



Annual Report

2002



Letter to the Minister

The Honourable Carl Scully, MP
Minister for Transport
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 2002. It has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983*.

Yours sincerely,



Paul Forward
Chief Executive



Cover photographs – Anti-clockwise from top left: RTA staff, Lakshmy Mulavana, Steve Mead and Catherine Parker.

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Towards triple bottom line reporting

This annual report marks a new step for the RTA. For the first time, the RTA has adopted 'triple bottom line' reporting principles. This means you won't just find financial performance information and a list of our achievements here. This document reports on the three 'bottom lines' of importance to the community – the economic, social and environmental sustainability of the RTA's performance. Each chapter contains a section on 'sustainability' summarising key points relating to the triple bottom line. However, further details are contained throughout the report.

The RTA's reporting will become more sophisticated and comprehensive in the coming years, ensuring that the community can effectively assess contributions across all the measures that are important.

The RTA strives to be a leader in environmental and social performance in the course of providing the services and facilities required by the people of New South Wales. The RTA is the only road agency in Australia to prepare an annual report on environmental performance. The annual environment report is not a statutory requirement but reflects the RTA's commitment to being at the forefront of environmental practice.

This annual report is a new step in striving for best practice. The new reporting approach is supported by the implementation of sustainable practices across the vast range of RTA activities.



About the RTA

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:

- Providing road planning, construction and maintenance solutions for the NSW community, with an emphasis on meeting community, environmental, regulatory and economic needs.
- Improving road safety, through better road user behaviour, vehicles and roads to save lives and reduce injuries.
- Managing the use of the road network to achieve consistent travel times, particularly during peak periods, by reducing congestion and delays and helping the community use the road system more effectively.
- Testing and licensing drivers, and registering and inspecting vehicles.

In delivering and managing a safe, reliable and efficient road network, the RTA consults with the community and coordinates with other transport and planning agencies to develop the most effective transport system to meet the needs of the people of NSW and contribute to the State's continued economic development in an environmentally responsible manner.

The RTA continues to foster the technical expertise and professionalism of staff.

The RTA manages the operation, maintenance and enhancement of 17,670km of State Roads, including 3106km 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 18,488km of Regional Roads and, to a limited extent, Local Roads, through funding and other support.

Roads in which the RTA has an interest include 4588 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 \$50 billion, including the value of land under roads. Property, plant, equipment, private sector provided infrastructure and other non-current assets are valued at \$3.8 billion.

Funding

Annual funding for the Roads Program is about \$2.5 billion, including State and Commonwealth contributions and road user charges.

Our people

The RTA employs about 6400 staff in more than 200 offices throughout NSW, including 130 Motor Registries.

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 4.2 million drivers and owners of 4.5 million vehicles in NSW generate about 380,000 road-related transactions and 60,000 phone calls a week.

Vision, mission and priorities

Our vision

A continually improving and increasingly safe roads and traffic system, meeting community, environmental and economic needs, as a key part of transport in New South Wales.

Our mission

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

- Maintaining a strong customer focus.
- Working with innovation, openness and integrity.
- Achieving value for money.
- Being environmentally responsible.

Government priorities for the RTA

Meeting transport needs

- Manage and develop the State Road network and its use in a way that balances the needs of public transport passengers, bicycle riders, pedestrians, motorists and commercial operators.
- Develop and maintain efficient and reliable passenger and freight transport corridors between regional centres, capital cities and ports.
- Serve regional and rural communities by improving the country road network and effective access to services.
- Maintain roads and bridges to ensure reliability, safety and retained value.
- Continuously improve road safety on NSW roads.
- Provide leadership in national land transport reform to deliver efficiency, productivity and safety benefits to NSW.
- Provide fair and consistent licence and registration administration to promote responsible road use.
- Implement *Action for Transport 2010* in partnership with other transport agencies.

Meeting customers' needs

- Facilitate ease of access to RTA's essential customer services by providing a range of outlets, including via the Internet.
- Improve incident response and provide timely, quality road and traffic information through the Transport Management Centre. Continue to develop a customer focus in all areas of traffic management, registry services and community consultation.

Protecting and enhancing the environment

- Minimise impacts on the natural and built environment from road use and RTA activities.
- Working with other agencies, move towards a more sustainable transport system.

Providing best value for money

- Actively pursue the best value for money in the performance of activities and the delivery of services.

RTA strategic plan

The Journey Ahead is the RTA's strategic plan, which builds on the organisation's achievements and outlines the vision for the future. It sets out direction and priorities, and reflects the initiatives and challenges of implementing the NSW Government's *Action for Transport 2010 – An Integrated Transport Plan for NSW*.

This annual report includes information on the RTA's performance and achievements against *The Journey Ahead*, its objectives, initiatives and performance measures.

Corporate governance

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.

Code of Conduct and Ethics

The RTA's Code of Conduct and Ethics details the standards and values the organisation will apply in relationships with customers, contractors, employees and the community. This code is reviewed regularly and enhanced to ensure it provides practical assistance to staff on standards of behaviour and in solving ethical issues.

The RTA has issued an update of its *Statement of Business Ethics* that sets out the appropriate standards for doing business between the RTA and the private sector. It provides guidelines on what to expect from the RTA and explains the mutual obligations, roles and constraints of all parties.

Corporate structure

The Chief Executive is responsible and accountable to the Minister for Roads and Parliament for the RTA's overall performance and ensuring that the RTA performs in a manner consistent with legislative compliance and best practice principles. Senior management, advisory bodies and committees assist the Chief Executive with his duties. This structure supports effective corporate governance of the organisation.

Audit committee

The Audit 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 financial control and reporting systems. It also reviews the authority's year end financial statements.

Strategic and business planning

Corporate objectives and strategies are set by the Chief Executive and senior management to meet the NSW Government's priorities and the community's road-based transport needs. The RTA's Strategic Plan – *The Journey Ahead* – sets out the organisation's vision, mission and key priorities. It also provides an integrated planning approach to transport through the inclusion of strategies linked to the NSW Government's *Action for Transport 2010 – An Integrated Transport Plan for NSW*. *The Journey Ahead* is supported by five-year strategic and business plans that are reviewed annually. Progress is monitored and reported against these plans and against community outcomes. Strategic management and planning is a cyclic process involving analysis of internal and external environments, strategic development and planning, service delivery and performance monitoring and evaluation.

Corporate card and purchasing card

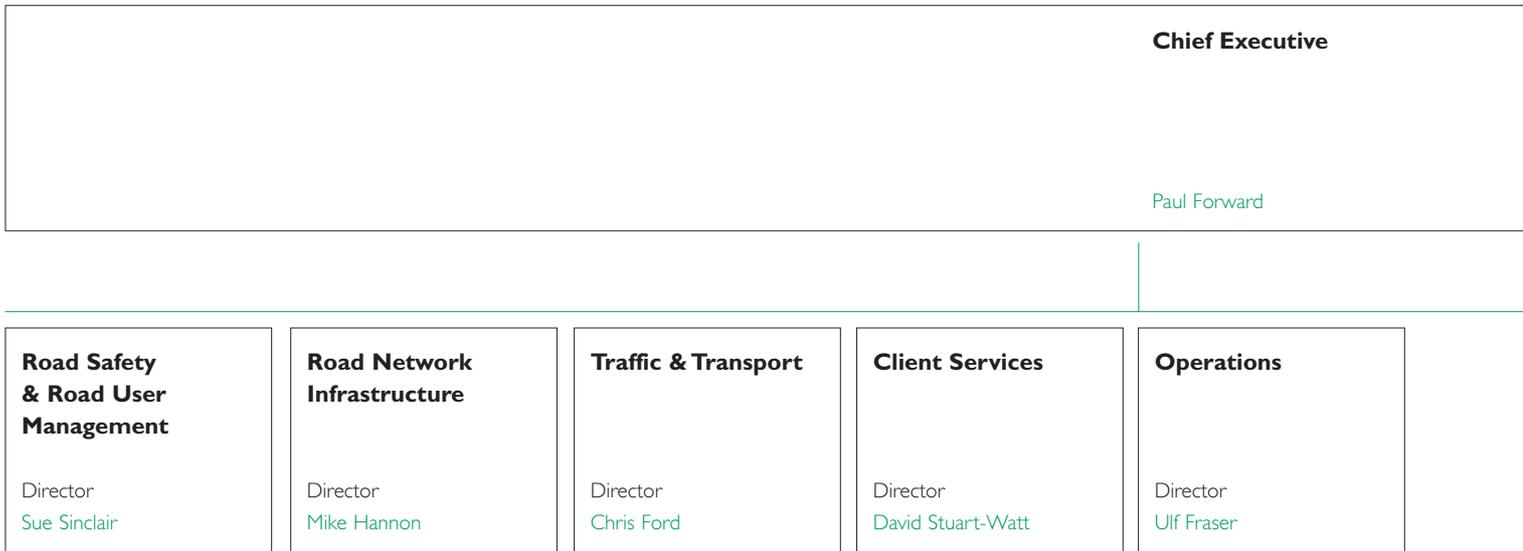
The introduction and use of corporate credit and purchasing cards throughout the RTA has been in accordance with the Premier's memorandum and the Treasurer's Directions.

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.

Management structure



CLIENT

PURCHASER

PROVIDER

Road Safety and Road User Management

- Reduce road trauma
- Assess and license drivers and motorcyclists
- Educate road users
- Assess and register vehicles
- Maintain vehicle standards
- Maintain high standard of customer service
- Implement national transport reforms

Road Network Infrastructure

- Maintain State Roads and bridges
- Develop the State Road network
- Contribute to integrated transport planning
- Manage National Highway and the Roads of National Importance

Traffic & Transport

- Improve the operational performance of the road network
- Manage incidents
- Plan and organise public transport infrastructure improvements
- Improve pedestrian and cyclist facilities
- Maintain traffic facility assets

Client Services

- Manage the provision and procurement of road infrastructure services to ensure best value for money
- Provide professional advice in the development and delivery of integrated road transport solutions
- Ensure consistency of practice across the State and integration of Local Government and community needs

Operations

- Provide comprehensive road, bridge, traffic, and driver and vehicle services across NSW
- Act as the RTA's principal service provider and deliver services to agreed levels of time, cost and quality on a commercial basis

Environment & Community Policy

General Manager
Jay Stricker

Finance

Director
Brett Skinner

Corporate Services

Director
Rod Tout

Communications & Corporate Relations

Director
Paul Willoughby

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 the 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 to the RTA
- Lead corporate strategic 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 RTA core programs
- 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 and Community Policy

- Develop the RTA's environmental management system and community consultation processes
- Provide policy advice and guidance on various environmental and planning issues
- Ensure comprehensive environmental impact assessment, community consultation, environmental management and compliance across the RTA

The Executive team



Paul Forward – Chief Executive

Paul Forward began his career as a lecturer in economics at the University of NSW and has degrees in economics and town planning. He joined the NSW public sector in 1980, holding senior management positions in the Department of Industrial Development and at the Sydney Water Board.

In 1989 he joined Coopers and Lybrand Consultants as an Associate Director and conducted consulting assignments in strategic planning and marketing for public and private sector clients. In 1992 he was appointed Director, Corporate Planning, at the Water Board. He joined the RTA in February 1995 as Director, Road Network Infrastructure, and was responsible for the Network Development Program and the Infrastructure Maintenance Program. Paul was appointed Acting Chief Executive in May 1999 and Chief Executive in December 1999.

Jay Stricker – General Manager, Environment and Community Policy

Jay Stricker is an ecologist and environmental strategist with more than 25 years' experience in the management of a broad range of environmental issues spanning air quality, stormwater management, road traffic noise, biodiversity conservation, energy and waste management and indigenous and European heritage. Jay previously worked in the public sector at Sydney Water Corporation and The Australian Museum.

Mike Hannon – Director, Road Network Infrastructure

Mike Hannon is a civil engineer with over 30 years' experience in the NSW Public Service. Mike began work with the Public Works Department and in 1989 was appointed Regional Manager Metropolitan North and subsequently Deputy Director Regional Operations. A range of subsequent senior appointments included Chair of the Construction Policy Steering Committee, responsible for implementing the recommendations of the Royal Commission into Productivity in the Building Industry. He was involved in major projects such as the Walsh Bay Redevelopment, the Conservatorium of Music, Hunter Sewerage Scheme and Wharves 9 and 10, Darling Harbour. Mike was seconded to the RTA in 1999 and subsequently appointed Director, Road Network Infrastructure.

Rod Tout – Director, Corporate Services

Rod Tout has had broad management experience in seven very different government organisations at State and Federal level, including a central agency, a commercialised business agency, the Judiciary and direct service-delivery agencies. Rod holds a Diploma in Public Administration, a Bachelor of Business and a Masters Degree in Law and Policy. He is a Fellow of the Australian Institute of Management and Justice of the Peace.

Ulf Fraser – Director, Operations

Ulf Fraser is a civil engineer by profession with over 35 years' experience in all aspects of the development and management of the NSW major roads and traffic system. He started his career with the then Department of Main Roads designing bridges before moving on to supervision of their construction and maintenance. His responsibilities were later broadened to include accountability for the contract management of all road and bridgeworks across the State. In 1987 Ulf was appointed Project Manager, Sydney Harbour Tunnel, and subsequently negotiated the first tollroad project in NSW – the M4 in Sydney. Ulf held several senior positions with the RTA before being appointed Director, Operations, in 1999.

- 01 Paul Forward – Chief Executive
- 02 Jay Stricker – General Manager, Environment and Community Policy
- 03 Mike Hannon – Director, Road Network Infrastructure
- 04 Rod Tout – Director, Corporate Services
- 05 Ulf Fraser – Director, Operations
- 06 David Stuart-Watt – Director, Client Services
- 07 Chris Ford – Director, Traffic and Transport
- 08 Paul Willoughby – Director, Communications and Corporate Relations
- 09 Sue Sinclair – Director, Road Safety and Road User Management
- 10 Brett Skinner – Director, Finance



David Stuart-Watt – Director, Client Services

David Stuart-Watt was educated in Australia and France and holds degrees in both engineering and management. David worked for 25 years in a variety of positions with the Department of Main Roads and then the RTA before joining Local Government in London, England. David was appointed back to the RTA as a Director in 1995 and has held his current position of Director, Client Services, since 1999.

Chris Ford – Director, Traffic and Transport

Chris Ford is an engineer with extensive experience in traffic management. He began his career with the Department of Motor Transport in 1966. He worked as a consultant engineer, a transportation specialist with the Planning and Environment Commission and a network manager with the Ministry of Transport, before joining the Traffic Authority in 1986. His long career with the RTA included appointments as the Manager of Development and Road Safety, Sydney Western Region, Manager, Network and Road Safety, Sydney Region, and Director of Road Safety and Traffic Management.

Paul Willoughby – Director, Communications and Corporate Relations

Paul Willoughby has spent more than 20 years involved in media and communications. He began his career as a journalist at the Adelaide Advertiser, working in the Federal Parliamentary Press Gallery before joining Government in 1990. Before joining the RTA, Paul was Director, Corporate Affairs at the Olympic Roads and Transport Authority (ORTA). He developed the successful media and communications strategy on transport for the Sydney 2000 Olympic and Paralympic Games. He was appointed the RTA's Director, Communications and Corporate Relations, in March 2001.

Sue Sinclair – Director, Road Safety and Road User Management

Sue Sinclair has worked for the RTA since 1981. During this period she has been appointed to a range of senior positions within the organisation and has a wealth of experience in public administration. Her roles at the RTA include Corporate Counsel, Director of Corporate Services and, from April 2000, Director, Road Safety and Road User Management. In 1994–95 she was seconded to the Homebush Bay Corporation as Senior Manager, Investments Olympics. Sue has managed a broad range of projects and led a diverse number of negotiations with both the private and public sector including major toll roads, data processing and desk top support, and commercial initiatives including the tourist development opportunity for the Sydney Harbour Bridge. In October 2001 Sue was selected by the Premier's Department to attend the Strategic Public Sector Leader's course. This is a State and Commonwealth initiative to recognise and develop senior executives in the public sector.

Brett Skinner – Director, Finance

Brett Skinner began his career with a global accounting firm, working in the audit area covering a wide range of clients. He then worked for large private companies involved in agriculture and manufacturing. For 10 years Brett held Chief Financial Officer roles in the utilities industry covering electricity, gas, water and wastewater. These roles included ensuring good financial management and corporate governance. The roles also required advising the organisation's Board of Directors and executive management team on strategies to enhance the financial performance of their business units and the organisation as a whole. Most recently Brett worked for ActewAGL, an energy and water company in Canberra. One of his key roles was in forming and implementing a joint venture with AGL to ensure the financial security of ACTEW in a competitive market. In November 2001 Brett was appointed as Director, Finance, at the RTA.

Overview of 2001–02



By RTA Chief Executive Paul Forward

This annual report: a fresh approach

This report unashamedly focuses on the RTA's staff and the people we serve – the community of NSW. While containing everything you would expect in an annual report, this report also attempts something new. In the interests of greater accountability, we are moving towards 'triple bottom line' reporting. That is, we have sought to report on the environmental and social sustainability of our activities, alongside the usual financial reporting. Each chapter contains a section on sustainability, highlighting how each area of endeavour contributes to a sustainable economy, a healthy environment and a healthy community. In future reports, we will refine this approach, providing more data and analysis of the RTA's triple bottom line.

The report is different in other ways too. This year we report directly against the measures we set ourselves in our strategic plan, *The Journey Ahead*. The chapters in this report mirror exactly the strategic outcomes contained in the plan. Our performance towards achieving these outcomes is clearly set out at the beginning of each chapter.

You can see where we have met our targets, and where we need to do better. This approach is another sign of our commitment to accountability and serving the community. The strategic plan incorporates the priorities of the NSW Government, reflecting:

- *Action for Transport 2010* – the Government's integrated transport plan, mapping out the biggest transport improvement program in NSW history.
- *Road Safety 2010* – the Government's plan for halving the NSW road toll by 2010. As the lead agency for road safety in NSW, the RTA plays a fundamental role in delivering programs designed to reduce road casualties.

Our performance in 2001–02

The RTA faced and met enormous challenges this year in all of our core programs.

A comprehensive road safety program again showed positive results. In the 12 months ending 30 June 2002, there were 570 fatalities on NSW roads, 21 (4%) more than the 549 deaths in the year to 30 June 2001. However, the 2001–02 road toll was still the third lowest road toll since the financial year ending 30 June 1950 (see Figure 1)

Figure 1 – Fatalities in NSW 1980–01

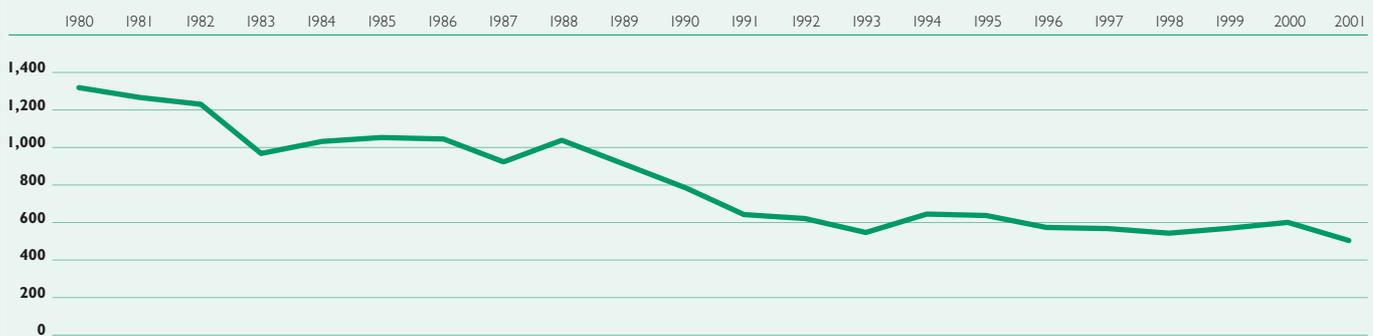
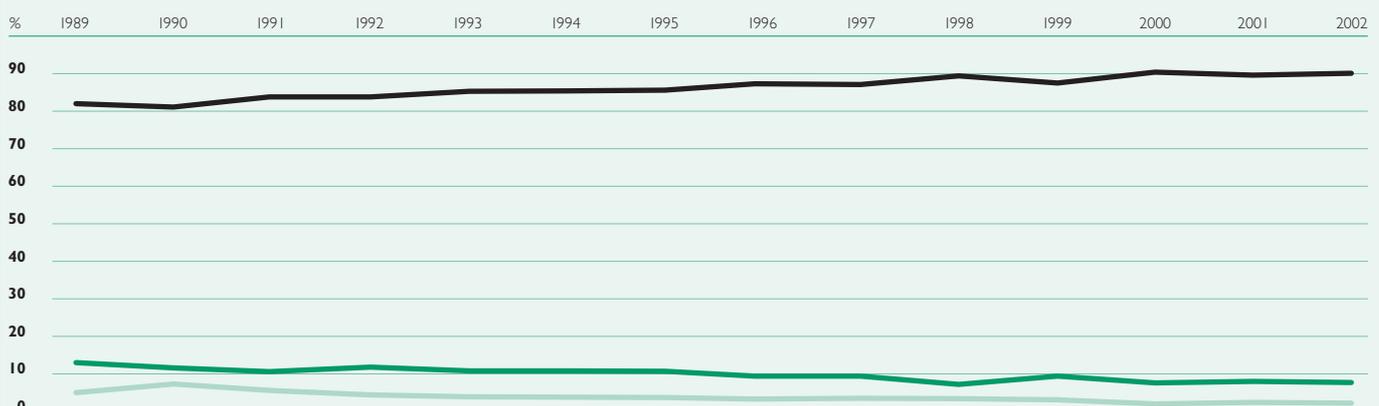


Figure 2 – Ride quality on State roads (including National Highways)



and the road toll for the 2001 calendar year was the lowest on record. The skills of drivers will be enhanced with the introduction of the Hazard Perception Test, as part of the new Graduated Licensing Scheme for novice drivers. Initiatives to stop dangerous driving were also advanced, including the alcohol interlock program for repeat drink-drive offenders. *Operation WestSafe* – a strategic alliance between NSW Police, Motor Accidents Authority (MAA) and the RTA – had a significant impact on the road toll in Western Sydney. Fatalities in Western Sydney were reduced by a third in 2001 – meaning that 47 lives were saved.

It was a very important year for a number of **major construction** projects, which have delivered – or will deliver – big benefits for motorists, the community and business. The M5 East Freeway opened, vastly improving travel times, reducing traffic on local streets and increasing the value of local homes. Planning for the proposed Western Sydney Orbital, Cross City Tunnel and Lane Cove Tunnel progressed significantly. Planning and implementation for the bus-only T-ways will provide innovative public transport options for the people of Western Sydney. Major **upgrade works** were progressed on Windsor Road, the Great Western Highway and the Pacific Highway. The quality of the road network is being maintained with ride quality continuing to improve (see Figure 2).

The RTA's skills in **managing the flow of traffic** on the road network were proven during the Sydney 2000 Olympic Games. While the RTA works to halt the growth in vehicle kilometres travelled, we also seek to maintain the efficiency of the system. Again this year, peak travel speeds on major Sydney routes were maintained (see Figure 3).

The RTA's **customer services** were improved further this year, with a range of electronic transactions to make driver licensing and vehicle registration much more convenient. Our work in the growing area of 'e-business' was recognised with a Gold award for 'Best

Practice in e-Government' in the 2001 Premier's Public Sector Awards (for our On-Line Registration Renewal Service). Other innovations in this field are detailed in the **Customer service** chapter. Customer satisfaction with our work continues to remain high (see Figure 4).

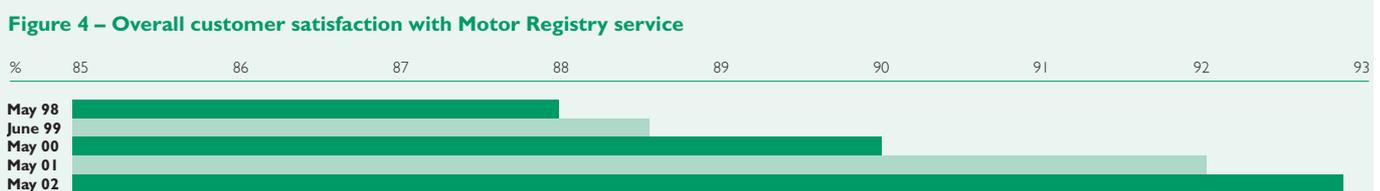
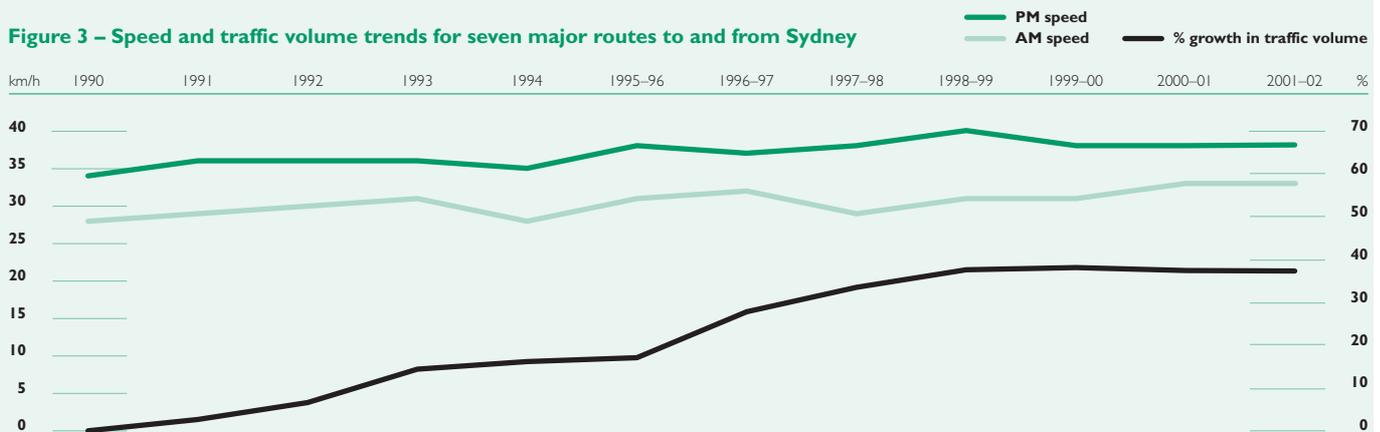
The RTA has been at the forefront of public sector agencies in **protecting the environment**. Initiatives this year crossed the gamut of environmental care and protection, from managing air quality to protecting native wildlife near our major highways.

I would like to acknowledge the work of the staff of the RTA, who are professional, hard-working and innovative. Our conscientious and intelligent approach to risk management and Occupational Health and Safety has led to considerable cost savings, as well as the human benefits of fewer workplace injuries (see **Our people** chapter for more details).

Finally, the RTA's work would be very difficult indeed without the cooperation and involvement of the community – from local government to other State Government agencies to the RTA's commercial partners. My thanks and gratitude go out to all of our partners, who have worked with diligence and goodwill to deliver services to the people of NSW.



Paul Forward
Chief Executive



Financial overview

Bottom line

The RTA's economic bottom line is based on sound financial management, efficiency and productivity. It means the RTA strives to operate efficiently and effectively to maximise the benefits from funds provided to us by the State and Federal governments and generated by the RTA, to support the continuity of our business. These funds enhance the organisation's financial strength and enable us to develop and provide the best road network, road safety and traffic management solutions and value for money services to customers and the NSW community.

The RTA also contributes to social and environmental outcomes by extending the range of services provided, making them more accessible to the community and ensuring that services are delivered in a sustainable manner. A strong focus on customer service contributes to provision of better roads program related solutions and a high level of customer satisfaction.

As our customer base broadens and the RTA's economic strength grows, we are able to consider and invest in new technology and better service delivery options that will further benefit stakeholders.

Objectives

Managing the finances by focusing on:

- Ensuring adequate funding for core programs.
- Managing risk exposures.
- Implementing the Integrated Management System.
- Implementing Principal Arranged Insurance for contractors.
- Ensuring provision of high level financial and economic advice to support strategic business decision-making.

Achievements

- Sound financial management of \$2.5 billion funding and expenditure program.
- Implemented Stage I of a new Integrated Financial Management System in March 2002.
- Implemented Principal Controlled Insurance Scheme for construction and road maintenance projects and provided training courses for staff.
- Received the NSW Treasury Managed Fund Award 'Excellence in the Field of Risk Management' for implementation of Critical Control Management process in Road User Management business.
- Generated gross revenue of \$54.9 million from sale of surplus property and leasing of residue property.
- Secured better quality office accommodation in Parramatta and Blacktown to relocate 580 staff within easy access to public transport.
- Administered \$55.5 million and processed 302,700 claims from more than 185,900 registered customers of M4/M5 Cashback Scheme.
- Led development and implemented an On-line Property Inquiry System for NSW State Government authorities in December 2001.
- Introduced robust evaluation and benefit realisation monitoring processes of business investment and other commercial proposals.
- Evaluated proposed private sector infrastructure projects for financial and economic viability and developed benchmark models for assessing bids and determining the value of potential risks.
- Conducted a major review of the RTA's Road Cost Index.
- Further enhanced the organisation's control environment.
- Managed property information relating to \$2.8 billion of property assets.



FOCUSING ON ENHANCING BUSINESS EFFICIENCY AND
RISK MANAGEMENT ACROSS THE RTA ///

Total roads program

The expenditure for the year was \$2,496 million (\$2,375 million in 2000–01). This was \$66 million more than the revised budget. In achieving this result, the RTA met Government commitments to specific initiatives, including *Action for Transport 2010*, the Pacific Highway Upgrading, Western & South Western Sydney Roads, and Rebuilding of Country Roads programs.

Funding sources

Of the total funds received by the RTA in 2001–02, State sources provided \$2,039 million or 85% (\$1,917 million in 2000–01). The Federal Government contributed \$359 million or 15% (\$332 million in 2000–01) towards National Highways in NSW, Roads of National Importance and the Australian Transport Safety Bureau – Blackspot Program.

A summary of the RTA's financial performance in 2001–02, as compared to previous years, is shown in the table below:

	Notes	Result 98–99	Result 99–00	Result 00–01	Target 01–02	Result 01–02	Target 02–03
Financial performance indicators							
Debt servicing cost as % of Roads Program		5.4	4.4	3.3	3.6	3.5	6.5
Asset sales (\$M)	1	34.5	38.7	34.4	31.0	35.9	35.0
Interest earned – Hourglass facility	2	5.0	5.5	6.0	5.0	5.3	5.0
– Other institutions		5.0	5.4	6.0	5.0	5.0	5.0

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 roadworks, and which are no longer required. All dollar amounts reported in nominal terms.

