake emissions testing of a sample of the vehicles before and after the tune-up and maintenance procedures.

The RTA assisted the Department of Commerce in developing systems to enable procurement of cleaner vehicles. The number of petrol-electric hybrid vehicles in the RTA's fleet increased to 21, reducing the fleet's emissions and promoting the market for lower emissions vehicles.

## CONSERVATION OF BIODIVERSITY

### Fauna sensitive road design

The RTA gave a presentation at the Royal Botanic Gardens in Sydney on 18 November 2003 on Fauna Sensitive Road Design. The presentation formed part of a seminar held by the Wildlife Preservation Society of Australia.

### Injured animals

The RTA gave a grant to the RSPCA to assist in the development of a call centre manual for operators answering calls to a Statewide number about injured wildlife, domestic animals and

stray livestock on roads. The manual will include the contact details for all wildlife carer groups in NSW.

### Koala monitoring

Koala monitoring is being undertaken at Bonville and on the Yelgun to Chinderah section of the Pacific Highway in northern NSW.

At Bonville, DNA techniques were used to analyse faecal pellet samples. The analysis identified 12 individuals.

At Yelgun to Chinderah, radio tracking of two females continued. Monitoring also continued at the fauna overpasses built to allow animal movements across the Yelgun to Chinderah Upgrade. Monitoring in this area will be completed in August 2004 when collars will be removed from the two remaining animals in the radio-tracking program and monitoring of dedicated fauna overpasses will be concluded.

### Underpass and overpass research

Abigroup monitored 14 fauna underpasses and overpasses on the Yelgun to Chinderah section of the Pacific Highway from October 2003 to January 2004. The monitoring attempted to record seasonal variation in fauna activity and therefore help ensure maximal detection of fauna species using designated crossings. Structures monitored for fauna usage included bridges, arches, the two fauna overpasses and box culverts.

Twenty-six fauna species and categories were recorded using sand traps in 2003-04. The monitoring indicated that the most common usage is by medium-sized (including possums, bandicoots, echidnas, snakes, and a Water Dragon) and small fauna (including Water Skink, rats, other small mammals, frogs and cane toads). One threatened species, the Spotted-tailed Quoll, was recorded in the study.

### Workshops on fauna and fish structure design

The RTA identified improved designs for road and bridge structures that allow fish and fauna passage on the Pacific Highway. Learning workshops were organised at Grafton and Newcastle in November 2003 to communicate the new information to staff. The four-hour workshops included presenters from the RTA, NSW Fisheries and DEC (Parks Division).

### Nestbox guide

A guide on the design, construction and placement of fauna nest boxes was compiled. Nest boxes are often used when habitat trees are unavoidably removed in road construction projects.

### Threatened species

The RTA contributed to a number of Threatened Species Recovery Plans. See **appendix 3** for full details.

As part of the Brunswick Heads to Yelgun Pacific Highway Upgrade project, the RTA committed \$15,000 in 2002-03 to the development of the draft recovery plans for Green-leaved Rose Walnut (*Endiandra muelleri subsp bracteate*), Rusty Rose Walnut (*Endiandra hayesii*) and Crystal Creek Walnut (*Endiandra floydii*). The draft recovery plans were finalised and placed on public exhibition by DEC between 14 April 2004 and 26 May 2004.

The RTA also contributed to the recovery of the following three

## PERFORMANCE IN DETAIL

threatened species:

***Eleocharis tetraquetra***

**(Square Stemmed Spike Rush)**

In accordance with the required actions of the recovery plan for this species, the RTA undertook a cycle of field maintenance of weeds.

***Grevillea Caley***

Recent proposed projects within the vicinity of the *Grevillea caley* have been redesigned to ensure no impact on the plants occurs. The RTA continues its involvement on the DEC species recovery team.

***Darwinia biflora***

*Darwinia biflora* is protected within the F3 road corridor and is secured from RTA activities.

Advice was being provided on the draft recovery plan for the Squirrel Glider (*Petaurus norfolcensis*) in the Wagga Wagga Local Government Area.

