

Section 2

# Chief Executive message

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The past financial year was one of significant achievement for Roads and Maritime. We implemented a substantial organisational reform program to drive greater operational and service capabilities to deliver on our purpose – to enable safe and efficient journeys throughout New South Wales.

These changes have delivered significant cost savings and efficiencies, as well as major state-shaping infrastructure. They have also revamped the way we serve our customers and engage with the community and other stakeholders.

We worked with Transport for NSW to deliver on our shared commitments to meet the increased demand and need for continued growth on our road, rail, bus and ferry networks.

A key focus for us has been to challenge the way we do things and how we deliver services at lower cost with greater innovation while continuing to deliver a record \$3 billion capital work program. Our success in these endeavours included savings of around \$245 million, delivering revenue that exceeded our target.

Another outcome was the successful introduction of contestability in road maintenance across Sydney, that has seen us form stronger partnerships with the private sector in delivering key services for New South Wales. In addition, we have been working with our colleagues across government to transition motor registries and some maritime services to Service NSW.

## Key achievements in 2013–14 include:

Delivering a \$3 billion capital program of work including major state-shaping projects:

- The opening of the \$1.7 billion, 40 kilometre Hunter Expressway, linking Newcastle with the greater Hunter region.
- Finalisation of the Hume Highway duplication, completing a minimum four-lane highway for more than 800 kilometres between Melbourne and Sydney.

- Ongoing delivery of the Pacific Highway upgrade program, which spans 670 kilometres, with the opening of the Woolgoolga bypass and the Herons Creek to Stills Road and Devils Pulpit upgrades.
- Starting planning work for WestConnex, a 33 kilometre motorway that will link Sydney's west and south west with the city, airport and Port Botany, including the establishment of the WestConnex Delivery Authority in November 2013.
- Supporting the NorthConnex proposal for twin nine kilometre tunnels under Pennant Hills Road.
- Opened Erskine Park Link Road to traffic, providing a vital link between the NSW Government's Western Sydney Employment Area and the M4 and M7 Motorways.
- Continued delivery of the Commuter Wharf Upgrade program, with construction completing at Drummoyne and Mosman Bay ferry wharf upgrades and planning or construction starting for Balmain East, Sydney Olympic Park, Cremorne Point, Pyrmont Bay and McMahons Point wharves, improving Sydney's ferry service for passengers.

Engaging and interacting with more road users by:

- Supporting 15.9 million motor registry transactions, 12 million online customer visits and more than 3 million customer calls.
- Participating in more than 930 community and stakeholder meetings.
- Completing 26 million motor vehicle transactions to 5.14 million licence holders and 661,784 marine licence transactions for nearly half a million boat licence holders.

As an agency responsible for enabling safe and efficient journeys throughout NSW, we will continually evolve the road and waterway networks to meet the current and future needs and expectations of the people that rely on them. We will ensure the efficient performance of the NSW road freight network, which has a direct bearing on the competitiveness and productivity of our State and the rest of the eastern seaboard of Australia.

During 2014–15 the agency will deliver the NSW Government's record investment in public infrastructure and significant service improvements for NSW residents, businesses and visitors. We are well positioned with our new operating model, and various alliances, to deliver these projects and optimise our road and waterway networks in the year ahead.

Finally, I'd like to acknowledge the hard work and commitment to excellence demonstrated by Roads and Maritime's staff across NSW, all of whom contributed to the achievements outlined in this report. Every journey matters and their professional approach and dedication to enabling safe and efficient journeys for the people of NSW has put us in a strong position to deliver more positive outcomes in 2014–15.

A handwritten signature in black ink, appearing to read 'P. Duncan', with a long horizontal flourish extending to the right.

**Peter Duncan AM**  
**Chief Executive**