2 Target represents benchmark rate as advised by Treasury Corporation

Financial management

The focus was on enhancing business efficiency and risk management across all RTA operations. Policies, procedures and guidelines were developed and issued on Business Improvement Capital and Non-Capital Budget submissions to further enhance the financial management framework. Change management and staff team briefing sessions and electronic communication processes were used extensively during implementation of the Integrated Management System (IMS) Stage 1. Training on various IMS modules was provided to appropriate staff across the RTA during the year, achieving high levels of user knowledge and skills and a smooth transition to the new system.

e-Business

In December 2001 the RTA implemented the Online Property Inquiry System (OPIS), an electronic service delivery initiative utilising leading edge web technology. OPIS provides the public an alternative channel for lodging a property inquiry with the RTA and making credit card payment for this service via the internet.

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 successfully completed the Stage 1 implementation of a new Integrated Management System (SAP R/3) to replace separate financial and human resource systems during the year. The system will achieve significant cost saving by reducing interfaces, streamlining and automating business processes, facilitating e-commerce and, in Stage 2, improving workflow and employee self-service capabilities.

This complex project was completed on time and within budget due to the cooperation, enthusiasm and commitment of staff and management both directly and indirectly involved in specifying requirements, acceptance testing and making the successful transition to using the new system.

Risk management

The RTA is committed to risk management as a means of:

- Identifying and reducing risk exposures and losses.
- Providing greater certainty and insight to support decision making.
- Improving contingency and disaster recovery planning.
- Complying with statutory obligations.

The RTA's approach to risk management is based on the requirements of the Australian/New Zealand Standard *Risk Management AS/NZS 4360/1999*. Key elements in the RTA's approach to risk management include:

- A formal risk management policy that specifies the objectives of risk management in the RTA and the Executive's commitment to formal risk management.
- A risk management manual that supports the understanding, implementation and maintenance of risk management throughout the organisation.
- Formal consideration of risk issues in high level planning.
- A requirement that formal risk management processes be utilised for projects which:
 - Have a total concept cost of more than \$5 million.
 - Are significantly sensitive to external conditions.
- A commitment to the incorporation of risk management concepts into all of the RTA's activities.

All RTA managers and staff are responsible for the identification, analysis and treatment of risks. Risk management practices are a requirement at all levels of the organisation and include:

- The formal risk management model (Critical Control Management) developed by Control Management Services and adopted by the Road Safety and Road User Management Directorate.
- Specific risk management plans for major infrastructure and capital works projects.
- Priorities for the Infrastructure Maintenance Program are established using risk management strategies to support safety, retained asset value and reliability of travel on the RTA's arterial roads.
- The risk approach used to identify and assess OHS operational risks.
- The RTA has provided clear policy leadership in State and national forums following changes to common law by the High Court of Australia in May 2001 which removed traditional immunities of road authorities from certain types of public liability. A range of risk management strategies has been developed in response to the High Court's decision.

The RTA is committed to continuous improvement in its application of risk management practices. The NSW Audit Office report, *Managing Risk in the NSW Public Sector*, identified several areas in which General Government Sector agencies could improve their practices and compliance with legislative requirements. The RTA is considering its practices in these areas.

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 fulfil their obligations.

Interest rate risk

Interest rates on the RTA's debt are a mixture of fixed and floating rates. In January 2000, the RTA agreed that Treasury Corporation should manage the RTA Debt Portfolio.

For more information, see Appendix 8: Risk Management – Insurable Risks.

Office accommodation

The RTA submits an annual Office Accommodation Strategy to the NSW Government Asset Management Committee. The current average utilisation rate of office space across the RTA's accommodation portfolio is 14.8m² per person, which is in line with the NSW Government accommodation guidelines.

As part of the RTA's Sydney Office Accommodation Strategy, consolidation of the Greater Sydney area office accommodation was completed during the year. The process was undertaken in accordance with the NSW Government's Total Asset Management Guidelines. Sites at Rosebery, Parramatta, Blacktown, Flemington and Milson's Point were assessed taking into consideration asset service dependency, utilisation, capacity and functionality. Implementation of this strategy enabled the RTA to relocate 580 staff to Blacktown and Parramatta, providing better quality accommodation within easy access of public transport, and move to sell the surplus site at Rosebery.

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. During the year the revenue generated from the leasing or sale of property exceeded the target of \$47 million, generating gross revenue of \$54.9 million.

Internal audit

The quality accredited Control Management Services Branch provided a high-quality, cost-effective auditing service across the full range of the authority'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.

Cashback scheme

In October 1996, the State Government announced that from 1 January 1997 drivers of NSW privately registered motor vehicles using the M4 and M5 Motorways would be eligible for a refund on tolls paid on these roads. The M4/M5 Cashback Scheme is administered by the RTA and refund claims are made quarterly. During 2001–02, 302,783 claims were processed. The total cost of the scheme including administration was \$55.5 million. At 30 June 2002, there were more than 185,900 Cashback accounts registered with the motorway companies. The total cost of the scheme is funded from Consolidated Revenue.

Future challenges

- Improve budgeting and funding bids to better reflect resource requirements with corresponding gains and benefit outcomes.
- Improve and broaden the RTA's revenue base through commercial agreements, partnering arrangements and private financing proposals.

Figure 5 – Source of funds 2001–02 (\$2,496M)

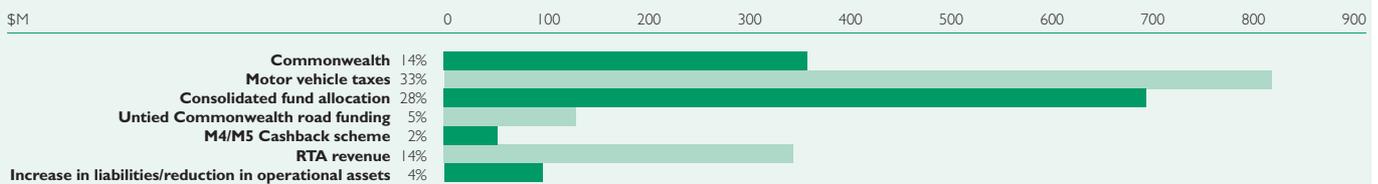
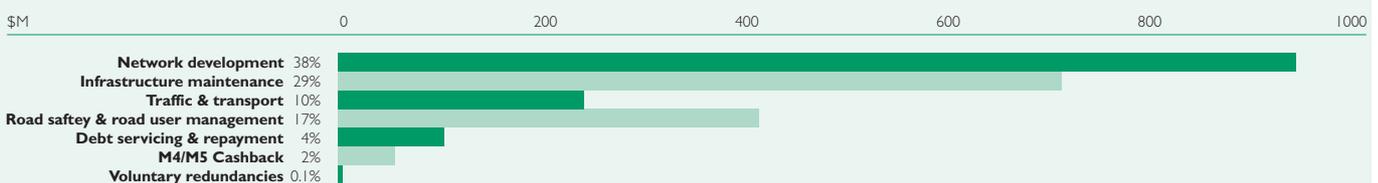


Figure 6 – Expenditure 2001–02 (\$2,496M)



Our people

Strategic outcome

A safe, skilled, motivated and ethical workforce.



SUZANNE MOLLIGAN – ONE OF THE RTA'S SIX ABORIGINAL PROGRAM CONSULTANTS.

Performance summary

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2001–02
A safe, skilled, motivated and ethical workforce.	Reduction in the number and severity of injuries.	7.5 % reduction in total number of workers compensation claims, and 31% reduction in claims liability.
	Reduction in sick leave absences.	Sick Leave rate increased marginally. Only 2.62% of working days were unscheduled days absent (working days lost as a percentage of all possible working days for all RTA employees).
	Human resources benchmarks are within the desired range for industry groups.	Benchmarks for Human Resources are within the desired range for industry groups.
	Percentage participation in management development activities.	The RTA supports management development and provides training and other development opportunities for staff, including targeting 24 senior managers to participate in the RTA's Management Development Centres.

SUSTAINABILITY

The economy

The RTA is committed to providing a safe working environment that protects the health and welfare of staff while ensuring that its business is conducted efficiently. The RTA has developed a human resources policy framework, including a Code of Conduct and Ethics, to ensure staff carry out duties in an economical and resource-efficient manner. The RTA's work in Occupational Health and Safety has resulted in a range of significant cost savings over the past 12 months, including a workers compensation premium refund of \$3.8 million.

The environment

The RTA has established telecentres at West Gosford and Penrith. These telecentres enable staff who usually work at Sydney

metropolitan locations to access RTA office and computer systems closer to home. The telecentres have a range of benefits, including reducing travel times and associated motor vehicle emissions.

The community

RTA staff were an integral part of the emergency response during the 2001 Christmas bushfire emergency fire fighting effort. The RTA's strong performance in Occupational Health and Safety has a significant social dividend through ongoing reductions in injuries in RTA workplaces.

Performance in detail

Occupational Health and Safety

The RTA has a strong record in safeguarding the health and safety of employees, contractors and visitors to RTA workplaces. This record was enhanced further this year as the RTA continued to implement and update its OHS Strategic Plan.

In 2001–02 the RTA's commitment and achievements in OHS were recognised in many ways, including winning the Treasury Managed Fund Public Sector Risk Management OHS award for the fourth consecutive year. In 2001, the RTA was joint winner with the Department of Public Works and Services.

The RTA's OHS performance continued to improve with the following results compared to the previous year:

- 7.5% reduction in total number of workers compensation claims.
- 8.2 workplace claims per 100 employees compared to 9.2 last year.
- 19% reduction in lost time injury claims.
- 5.1 lost-time injury claims per 100 employees compared to 6.4 last year.

- 31% reduction in claims liability.
- \$415 cost of claims per employee compared to \$609 last year.
- No fatalities.

The RTA's performance was also measured by the Premier's Department against the targets and performance criteria of the three-year Corporate Services Reform initiative, *Taking Safety Seriously*. Over the three years to September 2001, the RTA achieved:

- A 25% reduction in claims frequency compared to a target reduction of 10%.
- A 10% reduction in claims liability compared to a target reduction of 13%.
- Best practice ranking on 10 performance criteria.
- Essential requirements met on the remaining three performance criteria.

Arrangements are in place to maintain best practice and improve performance on criteria where best practice was not achieved. A system of regular self-assessment and audit against the RTA OHS Management Standard has been implemented to highlight areas for improvement.

The RTA allocates significant resources to the prevention of work-related injury and the promotion of health in the workplace. The strategies are also designed to achieve compliance with OHS legislation. Where areas of non-compliance are identified by WorkCover, the RTA works cooperatively to rectify hazards and minimise risks to employees. In 2001–02 the following activities were recorded in relation to WorkCover:

- 1 WorkCover Prohibition Notice.
- 7 WorkCover Improvement Notices.
- 68 reports of notifiable workplace incidents to WorkCover.

During the year, the RTA's excellent performance was rewarded with a workers compensation premium refund of \$3.8 million for the period 1998–1999. The performance indicators reported above demonstrate a continuing trend to better injury prevention and injury management. This is depicted in Figure 7 below.

Developing our people

Workforce planning

Two key strategic planning documents were developed – the *Diversity and Equity Plan* and the *Aboriginal Action Plan*. These plans assist delivery of critical employment and workplace initiatives.

RTA training excellence

The RTA won the Public Administration Category Industry Training Award as part of the 2001 Australian Training Awards for excellence in training in public administration. The RTA was a finalist in the 2001 NSW Training Awards, Employer of the Year Award.

The RTA has maintained its status as a Registered Training Organisation (RTO) under Section 22C of the Vocational Education and Training Accreditation Act of 1990 and is compliant with the Australian Quality Training Framework (AQTF) introduced in 2002. The RTA develops and delivers a range of competency-based programs to staff across all areas.

Competency based training and assessment

Implementation of the Wages Classification Structure has involved the training and development of 20 wages staff as workplace assessors, from across different trades and non-trades areas. These staff have developed more than 140 instruments for assessing Wages Classification Structure identified competencies. In the first six months of 2002, 586 field staff undertook recognition processes and 8204 competencies were recognised.

The RTA began implementing the *Communicating Effectively – Customer Service Training for Registry Services Staff* program in 2002. This one-day competency based program is for the RTA's 1300 registry services staff. On completion of the training, staff are awarded a Statement of Attainment in *Deliver a Service to Clients* from the National Public Services Training Package.

RTA targeted recruitment programs

The RTA targets the recruitment of graduates, trainees, apprentices and cadets, and offers scholarships in a variety of disciplines, designed to meet the RTA's future workforce needs and the Government's Equal Employment Opportunity and Aboriginal policies.

Graduate Recruitment Program (GRAD)

The GRAD Program recruited 29 graduates in 2001–02. The program aims to produce future managers of the RTA. It develops organisational, professional and personal skills while providing an influx of ideas, energy and creativity to aid organisational renewal. Since the program began in 1997, 108 graduates have been recruited with a retention rate of 74%.

Feedback on the program has been positive. It is developing a reputation with graduates and universities for delivering real opportunities to graduates to develop skills while making a significant contribution to a leading public sector agency.

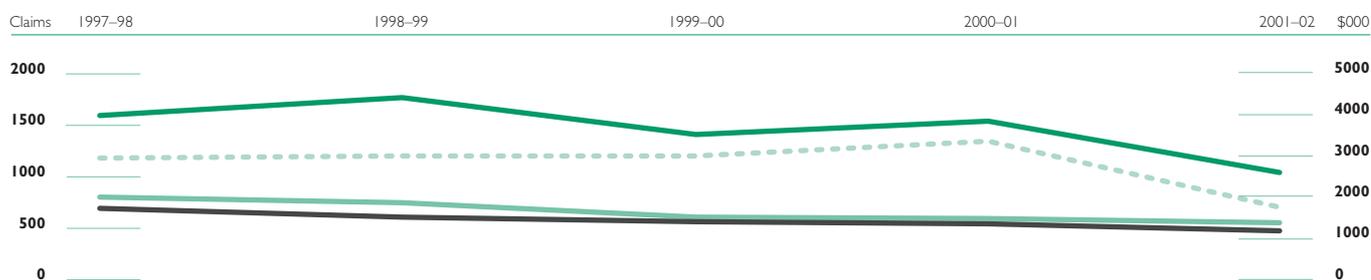
Scholarships

During 2001–02, the RTA established eight new scholarship arrangements with universities in NSW, including the University of NSW, the University of Western Sydney, the University of Newcastle and the University of Wollongong. These scholarships are for engineering students in the first year of a four-year degree. One scholarship targets women and another Aboriginal and Torres Strait Islander students. The program is part of a long-term RTA strategy to meet engineering staffing needs during vacation time and to meet the RTA's commitment to undergraduate engineer training, development and recruitment.

Apprenticeships

The RTA employs 55 apprentices across a range of trade classifications, including carpenters, electricians, plant mechanics and painters. Apprentices are rotated between workshops and worksites across the State to ensure they gain exposure to a broad range of skills. Recruitment of apprentices has increased five-fold over the past three years, with an intake of 22 apprentices in 2001–02.

Figure 7 – 5 year trends – number of claims & estimated liability (all claims & workplace claims)



Traineeships

Trainee recruitment has supported the Government's rural and regional employment strategy with traineeships established in Albury, Newcastle, Parkes, Glen Innes, Dubbo, Lismore, Grafton, Wagga Wagga and Wollongong.

Aboriginal employment has been a focus with the approval of eight ongoing traineeships in metropolitan and regional motor registries and 13 traineeships in the RTA's Newcastle Call Centre.

Since traineeships began in the RTA in 1999, 188 trainees have been recruited, with the majority of placements in regional locations.

Cadetships

The RTA joined the National Indigenous Cadetship Program in June 2002 and employed two Aboriginal students studying civil engineering. The students will complete their cadetships with the RTA.

Staff management development – creating future RTA executives

RTA Management Development Centres are an important component of the RTA's Management Development Strategy for senior managers. The centres are four to five day training activities for managers, designed to develop future executives and build leadership capability in the RTA. Two Management Development Centres were conducted this financial year, with 24 senior managers participating.

Rewarding and recognising our staff

The RTA Staff Awards recognise and reward staff who demonstrate outstanding performance and show initiative in the areas of critical importance to the RTA. Award winners are nominated by peers and colleagues. In 2001–02, most awards were won by teams or were awarded to joint winners. Staff were nominated for awards in 14 categories, including innovation, environmental awareness, urban design and team performance.

RTA Spokeswomen Program

The RTA participates in the Spokeswomen Program conducted by the Premier's Department. As part of the program, the RTA has a Women's Liaison Officer and seven 'spokeswomen' who provide support to female staff across NSW.

Under the umbrella of the program, the RTA conducted Network Development Days in 2001 called *Be the Best you can Be*. All women employed by the RTA were invited to attend and the agenda included issues such as training, success stories, community services, improving confidence, setting goals and information about the future of the RTA. There were 14 development days conducted around NSW and about 300 staff attended.

For details on Equal Employment Opportunity in the RTA, see Appendix 10.

Improved access and participation for Aboriginal people

To facilitate greater coordination, and more effective planning under the umbrella of the *Aboriginal Action Plan*, an Aboriginal Program Manager was appointed with a direct reporting line to the General Manager Human Resources. The Aboriginal Program Manager supports the Aboriginal Program Consultants and ensures these officers are responsive to the needs of local and regional staff.

Aboriginal traineeships

Aboriginal traineeships are continuing to be created at the Newcastle Call Centre. The Aboriginal and Torres Strait Islander traineeship is a two-year program based in motor registries. The trainees will be enrolled in a Certificate III in Business Administration and will spend one day a week in formal training.

Aboriginal Road Safety Coordinator

This position has been established for 12 months to develop a strategic plan for the provision of road safety initiatives targeted at Aboriginal and Torres Strait Islander communities.

Members of the RTA's Fleet Services and Tow Truck team (far right) have been recognised for their innovative work to modify the Klemmfix lane-changing conveyer (below left and centre) to address Occupational Health and Safety concerns identified during trials.



Indigenous programs

The RTA is providing considerable support to increase the representation of indigenous people in the engineering discipline. During 2002, the RTA will be providing two Civil Engineering Cadetships, for indigenous undergraduate students, to be based in regional NSW.

Construction Policy Steering Committee (CPSC)

The RTA continues to contribute to an inter-agency project sponsored by the CPSC to develop a policy on Aboriginal employment in the construction industry. *Aboriginal Participation in Construction Implementation Guidelines* have been released and are now being implemented.

Contribution to the community

RTA staff make major contributions to the community, both in the course of normal duties and in other capacities. RTA staff, for example, were enthusiastic participants in charity fundraising activities. In times of crisis, RTA staff play crucial roles as illustrated below.

Sydney bushfires

RTA staff played a critical role in managing the hundreds of devastating bushfires which ripped through locations up and down the coast during the 2001–02 Christmas and New Year holiday period. Many RTA staff gave up Christmas family festivities to report at very short notice to various work locations to perform difficult and urgent jobs including:

- Assisting Police with road closures.
- Cleaning debris from roadways and maintaining access routes.
- Keeping communication lines open for the travelling public.

On Christmas Eve, RTA Traffic Emergency Patrols (TEPs) and Traffic Commanders put temporary diversions in place at Lapstone and Glenbrook when the Great Western Highway was closed at short notice. On Christmas Day, road crews, Traffic Commanders and maintenance crews implemented road closures and cleanups in the lower Blue Mountains, Southern Sydney and around the Royal National Park.

Maintenance crews were called out at 2am on Boxing Day to cut back trees and undergrowth which had become a dangerous fire hazard at Mulgoa. This meant Mulgoa Road could be left open as a critical north west emergency access route.

Trees and bush were also cleared at Blaxland, Warrimoo and Springwood so that access trails could be kept open and containment lines held. The crisis continued and on New Year's Day, fires took hold in the Sydney's northern suburbs. TEPs and Traffic Commanders closed roads in Pennant Hills, South Turramurra and West Pymble so that emergency services could get fast access to the areas.

The Newcastle Call Centre provided assistance to the Transport Management Centre with road closure information during the NSW bushfire crisis. On Christmas Day, a call went out for volunteers to staff the telephones from Boxing Day. The Newcastle Call Centre provided ongoing support with 20 operators on the phones on 26 December and this situation remained until the crisis eased around mid January. It was soon realised that operational hours needed to be expanded to assist the public from 7am to 10pm daily. The busiest day was 5 January, with calls being received at a rate of 30 a minute. The bushfire crisis phone calls totalled 195,000. Amid the crisis, the centre also carried on with normal services. It was a great effort by all staff.

RTA staff were also enthusiastic participants in the clean-up and recovery after the crisis had lifted.

Future challenges

- Develop and implement the RTA Human Resources Strategic Plan 2002–07.
- Develop and Implement IMS Stage 2 – Employee Self Service, OHS, Training and Events Management.
- Continue the implementation of critical workforce and community strategic plans including the *Diversity and Equity Plan*, the *Aboriginal Equity Plan* and the *Occupational Health and Safety Strategic Plan*.
- Expand Management Development to include a two-tier Management Skills Development program targeting frontline supervisors/managers and middle managers commencing early 2002–03.
- Develop and implement the RTA *Ethics Plan*.
- Complete a program of competency assessments for all wages staff.



THE RTA IS COMMITTED TO PROVIDING A SAFE WORKING ENVIRONMENT
THAT PROTECTS THE HEALTH AND WELFARE OF STAFF ///



/// ENVIRONMENTAL /// SOCIAL /// ECONOMIC

CAROL REYNOLDS — HUMAN RESOURCES OFFICER WITH BRENDON, HER TWO-YEAR-OLD GRANDSON

“Working from the RTA’s Gosford telecentre saves me three hours in daily travel. When my daughter-in-law was diagnosed with epilepsy, working from the telecentre allowed me to support her in ways that wouldn’t have been possible. It’s definitely a family-friendly policy.”

Road safety

Strategic outcome

Reduced trauma and cost to the community of road deaths and injuries.



Performance summary

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2001–02
Reduced trauma and cost to the community of road deaths and injuries.	Halve the number of fatalities by 2010, based on 1999 figures.	Developed and implemented Road Safety 2010 strategy <ul style="list-style-type: none"> • Third lowest financial year road toll (570 fatalities) since 1949–50. • Installed additional fixed digital speed cameras, taking the total number of cameras to 62. • A further 288 school zones installed at NSW schools. • Conducted 105 parent workshops in support of the Graduated Licensing Scheme, concentrating on rural and regional areas of NSW.

SUSTAINABILITY

The economy

The RTA is committed to reducing deaths and injuries due to motor vehicle accidents. It is estimated that the benefit to the community of short-term strategies, such as enhanced police enforcement with targeted public education campaigns, can deliver up to \$3 for every road safety dollar spent. Longer-term road safety strategies tend to deliver around a \$2 benefit for every dollar spent.

The environment

While the road safety program aims to reduce deaths and injuries, there is a positive impact on the environment through lower vehicle emissions in 50 km/h residential areas and 40 km/h school zones.

The community

Significant suffering results from motor vehicle deaths and injuries, particularly for families. Road safety programs seek to reduce this suffering and ease pressure on health and community services and facilities.

Performance in detail

Outcomes

In 2001–02, there were 570 fatalities on NSW roads, 21 (4%) more than the 549 deaths in the year to 30 June 2001. However, the 2001–02 road toll was still the third lowest road toll since the financial year ending 30 June 1950 and the 2001 calendar year toll was the lowest on record.

Factors involved in fatal crashes

A study of the calendar year ending 31 December 2001 revealed that:

- Speeding was a factor in around 43% of fatalities.
- At least 25% of people killed in motor vehicles were not wearing available restraints.
- 19% of fatalities were the result of an incident involving a driver with a blood alcohol level above the prescribed amount.
- Driver fatigue contributed to about 15% of fatalities.
- 10% of motorcyclists killed were not wearing helmets.

Figure 8 on page 26 demonstrates the fatalities for each of these contributing factors.

Community and interagency programs

Enhanced Enforcement program

The Enhanced Enforcement Program 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 increased funding to \$5.9 million for the financial year to increase enforcement hours by one third over the previous year. Operations targeted speeding, drink driving, fatigue and seat belt and helmet use.

Operation WestSafe was launched on 31 July 2001 in response to a rising trend in fatalities and injuries in Western Sydney, where 61% of Sydney's fatal accidents occurred in the calendar year 2000. *WestSafe* is a strategic alliance between NSW Police, the Motor Accidents Authority (MAA) and the RTA, with the support of local government. Marketing campaigns targeted young people and were shown in cinemas close to where enforcement operations were occurring. *WestSafe* had a significant impact on the road toll in Western Sydney, with fatalities reduced by 33% to 94 in the 2001 calendar year (contributing to a saving of 47 lives).

Local Government Road Safety Program

The RTA established an effective partnership with local government through the jointly funded Local Government Road Safety Program (LGRSP), which develops road safety initiatives within local communities. By 30 June 2002, 94 councils across NSW were involved in the program. Of these, 64 were in non-metropolitan areas. Eleven new councils joined the program during the year. The program produced more than 200 community-based road safety education projects.

Community information

The RTA's Community Information Program 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 2001–02, 3792 calls were received and about three million road safety materials were distributed. The road safety information is also generally available on the RTA website free-of-charge.

Safe communities pilot projects

The RTA continued to support the three *SafeCom* pilot projects, jointly funded with NSW Health. The three-year pilots are operating in Gundagai, Kiama and Macleay/Hastings and encourage communities to develop locally-based plans and actions for the prevention of injuries, including those resulting from road trauma.

Other community-based initiatives supported by the RTA include Community Road Safety Groups in the southern and south western RTA regions. Through these groups, communities take ownership of, and responsibility for, local road safety issues. There were nine groups active in NSW.

There are also three RTA-funded Drink Drive Prevention Officers employed across regional areas of NSW, who work collaboratively with local communities, hoteliers, Police, RTA, NSW Health and councils.

Black Spot programs

The State and Federal Black Spot programs target the road network's worst 'black spots' and 'black lengths'. A total of \$14.2 million of State funds were spent in 2001–02 on State Black Spot treatments. These funds allowed a number of improvements to be made across the road network including traffic signal improvements, intersection reconstruction and safety barrier installation. Significant improvements were made to 172 high-risk locations, addressing local community concerns.

The Federal Black Spot Program administered by the RTA constructed 110 new projects, with total funding of \$13.7 million. 'Before' and 'after' crash reduction evaluations have shown that the program produces a significant reduction in road trauma and community costs.

Heavy vehicle safety

Heavy vehicle seat belts

Research conducted in conjunction with the TWU and industry associations found that the wearing of seat belts by truck drivers could potentially prevent around 40-50% of heavy vehicle fatalities. Education campaigns will be further developed to address the issue.

Heavy vehicle driver fatigue

A review was undertaken into heavy vehicle driver fatigue with the National Road Transport Commission, other States and Territories and the heavy vehicle industry. A framework will be developed to address heavy vehicle driver fatigue incorporating:

- Flexibility for drivers to better match their schedules with their need for rest.
- Occupational health and safety.

Road environment & light vehicle standards

Rest areas

The RTA constructed eight new rest areas and improved nine existing rest areas to help drivers and motorcyclists avoid fatigue. During 2001–02, the RTA spent \$5.55 million to develop and upgrade rest areas, including improving signage where appropriate. Maps were released showing light vehicle and truck rest areas and are available from motor registries and on the RTA website.

Safety barriers

In 2001–02, CrashLab tested the performance of various safety barriers and other roadside devices used by the RTA. The testing program also examined the crash safety of three types of pedestrian fences.

Australian New Car Assessment program (ANCAP)

The RTA continued its active participation in ANCAP, which has been providing consumers with vehicle safety information for 10 years. The crash test and pedestrian compatibility test program provided updated information on small cars in both November 2001 and June 2002. A utility safety brochure was released in February 2002.

Approved child restraint fitting scheme

The RTA continued to support an approved restraint fitting network of about 150 facilities around the State. 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. The program is supported with road safety education resources developed by the RTA in consultation with educational agencies. These resources are provided free to all schools. Professional development of teachers in the use of the resources is part of the program.

In addition, the RTA consulted educational agencies, the Motor Accidents Authority, Transport NSW, the State Transit Authority and the Bus and Coach Association to develop new school bus safety curriculum resources to support school programs. Communication to parents was enhanced by the release of an information brochure providing key tips to support safe student travel to and from school.

Safety Around Schools

This program was initiated following a Ministerial commitment to improve road safety facilities around schools. It includes:

- 40kmh school zones on all school access points.
- Enhancement of the school crossing supervisor program.
- Installation of traffic calming facilities on RTA roads near schools.

Safety Around Schools includes the establishment of an independent Safety Around Schools Panel, which reviews RTA decisions at the request of schools and provides advice to the Chief Executive.

At 30 June 2002, 93% of schools had a 40km/h zone with 51% of those being fully zoned for all access points. An additional 37 School Crossing Supervisors were appointed – an increase of 7% over the previous year.

Graduated Licensing parent workshops

Under the Graduated Licensing Scheme (GLS), introduced in July 2000, new drivers are required to pass through three licensing stages over a minimum of three and a half years before obtaining an unrestricted driver licence. The GLS is supported by workshops for parents and supervisors of young drivers. These Statewide workshops are a community-based initiative involving the RTA and councils. The workshops provide participants with practical advice about supervising novice drivers and the importance of supervised on-road experience.

Youth

Communication initiatives to promote road safety for young people have been developed through the Youthsafe injury prevention program. A parent information sheet – *Helping Teenagers Become Safer Drivers* – provides practical advice to parents on supervising learner drivers. Communication on youth safety was enhanced with the development of a youth and new drivers' page on the RTA website. Guidelines for developing and assessing safe driving programs were developed to support RTA regional offices, local government and high schools.

Speed management

Fixed digital speed cameras

The RTA installed 12 additional fixed digital speed cameras during the year, taking the total number in NSW to 62. The cameras were located on the basis of the crash and speeding history of each site, with the criteria for placement developed in consultation with the NSW Police and the NRMA. Research demonstrates the cameras have slowed vehicles and reduced accidents in specific locations.

50km/h urban speed limit

The introduction of the 50km/h urban speed limit aims to reduce the number and severity of crashes in urban areas, particularly for vulnerable road users such as older and younger pedestrians and cyclists. By the end of June 2002, 141 councils and the unincorporated area across NSW (covering more than 96% of the NSW population) were participating in the initiative. All councils in the Sydney metropolitan area were involved.

Seat belts and helmets

Despite very high levels of restraint use compared with overseas, people are still dying on NSW roads because they have not used available seat belts or worn a helmet.