The monitoring program continued for Green and Golden Bell Frogs along the M5 East Freeway. The two frog ponds constructed at the Marsh Street Wetland and the Kogarah Golf Course in 2000 had become fully vegetated. To facilitate breeding, in early 2004 volunteers helped modify the pond environment resulting in breeding shortly afterwards. In addition to disturbing the vegetation in the pond, a grassed strip was mown around the perimeter of the ponds (this proved a great help in catching frogs during the monitoring sessions). Juvenile frogs were present in the ponds from December 2003 through to April 2004.

**Translocation of threatened species**

The need to relocate (translocate) a number of threatened plant species was identified on the Brunswick Heads to Yelgun Pacific Highway Upgrade project. The translocations have been carried out in accordance with a Translocation Management Plan. The species were relocated to an RTA property which was purchased as compensatory habitat. Recent monitoring noted that a number of the relocated plants were already exhibiting new growth.

**Biodiversity offsets**

In 2003-04 the RTA purchased compensatory habitat on a number of projects including land acquired for the Brunswick Heads to Yelgun project on the Pacific Highway Upgrade, Charlestown Bypass, the Westlink M7 and the Bangor Bypass.

The RTA initiated a working party with DIPNR and DEC to examine ways to improve the determination of biodiversity offsets for residual impacts of road projects on key habitat.

**Vegetation management**

The RTA has a number of policies relating to vegetation management in the road corridor. The implementation of policy, practices and procedures includes revegetation, bush regeneration and relocation of vegetation. The RTA is finalising Corridor Environmental Management Plans that identify environmental values along all roads under its control.

At Soldiers Pinch on the Great Western Highway, 35,000 seedlings

were grown from local seed that was collected by the Blue Mountains Wildplant Rescue Service and the Blue Mountains Conservation Society. Aside from some planting of *Lomandra sp.* in the median, all landscaping and revegetation works along the highway upgrade used plants grown from this collected seed.

A bush regeneration program was underway on the remnant Cooks River Clay Plain Scrub Forest at Beverly Grove, as part of compensation related to the M5 East Freeway. The National Trust has a five-year, \$110,000 contract to implement a bush regeneration plan. The aims are to protect and manage the fragmented remnants of the native forest, consolidate fragmented remnants into larger more sustainable areas and enhance the habitat for native fauna. The plan will encourage natural regeneration by controlling and reducing weeds, and regenerating areas of low potential for natural regeneration.

The RTA secured a joint grant with DEC, the Rail Infrastructure Corporation and Hornsby Council to regenerate bush within the transport corridors at Mt Colah.

**RTA-funded biodiversity research**

The RTA funded a range of studies in 2003-04 including:

- The second stage of a three-year postgraduate study with the Australian Catholic University, with field trials of the preferred product – the odor repellent Plant Plus – in the Grafton area. The study is assessing the usefulness of such repellents in managing vehicle collisions with wildlife.
- A University of Western Sydney study into the cost-effectiveness of introducing light and moisture below bridges and the impact of this on vegetation and invertebrates.
- An investigation into the suitability of using compost derived from organic materials, such as garden waste from the Sydney region, instead of woodchips on roadside landscaping.
- The University of Western Sydney completed its pre-construction investigation into the impact of bridges on estuarine habitats, including saltmarshes and mangroves. In 2004-05 the university will commence post construction monitoring.
- Koala research project (see section above).

**Roadside environment**

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

Key achievements included the following.

- The REC carried out five training courses and assisted private providers to supply a further 19. The REC convened workshops in Coffs Harbour, Ballina, Moree, Deniliquin, Kiama, Parkes and Mudgee. The REC executive officer attended roadside training in Tasmania and visited a range of linear reserves under different protection regimes in Tasmania and Queensland.
- Six grants covering 22 councils were provided as encouragement funding to assist with linear reserve assessment and planning.