Following the introduction of heavier penalties for passengers as well as drivers not wearing seat belts, a public education campaign was launched to reinforce the penalties. The campaign included advertisements based on the slogan 'No Belt. No Brains'.

Strategy and business development

Road safety strategic planning

In 2001–02, five three-year action plans were developed to provide more detail to underpin the Government's 10-year strategy, *Road Safety 2010*. The plans, which cover the calendar years 2002–2004, are:

- Drink Driving
- Speed Management
- Motorcyclist and Bicyclist Safety
- Pedestrian Safety
- Driver Fatigue (for light vehicles)

The plans were due for publication, in hard copy and on the RTA website, in September 2002. They were the result of extensive consultation, including five workshops involving Statewide organisations and regional public forums in Bathurst, Maitland, Campbelltown, Central Coast and Grafton.

Road user safety

Safer Driver Program

The RTA and other Government agencies, including the Department of Corrective Services, Attorney-General's Department, NSW Police and Motor Accidents Authority, managed a research project to establish a best practice framework for the delivery of an educational and rehabilitation program to serious traffic offenders. The *NSW Safe Driver Program Report* was published and distributed to key stakeholder agencies.

Drink driving

Sober Driver Program

Following recommendations from the *Safe Driver Program Report*, the RTA and other Government agencies and community representatives began developing an educational program targeting repeat drink driving offenders. The NSW Sober Driver Program will be implemented as a whole of government initiative. It will be delivered by the Probation and Parole Service to offenders ordered to attend the program as part of a judicial sentence imposed by local court magistrates. The program will be piloted in urban and rural locations in October 2002.

Alcohol Interlock program

The *Road Transport Legislation Amendment (Interlock Devices) Bill 2002* was tabled in Parliament. The aim is to provide drivers convicted of certain drink driving offences with an opportunity for rehabilitation.

Participants in the program will have an interlock device installed in their vehicle. An alcohol interlock is an electronic breath alcohol analyser connected to the vehicle's ignition. If the driver's breath sample exceeds the pre-set limit of .02, the ignition locks and the car will not start.

The alcohol interlock program includes a mandatory consultation with a medical practitioner to discuss drinking behaviour and the opportunity for professional alcohol counselling.

Driver fatigue

Driver fatigue public education campaign

The RTA researched driver attitudes and behaviour regarding fatigue. The research demonstrated that the challenge for public education was to convince drivers of the dangers of continuing to drive while fatigued.

In December 2001, a television campaign was launched featuring science communicator Dr Karl Kruszelnicki. The campaign communicated the dangers and often fatal consequences of having a 'microsleep' at the wheel and warned drivers to recognise and act upon the early warning signs of fatigue.

Driver fatigue action plan

In December 2001, the *Driver Fatigue Problem Definition and Countermeasure Summary* was published and distributed to all regional offices, road safety officers and stakeholders. The publication includes an analysis of fatal accidents involving fatigue in NSW from 1996–2000. It describes countermeasure development aimed at reducing the incidence and severity of fatigue-related crashes.

Driver Reviver program

Driver Reviver is a community-based program supported by the RTA. Driver Reviver sites are places for motorists to stop and rest during peak holiday periods. There are almost 100 sites, staffed by volunteer groups including the Lions Club International, State Emergency Service and the Volunteer Rescue Association and sponsored by Bushells Tea.

New Driver Reviver signs were installed on the Pacific and New England Highways. The RTA promoted the use of Driver Reviver through advertising, publicity, variable message signs, the RTA Call Centre and the RTA website.

Motorcycle safety

A paper was prepared and presented at the Motor Accidents Authority Motorcycle Safety Workshop in June 2002. The paper highlighted problems and trends in motorcycle safety as well as the RTA's current strategies and future directions in motorcycle safety.

Pedestrian safety

A *Pedestrian Safety Problem Definition and Countermeasure Summary* was published. This document outlines the scope of the pedestrian accident problem and details countermeasures being implemented or researched in NSW to reduce the incidence and consequences of pedestrian accidents.

In March 2002, members of the NSW Police Force, Veterans Affairs and the Combined Pensioners and Superannuants met to consider issues for older pedestrians. The information obtained was used to develop a pedestrian attitude survey.

The RTA conducted qualitative and quantitative research into pedestrian safety. Findings from the focus groups helped fine-tune development of a comprehensive attitudinal survey of pedestrians and drivers. The RTA conducted an observational study of older pedestrians at traffic light controlled and uncontrolled pedestrian facilities.

To assist in the development of a Sydney–Wollongong–Newcastle pedestrian safety strategy, a comprehensive review of world best practice was undertaken, together with a pedestrian safety attitudinal survey. A pedestrian safety website was also developed.

Road Safety Task Force

A total of 603 people died as a result of crashes on NSW roads in 2000 – 26 more than in 1999. In response, the Minister for Roads established a Road Safety Task Force to review trends and current initiatives and to make recommendations about measures to address the rising road toll. The Task Force included representatives from the RTA, Motor Accidents Authority, NSW Police, NRMA and community representatives.

The Task Force, chaired by the Chief Executive of the RTA, continued to oversee the implementation of the following recommendations from the report released in April 2001:

- A rest area strategy for State roads.
- Development of the Safer Driver Program.
- Implementation of an alcohol interlock program to target drink drive offenders.
- Improve the safety of roads through blackspot programs.

The Task Force also acted as a steering committee for the *Road User Behaviour Study* which was published in 2001.

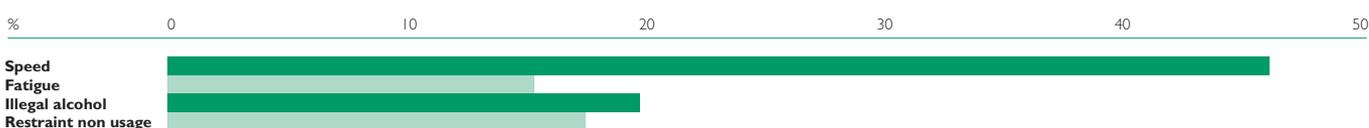


Hume Highway, Coolac (North of Gundagai).

Future challenges

- Encourage the community to understand that speeding is socially unacceptable.
- Increase the number of Road Safety Officers and School Crossing Supervisors.
- Install 40km/h school zones at all school access points in NSW.
- Increase the number of parent workshops being offered in NSW to support the Graduated Licensing Scheme.
- Expand the road safety information available on the RTA website.
- Build on the success of *Operation WestSafe* by supporting new enforcement operations with targeted public education.
- Develop new three-year Action Plans on Heavy Vehicle Safety (including driver fatigue) and Occupant and Rider Protection.
- Continue development of the alcohol interlock program, and Sober Driver Program.
- Introduce new public education campaigns on driver fatigue, motorcycle safety and pedestrian safety.

Figure 8 – Fatalities in NSW, contributing factors, 2001





/// ENVIRONMENTAL /// SOCIAL /// ECONOMIC

CATHERINE PARKER — LOCAL GOVERNMENT AND COMMUNITY ROAD SAFETY INITIATIVES

“Working together at all levels of government and the community is what it’s all about in trying to reduce the road toll. It’s a model that works and NSW is really leading the way.”

Mobility of people and goods

Strategic outcome

Optimal efficiency of the transport system in moving people and goods.



THE RTA'S TRANSPORT MANAGEMENT CENTRE COORDINATES A WHOLE-OF-GOVERNMENT APPROACH TO ROAD TRANSPORT.

Performance summary

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2001–02
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 3, page 11)

SUSTAINABILITY

The economy

This area of the RTA's work supports economic sustainability in NSW by ensuring the road network operates efficiently for all users, including the many businesses who rely on road transport. The data here shows that peak travel speeds have been maintained despite a growth in traffic.

The environment

Environmental benefits arise from consistent traffic flows, particularly the reduction in vehicle emissions and noise. Bus priority measures improve public transport operations and building cycleways makes cycling a more attractive transport option. Electronic toll collection allows easier passage through tollbooths, improving traffic flow and providing environmental benefits by reducing air pollution caused by stop-start motoring.

The community

Community benefits of this work include:

- More convenient use of the roads, particularly less congestion and delays.
- Safer roads for all users, including cyclists and pedestrians.
- Enhanced family life through the convenience of teleworking and consistent travel times to and from workplaces.

The community has shown its appreciation of the RTA's Traffic Emergency Patrols on major Sydney roads. The crews provide assistance to motorists who have broken down or been involved in crashes. Community appreciation is demonstrated through hundreds of phone calls, faxes, emails and letters expressing gratitude for the prompt, professional service provided by the patrols.

Performance in detail

During 2001–02, RTA programs succeeded in maintaining consistency of peak travel times on the State Road network in Sydney. Average speeds in 2001–02 for the overall network were 38km/h for the AM peak and 40km/h for the PM peak – similar to speeds over the previous four years and the same as for 2000–01.

On the seven major routes to and from the Sydney CBD, average speeds in 2001–02 were 33km/h for the AM peak and 38km/h for the PM peak.

The trends in average speeds for these major routes are presented, together with the growth in traffic volumes during that same period, in Figure 3 on page 11.

Despite traffic volume growth of around 40% during the past 10 years on the seven major routes, average peak hour speeds have been consistent.

Keeping the traffic flowing

Initiatives in 2001–02 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 inter-sections and developing electronic tolling.
- Helping road users navigate the road system more effectively.

Reducing traffic disruptions from incidents and special events

The RTA's capacity to manage both planned events and unplanned incidents on the roads was proven during the 2000 Olympic and Paralympic Games. This capacity has been developed since then. Key to these capabilities is the Transport Management Centre (TMC), which coordinates a whole-of-government approach to road transport. Incident management aims to ensure that the road network is available to run to its capacity.

The 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.
- Deployment of a Traffic Emergency Patrol service for motorists along major routes in Sydney.
- Expansion and operation of the 82 Variable Speed Limit (VSL) signs on the M4 and M5 Motorways to allow speed limits to be adjusted in response to traffic conditions.
- Expansion and operation of the system of 86 Variable Message Signs (VMS) across Sydney's metropolitan area.
- Expansion and operation of the network of more than 300 closed circuit television cameras monitoring roads across Sydney.

Addressing congestion and delay

Intersection improvements

Intersection improvements 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 (for example Menai Road, Mulgoa Road, The Horsley Drive), the Central Coast (Brisbane Water Drive, Terrigal Road, Croudace Bay Road) and regional centres (such as Wollongong, Bega, Tamworth, Coffs Harbour and Bathurst). Construction of intersection improvements at the Five-ways at Miranda was in progress. Work commenced in February 2002 on major public utility adjustments, earthworks and drainage installation. The existing traffic signals on the roundabout approaches were removed on 3 June 2002. The new treatment was due for completion in December 2002.

Traffic signal coordination

Traffic signal coordination is essential in moving traffic efficiently on arterial roads. The Sydney Coordinated Adaptive Traffic System (SCATS) adapts to traffic demand as it happens and coordinates the traffic signal timings to ensure the best traffic flows. An enhanced version of SCATS was installed throughout NSW in 2001–02. The new version is easier for operators to use and features improved data collection and online analysis capabilities, more sites per region, dial-up to remote sites and ease of maintenance. A further major upgrade of SCATS was under development. The RTA-developed system has now been installed in more than 70 cities in Australia and across the globe.

Electronic toll collection

The electronic toll system was installed on the Sydney Harbour Bridge and Tunnel on 14 April 2001 and usage has continued to grow. During the morning peak, 40% of transactions were being recorded on electronic tags. E-only lanes were introduced on the bridge and tunnel and were achieving significant time savings. For example, morning peak motorists with E-toll tags can halve the time for their six-kilometre trip from the start of the Gore Hill Freeway through the Sydney Harbour Tunnel toll plaza (from 16 minutes to seven minutes). Similarly, the eight kilometre trip via the Sydney Harbour Bridge has decreased from 20 minutes to 12 minutes.

Sydney's privately-owned tollways presented additional challenges in delivering an E-toll system that would allow motorists to use one tag on all motorways and receive a single bill. The M5 and Eastern Distributor E-toll tag systems became compatible with the Sydney Harbour Bridge and Tunnel in June 2001. The tags were also made compatible with the Queensland system, extending the convenience of electronic tolling to interstate trips. Sydney's privately owned M2 and M4 motorways and Melbourne's CityLink are working to introduce the standardised E-toll tag system.

Improved signposting

An audit of all guide signs on the State Road network was completed for roads outside the Sydney metropolitan area and the Sydney audit will be completed by June 2003. Market research data and audit findings will enable the RTA to confidently begin to implement a refreshed and reviewed network of guide signs.

In partnership with Tourism NSW and the NSW Council of Tourist Associations, the RTA continues to play a lead role in the development of new tourist signposting strategies.

Encouraging alternative transport use

Bus priority

Bus priority measures improve the efficiency of bus operations and include bus lanes, transit lanes, priority traffic signals and bus bays along existing major bus corridors, as well as rapid bus-only Transitways.

The State Transit Authority (STA) proposed a series of bus priority measures to support its *Better Buses* strategies in Sydney East and Newcastle. Most of the 18 issues raised by STA for Sydney East were minor signal timing and delineation issues and have been addressed. Traffic signals were reconstructed at Elizabeth Street and St James Road in Sydney's CBD to give priority to buses. Suggested re-routing of southbound services from Bourke Street to Baptist Street was implemented. Of the 11 Newcastle proposals, two projects were completed, one was under construction, three were developed to concept stage and five were under investigation.

Private bus operators identified 100 locations in Western Sydney, Newcastle, the Central Coast and Wollongong for the investigation and implementation of bus priority measures. The treatments include support for operations of new services between the Hills District and the Sydney CBD via the M2 Motorway corridor.

In 2001–02, the program of improvements included:

- An increase in the total length of bus lanes by two kilometres, with more increases planned for 2002–03.
- Continued application of red colouring to dedicated bus lanes, including in Oxford Street, the Sydney Harbour Bridge and the Warringah Freeway, to make them easily visible to motorists.
- Trials of a digital camera-based bus lane monitoring system at Oxford and York Streets and the Warringah Freeway.
- Investigation of a Public Transport Information and Priority System for real time traffic signal priority for buses.
- Progress on the Liverpool to Parramatta T-way.
- Improved bus stop facilities throughout rural NSW.

A total of 25.4 kilometres of bus lane have now been coloured red. The red colouring of the inbound bus lane on Oxford Street has led to a 35% reduction in illegal usage. Illegal usage on the Sydney Harbour Bridge was under 2%.

Teleworking

The RTA is working with other government agencies to reduce travel demand especially in urban areas. A key initiative is expanding teleworking within the RTA, promoting its benefits to the community and supporting its expansion in government and business.

An Australian Bureau of Statistics survey in October 2001, assisted by the RTA, showed that 8% of NSW workers had teleworked in the previous three months. Three quarters of these worked in the private sector. Reasons given for teleworking were suitability to job requirements, childcare and family considerations and fewer distractions and greater productivity.

Other ways of reducing car dependency were pursued. The RTA developed and implemented a pilot program to make transport other than by car (walking, cycling, public transport) more attractive for RTA staff relocating to offices in Parramatta. Traveller Information Kits and Transport Access Guides were delivered to staff before the move. Surveys of staff showed:

- A 17% shift from car travel to public transport travel.
- 88% of staff read the kit and retained its information.
- Half of staff spent the same or less time travelling.

The RTA is working with other government agencies to introduce similar programs for office relocations. It is also working with the Sustainable Energy Development Authority to launch a joint brochure on producing and using transport access guides.

Cyclists

Cycling has a significant role to play in improving air quality and the health of the community.

The NSW Government released a 10 year plan, *Action for Bikes – BikePlan 2010*, in November 1999. The plan aims to improve facilities and safety for cyclists. It also outlines a masterplan for the construction of a comprehensive cycle network for Sydney by 2010. It puts in place a commitment to build off-road cycleways wherever practicable during the expansion of the network and when new roads are being built.

As a direct result, investment in cycleways has increased significantly. Funding was above the average of \$25 million per year committed in the 10-year plan. Local councils are funded on a dollar-for-dollar basis for local network development and construction. Across NSW, 106 council bicycle projects were funded in the 2001–02 financial year.

Building more and better cycling networks

The length of on and off-road cycleways in NSW increased by 245km in 2001–02. Construction commenced on major cycleways in Sydney including:

- An off-road cycleway along both sides of the M5 East Freeway extension from Beverly Hills to Bexley North (completed).
- An off-road cycleway from Arncliffe to Mascot.
- Improvements to the Orphan School Creek cycleway between Abbotsbury and Canley Vale (completed).
- Wetherill Park to Fairfield cycleway.

Cycleway projects completed in rural and regional NSW included:

- Point Clare underpass on the Central Coast.
- Raymond Terrace to Medowie cycleway.
- Sexton Hill cycleway at Tweed Heads.
- Coffs Hospital shared pedestrian/cycleway link.
- Middleton Drive cycleway at Gundagai.
- Cycleway along North Terrace in Queanbeyan.
- Tuross Heads cycleway linking Tuross Boulevard and Kyla Sport Complex.

Planning and development began for the cycleway along the Parramatta to Liverpool T-way. Planning began for the Prospect to Blacktown cycleway and the cycleway along the Windsor Road as part of the extensive Windsor Road upgrade.

In November 2001, the Government announced that the Western Sydney Orbital project would include a 39km cycleway. A three to four metre wide path is planned for the full length of the motorway. The cycleway will be completely off-road and separated from traffic. Bridges will be provided where the cycleway crosses major roads, ensuring long lengths of uninterrupted cycle travel.

The RTA upgrades facilities for cyclists as part of major road improvements and maintenance works including:

- Signs to support cycling facilities.
- The installation of bicycle-safe grates at critical points.
- The elimination of 'squeeze points' where the lane widths are too narrow for cyclists to ride safely alongside vehicles.

Initiatives in promoting bicycle safety included:

- Bike Week, organised in September 2001 to encourage bicycle use in the local community and to promote bicycle safety.
- Road safety education in NSW schools.
- Publication of the Sydney Cycleways map.
- Promotion of bicycle use and safety at the RTA stand at the 2002 Royal Easter Show.
- Sponsorship of community events that encourage safe cycling including the RTA Cycle Sydney and RTA Big Ride.

The seventh annual RTA Cycle Sydney was held on Sunday 18 November 2001. More than 6500 people entered, an increase of 38% on the previous year.

There were 1275 participants in this year's RTA Big Ride from Manilla to Walcha. The successful event started on 6 April and finished on 14 April. The RTA Safe Cycling Team gave presentations on bicycles and safe cycling to schools along the route and set up displays in selected towns.

Pedestrians

The RTA worked on a number of initiatives to improve pedestrian access and safety.

The authority assisted local councils to develop integrated pedestrian networks through a major initiative – Pedestrian Access and Mobility Plans (PAMPs). The plans aim to develop integrated pedestrian networks that link public transport, key community centres and commercial facilities. The plans identify existing pedestrian facilities and determine where access and mobility need to be improved. To improve consistency in the development of PAMPs, the RTA published an easy guide to their preparation. The guide is a practical manual for council staff, local community groups and others. Forty-three PAMPs had been developed across the State, including 16 completed during 2001–02. Another six were to be developed in 2002–03.

The RTA continued to assist local councils implement pedestrian facilities based on these plans. Works provide access for all pedestrians, especially those with a mobility or vision impairment. New standards apply to new and upgraded pedestrian facilities.

The RTA continued to promote walking as an alternative to private car travel for short trips, through its continued support of the Pedestrian Council of Australia. The RTA sponsored Walk to Work Day in October 2001 and the second Walk Safely to School Day to reinforce safe pedestrian behaviour amongst parents, teachers and children.

Pedestrian facilities

To promote consistency in the development and implementation of pedestrian facilities, new policy and guideline documents were developed. These included Technical Directions with enhanced designs for pedestrian refuges and kerb extensions and guidelines for the implementation of advisory signs on shared paths. The RTA developed a booklet, *Children's Crossings: A Guide to Promoting Correct Use*, which was supported by advertisements, media releases and parent/carer information sheets.

Facilities provided for pedestrians included:

- Pedestrian bridges, partly funded by commercial advertising with priority given to sites near schools.
- Additional audio-tactile push buttons to assist pedestrians with vision impairment. Sixty-seven per cent of traffic signal sites in NSW are now fitted with these buttons.
- Kerb ramps.
- Pedestrian fencing.
- Pedestrian crossings, such as refuges and new and reconstructed traffic signals. Locations in 2001–02 included Penrith, Rooty Hill, Campbelltown, Shalvey, Milsons Point, Drummoyne, Canada Bay, Summer Hill, Oyster Bay, Gymea, Moore Park, Bega, Glendale, Cowra, Port Macquarie, Coffs Harbour and Tweed Heads.

The pedestrian bridge over The Horsley Drive at Fairfield High and Fairfield Primary schools was officially opened and named the Eva Wesley Stone Pedestrian Bridge on 15 March 2002.

A contract was awarded on 3 June 2002 for construction of the pedestrian bridge over The Boulevard at Strathfield at Santa Maria Del Monte College. Tenders for two pedestrian bridges at Maroubra High School, Anzac Parade, and Cowpasture Road, Bossley Park, were being assessed.

Cahill Expressway at Circular Quay

The Cahill Expressway Improvement Project was announced in March 2002. The \$10 million project will improve pedestrian access from the ground level at Circular Quay to the top of the expressway. A pedestrian bridge will be constructed over Macquarie Street, providing direct access from the Botanical Gardens to the Cahill Expressway walkway. The project involves the widening of the walkway and the viewing area. Other elements of the design include a raised viewing platform, canopy, signage and noise protection barriers. Glass barriers will replace brick walls to give rail users a better view of Sydney Harbour from the elevated Circular Quay railway station.

The project will open up the Circular Quay area for workers and tourists, allowing everyone to enjoy the magnificent vista of Sydney Harbour. The project was programmed for completion in December 2002. A contract for lift shafts was awarded and construction began at the end of June 2002.

Traffic in local streets

A partnership between the RTA and local councils was the cornerstone of local street environment initiatives. These initiatives promote the management and reduction of through traffic in town centres and residential areas where pedestrians are concentrated. Measures to improve these streets included traffic calming treatments, such as roundabouts and slow points. Locations of projects completed in 2001–02 included Concord, Burwood, North Rocks and Dulwich Hill.

Future challenges

- Continuing to maintain consistent travel times by managing transport and incidents on the network.
- Developing and implementing an Intelligent Transport System Strategy to improve traffic flow, tolling and traveller information.
- Designing new network developments that integrate into the road transport system.
- Making public transport, cycling, walking and teleworking more attractive choices.
- Implementing bus priority measures, including the effective introduction of the new T-ways network.



/// ENVIRONMENTAL /// SOCIAL /// ECONOMIC

STEVE MEAD — TRAFFIC EMERGENCY PATROL

“The most satisfying part of my job is the surprise people get when we turn up — they often don’t expect the service we provide.”

ARTHUR KONTALIS — TRAFFIC EMERGENCY PATROL

“Our job is to help people when they break down and get the traffic moving as quickly as possible. Ultimately, we save the community time and money.”

Developing the road network

Strategic outcome

Develop the State Road network to promote economic growth, access to communities, road safety and use of public transport.



BEATRICE PLANT – ENGINEER AND PART OF THE GRADUATE PROGRAM, AT THE YELGUN TO CHINDERAH UPGRADE.

Performance summary

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2001–02
The State Road network developed to promote economic growth, access to communities, road safety and use of public transport.	On-time and on-budget completion of major State Road network projects.	79% of major projects delivered within or near budget (% of projects weighted by project cost).
		84% of major projects delivered on or near time (% of projects weighted by project cost).

SUSTAINABILITY

The economy

The major projects described in this chapter have a range of economic benefits in common, including:

- Reduced travel times for business and residents.
- Reduced costs of transport for producers.
- Increased accessibility to areas, thus improving prospects for business.

The M5 East Freeway delivered significant economic benefits to motorists, business and local residents. With truck access to Port Botany much quicker on the M5 East, freight costs have been significantly reduced. Travel times have also been reduced for commuters and businesses, with a 50% reduction in major traffic delays on the Beverly Hills to Botany route. Figures from the Department of State and Regional Development show the M5 East Freeway will create 30,000 new jobs and inject \$500 million into Western Sydney in the next five years.

The Windsor Road upgrade has reduced travel time between residential areas near the route and many workplaces within the area. Further development will also improve access to employment centres at Parramatta and Blacktown.

Upgrades of the Pacific and Great Western Highways are improving access to regional areas, reducing travel times for residents and supporting tourism and other economic activities.

Many of these projects also have road safety benefits, with resulting economic returns. For example, the upgrade of the Pacific Highway from Yelgun to Chinderah bypasses the notorious Burringbar Range where there were about 25 serious casualty accidents per year.

The T-way program (a network of rapid bus only Transitways) supports the NSW Government's objectives for the sustainable economic development of Western Sydney. The construction and operation of T-ways will create employment and the T-way services will improve access of the region's workforce to jobs in key industrial areas and commercial centres.

The environment

Key environmental benefits of these projects include:

- Reducing traffic volumes and noise on local streets.
- Reducing congestion, thus improving air quality through a reduction in vehicle emissions.

The M5 East Freeway encompasses all these benefits. Since it opened, traffic volumes through Bexley have fallen by 40%. There

have been 75,000 fewer vehicles a day on local streets or, in percentage terms, reductions of more than:

- 30% on Moorefields Road, Kingsgrove.
- 15% on Canterbury Road.
- 35% on Bay Street, Brighton-Le-Sands.

Major projects also involve environmental initiatives designed to reduce the impact of construction. For example, the RTA and the National Parks and Wildlife Service worked together to develop a compensatory habitat project for the Yelgun to Chinderah upgrade. The project involves the planting of native plants propagated from local seed collected before construction. About 300,000 square metres of roadside was hydro-mulched to prevent erosion and control weeds.

Environmental benefits of these projects also include urban design. For example, the Coolongolook to Wang Wauk upgrade of the Pacific Highway provided opportunities to improve the township of Coolongolook. The project, which opened in July 2001, included landscaping, new pedestrian and cyclist facilities, provision of school bus stops and inclusion of murals and Aboriginal artworks on footpaths and underpasses.

The community

Social benefits of the development of the road network are many. Key benefits include:

- Improved safety.
- Easier and quicker travel.
- Employment opportunities.

The opening of the M5 East Freeway has returned local streets to local traffic and improved access in and out of the CBD from Western Sydney. The M5 East Freeway is a benefit for tourism, taking 20 minutes off the trip from Sydney to the Southern Highlands.

The widening of arterial roads such as Cowpasture Road and Old Windsor Road in the fast-developing south-west and north-west sectors of Sydney has delivered significant social benefits to the residents of these areas, with improved access to jobs, education and shopping.

The T-way program supports the NSW Government's objectives for the equitable distribution of services across the metropolitan region by improving transport options in Western Sydney. In supporting the growth of Parramatta and other Western Sydney employment centres, the T-way program will complement the NSW Government's objective of redressing the jobs-housing imbalance that sees a high proportion of Western Sydney residents needing to travel to eastern Sydney for work.

Performance in detail

During the year, 44 major construction projects with individual costs of more than \$1 million each were completed. Total expenditure on these projects was \$1,227.2 million. Project time and budget performance summaries are shown below.

Project delivery	Number of projects	Total expenditure \$ million	% of projects weighted by project cost
Completed within budget or within 10% over budget.	29	968.3	78.9
Completed within planned duration or within 10% over planned duration.	27	1026.3	83.6

Improving access within Sydney

M5 East Freeway

The M5 East Freeway forms part of the Sydney Orbital road network and provides a toll-free link between the end of the M5 Motorway at King Georges Road, Beverly Hills, and General Holmes Drive at Sydney Airport.

The 10 kilometre, four lane divided carriageway freeway, includes a four kilometre tunnel – the longest road tunnel in Australia.

The M5 East Freeway was opened to traffic on 10 December 2001, about six months ahead of schedule and on budget. It has had enormous benefits for local communities, reducing traffic volumes considerably on local streets. It has also provided a significantly improved link between Western Sydney and Port Botany, Sydney Airport and the Sydney CBD.

Cross City Tunnel

The proposed Cross City Tunnel, between Darling Harbour and Kings Cross, will link the Western and Eastern Distributors. The tunnel is designed to ease traffic congestion and improve conditions in central Sydney for pedestrians and public transport.

An Environmental Impact Statement (EIS) was released in August 2000 and the Minister for Planning approved the project in October 2001. The Minister for Roads announced in February 2002 that the Cross City Motorway consortium had been selected as the preferred proponent to finance, construct and operate the tunnel. [The consortium includes Baulderstone Hornibrook Pty Ltd, its German parent company Bilfinger Berger AG and Deutsche Bank, and equity partner CKI Group.]

The consortium proposed some design changes to enhance environmental aspects and improve road safety, transport efficiency and community amenity. Under the amended proposal:

- The eastern end of the tunnel would be located east of the Kings Cross Tunnel instead of at the western end.
- The speed limit would be increased from 70km/h to 80km/h, with an improved alignment for safer travel.
- The need for excavation and traffic disruption in William St would be removed by increasing the tunnel depth.
- The tunnel would be 30 metres deeper at the eastern end, passing under instead of over the Eastern Distributor tunnels.

The tunnel will save time in trips across the city, improve air quality by reducing congestion and improve the streetscape, particularly in William Street. The project is expected to create up to 1600 direct and indirect jobs during construction.

Following public display in August 2002 of a supplementary EIS for the proposed modifications, the RTA will seek an updated planning approval. The tunnel was expected to open to traffic in late 2004.

Lane Cove Tunnel

The Lane Cove Tunnel project between the M2 and the Gore Hill Freeway will complete a link in the Sydney Orbital, connecting the north west sector of Sydney with the CBD.

Journeys from the north-west to the city will be quicker with the Lane Cove Tunnel, which will bypass five sets of traffic lights. Motorists travelling between Falcon Street and the M2 will avoid the Pacific Highway and bypass 26 sets of traffic lights.

The project will also:

- 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.
- Provide new ramps between Falcon Street at North Sydney and the Warringah Freeway to also give access to the Gore Hill Freeway – M2 corridor.

An EIS was placed on public exhibition from 8 November 2001 until 1 February 2002. About 340 submissions from the public and interested parties were received and assessed. These submissions resulted in some modifications to improve the project and a Preferred Activity Report was being prepared for release in 2002–03.

Subject to planning approval, construction is likely to commence in 2003, with the Lane Cove Tunnel expected to be open to traffic in 2006. Registrations of Interest to finance, design, construct and operate the project as a tollway were received from four applicants and assessment of the bids was in progress.

Western Sydney Orbital

The Western Sydney Orbital (WSO) between the M5 Motorway at Prestons and the M2 Motorway at West Baulkham Hills will form part of the National Highway link through Sydney. It will be a key link to Sydney Airport and Port Botany and will support the industrial and commercial development of Western Sydney.

Funding of the \$1.25 billion WSO is the responsibility of the Federal Government and in January 2001 it made a commitment to provide \$356 million over the next six years, with the remaining funding to be provided by the private sector. The NSW Minister for Planning approved the project, with conditions, in March 2002.

Three shortlisted consortia prepared detailed project proposals, which were being evaluated at the end of this financial year. Construction was expected to begin in early 2003, with the project to be completed in 2007.

T-way

The T-way program is designed to increase the capacity of public transport in the Sydney metropolitan area through the provision of dedicated bus-only roads and priority lanes. A series of routes include the Liverpool-Parramatta T-way and the North West T-way Network.

The Liverpool-Parramatta T-way is designed to significantly improve public transport performance across south-western Sydney. The Planning Minister approved the project in December 2001. A tender for the operation of the bus service has been awarded to the State Transit Authority. The RTA began construction of sections of the T-way on existing roads. Major civil construction contractors were working on the bus-only sections of the road network, building T-way 'stations' and developing and installing an Intelligent Transport System to communicate with buses and gives priority to bus movements. It is anticipated that the 31 km-long T-way will begin operating in early 2003.

The North West T-way Network is in the planning stages, with the preferred routes for the two links identified (Blacktown-Castle Hill; Parramatta-Rouse Hill regional centre). Negotiations have commenced with affected property owners. Detailed studies on the preferred routes have begun, with the aim of releasing an EIS for public comment in late 2002.

Other T-way routes in the planning stage included Parramatta-Strathfield, Blacktown-Wetherill Park, Penrith-St Marys and Blacktown-Parramatta.

Urban projects

Windsor Road upgrade

The \$323 million program to upgrade Windsor Road and Old Windsor Road to a minimum of four lanes by the end of 2006 is well advanced. In March 2002, the first major section of the upgrade – dual carriageways between Old Windsor Road at Sunnyholt Road and Windsor Road at Merriville Road – was opened to traffic. This section was delivered by the RTA for \$25 million, a significant saving on the announced estimate of \$34 million.

The contract for widening between Merriville Road and Schofields Road at Kellyville was awarded. It was expected that by the end of 2002 the full length of Old Windsor Road would be completed, along with Windsor Road between Old Windsor Road and Schofields Road, Rouse Hill.

The Windsor Road upgrade will improve the accessibility, safety and reliability of travel to existing and future economic activities in the north west sector of Sydney. By promoting the accessibility of the north west sector of Sydney, such as the future Rouse Hill regional centre, the upgrade will significantly contribute to Western Sydney's economic development.

Bangor Bypass

The Bangor Bypass is designed to relieve pressure on Menai Road and Old Illawarra Road. The proposed bypass consists of a 3.5km east-west link by passing Menai Road between the Woronora Bridge and Old Illawarra Road and a 2.6km north-south link between New Illawarra Road and Alfords Point Road.

This will enable better access between southern Sydney and Bankstown with reduced congestion and improved safety on Menai Road. During the year the RTA displayed an EIS seeking input from residents. A Representations Report including modifications in response to community concerns was lodged with Planning NSW seeking planning approval for the project.

The project will be funded by the NSW Government and was expected to cost approximately \$115 million – \$70 million for the east-west link and \$45 million for the north-south link.

Subject to planning approval, construction of the east-west link was expected to begin in 2002 and be completed in 2004, with construction of the north-south link to follow.

Mona Vale Road

The upgrade of Mona Vale Road was proceeding. Stage 1 involved reconstruction and widening from Addison Road to the Baha'i Temple and was completed in December 2000.

Stage 2 was under construction and involved reconstruction and widening from the Baha'i Temple to Manor Road. The realignment of Manor Road began in July 2001 with extensive and complex public utility adjustments progressing in conjunction with the roadworks.

Improving access between cities and regions

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

Pacific Highway upgrade

In 1996, the 10-year Pacific Highway Upgrade Program agreement was signed by the Federal and NSW Governments. It involves annual funding of \$160 million from the NSW Government and \$60 million from the Federal Government.

The \$2.2 billion program has already achieved some important milestones during its first six years, with 20 major projects and 18 minor projects opened to traffic.

Highlights in 2001–02 included:

Tandys Lane Deviation

The \$60 million fully State-funded project was opened to traffic on 19 December 2001. The project provided 5.5km of dual carriageway between Tyagarah and Brunswick Heads, including a major deviation to eliminate a winding section of road and alleviate traffic at the busy Mullumbimby intersection at the northern end.

Coolongolook to Wang Wauk

The final stage of this \$49 million upgrade, jointly funded by the State and Federal Governments, was opened to traffic on 29 July 2001. The project provided 11.7km of dual carriageway, linking the Bulahdelah to Coolongolook Freeway to the Wang Wauk to Bundacree Creek Upgrade. The three sections provide just over 40km of uninterrupted dual carriageways, improving travel times, road safety and traffic conditions.

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 motorists. The project is due for completion in late 2004.

Bulahdelah upgrade

Currently in the development phase, the Bulahdelah upgrade will provide 8.7km of dual carriageway north of Newcastle. The preferred route for the project was announced in November 2001. This project is fully State-funded.

Coopernook Bypass

Construction commenced 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.

Moorland to Herons Creek

Currently in the development phase, the preferred route for the Moorland to Herons Creek Upgrade was announced in March 2002. The project entails a 22km upgrade of the Pacific Highway to dual carriageways, including new bridges and interchanges. The project is fully State-funded.

Halfway Creek

Construction of the \$21.5 million Halfway Creek Realignment, which is fully State-funded, began in March 2002. The upgrade will provide 3.4km of divided dual carriageway with improved intersections, less curves, better sight distance and safer overtaking opportunities. Construction was due to be completed in late 2003.

Brunswick Heads to Yelgun

Currently in the development phase, the Brunswick Heads to Yelgun Upgrade will provide 8.7km of new dual carriageway from south of Brunswick Heads to Yelgun. A modified design for the \$154 million upgrade, jointly funded by the State and Federal Governments, was placed on public display in May 2002.

Yelgun to Chinderah

The \$348 million Yelgun to Chinderah Freeway, jointly funded by the State and Federal Governments, is the largest Pacific Highway Upgrade road project yet undertaken. The 28.5km four-lane dual carriageway has significantly improved safety by removing one of the worst remaining highway blackspots – the notorious Burringbar Range. It also dramatically reduces travel times, particularly for freight, and provides consistent overtaking opportunities. Local communities also benefit from the separation of highway and local traffic, improving conditions in many towns and villages.

An announcement that the project was four months ahead of schedule (to be opened to traffic in August 2002) was made in April 2002.

Princes Highway

Oak Flats Interchange

The project was opened on 29 October 2001. The interchange, which includes four road bridges, has significantly improved traffic flow around the Albion Park/Oak Flats section of the Princes Highway by removing a railway level crossing and nearby traffic signals. The interchange also connects with Shellharbour City Council's East-West Link Road.

Yellowpinch to Millingandi

On 3 June 2002, a \$10 million upgrade of the Princes Highway between Yellowpinch and Millingandi was opened to traffic. This project involved the realignment of a 2.7km section of the Princes Highway to replace a narrow and winding stretch of road.

Great Western Highway

The 12-year, \$360 million Great Western and Mitchell Highways upgrade between Penrith and Orange will deliver four lanes to Katoomba and mostly three lanes to Lithgow. In addition, the Federal Government committed an extra \$100 million towards the Great Western Highway upgrade. The upgrade is designed to improve transport services and options to the people of the Central West, the Blue Mountains and Western Sydney.

The upgrade was progressing with works at Linden Bends Section Five opening to traffic in December 2001. This section was widened to provide four lanes. Upgrading of the section at Soldiers Pinch between Blackheath and Mount Victoria was opened to traffic in June 2002. This section provides a new alignment and an eastbound overtaking lane.

Construction of the four-lane upgrade final stage at Linden Bends (Section Four) began in June 2002. A contract has also been let for the four-lane upgrade at Shell Corner, west of Katoomba, and the Medlow Bath Bridge replacement. Work began on upgrading the section of highway from Lake Lye at South Bowenfels in March 2002.

Planning was underway for the four-lane upgrade at Woodford to Hazelbrook, Hazelbrook to Lawson, Wentworth Falls West, and Leura to Katoomba. Improvements were planned between Churchill Street and Grose Road at Faulconbridge to enhance safety through the Coomassie Shopping Centre precinct. The proposal will reinforce the 60km/h speed limit through the shopping village and improve safety for all road users, including pedestrians and cyclists.

F3 Sydney to Newcastle Freeway

The F3 Freeway is part of the Federally-funded National Highway system and, south of Gosford, operates at maximum capacity, with incidents causing severe delays to road users. Incident management initiatives have been introduced by the RTA, including variable message signs, visual monitoring, emergency median crossovers and mobile emergency patrols. The Prime Minister announced in May 2001 an \$80 million commitment to widen sections of the F3 between Hawkesbury River and Calga. Widening of the first section between Mount White and Calga commenced in June 2002, with the management of this work the responsibility of the RTA. The widening is designed to fit in with the visual and environmental quality of the freeway which has received various design awards. The Federal Government also announced a study of options to connect the F3 to the Sydney Orbital, which began in March 2002.

Other significant National Highway projects completed or underway in 2001–02 were the:

- Cumberland Highway widening (The Horsley Drive to Merrylands Road).
- Mittagong subsidence reconstruction.



THE GREAT WESTERN HIGHWAY UPGRADE IS DESIGNED TO IMPROVE
TRANSPORT SERVICES AND OPTIONS TO THE PEOPLE OF THE CENTRAL
WEST, THE BLUE MOUNTAINS AND WESTERN SYDNEY ///

Future challenges

- Progress the Sydney Orbital road network by commencing construction of the Western Sydney Orbital, awarding the Lane Cove Tunnel tender and completing grade separation of M5/Moorebank Avenue.
- Progress the Pacific Highway upgrade, including Karuah Bypass project.
- Progress the Princes Highway upgrade, including the North Kiama Bypass.
- Progress the Great Western Highway upgrade, including calling tenders for Leura to Katoomba project.
- 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 upgrade of Old Windsor Road and exhibiting the EIS for the Windsor Road Flood Evacuation Route.
- Complete the West Charlestown Bypass at Newcastle.
- Progress the construction of the Liverpool to Parramatta T-way.
- Continue to upgrade arterial roads serving the urban release program, such as Cowpasture Road and Hoxton Park Road.
- Implement the Central Coast Transport Action Plan.
- Commence construction of the Bangor Bypass.



Paul Wildman, the RTA's apprentice of the year, is a fourth year Bridge and Wharf Carpenter apprentice at Goulburn.



/// ENVIRONMENTAL /// SOCIAL /// ECONOMIC

STEVE ARNOLD — ENGINEER — SYDNEY NETWORK DEVELOPMENT

“The most satisfying part of my job is when we deliver projects that meet community needs in the best possible way.”

Road system maintenance

Strategic outcome

Roads and bridges maintained at minimum whole of life cost.



Performance summary

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2001–02
Roads and bridges maintained at minimum whole of life cost.	Ride quality rated 'good or better' for 88% of State Roads.	Ride quality rated 'good or better' for 90% of State Roads (see Figure 12 <i>Ride quality on State Roads</i>).

SUSTAINABILITY

The economy

Economic sustainability is the aim of this area of the RTA's work, as indicated by the strategic outcome of the maintenance program. The NSW Roads Act focusses the RTA on funding arterial roads and limits the extent to which the RTA can fund local roads. The Act supports sustainable economic development by linking State funds to State arterial roads (with Statewide benefits) and local funds to local roads (with local benefits). Councils fund local roads using both local ratepayers' funds and Federal road assistance grants. The RTA supports economic sustainability by periodically reviewing the system of road classifications for identifying arterial and sub-arterial roads. This is done in close consultation with local government. The RTA then funds the infrastructure on the arterial roads using the Infrastructure Maintenance Program.

Good asset management practice as well as the *Action for Transport* strategy both require that the RTA manage its infrastructure as a long-term renewable asset, keeping its arterial network as a whole in good working order.

The RTA's maintenance programs have five intermediate outcomes:

- Total Asset Management 2000 – systems and procedures to manage the RTA's arterial road network assets on a whole of life basis in accordance with the Government's *Asset Management Policy*.
- Commitments – Financial Assistance Grants to assist local government to manage its arterial road infrastructure assets and management of Government funds for disaster repairs for all RTA and council-managed public roads.
- Safety – maintenance of safe standards for the RTA's arterial roads and bridges and traffic facilities (Figure 9).
- Retained value – minimisation of risks to the integrity and value of the RTA's arterial road and traffic facility assets.
- Reliability – provision of consistent conditions on the RTA's arterial roads, measured by assessments of roughness (Figures 10 and 11) ride quality (Figure 12) and pavement durability (Figure 13).

This approach ensures the economic sustainability of the RTA's maintenance programs.

The environment

The Infrastructure Maintenance Program's management system supports environmental outcomes via a regime of standards, policies and procedures to address environmental concerns and impacts. These systems include formal Reviews of Environmental Factors and, where appropriate, Environmental Impact Statements for all Infrastructure Maintenance Program activities.

Smoother roads, as measured by ride quality, create direct environmental benefits by reducing fuel and oil consumption with consequent benefits to air quality and greenhouse impacts.

The RTA is participating with local catchment committees and councils in the preparation of Stormwater Management Plans and funds a Stormwater Quality Improvement Program for RTA assets.

The introduction of the Road Maintenance Reform Package from 1 July 2000 includes establishing environmental criteria as part of the contracts for maintenance of State Roads with clear standards being implemented for graffiti and litter collection.

In relation to bridges, the RTA has:

- Reviewed the engineering heritage of its timber bridge assets.
- Committed to the ongoing preservation of an agreed list of timber bridges.
- Published a Timber Bridge Management Strategy to demonstrate its management regime.
- Committed to develop and implement Conservation Management Plans for its heritage assets, including the Sydney Harbour Bridge.

The RTA has developed a strategy for preserving Aboriginal heritage and has commissioned a series of paintings on its bridges.

The community

The Government's use of single invitation maintenance contracts improves employment security for rural and regional workforces and relies on benchmarking to drive efficiency rather than competitive tendering (Figure 14).

The RTA's management systems distribute maintenance resources on an equitable Statewide basis between types of works and different roads. They do this by closely monitoring road performance, road condition and the level and nature of usage. The RTA also surveys community attitudes and priorities and liaises with community and stakeholder groups to gain balanced input to these management systems.

The RTA contributes to the security and safety of the community by providing a subsidy to local councils towards the cost of street lighting on arterial roads.

Performance in detail

The NSW road network

The 180,000km 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 three categories:

- 17,670km of RTA-managed State Roads including 3106 km of Federally-funded National Highways.
- 18,448km of Council-managed Regional Roads, funded primarily with RTA grant funds.
- 142,922km of Council-managed local access roads, funded by both local ratepayers and Federal road assistance grants.

The RTA is responsible for managing:

- 17,670km of the major arterial road network.
- 4588 bridges and major culverts on RTA and Council-managed roads.
- 2887km of Regional and Local Roads in unincorporated NSW.
- 3188 traffic signal sites.
- Nine vehicular ferries.

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 the RTA's arterial roads. These strategic priorities are linked to outputs and service standards using program budgeting and maintenance contracts. The maintenance contracts establish consistent minimum levels of service, including 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 in a solid collegiate manner, with more than 120 contracts with councils and the RTA's in-house service contractors. These reforms include use of consistent standards, procedures and management systems for worker safety, traffic control and safety, as well as environmental protection and works quality.

Rebuilding Country Roads Program

The 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 2001–02, the RTA spent \$121 million on the program (Figure 15).

The first stage of the Rebuilding Country Roads Program is the five-year Country Timber Bridge Program to replace or restore 140 key timber bridges by June 2003. It provides extensive investment across rural NSW, with a large concentration in the North-West Slopes, the North Coast and Tablelands as well as the Hunter region. Thirty-nine bridges were replaced or restored in 2001–02, taking the total number of bridges replaced or restored under the program to 99 (Figure 16).

In recognition of the ageing of the State's arterial road network, the Government announced on 18 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, will be 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 will accelerate the rebuilding program.

Major rural and regional works in progress or planned include reconstruction and widening of:

- 49km of the Gwydir Highway between Moree and Glen Innes.
- 19km of the Mitchell Highway west of Narromine.
- 24km of the Kamilaroi Highway west of Narrabri.
- 19km of the Yass to Forbes Road near Boorowa.
- 8km of the Mid Western Highway west of West Wyalong.

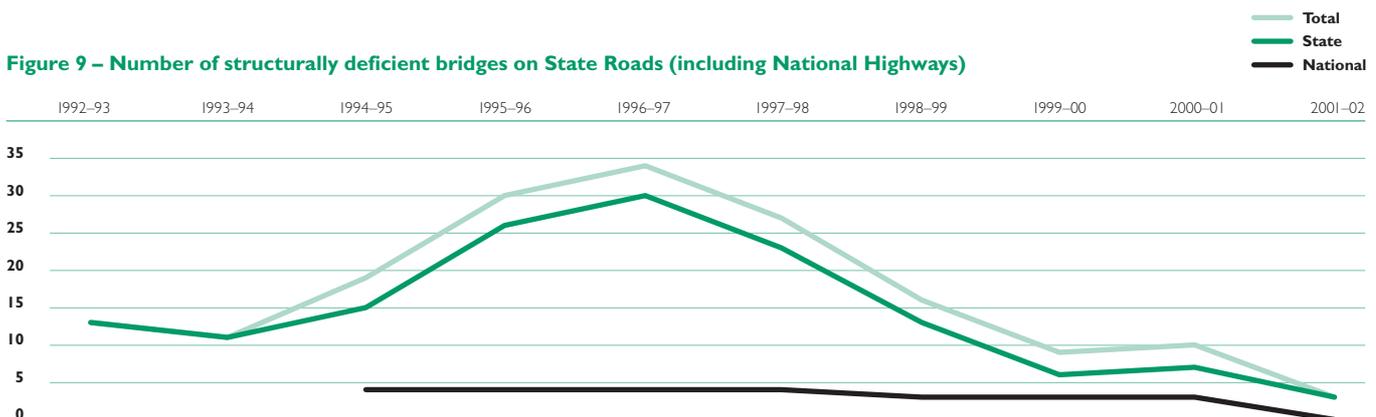
Disaster repairs

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, and also funds repairs to road infrastructure on Crown Roads.

In 2001–02, the RTA managed the provision of more than \$60 million of Government funds to repair damage from flooding and bushfires.

Figure 9 – Number of structurally deficient bridges on State Roads (including National Highways)



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, completed a new crossing at Howlong and are fully funding a new crossing at Barooga-Cobram.

The NSW Government, with the Federal and Victorian Governments, is planning replacement crossings at Corowa, Moama-Echuca and Robinvale, although the extent of Federal funding was still to be finalised.

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 RTA 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 days on other roads.

Sydney Harbour Bridge

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

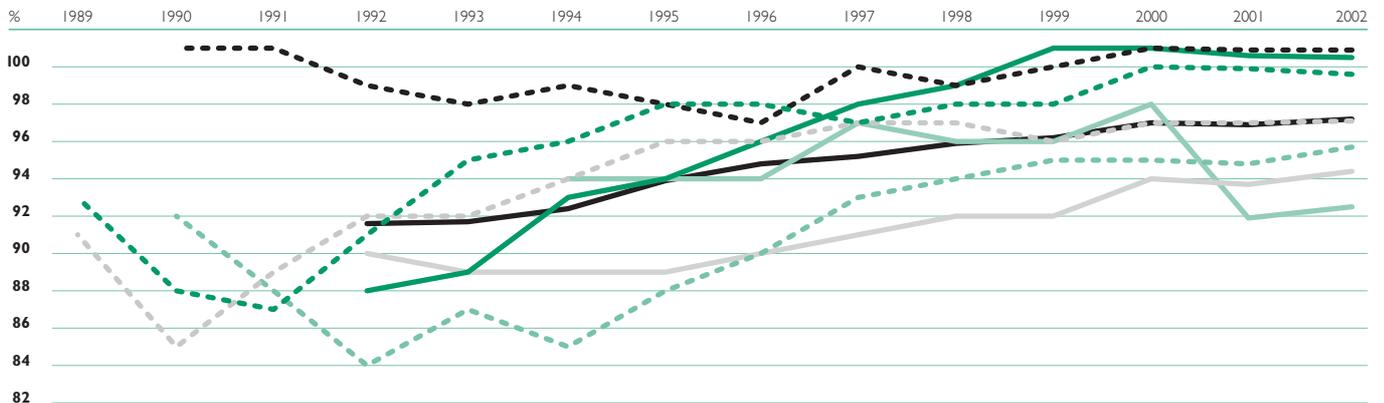
Tort law reform

The RTA has provided policy leadership in State and national forums following changes to the common law by the High Court in May 2001. Australian Transport Ministers have endorsed the proposed policy directions, which also coincide with the directions established by the NSW Government's Tort law reforms.

Future challenges

- Complete the Country Timber Bridge Program.
- Continue to implement the Rebuilding Country Roads Program.
- Continue to implement the Government's ongoing accelerated maintenance program for RTA roads using the increases in various RTA charges, including the Sydney Harbour Bridge toll announced on 18 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 110 councils.
- Complete the Conservation Management Plans for heritage timber truss bridges.
- Review traffic facilities Block Grant funding for rural councils.
- Begin a program to replace all 240 volt globe displays in traffic signals with LED displays (the power savings would translate to a reduction in greenhouse gas emissions of about 15,000 tonnes per year).

Figure 10 – Roughness % rated good on National Highway routes



Note: Change in 'Cumberland' due to Sept 2000 redefinition of National Highway

Figure 11 – Roughness % rated good on all State funded State Roads

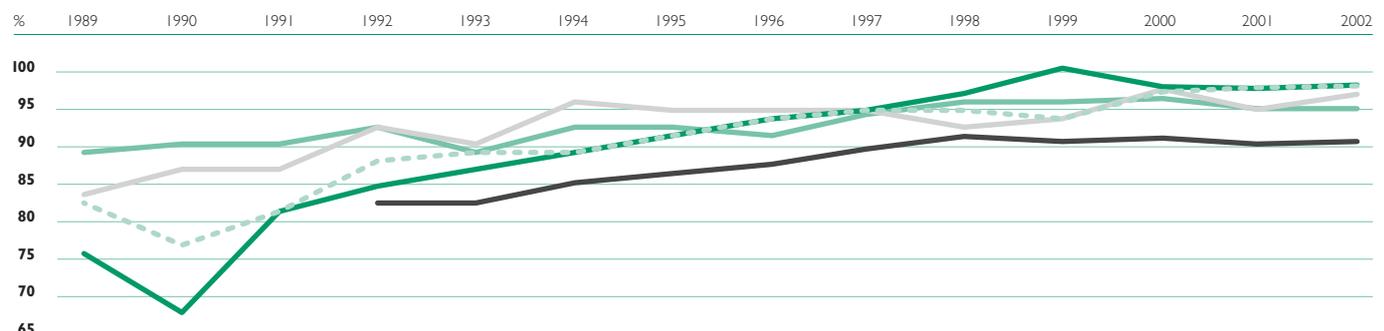


Figure 12 – Ride quality on State Roads (including National Highways)



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

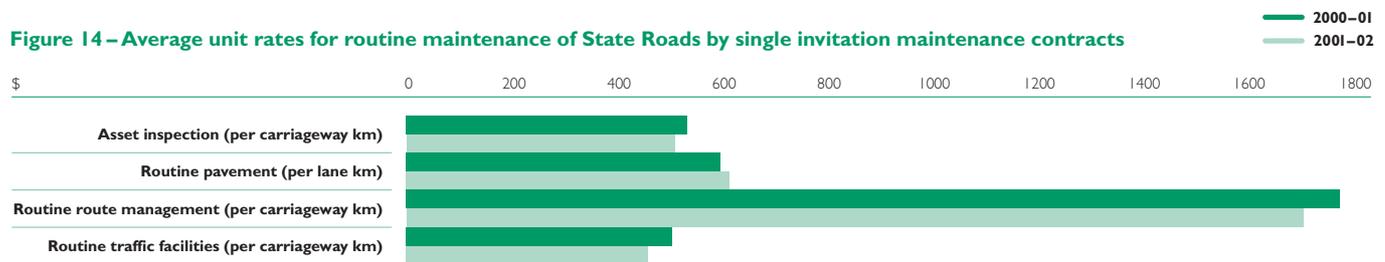


Figure 15 – Rebuilding Country Roads Program expenditure

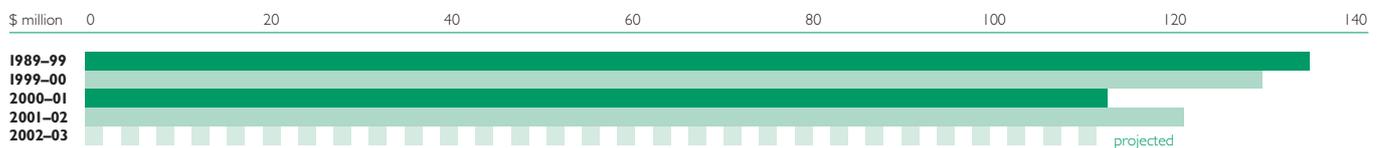


Figure 16 – Country Timber Bridge Program – number of bridges completed





/// ENVIRONMENTAL /// SOCIAL /// ECONOMIC

RAY WEDGWOOD — GENERAL MANAGER, TECHNICAL SERVICES AND LONG-TIME BRIDGE EXPERT

“It’s the contribution to the long-term infrastructure that I enjoy – the new stuff we build to last and the old stuff we make last longer. It’s about durability, strength, performance and reliability.”

Road use regulation

Strategic outcome

Compliance with driver licensing and vehicle registration requirements.



Performance summary

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2001–02
Compliance with driver licensing and vehicle registration requirements.	98% of vehicles using the road are registered.	In a survey conducted in October 2001, more than 98% of vehicles were registered.

SUSTAINABILITY

The economy

The driver's licence is widely used and accepted in the community as proof of identity. Improved proof of identity requirements for licences assist other institutions in their efforts to prevent credit and other fraud in the community.

Removal of unsafe drivers from the road system and the penalising of drivers for unsafe driving will ultimately reduce the road toll and its associated costs to the community in health care, rehabilitation and insurance.

The environment

The RTA has reduced printing as a result of a review of forms. Learner plates and all *Road Users' Handbooks* are printed on recycled papers.

The community

Compliance with licensing and registration requirements has improved road safety and reduced the potential for identity fraud and vehicle theft and re-birthing. This has a significant positive impact on outcomes for the community, including reducing road deaths and injuries and reducing financial loss for innocent parties.

Performance in detail

Driver licensing

Community based driver knowledge testing

A Community Based Driver Knowledge Testing Program, which helps prepare people for the test, has operated in a number of towns in the west of the State for several years. The scheme is designed to assist people in Aboriginal communities and with low levels of literacy, and those who feel uncomfortable attending a motor registry, to obtain a driver licence.

An evaluation of the program found strong support and the scheme will be extended to another 10 locations (two correctional centres, two juvenile justice centres and six community-based organisations). Six of the new locations were opened by the end of June 2002.

Heavy vehicle driver testing

The heavy vehicle driving test was upgraded in May 2002 to relate more closely to the standards required under the heavy vehicle Competency Based Assessment scheme. The upgraded test includes an off-street assessment requiring applicants to demonstrate skills such as conducting a comprehensive pre-departure check, load securing and coupling and uncoupling procedures.

Hazard perception testing

A Hazard Perception Test was introduced as part of the new Graduated Licensing Scheme in July 2001. The computerised test, which uses film footage of real driving situations, requires applicants to respond in a timely manner to hazards. Applicants must pass the test before progressing from a provisional P1 to a provisional P2 licence. The test is expected to play a significant role in ensuring that new drivers have the skills to drive safely.

Photo storage

The introduction of the storage of photo images of licence holders in the RTA computer system began in February 2001. This has enhanced the integrity of the licensing system and reduced the potential for fraud in the replacement of licences. The use of the stored photos is strictly controlled in line with the NSW Privacy & Personal

Information Protection Act 1998. The RTA developed protocols in consultation with the Privacy Commissioner to ensure that the storage and retrieval of photo images is controlled and meets information protection principles.

New style photocards

The RTA introduced new security features for licence photocards in June 2002. The new features make it more difficult for the cards to be copied and used for fraudulent purposes.

Proof of identity validation

In March 2002, the RTA introduced enhanced online validation of birth and other certificates with the NSW Registry of Births, Deaths and Marriages to help detect fraudulent certificates. The enhancements aim to efficiently validate more types of certificates.

Sleepy driver legislation

In August 2001, the Road Transport (Driver Licensing) Amendment (Suspension of Licences) Regulation 2001 (the sleepy driver provisions) was introduced. Under the new legislation, where death or grievous bodily harm has resulted from a crash and the driver claims to have fallen asleep at the wheel or suffered a loss of consciousness, the RTA will be able to suspend the licence whether or not the criminal trial has yet occurred and whether or not there has been an acquittal. The licence cannot be reinstated without an order by a local court on appeal from the RTA's decision.

Licensing publications

The RTA continues to provide handbooks, brochures and comprehensive information on the RTA website free-of-charge. These include the *Road Users' Handbooks* in English and 10 community languages and a variety of brochures about licensing.

Vehicle registration

Conditional Registration Scheme

The Conditional Registration Scheme was implemented on 20 May 2002. Conditional Registration replaces long-term Unregistered Vehicle Permits (UVPs), issued to approximately 33,000 non-complying vehicles that require limited road access. The types of vehicles issued with UVPs include agricultural and roadwork machinery, historic vehicles, golf buggies, all-terrain vehicles and veteran and vintage vehicles.

Operators receive unique conditional registration number plates, a label, Certificate of Conditional Registration and a Certificate of Approved Operations that provides the registered operator with the full conditions applicable to their vehicle. Unlike the old UVP scheme, renewal notices are sent to customers. Additionally, operators are able to select a common expiry date for all their conditionally registered vehicles if they wish. Stakeholders such as the NSW Farmers Association have welcomed the new scheme.

Centenary of Federation number plates

The RTA issued commemorative number plates from April 2001 to 30 June 2002 to mark the Centenary of Federation. The plates were very popular and nearly 43,000 were sold, producing revenue of \$4.3 million.