## PERFORMANCE IN DETAIL

- 120 'Significant Roadside Area' signs were distributed, after a rigorous vetting process to ensure the quality of linear reserves protected by the signage.
- The REC advanced its role in the NSW Litter Advisory Group, maintaining the EPA grants scheme and research focus on roadside litter management.
- The REC presented formally to the Local Government Roads and Transport Committee and to the NSW Weeds Advisory Committee. These presentations were followed by joint applications to the Premier and Minister for Agriculture for prioritisation of weed funding.
- The REC developed a standard information bulletin format: the first in the series, *Weeds on Roadsides*, was distributed in May 2004.
- General enquiries for REC assistance have risen steadily.
- The REC funded a detailed study on the Strategic Management of Travelling Stock Reserves for Conservation.
- The REC assisted the development of projects with Landcare Australia (Australia Post sponsorship of roadside rest areas) and Environment Australia/Greening Australia (botanical and environmental signage on linear reserves – 'Enviomark').
- The REC presented detailed linear reserve planning material to the newly formed Catchment Management Authorities and has set up briefing teams for each catchment.
- The REC resolved issues relating to clearing under power lines and model rail corridors and provided a detailed response to the 2003 rail discussion paper.

The NRMA joined the committee and the committee has become more involved with the Australian Network for Plant Conservation.

## CONTAMINATED LAND MANAGEMENT

The RTA has continued to utilise its Panel of Consultants for Contaminated Site Assessment and Management Services to provide high quality technical advice to staff. The panel was utilised in the management of contaminated sites that may be acquired or divested and in the management of RTA fixed sites. The work guides site management and ensures RTA divestment properties are suitable for their intended zoned land-use prior to sale.

Eleven RTA sites were remediated and validated to their zoned land use during the year at a cost of \$725,000. The sites included operational sites and surplus sites for divestment. Contamination investigations were undertaken on other sites for acquisition and divestment where required. For further information, refer to the RTA's Annual Environment Report.

### Timber Bridge Contamination Guidelines

The RTA has developed considerable expertise in assessing and managing timber bridge contamination over the past two years, through a project-by-project approach. The RTA is transferring this knowledge into formal guidelines to provide a more systematic approach to timber bridge contamination management.

The guidelines will assist project managers, environmental staff and contractors to identify and manage contamination issues in the most cost-effective manner, while satisfying legal requirements, limiting long-term liability, and promoting responsible reuses of timbers and soils where appropriate. The development of the guidelines is being directed by a workshop of key RTA stakeholders held in May 2004.

## GOVERNMENT ENERGY MANAGEMENT POLICY (GEMP)

The GEMP commits NSW public sector agencies to achieve and sustain reduced greenhouse gas emissions and significant energy cost savings. This commitment extends to all aspects of 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 from 101,319 gigajoules in 1995-96 to 77,491 gigajoules in 2002-03 – a 23.5 per cent reduction. (A gigajoule is a unit of energy that is relevant to both natural gas and electricity, which are both used in RTA buildings.)

The RTA aims to achieve the GEMP's 25 per cent reduction target by 2005-06 and implemented the following key measures during 2003-04:

- Finalisation of energy audit reports for 15 of the RTA's largest building sites, which account for approximately 40 per cent of the RTA's total building energy use.
- Trialing of Energy Star features on a limited number of desktop computers to assess the feasibility of an RTA-wide roll-out. (Energy Star is an international standard for power-saving on electronic equipment and includes measures such as switching off the monitor and/or hibernating the system after a set period of inactivity.)
- A decision has been made to replace old cathode ray tube (CRT) computer monitors with more energy efficient TFT panel monitors when the CRT monitor leases expire within the next two years. These new monitors will be more durable and will reduce monitor energy consumption by 60 per cent.

Other key measures taken during 2003-04 to reduce overall energy consumption and/or greenhouse gas emissions include:

- Purchase of 6 per cent Green Power for traffic signals commencing August 2003.
- Increasing the RTA fleet of petrol-electric hybrid vehicles to 21.
- Submission to NSW Treasury for pre-approval to fund an \$18 million project to migrate older incandescent traffic signal technology to modern and more energy efficient Light Emitting Diode (LED) technology – expected to offer significant operational cost and greenhouse gas savings.

The RTA monitors its 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

## PERFORMANCE IN DETAIL

Sustainability. A summary of the 2003-04 GEMP report findings will be provided to the public in the *2004 RTA Environment Report*. This will include a revision to previous years' data, based on improved data collection processes and more accurate categorisation of properties.

## GREENHOUSE

### Greenhouse Gas Reduction Plan

A greenhouse gas inventory was compiled in 2002-03 to identify the major sources of RTA emissions. In response to these findings, a working committee was established to identify strategies and incentives to reduce emissions. An example is the implementation of LED technology in new traffic signals. LED technology provides an 80 per cent reduction in energy use, compared to older incandescent traffic signal technology.

The working committee aims to coordinate the identification of abatement measures. Another priority of the working committee is to investigate ways to expand the scope for subsequent greenhouse gas inventories. A feasibility study is underway to identify options to reduce energy usage from construction and maintenance projects.

The RTA is actively assisting in the development of the NSW Greenhouse Strategy facilitated by the NSW Greenhouse Office. Once the strategy has been developed, the RTA will develop a Greenhouse Gas Reduction Plan that supports the directions and initiatives of the strategy.

### Climate change

The RTA is in the process of identifying strategic steps for the inclusion of 'climate change' adaptation in core business activities.

### Greenhouse Gas Assessment Tool

A draft Greenhouse Gas assessment tool is being developed to enable greenhouse gas emissions to be evaluated for some road projects. The tool will complement existing methods used as part of the EIA process.

### NSW Greenhouse Strategy

The NSW Greenhouse Office is in the process of compiling the NSW Greenhouse Strategy, which is due for release in October 2004. The RTA has had several levels of input into the development of the strategy, particularly relating to transport strategies. The RTA's pedestrian, bicycle and teleworking programs have provided examples of good practice that minimise greenhouse gas emissions.

## HERITAGE

### Conservation Management Plans

Draft versions of 28 Conservation Management Plans for timber truss bridges listed on the State Heritage Register remain in preparation due to new challenges being faced in management of those bridges. The CMPs will reflect the agreed changes to be made to the bridges across relevant government agencies.

### RTA Heritage Guidelines

Version two of the guidelines was released on the RTA intranet and will also be made available on the internet. It includes updated information for staff on recent changes to the *Heritage Act*, the new Commonwealth heritage regime, provision of a position paper on the effective use of ground penetrating radar, development and application of movable heritage policy and procedures for the recording and care of those items, and incorporation of an interpretation strategy.

### RTA Heritage and Conservation Register

Phase one of studies to identify RTA heritage items across NSW were completed. Phase two studies were begun to fully assess the heritage significance of those items. The RTA is on target to complete its register by the due date of November 2004.

A study to examine the heritage significance of pre-1948 concrete slab and arch bridges controlled by the RTA was completed for entry to the register. A new study to examine pre-1948 concrete beam bridges in the southern half of NSW was commenced.

At the end of 2003-04, there were 291 items on the Heritage and Conservation Register (see **appendix 2** for details).

### National Trust Heritage Festival

The RTA participated in the National Trust Heritage Festival 2004, including providing a plaque for the Swan Hill Bridge, in partnership with Engineers Australia. The latest in a series of eight self-guided tour brochures was released: *Bridging the Murray River, Albury to Swan Hill Regions*.

### State Heritage Register

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

- Beantree Bridge over the Richmond River at Wiangaree, Shire of Kyogle (Register No.4300168) - replaced by a new bridge.
- Redbournberry Bridge over the Hunter River, Singleton Shire (Register No. 4301690) – timber approach spans to be removed.

### Oral history program

Oral history work was completed on the planning and community consultation phases of the Lawrence Hargrave Drive reconstruction project. Work will continue during the construction phase.

An oral history on pavement recycling and stabilisation was completed.

### Aboriginal culture and heritage

All work met National Parks and Wildlife guidelines for the protection and salvage of Aboriginal culture and heritage.

The RTA is drafting protocols in liaison and archaeology for dealing with Aboriginal culture and heritage issues. These protocols will provide a systematic approach for project managers and archaeologists and will form part of the Aboriginal Heritage Guidelines.