European (Euro) plates

The RTA released new European style number plates in April 2002. The plates are designed to fit the recesses of European vehicles and match the style of the vehicles.

Euro plates have black characters on a white reflective background, with a blue coloured panel on the left-hand side and include the St George flag, NSW State Crest and a red waratah.

Heavy vehicle registration charges

The Australian Transport Council (ATC) agreed in May 2001 that heavy vehicle registration charges should be adjusted annually by a formula developed by the National Road Transport Commission. This formula reflects changes in road use by heavy vehicles and an initial adjustment of 3.3% was implemented on 18 February 2002.

Compliance strategy

Safe-T-Cam

Safe-T-Cam is a network of cameras, on strategic highways across the State, that monitors the speed and driving hours of heavy vehicles. On 1 January 2002, the RTA implemented a new regime of penalties for offences detected by Safe-T-Cam. Each time a vehicle is detected breaking the rules by Safe-T-Cam an offence is recorded against both the vehicle and the driver. If a vehicle or a driver records four offences in a three-year period, the registration or licence may be suspended for up to three months.

In addition, the RTA is taking action on heavy vehicle operators with expired, cancelled or suspended registration. Failure to provide an adequate explanation may result in a court-imposed fine with a maximum penalty of \$2200.

More appropriate fines and demerit point losses are also imposed on drivers engaging in dangerous and illegal behaviour to avoid Safe-T-Cam detection, with fines of up to \$857 and the loss of four demerit points.

Mobile crane GPS trial

In September 2001, the RTA provided a travel-time concession to over-dimensional mobile cranes fitted with a Global Positioning System (GPS) tracking system. The concession gave vehicles up to 2.9m wide the opportunity to travel in clearway times (vehicles are normally restricted to 2.5m). The GPS tracking system gives the RTA confidence that these vehicles are not travelling on any of the restricted routes in NSW (including the Sydney Harbour Bridge).

The RTA is one of the first regulators in the world to use GPS tracking as a compliance tool. The scheme has been a success, with more than 20 vehicles participating and the crane industry suggesting that productivity improvements could potentially be worth tens of millions of dollars.

Review of heavy vehicle checking stations

Heavy vehicle checking stations are strategically located along major transport corridors. These sites check heavy vehicle compliance with RTA regulations, including loading, dimensions, driving hours and road-worthiness. A review of operations determined that a 'risk-based' approach to the inspection of heavy vehicles would better target non-compliant operators and increase operational efficiency. This approach will use both fixed and mobile enforcement resources and a better vehicle selection process. Facilities at stations will be enhanced over the next three to five years to support a risk-based approach.

National Heavy Vehicle Accreditation Scheme (NHVAS)

The National Heavy Vehicle Accreditation Scheme (NHVAS) was implemented on 1 July 2001 for vehicles with a Gross Vehicle Mass (GVM) of more than 4.5 tonnes. The NHVAS allows heavy vehicle operators to demonstrate through regular audit that their vehicles and drivers comply with regulatory standards. The benefits include no annual inspection for accredited vehicles under the Maintenance Management Module and Higher Mass Limits for vehicles accredited under the Mass Management Module (for vehicles operating on the Newell Highway). There were 30 operators and 2179 vehicles in the Maintenance Management Module at the end of June 2002.

Mobile communications devices for enforcement officers

The RTA trialed the use of in-car mobile computers in 10 RTA inspector enforcement cars. This gave inspectors the ability to obtain real-time information on driver and vehicle details at the roadside and ensure both licence and registrations were valid. The computers also allow inspectors to view Safe-T-Cam reports and compare them to driver logbooks. The trial was a success and the RTA will make an additional 30 units available across the State.

Freight policy

The RTA supervised the trial of a variety of heavy vehicle combinations to identify opportunities for more efficient movement of freight. The RTA also conducted route and safety impact assessments, developed guidelines for the assessment of non-standard loads and issued permits for non-standard vehicles.

Future challenges

- Expand the Community Based Driver Knowledge Test scheme.
- Develop a heavy vehicle ratings scheme to better target heavy vehicle operators not complying with requirements.
- Use of stored photos to help simplify proof of identity processes for replacement of licences.
- Implement a Driver Qualification Test for provisional P2 drivers.



/// ENVIRONMENTAL /// SOCIAL /// ECONOMIC

LEE TOWNEY — HEAVY VEHICLE INSPECTOR

“I really enjoy the diversity of people who I deal with. I like to take that little extra time in providing quality customer service, especially with people from non-English speaking backgrounds. It’s challenging, rewarding and gives me an insight into what makes people tick.”

Customer service

Strategic outcome

Increased access to better services.



MARIE-THERESE BARCLAY – A REGISTRY SERVICES OFFICER AT THE WYNYARD MOTOR REGISTRY.

Performance summary

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2001–02
Improved access to services.	90% of motor registry customers rate service as 'good' or 'very good'.	Independent survey in May 2002 indicated that 93% of registry customers rated service as 'good' or 'very good'.
Better quality services.	Reduce average waiting time in motor registries to five minutes.	Average waiting time halved to less than seven minutes in recent years with strategies to reduce waiting time as part of a five year strategy.

SUSTAINABILITY

The economy

The development of online services, including renewal of registration and booking of tests, has provided substantial business efficiencies and given customers the opportunity to use alternative services. It is anticipated that online transactions will continue to grow as people realise the convenience of services available.

The RTA plans to offset the annual growth in transaction volume with online services to constrain the overall cost of service delivery. Customers are so pleased with the online system to purchase special number plates that 20% of sales are now online.

Additional revenue from price variations is being used to fund a maintenance program for the State's ageing arterial road network. New pricing structures also contributed to reduced customer waiting times for testing services and since applicants are preparing better, pass rates have increased, resulting in the availability of more test time slots. Significant savings were also made in printing and distribution costs for handbooks as a result of revised charges.

The environment

With enhancements to the network of motor registries and agencies delivering RTA services and the introduction of online services, the number of kilometres travelled to access RTA services has been reduced.

The RTA has also developed its website to improve access to information and reduce demands for printed publications, resulting in a 15% reduction in printing requirements.

The community

RTA services must balance regulatory concerns, such as protecting the community from identity theft and vehicle rebirthing, against service delivery issues.

The RTA managed the roll-out of an additional 29 Government Access Centres (to a total of 36) throughout the State to increase access to face-to-face Government services for people in regional and remote areas.

The introduction of online services has reduced the need for people in rural areas to attend a motor registry. With the most widely-used State Government website in Australia, the RTA has successfully improved access to information for people throughout the State.

The RTA's Call Centre provided road closure information during the Christmas bushfire emergency and during floods in northern NSW.

Performance in detail

Customer service in motor registries

The RTA processed 19 million registration and licensing transactions during the year.

In May 2002, an independent survey of customer satisfaction was conducted in the RTA's 130 Motor Registries. A total of 6493 interviews were carried out. The results were pleasing – 93% of customers surveyed rated the service as 'good' or 'very good', an increase of 5% since 1998.

Customers indicated particular satisfaction with the helpfulness, knowledge, speed and efficiency, appearance and communication skills of registry staff.

The RTA upgraded its registration and licensing computer system (DRIVES) in motor registries. These improvements resulted in a 29% improvement in DRIVES average response times from June 2001 to

June 2002. In addition there was a 56% reduction in major outages of DRIVES and a 21% reduction in minor outages. This has resulted in significant improvements in customer service times and systems availability.

Improved access to services

The RTA made improvements at a number of motor registry locations to improve the quality and accessibility of services, including:

- Relocation of the Clarence Street Motor Registry to a larger site above Wynyard Station in Sydney's central business district.
- Commenced construction of a new single level Fairfield Motor Registry with completion planned for the end of 2002.
- Extension of registry services for customers in the Wakool Shire with the opening of a council agency at Barham, removing the need for local residents to make a return trip to Moulamein or Deniliquin.
- A program to install lifts or make other facility improvements for disabled or less mobile customers is due to be completed in 2003.

Government Access Program

The NSW Government endorsed a program for the development of the Government Access Program (GAP). The RTA manages the expansion of the program with support from Attorney-General's Department.

There were 36 Government Access Centres with plans to extend the program. Centres provide 'one stop shops' in rural and regional communities for a range of NSW Government services. The centres are generally based in motor registries and local courts and provide services for up to eight departments and 17 transaction types.

This program received the Gold Award for 'Excellence in rural and regional service delivery' in the 2001 Premier's Public Sector Awards.

Online Registration Renewal

The Online Registration Renewal Service provides a convenient and efficient system for customers to renew vehicle registrations via the Internet or telephone, rather than travelling to a registry. The service is available outside standard business hours. Online registration renewals increased from 3000 to 7000 per month in 2001–02.

E-greenslip

The RTA continued to work with the Motor Accidents Authority and compulsory third party (CTP) insurance companies to introduce electronic greenslips. The largest CTP Insurer, NRMA, joined this service in November 2001. Nearly all cars are now covered by CTP insurers participating in the e-greenslip system. The system enables CTP insurers to transmit greenslip information electronically to the RTA so that customers can renew their registrations online.

e-Safety Check

Vehicles more than three years old require an annual vehicle inspection report (pink slip). Sixteen Authorised Inspection Stations (AIS), the Motor Traders' Association, the Service Station Association and the Institute of Automotive Mechanical Engineers, worked with the RTA in a trial of a new e-Safety Check System. The system allows AIS to transmit pink slips to the RTA using the internet or telephone. Customers who obtain an e-Safety Check pink slip are then able to renew their registration online. The e-Safety Check system will be made available to AIS throughout the State, increasing the availability of online registration renewal from one million to 3.5 million customers. Further work will be undertaken to review the needs of heavy vehicle operators and customers who have registration concessions.

Computerised test booking

A computerised booking system for Driver Knowledge Tests (DKT) and Hazard Perception Tests (HPT) was introduced for use by motor registries and the Newcastle Call Centre in December 2001. The system improves business efficiency for the RTA and ensures that customers have the opportunity to choose from a range of options. The system was expected to be released to the public in July 2002 so they can make bookings online without the need to attend a motor registry.

Dealer On-line system

The Dealer On-Line system was piloted during 2001–02. It allows motor dealers to register new vehicles and transmit details electronically to the RTA. The service provides convenience and flexibility for dealers as there is no need to visit a motor registry to establish registration. The system is being developed to enable dealers to also process trade-in vehicles. This will enable faster service to customers, since transactions can be immediately processed seven days a week.

Improved information for Customer Service staff

The RTA upgraded its information systems for customer service staff. The new *Frontline Help* system was implemented into motor registries to provide electronic access to current policies and procedures. It allows easy access for Customer Service Officers from the counter as well as other staff members accessing the system via the RTA's intranet. This implementation provides staff and therefore customers with higher quality service and accurate information.

Customer Call Centre

The RTA Customer call centre in Newcastle continued to offer valuable support to customers. Operators answer inquiries and undertake a number of transactions for registration, licensing and e-toll services. The centre handled about 60,000 calls per week during the year. The service reduces the demand for motor registry services and therefore reduces waiting times for customers at registries. The Call Centre provides customers with the option to obtain information or undertake transactions on the telephone rather than visit a motor registry.

Future challenges

- Further develop e-business options for customers including:
 - Development of Online Booking System for the public.
 - Expansion of e-Safety Check across the State to enable most motorists to undertake online registration renewal at their convenience.
- Establish another nine Government Access Centres and set up a network of Outreach sites for smaller and more isolated rural communities.



/// ENVIRONMENTAL /// SOCIAL /// ECONOMIC

FRANCIS LUI — REGISTRY SERVICES OFFICER

“The new computerised systems mean that registration and licensing are faster and more efficient. The customers are happy because their transaction can be completed very quickly.”

The environment

Strategic outcome

The natural environment and heritage protected and enhanced.



THE BUILDING OF GLADESVILLE BRIDGE (1960–1964).

Performance summary

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2001–02
The natural environment and heritage protected and enhanced.	Achieve no infringements from State Government environmental regulators.	RTA received one Penalty Infringement Notice (PIN) from the Environment Protection Authority (see Regulatory Compliance section in this chapter for a detailed description).

SUSTAINABILITY

The economy

Economic sustainability is built into the RTA's environmental programs and processes. Cost benefit analyses are commonly carried out for environmental proposals. Such an analysis, for example, found that a Solid Fuel Heater Replacement Scheme – part of the M5 East Freeway Air Quality Management Plan – was the most cost-effective measure for reducing particulate matter in the region. Environmental Impact Assessments of projects include analysis of the broad economic impacts and value for money of proposals.

Work in the emerging area of valuing environmental externalities (defining the monetary cost of environmental impacts) is continuing. Such information will help provide economic sustainability through providing the true costs of activities.

Most initiatives in this chapter support economic sustainability including:

- The identification and assessment of contamination on potential RTA acquisition properties, which will allow the appropriate valuations before purchase.
- Reduced energy cost of RTA activities, which frees funding for other uses.
- Maintenance of good water quality in waterways supports the sustainability of fisheries, recreation and other industries.
- The appropriate selection of stormwater management technologies takes long-term maintenance costs into consideration.

The environment

Clearly, the initiatives in this chapter are all designed to underpin the environmental sustainability of the RTA's work – from protecting biodiversity near major road works, to reducing noise impacts of roads and traffic facilities, to preserving Aboriginal heritage.

The RTA has a public commitment to environmental outcomes through its Environmental Policy. Environmental outcomes, defined by legislation, government and the RTA's Environmental Policy, are achieved through an Environmental Management System.

In addition to ensuring the environmental sustainability of its major projects, the RTA also seeks sustainability in its internal functioning. For example, the RTA's purchase of Green Power – energy from renewable resources – helps reduce the greenhouse intensity of electricity use. The RTA is updating its Greenhouse Gas Inventory, which will help the authority to better manage and reduce greenhouse gas emissions.

Public accountability also plays a role in the environmental sustainability of the RTA's performance. The authority reports its environmental performance publicly in many ways – from an annual environment report to hourly air quality monitoring data on its website.

The community

The initiatives outlined here contribute to social sustainability on a number of levels:

- They safeguard the environment for the community, protecting areas for future generations.
- They safeguard community health and safety.

Many of these programs have direct impacts on local communities – such as work to improve air quality around the M5 East Freeway and local noise abatement works. Other programs have a broader effect on communities, such as the reduction of vehicle emissions to improve air quality across Sydney, or the RTA's efforts to reduce waste and greenhouse gas emissions.

The RTA also has formal, statutory obligations to protect the community. For example, social sustainability is considered as part of the Environmental Impact Assessment of projects.

The RTA's adoption of energy conservation measures helps to promote the growth of new energy efficiency industries, hence promoting new employment and knowledge growth.

Under the umbrella of its environmental programs, the RTA also seeks to protect those parts of the State's heritage under its care. For example, the authority's oral history program is recording and preserving community memories of important projects and events.

Performance in detail

Environmental Impact Assessment

Environmental Impact Assessments are undertaken in relation to proposed projects to determine the likely impacts on the environment and to develop measures to minimise these impacts. Environmental Impact Statements (EIS) are exhibited for public comment.

During 2001–02, EISs were prepared and exhibited for:

- Pacific Highway, Bundacree Creek to Possum Brush.
- Lane Cove Tunnel.
- New England Highway, Devils Pinch Deviation.
- New Murray River crossing at Echuca-Moama.
- Bangor Bypass.

Reviews of Environmental Factors (REF) consider potential environmental impacts and assist the RTA in deciding whether a proposal is likely to significantly affect the environment. In 2001–02, 472 REFs were prepared.

Environmental Management System

The RTA continues to develop its Environmental Management System (EMS) to help it continually improve its environmental performance.

Key developments in the EMS in 2001–02 included:

- Ongoing review of environmental specifications to be used in construction and maintenance contracts.
- The beginning of a review of the RTA's Quality, OHS and Environmental Audit Package, including a greater risk-based approach.
- Continuing monthly cross-directorate EMS coordination meetings and maintenance of an EMS issues database.
- Publication of the RTA's Environmental Noise Management Manual.
- Production of stockpile site management guidelines.

Air quality

M5 East Freeway Air Quality Management Plan

The Air Quality Management Plan for the M5 East Freeway was published and released in 2002. The plan, a condition of the project's approval, was developed to offset emissions from the M5 East ventilation stack by:

- Identifying key contributors to emissions of oxides of nitrogen (NO_x) and particulate matter below 10 microns in diameter (PM₁₀) [a micron is a millionth of a metre].
- Formulating effective strategies to address these emissions.
- Developing strategies using \$2.5 million in RTA funding over the next five years to improve air quality in the area.

Air quality monitoring

Air quality monitoring is conducted for the M5 East. The M5 East has three RTA monitoring stations plus one community-based monitoring station. The readings from these stations are displayed on the RTA's website, with the M5 East results displayed hourly. No exceedance occurred for PM₁₀ or NO₂ on the M5 East, except during the bushfires from late December 2001 to early January 2002 when the entire Sydney basin experienced high levels of airborne pollutants.

Open & Sheltered Valleys Air Quality Study

The Open and Sheltered Valleys Air Quality Study collected additional air quality data in open and sheltered valleys. The data will help determine the potential build-up of motor vehicle pollutants under a range of meteorological conditions. The research will also assist in the modelling of air quality impacts. The final stage of monitoring began in mid 2002.

Vehicle emissions

Motor Vehicle Environment Committee (MVEC)

MVEC is the national body that advises transport and environment Ministers on vehicle related environment issues. The RTA represents NSW on this body.

MVEC has made significant progress in narrowing the gap between the environmental performance of the Australian vehicle fleet and world best practice. More stringent vehicle and fuel standards were introduced that will lead to substantial reductions in emissions from the NSW vehicle fleet.

The Diesel National Environment Protection Measure (DNEPM) was developed by MVEC and specifies a test to identify polluting diesels and a range of programs to reduce emissions from in-service diesel vehicles. With funding from the Commonwealth, NSW is taking a lead role in the implementation of the DNEPM in Australia.

Heavy vehicle emissions testing

Testing on the State Transit Authority (STA) diesel bus fleet began in November 2001 to establish the emissions performance standard of the RTA and STA fleets and to review maintenance practices. By 30 June, 1117 STA buses had been tested. Forty of the RTA's heavy duty fleet of about 120 Sydney based vehicles had also been tested.

Testing has established the potential gains available from improved maintenance. A number of private bus and truck fleets have also volunteered to become involved in the test program and in the development of improved maintenance practices.

Smoky Vehicle Enforcement Program

The RTA conducted intensive enforcement activity as part of the M5 East Freeway Air Quality Management Plan. The purpose is to reduce visible emissions from all types of vehicles

Light Vehicle Emissions Testing

Besides testing for the general public, projects include testing of modified vehicles, smoky vehicles and taxis. Since the introduction of light vehicle testing, 5775 tests have been completed on a range of vehicles. During 2001–02, 2696 tests were conducted. Testing of a sample of the taxi fleet, in partnership with the Taxi Council, was completed in August 2001.

The EPA requires some light petrol and gas vehicles, infringed for emitting smoke, to be tested by the RTA to clear their defect notices. Following random roadside testing of taxis, the EPA referred a number of vehicles to the RTA for testing. Modified vehicles are also referred for testing by the RTA.

Botany and Penrith testing stations

Accreditation for the RTA's test sites was obtained from the National Association of Testing Authorities (NATA) in March 2002. The accreditation underlines the credibility of the RTA emissions test results.

Sydney Natural Gas Vehicle Task Force

The RTA provided secretariat and technical support to the Sydney Natural Gas Vehicle Task Force, which promotes the use of CNG by Sydney fleet managers. The RTA provided Liverpool Council with \$25,000 per annum for five years (1998–2002) to assist conversion of its fleet to natural gas.

During the year, the RTA managed the design and development of a website for the task force (www.sngv.org). Trials of a natural gas-powered vehicle (the NGT Sprinter van) were conducted.

Low emission Natural Gas Vehicle

There are few conversion kits for CNG or LPG accredited for use on Australian vehicles. The RTA is working with StateFleet to develop a suitable conversion kit. One vehicle was converted to LPG and initial testing showed promising results.

Government purchasing policy

Plans have been proposed to improve the fuel efficiency and emissions performance of Government fleets. As lead agency in the Government's Clean Fleet program, the RTA purchased five Toyota Prius hybrid-electric vehicles at the start of 2002.

Conservation of biodiversity

Koala monitoring

The 2001 Annual Report noted that the RTA was examining possible changes to the Pacific Highway upgrade near the Pine Creek State Forest close to Bonville. As a result (after the project had been approved by Planning NSW, NPWS and State Forests) a realignment of approximately 120m of Highway through the Pine Creek State Forest was proposed to minimise the impact on Koala habitat.

Underpass/overpass research

An 18-month project to monitor fauna underpasses at four sites along the Pacific Highway was completed in December 2001. The program began after completion of highway construction at Brunswick Heads Bypass, Herons Creek Deviation, Taree Bypass and the Bulahdelah to Coolongolook Deviation.

The program examined a range of structures designed to provide safe passage for wildlife. The project found that fauna underpasses were being well used by many species of native fauna, including some threatened species. Key findings included that:

- 22 native species used fauna underpasses on the Bulahdelah to Coolongolook project.
- 13 native species used fauna underpasses on the Taree Bypass project.
- Of 28 mammal species in the vicinity of Bulahdelah to Coolongolook fauna underpasses, 22 were using underpass structures.
- Three of four threatened species at Bulahdelah to Coolongolook were using the underpasses (although in low numbers). These were the koala, spotted tailed quoll and long nosed potoroo.

Funding of the Wildlife Information and Rescue Service (WIRES)

The RTA continued to support WIRES, Australia's largest wildlife rescue group. RTA funding of \$50,000 was provided for coordination and management. WIRES is a voluntary, non-profit organisation operating across NSW.

Threatened Species Recovery Plans

The RTA has implemented four Threatened Species Recovery Plans and has contributed funding to a number of others. (see Appendix 3 for further details.)

Vegetation management for biodiversity conservation

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 on both road maintenance and road construction projects. Native seed is collected from the local area for seeding and propagation for replanting following work. Examples in the 2001–02 year include works on the Yelgun to Chinderah Bypass, maintenance of the F3 and works on the M5 East. However, these principles are incorporated into all construction and maintenance works.

Lantana Biological Control Taskforce

RTA contributed \$5500 to the NSW Lantana Biological Control Taskforce in 2001. The Taskforce aims to reduce the incidence and spread of Lantana in the NSW. Lantana is a major weed along roadsides, fencelines and neglected or waste areas of cultivated land.

RTA-funded biodiversity research

The RTA funded a range of studies in 2001–02 including:

- Genetic research into populations of the threatened plant species *Ziera Granulata* near Kiama.
- WIRES and International Fund for Animal Welfare research into the effectiveness of roadside reflectors to discourage native fauna from venturing onto roads. The study's final report is expected in 2002.
- A one-year Australian Catholic University study to assess the usefulness of chemical repellents in managing vehicle collisions with wildlife in rural NSW. Results are expected in 2002–03.
- A University of Western Sydney investigation into the impact of bridges on estuarine habitats including both saltmarshes and mangroves. The principal focus of the study is the Karuah Bypass project.

Contaminated land management

The RTA's Panel of Consultants for Contaminated Site Assessment and Management Services provides high quality technical advice to staff throughout the authority. The panel was utilised in the continued management of contaminated sites that may be acquired or divested and in the management of RTA fixed sites.

Acquisition of land is required for some new road development projects. The RTA utilises the EIA process to identify potentially contaminated sites to be acquired. The panel has been used to provide remediation cost estimates used in valuing acquisition properties. Where potential contamination is identified, site investigation and remediation works are progressed as early in the project process as possible.

During the year, the RTA undertook contaminated site investigation and remediation, where required, on more than 20 of its fixed sites. The works were undertaken for site management and to ensure RTA divestment properties were suitable for their zoned land-use prior to sale.

The RTA received reports for the investigation of contamination at six bridge sites to determine the potential for contamination from previous maintenance practices. The sites were selected on a risk assessment basis. Investigation works for an additional six bridge sites were contracted in 2002.

Government Energy Management Policy (GEMP)

The Ministry of Energy and Utilities reported that the RTA was one of 24 agencies to achieve the Government's 15% building energy use reduction target one year before the 2001–02 target date. RTA building energy use subsequently rose during 2001–02, primarily due to the commissioning of two new major office buildings. This extra energy use has resulted in the RTA only achieving a reduction of 13% and now not meeting the GEMP building energy reduction target of 15% for 2001–02. However, the RTA still has the objective of achieving a 25% reduction in building energy use by 2005–06, as required under the GEMP. A key factor in achieving these further reductions will be the development and implementation of an RTA Energy Management Plan.

The RTA monitors its energy use within office buildings, infrastructure and transport and is required to send an annual GEMP progress report to the Ministry of Energy and Utilities. A summary of the 2001–02 GEMP report findings, along with those for 2000–01, will be provided to the public in the 2002 RTA Environment Report.

Improvements in energy data collection for the 2000–01 GEMP reporting period included:

- Reporting on energy use of traffic lights.
- More comprehensive building energy use figures as a result of improved data collection processes.
- Significant improvement in the collection of data on diesel fuel use.

Energy management initiatives in 2001–02 included the purchase of five hybrid petrol-electric cars for the RTA fleet and the purchase of Green Power – energy from renewable resources.

Greenhouse

Greenhouse Gas Inventory

A Greenhouse Gas Inventory under development in 2002 aims to identify the greenhouse gas emissions resulting directly and indirectly from RTA activities. It identifies greenhouse gas emissions from energy use associated with buildings, fuel consumption from vehicles and plant, and indirect emissions from construction materials including cement, bitumen, steel and lime. It does not include energy use by contractors or energy consumed as part of the transport task, as these are outside the RTA's direct control.

The inventory results had not been finalised in 2001–02. These results will be in the 2002 RTA Environment Report.

Heritage

Major achievements included:

- Continued development of the Heritage and Conservation Register, including completion of a study to identify all RTA heritage assets in its southern region.
- A model Conservation Management Plan (CMP) completed for the Clarendon Bridge. The model was developed as a guide to managing the complex interaction between conserving important bridge elements and maintaining the bridge to an acceptable standard for modern traffic. This model plan was to be used to guide the preparation of up to 30 other CMPs for timber truss bridges. CMPs were also being prepared for two historic masonry bridges – the Lansdowne and Lennox Bridges.
- A study and heritage assessment of pre-1930 metal bridges was completed, including a supplementary study of iron lattice truss bridges.
- An oral history of concrete pavements was completed and a video produced on the maintenance of heritage timber bridges. The oral history of the construction of Gladesville Bridge was distributed and placed on the RTA's oral history website.
- The Timber Bridge Management Strategy was developed to identify the heritage timber bridges to which the RTA will dedicate ongoing maintenance funding.

The RTA's Aboriginal Heritage Guidelines were completed, as an important part of the RTA Aboriginal Action Plan 2001–2006. The guidelines are designed to:

- Increase awareness of the importance of Aboriginal issues.
- Act as a resource for staff to improve integration of Aboriginal heritage assessment into environmental assessment and project planning.
- Improve the integration of Aboriginal heritage management procedures into asset management.

The RTA received a commendation in the Energy Australia National Trust Heritage Awards 2002 for a project to include indigenous murals on bridges. Responding to a graffiti problem in western NSW, the RTA joined local Aboriginal communities to paint murals on the supporting structures of several bridges. The artwork had not only solved the graffiti problem, but provided an ongoing forum for appreciation of local art.

At the end of 2001–02, there were 149 items on the Heritage and Conservation Register (see Appendix 2 for details).



ENERGY MANAGEMENT INITIATIVES IN 2001–02 INCLUDED THE
PURCHASE OF FIVE HYBRID PETROL-ELECTRIC CARS FOR THE RTA FLEET ///

Noise

Environmental Noise Management Manual

The RTA's *Environmental Noise Management Manual* was published in December 2001. The manual is primarily intended as a guide for RTA staff, acoustic consultants and other contractors. It defines the RTA's guiding principles in managing noise and vibration from roads and provides a noise management framework for new, redeveloped and existing roads, individual vehicles and road construction and maintenance works.

Noise Abatement Program

The RTA's Noise Abatement Program is designed to alleviate high noise levels on State and Federal roads. It provides noise mitigation, such as noise walls or mounds, acoustic treatment or low noise pavement, depending on the circumstances. During 2001–02, the RTA funded \$2.4 million in noise abatement for 181 houses and one school on State Roads. About \$58,000 was provided for noise abatement for 42 houses on National Highways.

Roadside environment

NSW Roadside Environment Committee

The RTA continued to fund and support the Roadside Environment Committee. This committee supports councils and other groups who maintain the roadside environment.

The committee undertook a major survey of local government during the first six months of 2002. Results were being collated but it was clear that the committee's work had contributed to greater attention to the roadside environment. The committee used the survey to build up its database on plans, assessments and related materials covering linear reserve management. This material is available to the public and authorities.

Other committee achievements included:

- Establishment of Significant Roadside Area signage in 14 localities (compared to nine last year).
- Establishment of an awards scheme for leaders in roadside environment management.
- Playing a major role in the NSW Litter Advisory Group, in particular ensuring that roadside litter management will be the subject of the EPA grants scheme for 2002–03.



Claudine Pfeiffer – part of the RTA's Environment and Community Policy team.

Waste minimisation

Review of environmental specifications in contracts

RTA maintenance specifications were revised in December 2001 to improve contractor waste management and reporting. Separately, the RTA began a revision of construction specifications to improve waste management and reporting requirements. The review was expected to be completed in 2002.

Waste Reduction and Purchasing Policy

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 2001–02 financial year was the first 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. The principles to meet these requirements are outlined in the *RTA Code of Practice for Water Management – Road Development and Management*. Examples of major water quality programs undertaken in the past year include:

- **Stormwater Environment Improvement Program (SEIP)**

The RTA works with local councils to prepare Stormwater Management Plans (SMPs) for each of the catchments, districts or local government areas within which the RTA has some responsibility for stormwater management. The RTA has submitted a SEIP to the NSW EPA. The program focused on supporting actions by the RTA and local councils to improve water quality by removing potential pollutants nearest to the source and reviewing activities to reduce environmental impacts on stormwater. In 2001–02, the RTA spent \$1.2 million on the SEIP.

- **Sedimentation basin research and development**

The RTA contracted the assessment of sediment deposited in RTA stormwater retention basins. The study's purpose was to assess the nature and performance of sedimentation basins and to determine the pollutant concentrations in the deposited sediment. The results provide guidance on the disposal of deposited sediments to meet EPA criteria. The study has also provided recommendations on structural modifications to sedimentation basin design to improve their efficiency. The results are being used as a basis for further research on the treatment of road runoff.

- **Environmental specifications review**

A review of RTA specifications began as part of the continual improvement of environmental management processes. The review's purpose was to strengthen the RTA's contract management processes and remove ambiguity in the interpretation of the responsibilities of the RTA and contractors. A key outcome has been the development of a separate specification for the management of erosion and sedimentation for construction sites. A detailed communication program will be undertaken to ensure that RTA staff and contractors are aware of the changes.

- **Treatment strategies to control road runoff**

An investigation was underway to detail best practice in stormwater control measures. The aim is to inform project managers, designers and other relevant staff about stormwater control measures.

Regulatory compliance

The RTA was issued with one Penalty Infringement Notice from the EPA during 2001–02. The incident, on 14 August 2001 at the Tandys Lane project of the Pacific Highway Upgrade Program, occurred during work on a sedimentation basin by a sub-contractor. As a result of an incorrect pump out procedure, a condition of the Environmental Protection Licence was breached.

To ensure the breach is not repeated, the RTA has communicated details of the incident across the State to RTA project managers and environmental staff and relevant staff of RTA environmental contractors. The issues raised by this event have been used to illustrate the importance of adhering to the procedures applicable to these works.

Future challenges

- Improved waste management and reporting requirements within RTA environmental specifications.
- Improved data collection for the RTA's WRAPP and development of a policy to decrease virgin paper products used.
- Completion of research and development projects including the Open and Sheltered Valleys Air Quality Study and the impact of bridges on estuarine habitats.
- Ongoing implementation of the M5 East AQMP strategies and Vehicle Emissions Programs.
- Introduction of additional sustainability initiatives, including a Sustainability Action Plan.
- Improved biodiversity practice and management.
- Further improvements to the management of RTA heritage, both Aboriginal and non Aboriginal, including release of Aboriginal Heritage Guidelines, oral history projects and improvements to the Heritage and Conservation Register.
- Policy review of herbicide and pesticide use by RTA.
- Improved contractor performance reporting.

An oral history of the building of Gladesville Bridge (1960–1964) is available on the RTA website at www.rta.nsw.gov.au.





/// ENVIRONMENTAL /// SOCIAL /// ECONOMIC

MARIA WHIPP — HERITAGE PROTECTION

“There’s always something new around the corner. We’re always discovering or rediscovering parts of our heritage that need protection – from historic wooden bridges to the memories of people who worked on significant projects many years ago.”

Value for money

Strategic outcome

The best use of resources.



A SECTION OF THE YELGUN TO CHINDERAH PROJECT ON THE PACIFIC HIGHWAY.

Performance summary

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2001–02
The best use of resources.	Performance compared to benchmarks for:	Over \$17 million in productivity savings have been made in 2001–02 from initiatives in the management of OHS, shared services, IT and the vehicle fleet.
	<ul style="list-style-type: none"> services delivered to the community. 	Community satisfaction with the RTA's performance trending upwards. Three out of four people satisfied (ACNielsen research for the RTA).
	<ul style="list-style-type: none"> client service fees and project management costs. 	Charge-out rates have been retained at previous levels despite increases in input costs. In addition, significant savings in the project management of large projects, including \$1 million for the M5 East, have been achieved.
	<ul style="list-style-type: none"> business support services. 	Participated in the benchmarking program of the National Shared Services Benchmarking consortium. Final report was expected in August 2002. Results will be reported in the next reporting cycle.
	RTA Operations to achieve specified corporate return and win 10% of Road Services and Fleet Services income from external clients by end of 2003.	RTA Operations exceeded the specified corporate return by more than \$10 million. External income target already met for Fleet Services. For Road Services, 3.7% of income was from external clients.

SUSTAINABILITY

The economy

The measures described here support economic sustainability by ensuring the RTA makes the best use of its resources, including its financial resources.

The environment

Value for money is a key goal in many of the RTA's environmental initiatives. The RTA seeks the best value for money in environmental solutions, such as the air quality measures detailed in the environment chapter.

The community

The RTA continuously reviews its corporate support services to identify and implement innovative and improved practices, and innovative delivery of core business services. All savings are then redirected into the delivery of core programs.

Performance in detail

Value for money across the RTA

The RTA seeks to provide value for money across all of its programs. While this chapter deals mainly with business services and project management and delivery, there are value for money initiatives detailed in many of the chapters of this report.

For example, turn to the **Environment** chapter for details of Environment Impact Assessments. Economic assessment of projects is undertaken as part of the EIA process, and helps to ascertain whether a project will provide value for money to the community by maximising the benefits from the community. Cost benefit analyses are commonly carried out on environmental proposals. Such an analysis, for example, found that a Solid Fuel Heater Replacement Scheme, part of the M5 East Air Quality Management Plan, was the most cost-effective measure for reducing particulate matter in the

region. The RTA is working in the emerging area of valuing environmental externalities, which aims to define the monetary cost of environmental impacts. This sort of information will help provide economic sustainability through providing the true costs of activities.

- See the **Road safety** chapter for details on how the RTA provides value for money through its safety initiatives.
- See **Mobility of people and goods** for information about how the RTA ensures the road system runs with maximum efficiency.
- See the **Customer service** chapter for details on how the RTA is improving value for customers.
- See **Developing the road network** and **Road system maintenance** for further details on the management and delivery of major projects, and their value to the community.

Business improvement and productivity savings

The Chief Executive has established a Business Improvement Program to identify, develop and ensure the implementation of strategic business improvement projects that produce tangible cost savings and/or improved organisational performance. The program is overseen by a steering committee of senior managers, chaired by the Chief Executive. Key Business Improvement projects carried out to date include:

- The review of the surveillance function for maintenance on State Roads under the Single Invitation Contract approach.
- The development of a process to support the cross-directorate management of the road maintenance program.

The Business Improvement Steering Committee is also overseeing the identification of cost savings across the organisation to offset the salary increases agreed by the Government. More than \$17 million in cost savings was identified in 2001–02 from a range of initiatives, including management of OHS, shared services, IT and the vehicle fleet. Work to identify further savings indicates that more than \$28 million will be achieved in 2004–05.

Injury management and Occupational Health and Safety

Effective and efficient work by Injury Management Services and OHS staff resulted in improved value for money with the following results compared to the previous year:

- 31% reduction in claims liability.
- \$415 cost of claims per employee compared to \$609 last year.

During the year, the RTA's excellent performance was rewarded with a workers compensation premium refund of \$3.8 million. The rebate relates to the period 1998–1999.

See the **Our people** chapter for more details on the RTA's performance in OHS.

Project management and delivery inside RTA

The RTA manages complex projects, with the primary aim of delivering value for money. Core programs of road development, road maintenance, road safety and traffic management amounting to \$1.7 billion were delivered in line with forecasts.

In 2001–02, efficiency measures resulted in:

- Project cost savings of about \$10 million.
- Accelerating development of key programs, resulting in reduced project management costs.

Key efficiency measures included:

- Preparation of best practice business rules to ensure the most efficient delivery of the increasing number of Build, Own, Operate, Transfer projects (major projects built and owned by the private sector, to be eventually transferred to the State).
- Best practices identified as a result of benchmarking the project management function resulted in the accelerated delivery of the M5 East Freeway.
- Improvements in systems to ensure consistency in contractor performance reporting.
- Single Invitation Maintenance Contracts improved to provide better project management and project surveillance. New documentation and a maintenance contract management database have streamlined operations.
- Improvements in materials quality and construction techniques resulted in reduced excavation times and costs.
- Commercial budgeting model was implemented across NSW to ensure consistency of fees for services and enabled delivery of programs to budget.
- Packaging of construction tenders for bridgeworks, saving about 5% due to the combined best value single price and a higher standard of engineering site management.
- GIPSICAM (a photographic record on CD) being used to gather a visual record of major highways. Savings will accrue as the costs of surveillance and travel are minimised.

The RTA's service-delivery arm, RTA Operations, was formed in July 1999. It offers products and services to the RTA and to 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 2001–02 by \$10.2 million and won a total of \$24 million of work from external clients. Fleet Services earned 10.4% of its income from external clients and Road Services earned 3.7% outside the RTA. Fleet Services has achieved its 2003 target ahead of time. Road Services is behind the pro-rata target due mostly to a busy year with internal RTA clients reducing its capacity to take on external work. Meeting the needs of RTA clients is the top priority for RTA Operations and the projections for 2002–03 were for continued strong demand from internal clients. Total external work won was expected to grow to about \$35 million.

Business support services

The RTA has made considerable savings through shared business support services for all areas of the authority. These services include business processing and administration (such as payroll and accounts payable), injury management, financial and general administration, logistics and facilities and project-based initiatives.

The aim of this work has been to:

- Develop business support services that are competitive and contestable, enabling effective participation in benchmarking studies.
- Drive improvement in quality and consistency of service delivery.
- Ascertain the true cost of providing business support services throughout the RTA.
- Reduce overhead costs through economies of scale and consistency of process and practices.
- Enable directorates to focus their energy on the delivery of core services to the community.

The RTA's achievements in this area have been widely recognised by the Government and private sectors. The RTA's Business Services Group won the CPA NSW Public Sector Organisation Achievement award in 2001. Other achievements include:

- Improved service delivery, evidenced by positive customer feedback.
- Approximately \$3.3 million in accumulated savings in expenditure over two years of operation (see figures 18 and 19 below).
- Reduction in transaction/unit cost resulting in cost savings to core directorates for business support services.
- Acceptance of the Business Services Group to a National Shared Services Benchmarking Consortium to enable benchmarking of support services with public and private sector organisations.

Future challenges

- Continue to identify cost savings and redirect these to services for the NSW community.
- Move to an 'Advanced Market Place' model to further enhance shared service's delivery.
- Continue to refine project management and delivery to ensure maximum efficiency.
- RTA Operations to continue to meet the needs of internal RTA clients, while increasing external work won.

Figure 18 – Shared services expenditure

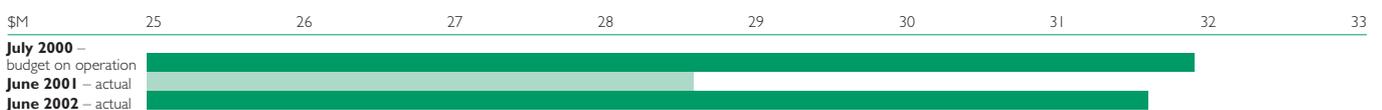


Figure 19 – Shared services savings



Consultation and information

Strategic outcome

Effective relationships with the community and key stakeholders.



PHIL MAHONEY AND ALISON WEST HAVE MANAGED CONSULTATION WITH THE COMMUNITY ON THE GREAT WESTERN HIGHWAY UPGRADE.

Performance summary

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2001–02
Effective relationships with the community and key stakeholders.	Increase in community satisfaction with the RTA as a consultative agency.	Overall satisfaction with the RTA is trending upwards, according to research undertaken in the first half of the financial year. The survey revealed mixed messages about consultation, with the community split about the need for extensive consultation. The RTA revamped its communication functions during 2001–02 to provide better and more extensive information to the public.

SUSTAINABILITY

The economy

Collaboration and consultation with communities, Government agencies and the private sector allows the RTA to ensure the best value for money from its activities. The RTA's communication efforts are also designed to enable businesses to plan effectively.

The environment

RTA consultation on major projects seeks community feedback on all aspects of proposals, including environmental concerns. The RTA liaises with Aboriginal communities, for example, on the impact of projects on cultural heritage. The RTA produces an annual environment report detailing its performance. This and other reports are available on the RTA website, saving paper.

The community

The RTA encourages community involvement in the planning and development of major projects. Information is provided to the community through the media, local public displays and extensive face-to-face communication.

The RTA seeks to communicate widely with communities affected by its work. The RTA also provides information to help people go about their daily business. For example, the RTA's Transport Management Centre is the hub for gathering and distributing information about road conditions, including major delays and changes to traffic conditions.

Performance in detail

Consultation and collaboration across the RTA

The RTA works extensively with the community, other Government agencies and the private sector. This chapter details consultation on major projects and the RTA's efforts to continually improve the public's access to information about the authority's work. Other chapters of this report detail a broad range of collaborative projects. For example:

- See the **Road safety** chapter for information about the RTA's work with local councils and communities to reduce the road toll.
- See the **Environment** chapter for information about the RTA's collaborative efforts with local communities to improve the roadside environment.
- See the **Mobility of people and goods** chapter for information about how the RTA's Transport Management Centre brings together a range of government agencies, including Police, to ensure the maximum efficiency of the transport network.
- See the **Developing the road network** chapter for information about the RTA's work with the private sector to deliver major infrastructure projects.

Consultation on major projects

The RTA is committed to open dialogue with the community and provides opportunities for the community to have input into the decisions which affect them. Through community consultation the RTA aims to develop effective relationships with the community and key stakeholders to increase community satisfaction with projects. The RTA aims to consult widely for all projects ranging from construction of a new roundabout or cycleway, installation of a new pedestrian crossing or bridge through to building new roads or upgrading existing roads.

Community consultation over 2001–02 included a range of communication and feedback techniques such as brochures, newsletters, media releases, websites, telephone information lines, displays, information days, strategic and value management workshops, public meetings and the formation of ongoing community liaison groups.

Bangor Bypass

This project is an example of how community consultation and input can modify a project to better meet the needs of the community. Consultation was intense with the display of the Bangor Bypass Project Outline Report in the local region for six weeks from December 2001 to February 2002. This included the distribution of more than 10,000 brochures to the community, inviting feedback on the proposal. The project's Environmental Impact Statement, Species Impact Statement and summary was widely displayed and available over a six-week period during March and April 2002. During this time, RTA staff held 12 community information sessions at a local shopping centre to answer questions and provide further information on the project. A public information evening was attended by more than 250 people. The meeting provided a forum for the public to have questions answered and issues heard. Brochures outlining key aspects of the EIS and SIS were also distributed to the local community.

A key outcome of the consultation was major modifications to the proposal in response to the issues raised by the community and stakeholders. The community consultation process will continue up to and during the project's construction phase.

Great Western Highway upgrade

Community consultation activities were conducted for sections of this project through the Blue Mountains. More than 30,000 newsletters were distributed to local communities inviting comments on proposals or updating the public on progress. Saturday morning barbecues were also held in shopping centres to encourage the local communities to discuss aspects of the upgrade with the RTA project team and find out more about individual projects. Feedback, including from value management workshops, urban and landscape design planning sessions involving community and stakeholder representatives, resulted in the RTA addressing a number of issues and modifying plans.

The RTA also formed community groups to encourage active public involvement in the design of landscape plans for townships, the formal celebration of the completion of works and the naming of pedestrian bridges.

Project displays, including three-dimensional models, have been exhibited at councils, libraries and community centres and all activities were publicised through local media, posters and letterbox drops throughout the Blue Mountains.

Cross City Tunnel

The main consultation activity for the Cross City Tunnel proposal was the exhibition of the Department of Urban Affairs and Planning Assessment Reports, the RTA Representations Report, the Planning Minister's determination and the RTA Chief Executive's determination.

The reports were exhibited from 17 January to 15 February 2002 in 20 locations, including a staffed display/information centre at William Street, Woolloomooloo. Additional information was available from the project's toll-free information line and the RTA's website. The display/information centre, information line and website are ongoing consultation activities.

M5 East Freeway

A series of events to mark the opening of the M5 East Freeway took place in December 2001. They were the culmination of the RTA's consultation in the planning and construction phases of the project. The key public events were a festival on the roadway and a walk through the tunnel. About 30,000 people attended these events and about \$45,000 was raised for charity during the opening activities.

As well as engaging positively with the community, the RTA also worked collaboratively with a broad range of organisations including:

- The State Emergency Service, which provided 200 volunteers and staffed the tunnel.
- Red Cross, which provided 30 volunteers to assist with first aid and lost children.
- Rotary/Lions, which provided 160 volunteers as marshals.
- NSW Police, which provided 191 officers.

The festival included displays from local councils and a range of government and non-government organisations. The Holden Racing Team was featured and there were rides, amusements and market stalls. Sponsors included Holden Limited, Roselands, Interlink Roads Pty Limited, United Holden Rockdale & Lakemba, VSL Prestressing (Aust) Pty Ltd, Alstom Australia, Hyder Consulting, Radio 2UE, D&D Advertising, Intentional Pty Limited, Coates Hire, Coates Prestige, Interlink Roads Pty Limited (Eway), Hurstville Council, Tooheys Limited, Bankstown Sports Club, Miranda Wines, St George & Sutherland Shire Leader and The Torch.

Pacific Highway upgrade

The Pacific Highway upgrade is a significant project affecting communities all along the fast-developing and environmentally-sensitive NSW North Coast. From the early planning stage through to completion, community input and participation is encouraged.

The RTA has been working closely with communities in the Bulahdelah, Moorland to Herons Creek, Kempsey to Eungai, Coffs Harbour to Woolgoolga and Brunswick Heads to Yelgun areas. Input from these communities has led to improvements in project designs and in RTA consultation processes. For example, the RTA has established Aboriginal liaison groups for the Bulahdelah and Kempsey to Eungai projects. These groups are helping the RTA to plan infrastructure that minimises the impact on Aboriginal heritage and better provides for the needs of local Aboriginal people. On the Brunswick Heads to Yelgun project, the RTA responded to community concerns by modifying the design to reduce its impact on the surrounding natural and built environments. The modified design better reflects community needs, while still meeting the safety and transport efficiency objectives of the Pacific Highway program.

Community access to information

RTA website

The RTA website (www.rta.nsw.gov.au) is one of the most visited State Government websites in Australia, providing a wide range of information and online services to the NSW community, and to web users in other States and internationally. In addition to the millions of visits to the website, more than 93,000 online transactions with a value of \$18.2 million were conducted in 2001–02.

Among the many facilities available on the website, the renewing of vehicle registrations and the ordering of personalised number plates are two of the most popular. The RTA processed almost 64,000 motor vehicle registrations and issued almost 27,000 custom number plates online. About 20% of custom plates are now purchased via the internet.

The RTA is working on a revitalised website with improved navigation and additional features to continue the high level of service provided by the RTA in this rapidly growing medium.

Changes to RTA communication

The RTA has revised and modified its communications structures and processes as part of its moves to improve community consultation and information. A Communications and Corporate Relations Directorate has been created to give public communication a higher organisational priority in the RTA. The directorate's key aim is to ensure the community is provided accurate, relevant and timely information across RTA responsibilities. Key priorities include better information to local communities on road projects, improved traffic information from the Transport Management Centre for motorists, increased responsiveness to public inquiries, improvements to RTA printed material and more organisational transparency. Communications priorities and performance will be reviewed on a regular basis.

Traffic information

As part of the revitalised RTA website, real-time traffic information will be made available to the public via the internet. The communications team at the Transport Management Centre is developing a public traffic website.

Telephones are a vital tool for the TMC to receive information from the public about traffic incidents and to provide information to road users. During the bushfires in December 2001–January 2002, the TMC experienced a 50-fold increase in calls received. On 4 January 2002, the busiest day of the bushfires, 33,597 calls were made to the traffic inquiry line 132 701.

Actions taken to manage this demand included:

- Increased staffing. The RTA's Newcastle Call Centre had previously been organised to assist with handling New Year's Eve inquiries, from Boxing Day to New Year's Day. More staff were brought in to handle the extra calls generated by the bushfire emergency.
- Use of pre-recorded messages. Staff at the TMC were able to record road closure information onto an Interactive Voice Response (IVR) system. This was successful as 80–90% of callers were satisfied with the message and hung up without needing to speak to an operator.

Since the bushfire emergency, the TMC has been developing and improving its systems for handling telephone inquiries for both emergencies and daily traffic incidents. A permanent IVR system for the traffic inquiry line has been developed and will be implemented in late 2002.

Community attitudes survey

A survey of the community's attitudes to the RTA was carried out by ACNielsen Research in September and October 2001. The survey found that three out of four people in NSW were satisfied with the RTA and the way it does business.

Since the RTA conducted the first survey in 1994, there has been a steady upward trend in customer satisfaction across all of the authority's seven core functions. The areas of greatest improvement were expansion and maintenance of the road network and traffic flow management. Those surveyed believed safety should be the RTA's number one future priority.

The survey, the fifth conducted by the RTA, involved 35 minute face-to-face interviews of 1400 NSW households within the RTA's six regional areas. The results provided invaluable information and feedback on community perceptions of RTA activities and identified areas of improved performance as well as areas requiring attention.

Respondents were asked to rate the RTA's various activities in terms of importance and performance. The **top seven community priorities** were:

- Reducing accident prone areas or 'black spots'.
- Adequate testing for driving licences.
- Clear road markings.
- Encouraging safer driving practices.
- Educating parents and children about safe travel to and from school.
- Road safety education in schools and pre-schools.
- Reducing rough road surfaces such as potholes, bumps and cracks.

The RTA's performance was rated **strongest** in the areas of:

- Rest areas along major country roads.
- Maintaining Sydney's freeways, tollways and major roads.
- Lowering speed limits in urban and residential areas.
- Keeping traffic lights, road markings and road signs in good condition.
- Managing traffic around special events.

Respondents thought the RTA **could do better** in:

- Reducing rough road surfaces.
- Minimising air pollution from vehicle emissions.
- Ensuring drivers remain competent throughout their driving lives.
- Educating people about traffic control systems.
- Regulating trucks and buses.
- Building and improving country freeways.
- Providing space on country roads for vehicles to pull over.
- Educating people about road rules and regulations.

Liaising with Aboriginal agencies and communities

RTA Aboriginal Program Consultants liaise with a range of organisations and communities, including the Aboriginal Police network, the Local Government Aboriginal network, State Aboriginal and Local Land Councils, the Department of Corrective Services, Department of Juvenile Justice, the Department of Education and Training and the National Parks and Wildlife Service. The liaison enables a smooth working relationship between all agencies and the exchange of important information for Aboriginal staff.

RTA Aboriginal Program Consultants continued to liaise with NSW Local Aboriginal Land Councils regarding environmental and cultural concerns, including heritage. In 2001–02, extensive Aboriginal community consultation occurred on Pacific Highway projects and other road construction projects.

The naming of the Kamilaroi Highway in North Western NSW was a significant moment for the RTA and the local Aboriginal communities. The Sandy Creek Bridge was renamed the Wangaaupuwan Bridge during the \$20 million upgrade of the Kidman Way in the Western Region. A bridge on the new Taree bypass was named after prominent Aboriginal woman Ella Simon.

Ethnic communities

See Appendix 12 for information about the RTA's work in communicating with people from non-English speaking backgrounds.

Future challenges

- Continued effective consultation with communities affected by RTA projects.
- Launch of a revitalised RTA website.



RTA CONSULTATION ON MAJOR PROJECTS SEEKS COMMUNITY
FEEDBACK ON ALL ASPECTS OF PROPOSALS, INCLUDING
ENVIRONMENTAL CONCERNS ///



/// ENVIRONMENTAL /// SOCIAL /// ECONOMIC

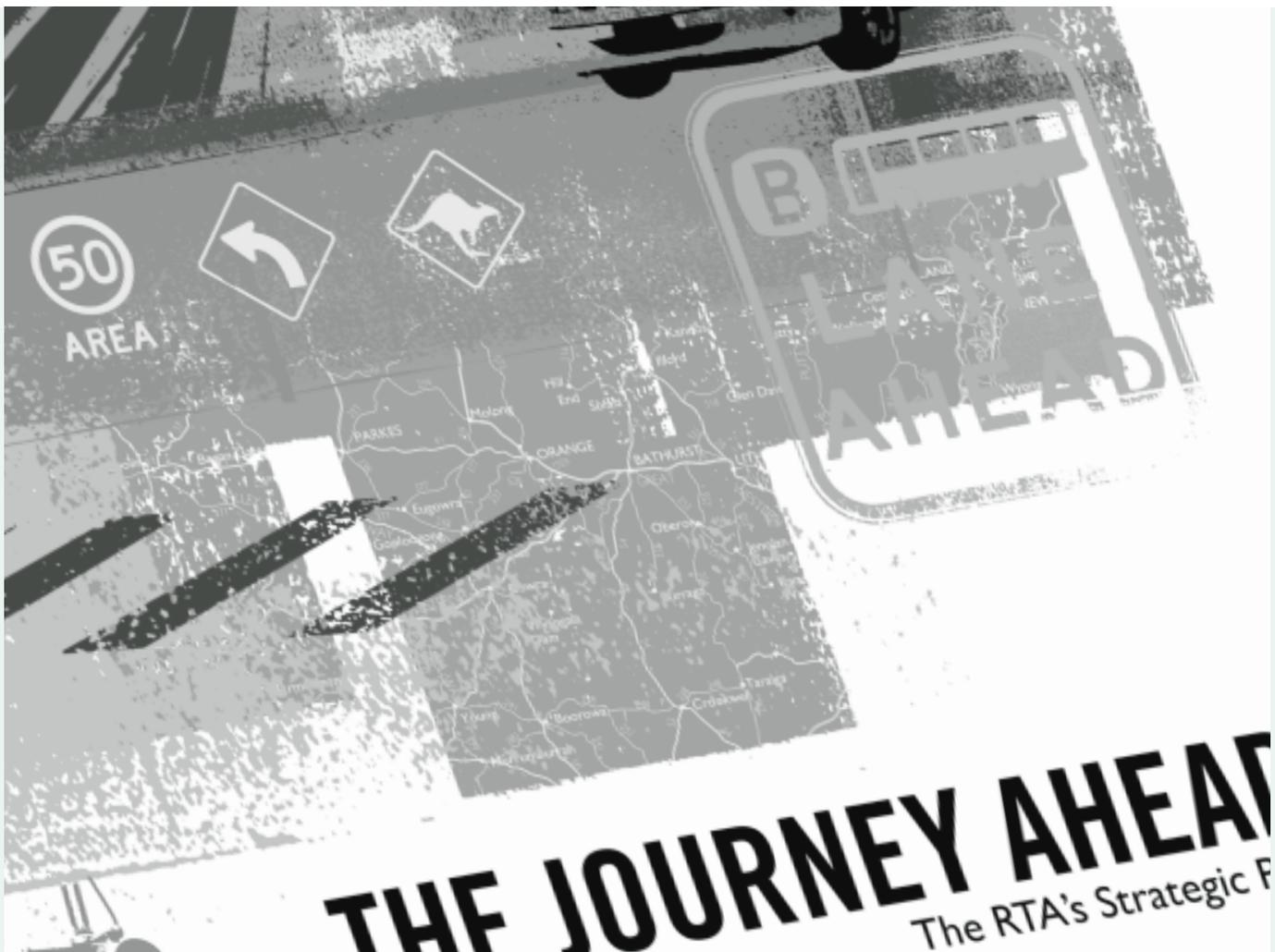
LAKSHMY MULAVANA — ENGINEER — INFRASTRUCTURE PROJECTS

“Our focus is to provide an excellent service to the community. When we develop new projects, two-way communication with the community is crucial to explain the project and address any concerns.”

Informed and accountable management

Strategic outcome

Planning, organising, leading and controlling the organisation to achieve outcomes.



Performance summary

STRATEGIC OUTCOME	MEASURES OF SUCCESS	PERFORMANCE AGAINST THESE MEASURES IN 2001–02
Planning, organising leading and controlling the organisation to achieve outcomes.	Integrated Management Systems Stage 1 implemented by March 2002.	Implemented Integrated Management System Stage 1 successfully.
		New RTA Strategic Plan, <i>The Journey Ahead</i> , launched.

SUSTAINABILITY

The economy

The initiatives outlined in this chapter help the RTA to improve the efficiency of its business and delivery of services and products. The planning processes, particularly development of the strategic plan, provide strategies to achieve economic sustainability. Improved management processes have provided efficiencies, freeing up resources to be focused on the RTA's core business.

The environment

The planning processes, particularly development of the strategic plan, provide the strategies to achieve environmental sustainability. Electronic data flow developments enable information to be shared across the organisation electronically, reducing paper use and eliminating the need for travel.

The community

The RTA's strategic planning framework ensures that appropriate priority is given to Government and community priorities including accessibility, diversity, and equity.

Performance in detail

Good management across the RTA

While this chapter deals mostly with strategic planning and the RTA's management systems, action is taken across the authority to ensure informed and accountable management.

- See the **Environment** chapter for details on how the Environmental Impact Assessment process provides management with information about the likely impacts of proposed projects and how to minimise these impacts.
- See the **Mobility of people and goods** chapter for information about how the RTA's Transport Management Centre gathers information and uses it to ensure the most efficient use of the road network.
- See the **Value for money** and **Road system maintenance** chapters for information about how management systems and procedures, particularly relating to contracting, are contributing to management knowledge and accountability.

Strategic planning

The RTA's Strategic Management Framework provides a structure for strategic decision-making and the formulation of vision, strategies and initiatives for implementation to achieve the community and business outcomes of the organisation. At the core of the framework is the RTA strategic plan, *The Journey Ahead*. *The Journey Ahead* outlines the RTA's vision and mission and sets out a broad organisational direction. The plan also reflects the NSW Government's *Action for Transport 2010*, *Road Safety 2010* and *Action for Bikes 2010*.

The Journey Ahead provides the strategic framework around which all other strategic and business plans in the organisation are built. The authority has a suite of linked strategic and business plans to provide direction and communicate and ensure delivery of organisational outcomes.

This annual report is structured around the strategic outcomes contained in *The Journey Ahead*.

Diversity & Equity

The RTA's *Diversity & Equity Plan 2002–2007* was launched on 12 April 2002. The plan builds on the significant strengths of the RTA's *Disability Action Plan*, *Equal Employment Opportunity Outcomes Framework*, *Ethnic Affairs Priority Statement & Plan* and the *Aboriginal Action Plan*.

It is the umbrella document which sets directions and influences everything the RTA does for its staff and customers, such as providing services and products to customers with diverse needs. It also provides for employment and staff development in the workplace where the RTA is committed to diversity and equity, and prevention of discrimination and harassment. The plan sets out aims and objectives relating to diversity and equity for the RTA's operations.

Aboriginal and Torres Strait Islander people

The RTA's revised Aboriginal Action Plan (AAP) was launched by the Director General of the Department of Aboriginal Affairs, Ms Linda Burney, on 18 September 2001. The AAP clearly sets RTA priorities with regard to Aboriginal issues, including Aboriginal Reconciliation, licensing in Aboriginal communities, and road safety.

Improving business efficiency

The RTA implemented an e-Business Program to improve business effectiveness and efficiency. The RTA has achieved outstanding success in its endeavours, and is now seen as an e-Business leader among NSW Government agencies. The RTA was awarded the Premier's Gold Award for its online registration e-business transaction service (see **Customer service** chapter for more details).