## PERFORMANCE IN DETAIL

### NOISE

#### Northern Pacific Highway Noise Taskforce

In August 2003 the Northern Pacific Highway Noise Taskforce reported its findings, strategies and recommendations to the Minister for Roads. In September 2003, the Minister responded with an \$18 million package of noise mitigation works. The works will be completed over the next two years and include:

- More than \$9 million for construction of noise walls and architectural treatment of homes at Tweed Heads.
- \$4 million for construction and extension of noise walls and architectural treatment of homes at Ewingsdale and trialling of an 80km/h limit for heavy vehicles on St Helena Hill.
- \$2.5 million for road resurfacing at Sapphire/Korora/Kororo.
- \$1.25 million for architectural treatment of homes and investigations into noise treatments for the heavy vehicle rest area between Yelgun and Chinderah.
- \$660,000 for investigations and implementation of appropriate noise treatments for the Sunnycrest Lane Rest Area near Bangalow, Newrybar/Knockrow/Tintenbar and Ewingsdale to Tyagarah.
- \$600,000 for architectural treatment of homes at Tandy's Lane.

The RTA reconvened the taskforce for a final meeting in April 2004 to report on the implementation of the strategies and recommendations endorsed by the Minister. At that meeting a process was agreed for ongoing consultation with taskforce members and other interested community members. Regular updates on the implementation of noise mitigation measures continue to be provided to taskforce members.

#### Noise emission standards

The RTA, representing NSW on the Land Transport Environment Committee, strongly advocated tighter national vehicle noise standards. Tougher noise standards for new light and heavy vehicles have been gazetted and will take effect from 2005.

#### Heavy vehicle engine brake noise

The RTA contributed to the development of a regulatory framework by the National Transport Commission (NTC) to address the use of noisy engine brakes.

#### Heavy vehicle noise

The RTA continued to identify heavy vehicles with faulty mufflers at annual inspections and to ensure that these vehicles are repaired.

#### Light vehicle noise

The RTA continued to work with the NSW Police and DEC in campaigns targeting modified cars that may be noisy and potentially unsafe.

#### Noise Abatement Program

The RTA's Noise Abatement Program continued to alleviate high noise levels on State and Federal roads by providing noise

mitigation such as noise walls or mounds, acoustic treatment or low noise pavement.

During 2003-04, the RTA funded more than \$4.12 million in noise abatement for 186 houses on State Roads. Approximately \$770,000 was provided by the Federal Government for noise abatement on Federal projects. Additionally, the RTA spent \$1.67 million on the Pacific Highway Taskforce Noise Abatement Program.

### WASTE MINIMISATION

The NSW Government's Waste Reduction and Purchasing Policy (WRAPP) was instigated in 1997 to minimise waste generated across all Government sectors and help increase the market for materials containing recycled content. The RTA submitted its WRAPP Plan to the NSW EPA in 1998. The 2003-04 financial year was the third in which it was mandatory for the RTA to detail in the annual report its activities to implement its WRAPP Plan. This report is in **appendix 4**.

### WATER QUALITY

Management of water quality is required to meet environmental legislation and community expectations. Major water quality programs undertaken in the past year include the following:

#### The Blue Book Review

A new Volume 2 of 'Managing Urban Stormwater – Soils and Construction' (the Blue Book) is being developed which will provide guidance in erosion and sediment control for a range of development types and land uses other than urban development (urban development is the focus of Volume 1). The DEC has assumed responsibility for the coordination and publication of Volume 2, and will be the major funding partner for this project. The RTA will fund the development of the Road and Highway Construction section of the document.

The RTA is represented on the steering committee for the development of the Road and Highway Construction chapter. The development of the additional chapter provides road construction-specific guidance and principles that will be approved as the State-agreed position.

#### Stormwater Environment Improvement Program (SEIP)

The RTA supports local councils to prepare Stormwater Management Plans for each of the catchments, districts or local government areas within which the RTA has some responsibility for stormwater management. The RTA carries out activities and supports local council initiatives to improve water quality by removing potential pollutants nearest to the source and reviewing activities to reduce environmental impacts on stormwater. In 2003-04, the RTA spent \$995,000 on the SEIP, which involved projects varying from \$10,000 to \$100,000.

The RTA part-funds the projects with councils. Examples of projects funded in 2003-04 include:

- Lower Georges River Catchment, Hurstville Council.

A Gross Pollutant Trap (GPT) was installed at Jacques Ave, Peakhurst.

## PERFORMANCE IN DETAIL

- Upper Parramatta River Catchment, Holroyd Council. A litter boom and silt trap was installed along Greystanes Creek.
- Mid-Hawkesbury Nepean Catchment, Penrith Council. A GPT was installed in South Penrith.
- Lower Georges River Catchment, Kogarah Council. A Bangalong Litter Trap was fitted in Carss Bush Park.

#### Environmental specifications review

Revised RTA environmental protection specifications were released. These included new specifications for preparation of Soil and Water Management Plans and Erosion and Sedimentation Plans. Best practice notes have been completed that support the new specifications and provide ease of interpretation for RTA staff and contractors. A seminar series was held around the State to educate RTA staff on the environmental specification requirements.

#### Environmental improvement program

Environmental improvement works at 15 operational sites (mainly depots) were undertaken during the year, including improvements to vehicle washbays, material storage facilities and stormwater drainage systems. The total cost of the works was \$1 million, with major expenditure on stormwater drainage works at depot sites in environmentally-sensitive surroundings. Stormwater treatment works were installed at Bellambi Works Centre, Tamworth Depot and Enfield Depot.

#### FUTURE CHALLENGES

- Increase recycled content within material purchases and find high-value reuses for excess materials resulting from construction and maintenance activities.
- Reduce the environmental impact of office purchasing and waste management.
- Improve data collection for the RTA's Waste Reduction and Purchasing Policy.
- Develop and implement appropriate environmental performance measures for the organisation.
- Improve contractor briefs for environmental studies.
- Examine if existing pro formas for Reviews of Environmental Factors remain appropriate.
- Improve fire management and related biodiversity impacts on roadsides.
- Improve cost-effectiveness of fauna protection measures.
- Establish more efficient methods to provide for biodiversity offsets in relation to new roads.
- Complete a Memorandum of Understanding between the RTA and the Heritage Office and seek delegated powers under the *Heritage Act 1977*.
- Complete the RTA Heritage and Conservation Register.
- Finalise the revised RTA Heritage Strategic Plan.
- Ongoing implementation of the M5 East Air Quality Management Plan strategies.
- Further develop and implement programs to reduce noise, noxious emissions and greenhouse emissions from vehicles.
- Increase awareness and management of greenhouse gas emissions.
- Improve management of investigation of potential archaeological deposits.
- Complete the Sustainability Action Plan.
- Better address Aboriginal cultural and heritage issues with road and bridge projects.

STRATEGIC OUTCOME // ENSURE FUNDS ARE USED EFFECTIVELY TO ACHIEVE COMMUNITY OUTCOMES.

## PERFORMANCE SUMMARY

STRATEGIC OUTCOME	MEASURE OF SUCCESS	PERFORMANCE AGAINST THIS MEASURE IN 2003-04
Ensure funds are used effectively to achieve community outcomes.	Reduced costs for Business Support Services.	Business Services Group, which provides shared services throughout the RTA, rated highly in Payroll Benchmarking with other NSW Government agencies, using global data for private and public sector organisations. A Procurement Benchmarking Study has shown where improvements can be made; policies and procedures have been put in place to achieve them.
	RTA Operations will continue to demonstrate competitiveness by winning work from external and internal clients and meeting financial targets (eg Road Services will offer a rebate model to internal clients based on turnover).	RTA Operations exceeded the specified corporate return by more than \$16 million and earned some \$34 million from external clients. No quarterly rebates were paid to internal clients during the year as the average monthly income to the end of March 2004 was less than that required to trigger a rebate.

## PERFORMANCE IN DETAIL

**BUSINESS IMPROVEMENT AND PRODUCTIVITY SAVINGS****Business support services**

The shared business support services provided to the RTA by its Business Services Group continued to realise operational savings, allowing funds to be returned to core RTA programs. These services include payroll processing, accounts payable, injury management, financial administration, fleet management, building management, procurement and project-based services.

The Business Services Group's performance in a Payroll Benchmarking project, conducted with the NSW Department of Commerce, and a Procurement Benchmarking project, conducted with Price Waterhouse Coopers, indicated that careful management of shared services resources is reducing operational costs and allowing funding to be redirected to core RTA projects. The RTA was rated highly for payroll processing against global benchmarks covering private and public organisations. Policies and procedures have been developed from the procurement benchmarking to allow savings to be realised.