Phase I of the Integrated Management System Project was delivered this year. It is an integrated Finance, Human Resources, Project Management and Logistics system. It provides a standard and flexible computer environment, configured to support the RTA's current and future business information requirements. Stage one of this project was implemented on time and within budget.

The Integrated Management System has replaced a number of business systems that were no longer viable, including the corporate financial systems and the HR/Payroll system. It provides a single common business 'language' across the RTA.

The Integrated Management System is being introduced over two stages. The first stage saw the implementation of the core HR, Finance, Payroll and Logistics functionality and was rolled out in March 2002. The second stage will introduce workflow and advanced HR functionality, including Employee Self Service, OHS and advanced Training & Events Management. It was expected that implementation would be completed by June 2003.

A number of initiatives designed to substantially spread the use of e-commerce and the internet throughout Government departments and agencies have been launched by the NSW Government. E-business provides the technology and platform to support these initiatives and allows for online services, while enabling continuous improvement of the RTA's business processes.

The convergence of the RTA's Customer Relationship Management system with the Integrated Management System began, making available more accurate information. Costs will be reduced by streamlining the Information Management and Information Technology purchasing and asset management activities, removing duplicate system administration, and rationalising the number of database servers and support required.

Information technology security policies, procedures and tools were established to minimise risks to the RTA's business and to improve security for all IT activities.

The Niku project management system was implemented to improve the RTA's capacity to deliver information technology projects on time and on budget and better inform clients of the status of their project.

Future challenges

- Develop a new RTA Strategic Plan.
- Implement Integrated Management System – Stage 2 – Employee Self Service, Occupational Health and Safety and Training and Events Management.



THE RTA'S STRATEGIC PLANNING FRAMEWORK ENSURES
THAT APPROPRIATE PRIORITY IS GIVEN TO GOVERNMENT
AND COMMUNITY PRIORITIES ///



/// ENVIRONMENTAL /// SOCIAL /// ECONOMIC

BAOJIN WANG — ECONOMIC ANALYST

“It’s quite simple – I enjoy the working environment and friendly colleagues. I also try to provide the best analysis possible to help decision-making.”

FRANK PERRY — ECONOMIC AND FINANCIAL EVALUATION MANAGER

“I get great satisfaction out of seeing projects that we have evaluated up and running and knowing that they’re providing value for money.”

Financial statements

Roads and Traffic Authority of New South Wales
Financial Statements for the period ended 30 June 2002.



THE M5 EAST FREEWAY TUNNEL.

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GPO BOX 12
SYDNEY NSW 2001

INDEPENDENT AUDIT REPORT

ROADS AND TRAFFIC AUTHORITY OF NEW SOUTH WALES

To Members of the New South Wales Parliament

Scope

I have audited the accounts of the Roads and Traffic Authority of New South Wales for the year ended 30 June 2002. The Chief Executive is responsible for the financial report consisting of the accompanying statement of financial position, statement of financial performance, statement of cash flows, program statement - expenses and revenues and summary of compliance with financial directives, together with the notes thereto and the information contained therein. My responsibility is to express an opinion on the financial report to Members of the New South Wales Parliament based on my audit as required by the *Public Finance and Audit Act 1983* (the Act). My responsibility does not extend here to an assessment of the assumptions used in formulating budget figures disclosed in the financial report.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance as to whether the financial report is free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates.

These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial report is presented fairly in accordance with the requirements of the Act, Accounting Standards and other mandatory professional reporting requirements, in Australia, so as to present a view which is consistent with my understanding of the Authority's financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In my opinion, the financial report of the Roads and Traffic Authority of New South Wales complies with sections 41B and 41BA of the Act and presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Authority as at 30 June 2002 and the results of its operations and its cash flows for the year then ended.

R J Sendt
Auditor-General

SYDNEY
30 September 2002

ROADS AND TRAFFIC AUTHORITY**YEAR ENDED 30 JUNE 2002**

Pursuant to Section 41C (1B) and (1C) of the Public Finance and Audit Act 1983, we declare that in our opinion:

1. The accompanying financial statements exhibit a true and fair view of the Authority's financial position as at 30 June 2002 and transactions for the year then ended.

2. The statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2000, the Treasurer's Directions and the directives of the Financial Reporting Code.

Further, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Brett Skinner
Director, Finance
30 September 2002



Paul Forward
Chief Executive
30 September 2002

Statement of Financial Performance
For the Year Ended 30 June 2002

	Notes	Actual 2002 \$000	Budget 2002 \$000	Actual 2001 \$000
Expenses				
Operating Expenses				
– Employee Related	2(a),7	216,394	204,867	236,320
– Other Operating Expenses	2(b)	360,471	315,074	306,006
Maintenance	2(c)	622,121	600,562	466,710
Depreciation and Amortisation	2(d)	509,424	442,380	313,036
Grants and Subsidies	2(e)	28,042	27,065	19,386
Borrowing Costs	2(f)	84,564	84,003	86,364
Total Expenses		1,821,016	1,673,951	1,427,822
Less:				
Retained Revenue				
Sale of Goods and Services	3(a)	181,160	162,165	152,627
Investment Income	3(b)	21,724	413	18,396
Retained Taxes, Fees and Fines	3(c)	5,916	–	5,347
Grants and Contributions	3(d)	73,796	22,000	40,773
Other Revenue	3(e)	25,294	51,075	87,333
Total Retained Revenue		307,890	235,653	304,476
Gain/(Loss) on Disposal of Non-Current Assets	4	6,257	–	3,250
Net Cost of Services	24	1,506,869	1,438,298	1,120,096
Government Contributions				
Recurrent Appropriation	6	1,085,240	1,052,930	1,069,099
Capital Appropriation	6	967,354	945,092	882,682
Total Government Contributions		2,052,594	1,998,022	1,951,781
SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES		545,725	559,724	831,685
SURPLUS/(DEFICIT) FOR THE YEAR		545,725	559,724	831,685
NON-OWNER TRANSACTION CHANGES IN EQUITY				
Net increase (decrease) in asset revaluation reserve	18	2,188,761	–	1,913,397
Net increase (decrease) in accumulated funds arising from a UIG transitional provision	18	–	–	–
Other increases (decreases)	18	579,320	–	67,263
Total revenues, expenses and valuation adjustments recognised directly in equity		2,768,081	–	1,980,660
Total changes in equity other than those resulting from transactions with owners as owners		3,313,806	559,724	2,812,345

The accompanying notes form part of these statements.

Statement of Financial Position
For the Year Ended 30 June 2002

	Notes	Actual 2002 \$000	Budget 2002 \$000	Actual 2001 \$000
ASSETS				
Current Assets				
Cash	9	93,774	25,809	41,220
Receivables	10(a)	83,755	36,487	51,593
Inventories		7,757	6,865	8,353
Other	12(a)	1,681	2,187	1,992
Total Current Assets		186,967	71,348	103,158
Non Current Assets				
Receivables	10(b)	61,012	49,802	54,408
Property, Plant & Equipment				
– Land and Buildings	11	2,795,173	2,490,894	2,436,612
– Plant and Equipment	11	86,409	65,111	81,500
– Infrastructure Systems	11	50,879,523	46,003,365	47,912,441
Total Property, Plant & Equipment		53,761,105	48,559,370	50,430,553
Other	12(b)	753,255	765,617	708,837
Total Non-Current Assets		54,575,372	49,374,789	51,193,798
Total Assets		54,762,339	49,446,137	51,296,956
LIABILITIES				
Current Liabilities				
Payables	13	375,459	251,393	269,994
Interest bearing liabilities	14	110,771	179,787	234,693
Employee Entitlements and other provisions	16	78,088	110,885	82,366
Other	17	44,138	42,475	42,121
Total Current Liabilities		608,456	584,540	629,174
Non Current Liabilities				
Interest bearing liabilities	14	957,608	888,409	854,343
Employee Entitlements and other provisions	16	368,561	204,659	284,943
Other	17	413,943	413,891	428,531
Total Non-Current Liabilities		1,740,112	1,506,959	1,567,817
Total Liabilities		2,348,568	2,091,499	2,196,991
Net Assets		52,413,771	47,354,638	49,099,965
EQUITY				
Reserves	18	13,138,969	9,036,811	10,950,208
Accumulated Funds	18	39,274,802	38,317,827	38,149,757
Total Equity		52,413,771	47,354,638	49,099,965

The accompanying notes form part of these statements.

Statement of Cash Flows
For the Year Ended 30 June 2002

	Notes	Actual 2002 \$000	Budget 2002 \$000	Actual 2001 \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee Related		(139,054)	(197,867)	(167,755)
Grants and Subsidies		(28,042)	(27,065)	(19,386)
Borrowing Costs		(75,244)	(74,800)	(76,400)
Other		(1,098,859)	(1,039,854)	(997,233)
Total Payments		(1,341,199)	(1,339,586)	(1,260,774)
Receipts				
Sale of Goods and Services		175,126	164,067	143,548
Retained Taxes, Fees & Fines		5,916	–	5,347
Investment Income Received		21,544	413	18,423
Other		265,864	136,704	155,087
Total Receipts		468,450	301,184	322,405
Cash Flow from Government				
Recurrent Appropriation		1,085,240	1,052,930	1,069,099
Capital Appropriation		967,354	945,092	882,682
Net Cash Flows from Government		2,052,594	1,998,022	1,951,781
NET CASH FLOWS FROM OPERATING ACTIVITIES	24	1,179,845	959,620	1,013,412
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from Sale of Land and Buildings, Plant & Equipment and Infrastructure Systems		37,358	28,433	33,482
Purchases of Land and Buildings, Plant & Equipment and Infrastructure Systems		(1,135,076)	(959,838)	(1,091,176)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(1,097,718)	(931,405)	(1,057,694)
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances		–	–	40,000
Repayment of Borrowings and Advances		(29,573)	(28,200)	(268)
NET CASH FLOWS FROM FINANCING ACTIVITIES		(29,573)	(28,200)	39,732
NET INCREASE/(DECREASE) IN CASH		52,554	15	(4,550)
Opening Cash and Cash Equivalents		41,220	25,794	45,770
CLOSING CASH AND CASH EQUIVALENTS	9	93,774	25,809	41,220

The accompanying notes form part of these statements.

Program Statement – Expenses and Revenues
For the Year Ended 30 June 2002

ROADS AND TRAFFIC AUTHORITIES EXPENSES AND REVENUES	Road Network Infrastructure*		Road Safety & Road User Management*		Traffic & Transport*		M4/M5 Cashback Scheme*		Not Attributable		Total	
	2002	2001	2002	2001	2002	2001	2002	2001	2002	2001	2002	2001
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
EXPENSES												
Operating Expenses												
– Employee Related	13,908	17,707	179,453	193,992	23,033	24,621	–	–	–	–	216,394	236,320
– Other Operating Expenses	56,233	54,655	179,982	141,040	68,736	67,858	55,520	42,453	–	–	360,471	306,006
Maintenance	522,083	387,974	–	–	100,038	78,736	–	–	–	–	622,121	466,710
Depreciation and Amortisation	502,796	306,916	5,134	5,326	1,494	794	–	–	–	–	509,424	313,036
Grants & Subsidies	17,534	13,440	10,309	5,781	199	165	–	–	–	–	28,042	19,386
Borrowing Costs	84,564	86,306	–	58	–	–	–	–	–	–	84,564	86,364
Total Expenses	1,197,118	866,998	374,878	346,197	193,500	172,174	55,520	42,453	–	–	1,821,016	1,427,822
Retained Revenue												
Sale of Goods and Services	99,053	85,726	75,114	60,756	6,993	6,145	–	–	–	–	181,160	152,627
Investment Income	21,026	18,104	333	132	365	160	–	–	–	–	21,724	18,396
Retained Taxes, Fees and Fines	696	659	5,220	4,688	–	–	–	–	–	–	5,916	5,347
Grants and Contributions	56,389	29,839	5,596	4,909	11,811	6,025	–	–	–	–	73,796	40,773
Other Revenue	25,294	87,333	–	–	–	–	–	–	–	–	25,294	87,333
Total Retained Revenue	202,458	221,661	86,263	70,485	19,169	12,330	–	–	–	–	307,890	304,476
Gain (Loss) on Disposal of Non-Current Assets	6,257	3,250	–	–	–	–	–	–	–	–	6,257	3,250
NET COST OF SERVICES	988,403	642,087	288,615	275,712	174,331	159,844	55,520	42,453	–	–	1,506,869	1,120,096
Government Contributions**	–	–	–	–	–	–	–	–	2,052,594	1,951,781	2,052,594	1,951,781
NET EXPENDITURE/ (REVENUE) FOR THE YEAR	988,403	642,087	288,615	275,712	174,331	159,844	55,520	42,453	(2,052,594)	(1,951,781)	(545,725)	(831,685)

ADMINISTERED REVENUES [See Road Network Infrastructure Note 1(e)]	Road Network Infrastructure		Road Safety & Road User Management		Traffic & Transport		M4/M5 Cashback Scheme		Not Attributable		Total	
	2002	2001	2002	2001	2002	2001	2002	2001	2002	2001	2002	2001
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Consolidated Fund												
– Taxes, Fees and Fines	–	–	–	–	–	–	–	–	289,736	340,345	289,736	340,345
– Other	–	–	–	–	–	–	–	–	510,335	484,032	510,335	484,032
Total Administered Revenues	–	–	–	–	–	–	–	–	800,071	824,377	800,071	824,377

*The description and objectives of each program are summarised in Note 8.

**Appropriations are made on an agency basis and not to individual programs. Consequently, government contributions are included in the 'Not Attributable' column.

Summary of Compliance with Financial Directives
For the Year Ended 30 June 2002

	2002				2001			
	Recurrent Appropriation	Expenditure/ net claim on consolidated fund	Capital appropriation	Expenditure/ net claim on consolidated fund	Recurrent appropriation	Expenditure	Capital appropriation	Expenditure
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Original Budget Appropriation/Expenditure								
– Appropriation Act	1,052,930	1,052,843	945,092	945,092	1,035,756	1,032,262	884,925	884,925
– Additional Appropriations	–	–	–	–	–	–	–	–
– Section 21A PF & AA – Special Appropriations	–	–	–	–	–	–	–	–
– Section 24 PF & AA – transfers of functions between departments	–	–	–	–	–	–	–	–
– Section 26 PF & AA – Commonwealth specific purpose payments	–	–	31,548	31,548	–	–	–	–
	1,052,930	1,052,843	976,640	976,640	1,035,756	1,032,262	884,925	884,925
Other Appropriations/Expenditure								
– Treasurer's Advance	7,308	5,444	19,380	17,244	12,984	12,984	–	–
– Section 22 expenditure for certain works and services	4,500	4,500	–	–	–	–	8,526	8,526
– Transfers from another agency (Section 25 of the Appropriation Act)	–	–	–	–	–	–	–	–
– Reduction in Commonwealth specific purpose payments	–	–	–	(23,954)	–	–	–	–
– Section 22A (2) Motor Vehicles Taxation Act (hypothecation of motor vehicle tax)	19,877	19,877	–	–	12,704	12,704	–	–
– Section 225 Roads Act (hypothecation of heavy vehicle overloading fines)	–	–	–	–	380	380	–	–
– Transfer between Capital & Recurrent Appropriations	2,576	2,576	(2,576)	(2,576)	10,769	10,769	(10,769)	(10,769)
	34,261	32,397	16,804	(9,286)	36,837	36,837	(2,243)	(2,243)
Total Appropriations/Expenditure/Net Claim on Consolidated Fund	1,087,191	1,085,240	993,444	967,354	1,072,593	1,069,099	882,682	882,682
Amount drawn down against Appropriation	–	1,085,240	–	967,354	–	1,069,099	–	882,682
Liability to Consolidated Fund	–	–	–	–	–	–	–	–

The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first.

Consolidated funding for the RTA's Roads Program is classified as recurrent and capital appropriation based upon the way in which the appropriations are expended. The Program, as part of its appropriation, receives all the revenue from motor vehicle taxes in accordance with the Motor Vehicles Taxation Act, with the level of the funds from the motor vehicle taxes not known until 30 June each year.

Notes to and forming part of the Financial Statements For the Year Ended 30 June 2002

I Summary of Significant Accounting Policies

(a) Reporting Entity

The Roads and Traffic Authority (RTA), as a reporting entity, is responsible for the development and maintenance of the state road network, road safety and road user management, traffic and transport management and administration of the M4/M5 Cashback Scheme.

The reporting entity is consolidated as part of the NSW Total State Sector and as part of the NSW Public Accounts, except in regard to the reporting of Land Under Roads.

(b) Basis of Accounting

The RTA's financial statements are a general purpose financial report which has been prepared on an accruals basis and in accordance with:

- applicable Australian Accounting Standards;
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act 1983 and Regulations; and
- the Financial Reporting Directions published in the Financial Reporting Code (FRC) for Budget Dependent General Government Sector Agencies or issued by the Treasurer under Section 9(2)(n) of the Public Finance & Audit Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed.

In the absence of a specific Accounting Standard, other authoritative pronouncement of the AASB or UIG Consensus View, the hierarchy of other pronouncements as outlined in AAS 6 'Accounting Policies' is considered.

Except for certain investments, land and buildings and infrastructure systems, which are recorded at valuation, the financial statements are prepared in accordance with the historical cost convention.

The accounting policies adopted, with the exception of the amount of accruals which now includes GST, are consistent with those of the previous year.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(c) Administered Activities

The RTA administers, but does not control, the collection of various fees, fines and levies on behalf of the Crown Transactions Entity. Monies collected on behalf of the Crown Transactions Entity are not recognised as the RTA's revenues but are separately disclosed in the Program Statement – Expenses and Revenues. The RTA is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of its own objectives.

Expenses incurred in collecting monies on behalf of the Crown Transactions Entity are recognised as the RTA's expenses and are reported within the Road Safety and Road User Management Program.

The accrual basis of accounting and all applicable accounting standards have been adopted for the reporting of administered revenues.

(d) Revenue Recognition

Revenue is recognised when the RTA has control of the good or right to receive, it is probable that the economic benefits will flow to the RTA and the amount of the revenue can be reliably measured. Additional comments regarding the accounting policies for the recognition of revenue are provided below:

(i) Parliamentary Appropriations and Contributions from other Bodies.

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as revenues when the RTA obtains control over the assets comprising the appropriations and contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

The split between recurrent and capital appropriations is based on the way the appropriations are to be spent.

In relation to the right to receive infrastructure assets, the recognition is on a progressive basis relative to the contract period.

(ii) Sale of Goods and Services

Revenue from the sale of goods and services comprises revenue from the provision of products or services, ie: user charges. User charges are recognised as revenue when the RTA obtains control of the assets that result from them.

(iii) Investment Income

Interest revenue is recognised as it accrues. Rent revenue is recognised in accordance with AAS 17 'Accounting for Leases'.

(e) Employee Entitlements

(i) Salaries and Wages, Annual Leave, Sick Leave and Oncosts

Liabilities for salaries, wages and annual leave are recognised and measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date.

Sick leave accrued by employees of the RTA is all non-vesting and does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the entitlements accrued in the future.

The outstanding amounts of payroll tax and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee entitlements to which they relate have been recognised. Workers compensation that may be applicable to leave entitlements has not been recognised as this expense is based on actual premiums paid, determined from past claims history, and not as a general percentage raised on salaries and wages.

(ii) Long Service Leave and Superannuation

Long service leave is measured on a nominal basis. The nominal method is based on the remuneration rates at year end for all employees with five or more years of service together with an estimate for employees with less than five years service, based on the percentage who are expected to remain employed by the RTA long enough to be entitled to long service leave. It is considered that this measurement technique produces results not materially different from the estimate determined by using the present value basis of measurement.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (ie Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (ie State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions. The final expense is adjusted at 30 June each year to take account of any actuarial assessment.

(f) Borrowing costs

Borrowing costs are recognised as expenses in the period in which they are incurred (except where they are included in the costs of qualifying assets).

(g) Insurance

The RTA's insurance is arranged through the NSW Treasury Managed Fund Scheme as a self insurance scheme for Government agencies. The premiums are determined by the Fund Manager based on past experience and risk exposures. CTP Insurance is arranged with a private sector provider by the NSW Treasury. The RTA, from October 2001, introduced a Principal Arranged Insurance Scheme which provides cover for all parties involved in its construction projects. This will ensure that these parties have appropriate insurance covers in place.

An outstanding liability also exists in respect of the former Department of Motor Transport self-insured scheme.

Notes to and forming part of the Financial Statements

For the Year Ended 30 June 2002

(h) Accounting for the Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except;

- The amount of GST incurred by the RTA as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- Receivables, payables, accruals and commitments are stated with the amount of GST included.

(i) Acquisitions of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the RTA. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition.

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value at the acquisition date. The discount rate used is the incremental borrowing rate, being the rate at which a similar borrowing could be obtained.

(j) Asset Management Policy

The RTA's asset valuation and depreciation policies are summarised below.

Plant and equipment costing \$5000 and above individually are capitalised.

In accordance with Treasury policy, the RTA has applied the AASB 1041 'Revaluation of Non-Current Assets' transitional provisions for the public sector and has elected to continue to apply the same revaluation basis, while Treasury's policy on fair value is finalised. It is expected, however, that in most instances the current valuation methodology will approximate fair value.

The recoverable amount test has not been applied as the RTA is a not-for-profit entity whose service potential is not related to the ability to generate net cash inflows.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the Statement of Financial Performance, the increment is recognised immediately as revenue in the Statement of Financial Performance.

Revaluation decrements are recognised immediately as expenses in the Statement of Financial Performance, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

Revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

(i) Plant and Equipment

Asset	Valuation policy	Depreciation policy
Plant, Equipment & Vehicles (Minimum capital value \$5,000)	Written down historic cost	Depreciated on the straight line method over the estimated useful life of between 5 & 20 years.
Computer Hardware and Software (Minimum capital value of \$500 and \$5,000 respectively)	Written down historic cost	Depreciated on the straight line method over the estimated useful life of between 3 & 5 years.
Electronic Office Equipment (Minimum capital value \$5,000)	Written down historic cost	Depreciated on the straight line method over the estimated useful life of 5 years.

The written down historic cost is considered to reflect the fair value of these assets.

Depreciation and valuation policies in respect of operational assets are subject to annual review. Estimates of useful life for depreciation purposes have been determined with due regard to a number of factors including the expected retention period by the entity and the underlying physical, technical and commercial nature of the assets as defined in AAS4. In accordance with this standard the shortest alternative useful life is applied. Approximately [\$132.502 million] 53.4% (2000–2001; [\$88.944 million] 34.4%) of the RTA's assets in the categories of plant, equipment, vehicles, computer hardware and software and electronic office equipment are fully depreciated. The increase in the ratio of fully depreciated assets to total assets arose from the writing off of obsolete assets following a review of operational assets during the migration to the new Integrated Management System (IMS). A complete review/revaluation of operational assets will be carried out during 2002–03.

(ii) Land and Buildings

Asset	Valuation policy	Depreciation policy
Land & Buildings in Service – Works Administration Properties – Officers Residences	Land and buildings in service are generally valued at value in use (land) and written down replacement cost (buildings). Where such properties are rented externally they are valued at current market value.	Buildings – Depreciated on the straight line method over the estimated useful life of 40 years.
Land & Buildings Acquired for Future Roadworks – Rentable or Surplus Properties – Vacant land	– Current Market Value – Average Rateable Value Per Hectare of Urban and Rural Areas within each Local Government Area (LGA).	No depreciation charged as buildings are not purchased to generate revenue but ultimately to be demolished for roadworks.
Leasehold Improvements (Minimum capital value \$5,000)	Written down historic cost/revalued amount.	Amortised over the period of the lease, or the useful life of the improvement to the RTA, whichever is shorter.

Included in the value of land and buildings in service is an amount of \$8.706 million (2000–2001; \$7.330 million) for buildings on Crown land. As the RTA effectively 'controls' this Crown land, it has been included in the RTA's Statement of Financial Position. Should such Crown land be transferred or disposed of, associated buildings are written off in the year the transfer or disposal takes place.

The RTA's land and buildings are valued by registered valuers on a progressive basis. To accord with the requirements of AASB 1041 'Revaluation of Non-Current Assets', the RTA values its land and buildings over a 3 year progressive time frame.

(iii) Infrastructure systems

Asset	Valuation policy	Depreciation policy
Roads		
– Earthworks	Written down replacement cost	Depreciated over estimated useful life of 100 years
– Pavement	Written down replacement cost	Depreciated over estimated useful life dependant on pavement surface 15 years (unsealed) 20–40 years (flush seal/asphalt) 40–50 years (concrete)
Bridges	Written down replacement cost	Depreciated over estimated useful life dependant on bridge type
– Timber structures		60 years
– Concrete structures		100 years
– Steel structures		100 years
– X Trusses (timber and steel)		60 years
– High value bridges		200 years
– Bridge size culverts/tunnels		100 years
Traffic signals	Written down replacement cost	Depreciated over estimated useful life of 20 years
Traffic control network	Written down replacement cost	Depreciated over estimated useful life of
– Traffic systems		7 years
– Transport Management Centre		10 years
Land under roads and within road reserves	Average rateable value per hectare of urban and rural areas within each Local Government Area (LGA)	No depreciation applied as land does not have a limited useful life

The RTA, being responsible for the development and management of the State's road network, has recognised the control aspect of some infrastructure assets and the ownership of other infrastructure assets when formulating policy in respect of the valuation and reporting of infrastructure.

Roads opened to traffic during any year are brought to account in that year using unit replacement rates calculated by the RTA's Road Network Infrastructure branch. The use of unit replacement rates results in differences between actual cost and that calculated by the unit replacement rates method. The sum of these differences is disclosed in the New Road Cost Adjustment item. Bridges and traffic signals and related equipment constructed during any year are brought to account in that year at construction cost. In subsequent years until the next revaluation year, the assets are maintained at construction cost (unit replacement rates cost for roads), indexed to movements in the Road Cost Index. After revaluation these assets are included with other infrastructure assets and subject to the valuation policies outlined below.

The valuation policies provide for roads, bridges and the traffic signal control network, comprising the traffic control network and the traffic signal network, to be valued using the modern equivalent replacement cost method. Each road is assigned a value which equates to the cost of replacing that road to a modern equivalent asset and discounting the estimated value of modern features, such as noise walls, not present in the existing asset. In the case of

bridges, such replacement cost is the cost to construct a new bridge to the modern standard. High value bridges are valued on an individual basis. The replacement cost of the traffic control network is based on the current cost to replace the SCATS system computers and peripherals. The replacement cost of the traffic signal network is the cost to reconstruct each site using the number and current cost of lanterns and electronic controllers at each site as the major components to determine the replacement cost.

The determination of unit replacement rates for road, bridge and traffic control signal infrastructure valuations is carried out at least every five years by suitably qualified engineering contractors and employees of the RTA. Assets are recorded initially at construction cost and the annual percentage increase in the Road Cost Index is applied each year until the following unit replacement review is undertaken. Subsequent to the review, infrastructure is valued using the unit replacement rates, adjusted by the Road Cost Index as applicable. Unit replacement rates for roads and traffic signals were reviewed during 1999–00. High value bridges and bridge size culverts were also revalued during 1999–00. Unit replacement rates for bridges were reviewed during 1998–99.

Notes to and forming part of the Financial Statements

For the Year Ended 30 June 2002

Following the change from condition based to straight line depreciation of infrastructure in 1999–2000, major rehabilitations of road works are capitalised. The RTA capitalised \$71.565 million (2000–2001, \$74.600 million) of such works. As the capitalisation of the major rehabilitation works was not brought to account in 1999–2000, an adjustment of \$104.416 million was made in 2000–2001 against maintenance expenditure as indicated in the table below.

	2002 \$M	2001 \$M
RTA maintenance expenditure	693.686	645.726
Less:		
– Major rehabilitation capitalised	71.565	74.600
– Adjustment for major rehabilitation capitalised – 1999–00	–	104.416
Maintenance expenditure disclosed in Statement of Financial Performance	622.121	466.710

As roads are valued using unit replacement rates, a difference may arise between the actual cost of major rehabilitation and the calculated asset value using unit replacement rates. This difference is captured in the New Roads Cost Adjustment, in which the differences are accumulated and depreciated until the next road revaluation is undertaken. The written down value of the New Roads Cost Adjustment is then taken into account when the next full road revaluation is carried out.

The next road revaluation is scheduled for 2004–2005.

In respect of land under roads and within road reserves, valuations are assessed according to the average rateable value per hectare of urban and rural areas within each Local Government Area. Such valuations, which are undertaken annually by the RTA's registered valuers, are based upon the data provided by the Local Government Grants Commission and the Valuer General.

Major works-in-progress are valued at construction cost and exclude the cost of land, which is currently disclosed as land under roads.

Accounting Standard AAS4 – 'Depreciation of Non Current Assets' outlines factors to be considered in assessing the useful life of an asset for depreciation purposes. These factors include wear and tear from physical use and technological and commercial obsolescence.

Road assets are depreciated on the straight-line basis in accordance with AAS 4 'Depreciation of Non Current Assets'. The road assets are considered to consist of two components, pavement and non-pavement (comprising earth-works and road furniture), each with a corresponding useful service life.

Depreciation is calculated for each of the current 17,000 (approximately) road management segments and aggregated for each road and pavement type. Bridge assets are assessed by bridge type and depreciation is calculated on a straight line basis.

The respective provisions for depreciation of infrastructure assets recognise the total accumulated depreciation of those assets on a straight-line basis over the assessed useful life of those assets as at 30/6/2002.

For the year ended 30 June 2002, fully depreciated road segments totalled 6303 with a replacement value of \$3,363.861 million, being 10.54% of the road asset class (2000–2001; 6217 segments, \$3,150.780 million, 10.4%).

A review of bridge infrastructure assets was undertaken by Bridge Branch during the year. The review involved measurement of deck areas, location of bridges and culverts not previously included in the Bridge Register and examination of bridge valuation and effective service lives.

Following the review, there were no fully depreciated bridge assets as at 30 June 2002 (2000–2001, 180 bridges, \$189.354 million, 3.75%).

(iv) Private Sector Provided Infrastructure

The RTA has recognised an infrastructure asset in respect of the Sydney Harbour Tunnel. It has been valued at the estimated current written down replacement cost of the Tunnel at the date of transfer to the RTA in 2002 (refer Note 12 (b)).

In respect of the M2, M4, and M5 Motorways and the Eastern Distributor, the RTA values each right to receive asset by reference to the RTA's emerging share of the written down replacement cost of each asset apportioned over the respective period of the concession agreement.

(v) Cultural collection assets

Cultural Collection items which can be reliably valued have been recognised as assets.