Injury Management Services within the RTA continued to achieve savings through judicious management of workers compensation claims, resulting in workers compensation insurance rebates and 'return to work' cases, which reduce costs through rehabilitating employees more efficiently.

**Imaging and Intelligent Character Recognition**

Imaging and Intelligent Character Recognition (ICR) technology, piloted in October 2003 on Accounts Payable and Wages Timesheet processing, has returned ongoing savings of \$600,000 so far (ie a permanent reduction in costs). Wider implementation promises to provide further savings, especially as the technology is applied to other applications.

**Strategic procurement**

A strategic procurement project, starting in October 2003, has indicated areas where ongoing savings of more than \$10 million can be realised. These areas include IT Desktop; professional services and skill hire; copiers, printers, facsimile machines; stores and inventory and air travel. Business processes are being changed to capture the savings so that they can be redirected to core RTA programs.

**Electronic service delivery**

The RTA has focused on delivering services to customers via the RTA website. Popular services available through the website are in the table below.

**TABLE 05: ONLINE SERVICES**

Service	User p/month
Traffic Cameras	300,000
Driver Knowledge Test Demonstration	350,000
Demerit and Registration inquiries	15,000
Registration of light vehicles	14,000
Pink slips	40,000

**RTA intranet**

The RTA's intranet site was redeveloped this year. The new site provides an efficient and effective vehicle to communicate with RTA staff. In conjunction with the intranet, a new content management system was introduced which enables self-publishing by the RTA's business units.

**Move to open source**

This year saw the first move to implement open source products. The use of open source products is part of the drive to reduce software licensing costs. The open source product, Star Office, was introduced to motor registries. This product includes word processing, spreadsheet and presentation applications.

**PROJECT MANAGEMENT AND DELIVERY**

The RTA's Client Services Directorate manages complex projects with the primary aim of delivering value for money. Core programs of network development, infrastructure maintenance, road safety and traffic management amounting to \$1.9 billion were delivered in 2003-04.

During 2003-04, the directorate focused on a range of measures aimed at improving the efficiency and effectiveness of project delivery. These covered the following areas:

- Technology upgrade
- Use of improved materials
- Process re-engineering
- Enhanced commercial practices

## PERFORMANCE IN DETAIL

Key measures included:

- Improvement to the management of single invitation maintenance contracts (SIMC) with the development and implementation of training and assistance in the areas of OHS and environment and through the SIMC working party.
- Improvement to the efficient operation of the RTA's vehicular ferries by introduction of consistent Quality Assured contracts.
- Commencement of e-tendering on contracts, resulting in savings in printing and despatch costs.
- Value engineering of bridge structure foundations and construction through techniques such as:
  - Different piling regimes and improved design and construction techniques on Gerogery Bridge.
  - Use of two longitudinal halves instead of a sidetrack on Boggy Creek and Myall Hollow Creek.
- Pilot of electronic data management for field surveillance officers using Personal Digital Assistants (PDAs) and synchronised software with a potential saving of \$250,000 over three years.
- Increased opportunities for packaging of works, leading to savings in survey, design, contract management and geotechnical costs. Examples include design and construct contracts for bridges at Brewarrina, Dangar, Morongla, Biddon and Hodgkiss, integration of similar contracts into a single contract (Collins/Gunidgera/Myall/10 Mile/Boggy) and packaging of structural assessment and concept options for five remotely located bridge sites in western NSW.
- Sharing of optical fibre for transmission of data through an agreement between the RTA and Rail Infrastructure Corporation resulting in a long-term benefit of \$4.9 million over 10 years.
- Innovations in pavement design including the use of geotextile and fibredec seals to extend pavement life by an additional five years.
- Use of shuttle buggies for controlling temperatures on long haul asphalt works on the Hume Highway and Perisher Road leading to a 40 per cent increase in life expectancy.
- Continuous improvement in the quality of asphalt leading to a significant reduction in the amount of rework.
- Ongoing improvements in commercial processes (such as purchase order simplification in the Integrated Management System resulting in improved productivity through error reduction and time savings).

These and similar efforts have contributed to optimal utilisation of resources and improved delivery of project milestones, an important one being the six month early opening of traffic on the F3 widening project (Stage 2 – Jolls Bridge to Mount White).

### TARGETING SELF-DRIVE CAR RENTAL COMPANIES

The RTA continued to target car rental companies to ensure their vehicles are registered in NSW. At the end of June 2004, the enforcement crackdown had resulted in an additional 3400 or 37 per cent more rental vehicle registrations than at the same time the year before.

The registration revenue (registration fees and motor vehicle taxes) received from new rental vehicle registrations during the financial year was \$4.5 million or 66 per cent more than the previous year. This means more than \$1.8 million in previously lost registration charges has been recouped.

During that same period the revenue received from stamp duty was more than \$8.1 million, or 51 per cent more than the previous year, meaning more than \$2.7 million in previously lost revenue was recouped.

### MORE RIGOUR APPLIED TO TRADERS' PLATES

New style traders' plates were introduced in December 2003 to improve correct usage. These plates are used by the motor trader industry to attach to unregistered vehicles driven for demonstration purposes, or when moving vehicles from one dealership or repair shop to another. There is also a centralised approval process at the Campbelltown motor registry.

### RTA OPERATIONS

The RTA's service delivery arm, RTA Operations, was formed on 1 July 1999. It offers products and services to the RTA and external clients. RTA Operations is managed under commercial principles and is required to generate income and be competitive in the private sector environment.

It exceeded its specified corporate return for 2003-04 by \$16.5 million. A total of \$33.7 million was earned from external clients. A rebate model, based on turnover, was offered to internal clients for 2003-04 but no quarterly rebates were paid as the average monthly income to the end of March 2004 was less than that required to trigger a rebate. Road Services earned \$23.1 million from external clients during 2003-04. This was an increase of \$1 million from the previous year but less than targeted due mostly to another busy year with internal RTA clients reducing its capacity to take on external work, particularly in the latter part of the year. Meeting the needs of RTA clients is the top priority for RTA Operations and, while total external income earned in 2004-05 is expected to grow to about \$43 million, it will be a challenge for Road Services to meet its \$32 million external income target for 2004-05, given the projected continuing strong demand from internal RTA clients.

### FUTURE CHALLENGES

- Increasing customer service levels while reducing shared services costs.
- Developing and changing staff skills and culture as technology and business demands shift.
- RTA Operations to continue to meet the needs of internal RTA clients, while increasing external work won.

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**Customer Service/Motor Registries**

For information on vehicle registrations, drivers' licences, motor registry locations and opening hours call 13 22 13 from anywhere in NSW.

**Monday-Friday 8.30am-5pm**

**Saturday 8.30am-12pm**

For corporate and regional offices call 131 782 from anywhere in NSW.

**Monday-Friday 8am-5.30pm**

**Transport Management Centre**

25 Garden St

Eveleigh 1430

PO Box 1625

Strawberry Hills 2012

**Telephone** 02 8396 1400

**Fax** 02 8396 1425

**Monday-Friday 8am-5pm**

To report traffic incidents

131700 (24 hours)

Traffic inquiries 132 701 (24 hours)

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**Telephone** 131 782

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31 Victoria St

Grafton 2460

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**Fax** 02 6640 1301

**Monday-Friday 8.30am-5pm**

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PO Box 477

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**South West region**

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Wagga Wagga 2650

PO Box 484

DX 5407 Wagga Wagga

**Telephone** 131 782

**Fax** 02 6938 1183

**Monday-Friday 8.30am-5pm**

**Western region**

51-55 Currajong St

Parkes 2870

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DX 520256 Parkes

**Telephone** 131 782

**Fax** 02 6861 1414

**Monday-Friday 8.30am-5pm**

**Pacific Highway Office**

21 Prince St

Grafton 2460

PO Box 546

DX 7610 Grafton

**Telephone** 1800 653 092

**Fax** 02 6640 1001

**Monday-Friday 8.30am-5pm**

[www.rta.nsw.gov.au](http://www.rta.nsw.gov.au)