Other Cultural Collection items are disclosed by way of a note.

(vi) Leased assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Where a non-current asset is acquired by means of a finance lease, the asset is recognised at its fair value at the inception of the lease. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest incurred.

Operating lease payments are charged to the Statement of Financial Performance in the periods in which they are incurred.

(k) Maintenance and Repairs

The costs of maintenance are charged as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the costs are capitalised and depreciated.

(l) Receivables

Receivables are recognised and carried at cost, based on the original invoice amount less a provision for any uncollectable debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

(m) Provision of Material Assets

No material assets were provided free of charge to the RTA during the 2001–02 financial year. However, at a small number of locations, Crown land was provided at peppercorn rentals.

(n) Inventories

Inventories are stated at the lower of cost and net realisable value. The cost is calculated using the weighted average cost. Inventories consist mainly of raw materials and supplies used for the construction and maintenance of roads, bridges and traffic signals.

(o) Investments

Due to the short-term nature of the RTA's investments, book, face and market values are equivalent. Investments held are not quoted on a stock exchange.

Revaluation increments and decrements are recognised in the Statement of Financial Performance.

(p) Capitalisation of Expenditure

Expenditure (including employee related costs and depreciation) in respect of road development and reconstruction, bridge and tunnel replacement and some road safety and traffic management works are capitalised as part of Infrastructure Systems.

(q) Payables

These amounts represent liabilities for goods and services provided to the RTA and other amounts, including interest. Interest is accrued over the period it becomes due.

(r) Interest Bearing Liabilities

All loans are valued at current capital value. Any finance lease liability is determined in accordance with AAS17 'Leases'.

(s) Financial Instruments

Financial Instruments give rise to positions that are a financial asset or liability of the RTA and a financial liability or asset of another party. The RTA includes cash at bank, receivables, creditors and borrowings as financial instruments. In accordance with AAS33 'Presentation and Disclosure of Financial Instruments', information is disclosed in Note 15 in respect of the credit risk and interest rate risk of those instruments. All such amounts are carried in the accounts at values as disclosed within each of the respective notes to the accounts relating to those financial instruments.

(t) Budgeted amounts

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations under s21A, s24 and/or s26 of the Public Finance and Audit Act 1983.

The budgeted amounts in the Statement of Financial Performance and the Statement of Cash Flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Statement of Financial Position, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts ie per the audited financial statements (rather than carried forward estimates).

2 Expenses

The RTA capitalises a significant portion of expenditure, including employee related costs and depreciation, to Infrastructure Systems.

(a) Employee Related Expenses

Employee related expenses comprise the following specific items:

	2002 \$M	2001 \$M
Salaries and wages (including annual leave)	363.015	358.884
Long Service Leave	20.295	13.619
Superannuation	103.592	92.796
Workers Compensation Insurance	9.318	10.463
Payroll Tax and Fringe Benefits Tax	24.601	24.354
Other	10.234	7.403
	531.055	507.519

Of the total employee related expenses, \$151.517 million (2000–2001; \$95.055 million) was capitalised to infrastructure and \$163.144 million (2000–2001; \$176.144 million) is attributable to maintenance with the balance of \$216.394 million (2000–2001; \$236.320 million) attributable to other operating programs.

In respect of superannuation, \$32.578 million related to the accrued liability recognised as payroll oncost; with an increase of \$71.014 million attributable to actuarial adjustments and interest.

A total expense of \$30.290 million in relation to superannuation has been included in the expenditure capitalised to infrastructure assets.

(b) Other Operating Expenses

	2002 \$M	2001 \$M
Registry Customer Services*	88.885	73.155
Driver and Vehicle Management*	30.358	26.339
Road Safety*	57.426	38.228
Traffic and Transport*	66.598	65.949
Ensured Revenue Stream Payments	29.941	33.077
SHB Toll Collections*	10.755	6.151
M4/M5 Cashback Scheme	55.520	42.453
Other	20.988	20.654
	360.471	306.006

*These expense categories exclude employee related expenses and depreciation incurred in providing these services.

The following key expense items are included in other operating expenses, infrastructure maintenance expenses and infrastructure system assets as appropriate.

(i) Auditor's Remuneration

During 2001–2002 an expense of \$0.454 million (2000–2001; \$0.454 million), excluding GST, was incurred for the audit of the financial statements by The Audit Office of NSW. There were no special audits provided during 2001–2002 by the NSW Audit Office (2000–2001; \$Nil million).

(ii) Cost of sales

During 2001–2002 the cost incurred in relation to the sale of goods was \$15.756 million (2000–2001; \$7.216 million).

(iii) Bad and doubtful debts

The bad and doubtful debts expense for 2001–2002 amounted to (\$0.209) million (2000–2001; \$1.189 million).

(iv) Operating lease rental expense

The operating lease rental expenses relate to Property, IT Equipment and Light Motor Vehicles.

Total rental expenses in respect of property operating leases for 2001–2002 amounted to \$20.831 million (2000–2001; \$16.855 million). For IT Equipment total expenses for operating leases in 2001–2002 was \$32.284 million (2000–2001; \$27.172 million) with expenses for Light Motor Vehicles operating leases being \$20.117 million in 2001–2002 (2000–2001; \$18.443 million).

(v) Insurance

Insurance costs (excluding workers compensation) for 2001–2002 amounted to \$18.171 million (2000–2001; \$18.013 million).

Notes to and forming part of the Financial Statements

For the Year Ended 30 June 2002

(c) Maintenance

Maintenance expenditure relates to the maintenance of roads, bridges and the traffic signal control network and includes employee related costs. Major rehabilitation of road segments are capitalised and as such not charged against maintenance expenditure. The RTA capitalised \$71.565 million of such works (2000–2001 \$74.600 million) – refer Note 1(j)(iii).

The RTA expended \$60.382 million in 2001–2002 (2000–2001; \$34.517 million) on natural disaster restoration works from State funds. Some \$2.162 million (2000–2001; \$1.259 million) was also spent on natural disaster restoration works on National Highways during the year. The total cost of natural disaster restoration work in 2001–2002 was \$62.544 million (2000–2001; \$35.776 million), which was included as part of maintenance expenditure.

(d) Depreciation and Amortisation

(i) Operational Assets

Total depreciation raised against operational assets during 2001–2002 amounted to \$9.983 million (2000–2001; \$15.000 million). Of this amount, \$3.993 million (2000–2001; \$6.000 million) was capitalised, with the balance of \$5.990 million (2000–2001; \$9.000 million) related to operating activities. In addition, operational assets were written down by \$5.590 million in 2001–2002 (2000–2001; \$0.458 million).

(ii) Infrastructure Systems

During 2001–2002 depreciation brought to account for infrastructure systems amounted to \$493.969 million (2000–2001, \$303.578 million). – refer Note 11(b). In addition, infrastructure assets were written down by \$3.875 million in 2001–2002 (2000–2001, Nil).

(e) Grants and subsidies

	2002 \$M	2001 \$M
Capital grants – to councils for regional roads	16.165	11.016
Grants under Road Safety Program	8.698	5.493
Other	3.179	2.877
	28.042	19.386

(f) Borrowing Costs

	2002 \$M	2001 \$M
Interest	72.648	74.091
Debt guarantee	3.000	3.000
Amortisation of premium/discount on borrowings	8.916	9.273
	84.564	86.364

3 Revenues

(a) Sale of goods and services

	2002 \$M	2001 \$M
Sale of goods		
– Number plates	40.248	27.064
– Other	2.292	3.869
Rendering of services		
– Third party insurance data access charges	8.761	9.115
– Toll revenue (Sydney Harbour Bridge)	66.466	55.005
– Eastern Distributor	–	8.000
– Registry fees & charges	17.729	10.851
– Work for outside bodies	36.322	26.729
– Other	9.342	11.994
	181.160	152.627

(b) Investment income

	2002 \$M	2001 \$M
Interest	3.494	1.464
Rent	18.230	16.932
	21.724	18.396

(c) Retained taxes, fees and fines

	2002 \$M	2001 \$M
Heavy vehicle permit fees	0.696	0.659
Sanction fees	5.220	4.688
	5.916	5.347

(d) Grants and Contributions

	2002 \$M	2001 \$M
NSW Government Agencies		
– Department of Transport	10.000	14.000
– Crown transactions entity	40.000	12.254
– Other	12.425	5.481
Local Government	0.720	1.133
Other Government agencies	4.350	3.665
Private firms & individuals	6.301	4.240
	73.796	40.773

(e) Other Revenue

	2002 \$M	2001 \$M
Revaluation of infrastructure systems		
– Land Under Roads and within Road Reserves (refer Note 7)	–	34.103
– Traffic Signals	–	6.339
Value of emerging interest of private sector provided infrastructure		
– M2 (Refer Note 12 (b))	3.981	10.315
– M4 (Refer Note 12 (b))	0.829	14.074
– M5 (Refer Note 12 (b))	6.066	9.187
– Eastern Distributor (Refer Note 12 (b))	8.451	7.520
– Loan to Sydney Harbour Tunnel Company (refer Note 10 (b))	5.967	5.795
	25.294	87.333

4 Gain/(loss) on disposal of non-current assets

	2002 \$M	2001 \$M
Gain on sale of property, plant & equipment		
– Proceeds from sale	37.358	33.482
– Written down value of assets sold	31.101	30.232
Net gain/(loss) on sale of non-current assets	6.257	3.250

Proceeds from asset sales in 2000–01 were offset by expenses incurred of \$3.101 million in connection with the sale of surplus properties. In 2001–02, the proceeds from sales are shown at the gross amount.

5 Conditions on contributions

Contributions received during 2001–2002 were recognised as revenue during the financial year and were expended in that period with no balance of those funds available at 30 June 2002.

6 Appropriations

	2002 \$M	2001 \$M
Recurrent Appropriation		
Total drawdowns from Treasury (per Summary of Compliance)	1,085.240	1,069.099
Less: Liability to Consolidated Fund (per Summary of Compliance)	–	–
Total (as per Statement of Financial Performance)	1,085.240	1,069.099
Capital Appropriation		
Total drawdowns from Treasury (per Summary of Compliance)	967.354	882.682
Less: Liability to Consolidated Fund (per Summary of Compliance)	–	–
Total (as per Statement of Financial Performance)	967.354	882.682

Notes to and forming part of the Financial Statements

For the Year Ended 30 June 2002

7 Individually significant items

	2002 \$M	2001 \$M
Revaluation of infrastructure systems		
– Land under roads and within road reserves	–	(34.103)
	–	(34.103)

Individually significant items relating to the revaluation of Infrastructure Systems were reclassified as Other Revenue in the Statement of Financial Performance in 2001. In respect of Land Under Roads and Within Road Reserves, valuations are assessed according to the average rateable value per hectare of urban and rural areas within each Local Government Area. Such valuations are based upon the data provided by the Local Government Grants Commission and the Valuer General. A portion of the revaluation increment was taken through the Operating Statement to offset decrements of previous years in 2001. The total revaluation of Land Under Roads and Within Road Reserves amounted to \$1,034.458 million – refer Note 12 (b) and in 2002 has been taken to Reserves.

Increase – (Reduction) in Superannuation Expense due to Tax, Actuarial and Interest Adjustments.	71.014	59.810
	71.014	59.810

An actuarial assessment of RTA's unfunded superannuation liability was undertaken during 2001–2002 and resulted in an increase in the superannuation expense of \$71.014 million – refer Note 16.

8 Programs/activities of the agency

(a) Road Network Infrastructure

Network development

Description – Planning, designing, scheduling and organising the development of road and bridge works.

Objectives – To develop the State's Road network focusing on strategic routes to promote economic growth, improve road safety, encourage greater use of public transport and meet environmental targets.

Maintenance

Description – Manage the primary arterial road network infrastructure as a long-term renewable asset through a program of maintenance and reconstruction works. Provide financial assistance grants to Local Government to assist Councils manage their secondary arterial road network. Manage the provision of disaster repairs for public roads.

Objective – To maintain the RTA's roads and bridges as the first priority at a minimum whole of life cost to ensure reliability, safety and retained value. Support Councils' management of their secondary arterial road network.

(b) Road safety and road user management

Description – Implementing initiatives to increase safe road use behaviour; ensure that drivers and cyclists are eligible and competent, ensure that vehicles meet road worthiness and emission standards, and ensure that a high standard of customer service is maintained.

Objective – To reduce the trauma and cost to the community of road deaths and injuries. To reduce adverse impacts of vehicles on roads and the environment. To ensure compliance with driver licensing and vehicle registration requirements.

(c) Traffic and transport

Description – Improving road network performance through traffic control systems, managing incidents and route management strategies. Providing priority access for buses, improving facilities for cyclists and pedestrians and maintaining traffic facilities assets.

Objective – To maximise the efficiency of moving people and goods by better managing the road network and encouraging people to use alternative forms of transport to the motor car.

(d) M4/M5 Cashback Scheme

Description – Reimbursing motorists directly for the toll component paid using Cashback Cards and Electronic Toll Tags on the M4 and M5 Motorways when driving NSW privately registered cars and motorcycles.

Objective – To reimburse tolls to motorists driving NSW privately registered vehicles on the M4 and M5 Motorways.

9 Current assets – cash

The cash balance comprises:

	2002 \$M	2001 \$M
RTA operating account	36.045	10.488
Remitting account, cash in transit & cash on hand	26.667	26.290
Tcorp – hour glass facility	26.271	0.421
On call deposits	4.332	3.598
Other	0.459	0.423
	93.774	41.220

10 Current assets/non-current assets – Receivables

The RTA's receivables are detailed as follows:

(a) Current

	2002 \$M	2001 \$M
Sale of Goods and Services	25.073	15.779
Goods and Services Tax – Claimable from the Commonwealth	18.335	15.473
Other (including cost recoveries relating to motor vehicle accident damage to RTA property and road clearing)	1.636	1.716
	45.044	32.968
Less: Provision for doubtful debts	1.745	2.370
	43.299	30.598
Unissued debtors	27.084	3.449
Dishonoured credit cards	0.236	0.067
	70.619	34.114
Accrued Income		
– Interest	0.334	0.154
– Property sales	11.162	14.967
– Other	1.640	2.358
Total current	83.755	51.593

Most of the RTA's doubtful debts relate to amounts owing as a result of commercial transactions (eg, debts raised for performance of services or goods) and tenants who vacate premises without notice whilst in arrears.

(b) Non-Current

Non-Current receivables are summarised as follows:

	2002 \$M	2001 \$M
Loan to Sydney Harbour Tunnel Company	59.758	53.791
Promissory notes	0.864	0.617
Other loans	0.390	–
	61.012	54.408

Repayment of the interest free \$222.6 million Net Bridge Revenue Loan by the Sydney Harbour Tunnel Company is due on 31 December 2022. The Loan has been assessed as recoverable as at 30 June 2002 and the receivable is valued on a Net Present Value (NPV) basis.

The loan is considered to be part of the RTA's interest in the Tunnel and, as at 30 June 2002, has been assessed at \$59.758 million (30/6/2001; \$53.791 million).

Promissory Notes relate to amounts receivable under the Private Sector Road Toll agreement in respect of the M2 Motorway and the Eastern Distributor. The promissory notes are redeemable at the earlier of the achievement of certain Internal Rate of Return (IRR) or the end of the respective concession period. The redeemables are valued on a Net Present Value (NPV) basis. See note 12 (b).

11 Non current assets – Land & buildings, plant & equipment

This asset category consists of Land & Buildings; Plant and Equipment and Infrastructure Systems.

	2002 \$M	2001 \$M
Land and Buildings		
– At valuation	2,806.251	2,445.478
– Accumulated depreciation	11.078	8.866
	2,795.173	2,436.612
Plant and Equipment		
– At cost	248.248	258.858
– Accumulated depreciation	161.839	177.358
	86.409	81.500
Infrastructure Systems		
– At Cost	1,415.894	1,057.224
– At valuation	61,434.053	58,343.474
	62,849.947	59,400.698
Accumulated depreciation	11,970.424	11,488.257
	50,879.523	47,912.441
Total property, plant and equipment and infrastructure systems at net book value	53,761.105	50,430.553

Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2002

(a) Land & Building and Plant & Equipment

At cost or valuation	Works administration properties & officers residences land \$M valuation	Works administration properties & officers residences buildings \$M valuation	Land & buildings acquired for future roadworks \$M valuation	Leasehold improvements \$M valuation	Total \$M valuation	Plant equipment and motor vehicles \$M cost	Computer hardware and software \$M cost	Electronic office equipment \$M cost	Total \$M cost
Balance 1 July 2001	74.528	109.103	2,252.215	9.632	2,445.478	159.793	91.528	7.537	258.858
Additions	0.068	9.535	132.530	0.095	142.228	3.224	28.379	0.039	31.642
Disposals	–	–	(30.700)	(1.160)	(31.860)	(9.684)	(31.545)	(0.473)	(41.702)
Reclassifications	(1.349)	(8.948)	2.490	7.807	–	(0.006)	0.006	–	–
Adjustments/WIP	–	(0.032)	–	–	(0.032)	(0.715)	–	–	(0.715)
Transfer to infrastructure	–	–	(40.894)	–	(40.894)	–	–	–	–
Reval. on transfers	–	–	95.219	–	95.219	–	–	–	–
Revaluations	6.689	9.383	157.471	–	173.543	–	–	–	–
Asset write down	–	–	–	–	–	–	–	–	–
Prior years adjustment	–	–	22.569	–	22.569	0.165	–	–	0.165
Balance 30 June 2002	79.936	119.041	2,590.900	16.374	2,806.251	152.777	88.368	7.103	248.248
Accumulated depreciation									
Balance 1 July 2001	–	6.070	–	2.796	8.866	91.955	79.178	6.225	177.358
Depreciation expense	–	4.097	–	2.357	6.454	7.557	2.464	0.469	10.490
Write back on disposal	–	(0.032)	–	(1.160)	(1.192)	(1.799)	(23.728)	(0.482)	(26.009)
Revaluation	–	(3.050)	–	–	(3.050)	–	–	–	–
Prior years adjustments	–	–	–	–	–	–	–	–	–
Balance 30 June 2002	–	7.085	–	3.993	11.078	97.713	57.914	6.212	161.839
Written down value									
As at 30 June 2002	79.936	111.956	2,590.900	12.381	2,795.173	55.064	30.454	0.891	86.409
As at 1 July 2001	74.528	103.033	2,252.215	6.836	2,436.612	67.838	12.350	1.312	81.500

Land and buildings for future roadworks comprise untenanted land for road works (average rateable value – \$1,846.147 million), surplus properties (market value – \$374.587 million), of which properties with an estimated value of up to \$40 million could be disposed of during 2002–03, and rentable properties (market value – \$370.166 million).

(b) Infrastructure Systems

Infrastructure systems are valued as follows:

	2002 \$M	2001 \$M
Roads – Written Down Replacement Cost		
Opening Balance – Replacement Cost	30,270.738	29,311.947
Add: Rehabilitation Capital Expenditure – see Note 1(j)(iii)	–	74.600
Additions	1,829.570	–
Deletions	(1,827.504)	–
Add: New Roads at unit replacement rates	570.334	232.153
Inflation Adjustment	1,062.245	652.038
Revaluation	–	–
Closing Balance	31,905.383	30,270.738
Less: Accumulated Depreciation		
Opening Balance	10,003.238	9,755.127
Inflation (RCI) adjustment	(1.129)	–
Current Year Expense – Rehab.	–	1.130
Current Year Expense	410.196	246.981
	10,412.305	10,003.238
Roads – Written Down Value	21,493.078	20,267.500
Roads & Bridges – New Work Adjustment	378.922	–
Land Under Roads and Within Road Reserves		
Opening Balance	22,252.805	20,682.199
Transfer in from 'Land and Buildings acquired for Future Roadworks'	40.894	331.164
Revaluation	1,034.458	1,239.442
Total Land under Roads and Within Road Reserves	23,328.157	22,252.805
Bridges – Written Down Replacement Cost		
Opening Balance – Replacement Cost	5,044.566	4,928.516
Add: New Bridges at cost	556.558	–
Inflation Adjustment	351.965	–
Net Additions	–	116.050
Less Deletions	(15.564)	–
Closing Balance	5,937.525	5,044.566
Less: Accumulated Depreciation		
Opening Balance – Replacement Cost	1,444.523	1,402.590
Current Year Expense	60.615	41.933
Write Back on Disposal	(11.803)	–
	1,493.335	1,444.523
Bridges – Written Down Value	4,444.190	3,600.043

Notes to and forming part of the Financial Statements
For the Year Ended 30 June 2002

b) Infrastructure Systems (cont)

	2002 \$M	2001 \$M
Traffic Signals Network – Written Down Replacement Cost		
Opening Balance – Replacement Cost	215,749	211,259
Add: New Traffic Signals	7,475	3,029
Less: Traffic Signals Deleted	(0,114)	(4,878)
Revaluation	–	6,339
Closing Balance	223,110	215,749
Less: Accumulated Depreciation		
Opening Balance	31,337	20,550
Adjustment to Prior Year Depreciation – Note 11(b)	10,400	–
Current Year Expense	11,092	10,787
	52,829	31,337
Traffic Signals Network – Written Down Value	170,281	184,412
Traffic Control Network – Written Down Replacement Cost		
Opening Balance – Replacement Cost	21,908	21,387
Inventory Adjustment	0,656	–
Add: Additions	2,102	0,521
Less: Deletions	(0,207)	–
Closing Balance	24,459	21,908
Less: Accumulated Depreciation		
Opening Balance	9,159	6,412
Current Year Expense	2,795	2,747
	11,954	9,159
Work-in-Progress	15,418	9,521
Traffic Control Network – Written Down Value	27,923	22,270
Major Works in Progress		
Opening Balance	1,585,411	1,017,630
Add: Additions	750,067	567,781
Less: Transfers out on completion	(1,298,506)	–
Major Works in Progress	1,036,972	1,585,411
Total Infrastructure Systems	50,879,523	47,912,441

The network was improved during the year with a number of major projects being opened to traffic. These included South West Freeway M5 East (King Georges Road to General Holmes Drive), Princes Highway, interchange with MR611 at Oak Flats, Pacific Highway, reconstruction from Coolongolook to Wang Wauk & Windsor Road, reconstruction from Henry Road to Curtis Road.

The depreciation expense in respect of roads \$410.196 million (2000–2001; \$248.111 million) reflects the loss of service potential based on straight-line depreciation methodology.

The major reasons for the increase in depreciation expense of roads in 2002 were due to:

- adjustment to the replacement value of roads using the Road Cost Index, and addition of new works.
- A new asset category, Roads and Bridges – New Work Adjustment, was created to record expenditure that was capitalised but not reflected in the asset valuation of roads and bridges. This expenditure will be depreciated annually until the assets are subject to a full revaluation.

Traffic signals and most bridges, were subject to a full revaluation in 1998–99. High value bridges and all bridge size culverts were revalued in 1999–00. Unit replacement rates for roads and traffic signals were reviewed in 1999–00.

Recalculation of accumulated depreciation and current year depreciation of the Traffic Signal Network assets indicated that errors had occurred in the calculation of depreciation in the prior years. The correction to accumulated depreciation required an adjustment (increase) of \$10.400 million.

(c) Cultural Collection Assets

At 30 June 2002 Cultural Collection Assets, including original art works, have been brought to account at a value of \$0.044 million (2000–01 \$0.040 million).

Other Cultural Collection items, including prints, drawings and artifacts, were also identified as being under the control of the RTA, but could not be reliably valued.

I2 Current/non current assets – Other**(a) Current**

These comprise:

	2002 \$M	2001 \$M
Prepayments	1.681	1.992
	1.681	1.992

(b) Non-Current

The RTA's Other Non Current Assets are represented by Private Sector Provided Infrastructure and prepaid superannuation contributions as follows:

	2002 \$M	2001 \$M
Sydney Harbour Tunnel		
Carrying amount at start of year	516.880	516.880
Revaluation	25.091	–
Carrying amount at end of year	541.971	516.880
M2 Motorway		
Carrying amount at start of year	36.526	26.211
Less: M2 Widening Adjustment – Prior Years	(5.483)	–
Adjusted carrying amount at start of year	31.043	26.211
Annual Increment – Emerging Right to Receive	12.608	10.315
Sub Total	43.651	36.526
Less: M2 Widening Adjustment – Current Year	(3.144)	–
Carrying amount at end of year	40.507	36.526
M4 Motorway		
Carrying amount at start of year	76.730	62.657
Less: M4 Widening Adjustment – Prior Years	(11.242)	–
Adjusted carrying amount at start of year	65.488	62.657
Annual Increment – Emerging Right to Receive	18.518	14.073
Sub Total	84.006	76.730
Less: M4 Widening Adjustment – Current Year	(6.447)	–
Carrying amount at end of year	77.559	76.730
M5 Motorway		
Carrying amount at start of year	67.184	57.998
Less: Concession Period Adjustment – Prior Years	(6.045)	–
Adjusted carrying amount at start of year	61.139	57.998
Annual Increment – Emerging Right to Receive	12.937	9.186
Sub Total	74.076	67.184
Less: Concession Period Adjustment – Current Year	(0.826)	–
Carrying amount at end of year	73.250	67.184
Eastern Distributor		
Carrying amount at start of year	11.517	3.997
Annual Increment – Emerging Right to Receive	8.451	7.520
Carrying amount at end of year	19.968	11.517
	753.255	708.837
Prepaid Superannuation Contributions		
Carrying amount at start of year	–	2.800
Additions	–	–
	–	2.800
Reduction due to Actuarial Assessment	–	2.800
Carrying amount at end of year	–	–
	753.255	708.837

Notes to and forming part of the Financial Statements For the Year Ended 30 June 2002

Sydney Harbour Tunnel

The RTA's interest in the Sydney Harbour Tunnel has been valued based on the RTA's right to the time share of its ownership, total service potential and remaining useful life at the date of its transfer to the RTA in 2022. At the date of this transfer, the value will equate to the current written down replacement cost of the Tunnel. The cost of constructing the Tunnel was \$683.3 million. The current written down replacement cost of the Tunnel is \$541.971 million (June 2001; \$516.880 million).

In separately classifying the Sydney Harbour Tunnel as an infrastructure asset, the RTA recognises that the contractual arrangements relating to the Tunnel are unique.

The construction of the Tunnel was financed by 30 year inflation linked bonds issued by the Sydney Harbour Tunnel Company to the private sector in the amount of \$486.7 million, Sydney Harbour Tunnel Company shareholders' loans (repaid in 1992) of \$40 million, and an interest free, subordinated loan (the Net Bridge Revenue Loan) provided by the RTA of \$222.6 million, based on the projected net toll revenue from the Sydney Harbour Bridge during the construction period. Under the Ensured Revenue Stream Agreement (ERS), the Government has agreed to make ERS payments (net of tolls collected from the Tunnel) to enable the SHTC to meet financial obligations arising from the operation and maintenance of the Tunnel and repayment of principal and interest on funds borrowed by it for the design, construction and operation of the Tunnel.

During the year ended 30 June 2002, tolls collected from the Tunnel amounted to \$35.814 million (2000–2001; \$29.243 million). These tolls were applied to the financial obligations of the Tunnel and resulted in a reduction in ERS payments from \$76.563 million to \$40.749 million (2000–2001; \$72.451 million to \$43.208 million).

NSW Treasury guidelines on the valuation of non-current assets state that asset revaluations must be conducted at least every five years. Revaluations were effected in 1994 and 1999, the Tunnel being revalued using the RTA's Road Cost Index. The RTA however now revalues the Tunnel each year. Based on movements in the Road Cost Index during the 2001–2002 reporting period, the RTA's interest in the Tunnel was \$541.971 million at 30 June 2002, which equated to an increase in the value of the Tunnel during 2001–2002 of \$25.091 million (2000–2001, Nil).

M2 Motorway

To facilitate the financing, design and construction of the Motorway, the RTA leased land detailed in the M2 Motorway Project Deed for the term of the Agreement.

Until the project realises a real after tax internal rate of return of 12.25 per cent per annum, the rent is payable, at the Lessee's discretion, in cash or by promissory note. On achievement of the required rate, the rent is payable in cash. Under the terms of the lease, the RTA must not present any of the promissory notes for payment until the earlier of the end of the term of Agreement or the achievement of the required rate of return.

Payments for the rents for the Trust Lease and the Trust Concurrent Lease for the year ended 30 June 2002 have been made by promissory notes in the value of \$6.359 million and \$1.590 million respectively. The RTA, as at 30 June 2002, has received promissory notes for rent on the above leases totalling \$44.042 million. The term of the Agreement ends on the forty fifth anniversary of the M2 commencement date (ie. 26 May 2042), subject to the provisions of the M2 Motorway Project Deed. The net present value of these promissory notes, as at 30 June 2002, is \$0.335 million.

The RTA has, from the date of completion of the M2 Motorway on 26 May 1997, valued the asset by reference to the RTA's emerging share of the written down replacement cost of the asset at date of handback over the concession period.

Under the terms of the Project Deed, ownership of the M2 Motorway will revert to the RTA on the earlier of the achievement of specified financial returns outlined in the Deed or 45 years from the M2 Commencement Date of 26 May 1997. The conservative period of 45 years has been used to calculate the RTA's emerging share of the asset.

Internal information provided during the year ended 30 June 2000 indicated that an additional \$174 million had been expended by Hills Motorway Limited on widening the M2 Motorway. This amount was being brought to account as an emerging right to receive over the balance of the M2 Motorway concession period. Investigation of private sector provided infrastructure details for the year ended 30 June 2002 revealed that the \$174 million was RTA expenses related to property purchases and that no widening had taken place, nor was proposed. The emerging right to receive brought to account for the M2 Widening to 30 June 2002 totalled \$8.627 million (\$3.144 million current year, \$5.483 million prior years). In accordance with AASB 1018 'Statement of Financial Performance', the reversal of amounts previously brought to account for the M2 Widening has been recognised as an expense for the 2001–2002 reporting period. This adjustment has the effect of reducing the total emerging right to receive earned in the current year from \$12.608 million to \$3.981 million.

M4 and M5 Motorways

The RTA has valued the infrastructure assets in respect of the M4 and M5 Motorways by reference to the RTA's emerging share of the written down replacement cost of each asset apportioned over the period of the respective concession agreement.

Internal information provided during the year ended 30 June 2000 indicated that \$90 million had been expended by Statewide Roads Limited on widening the M4 Motorway. This amount was being brought to account as an emerging right to receive over the balance of the M4 Motorway concession period. Investigation of private sector provided infrastructure details for the year ended 30 June 2002 revealed that \$20 million of the total related to the widening of the private sector operated section of the M4, with the \$70 million balance being RTA expenditure on RTA operated sections of the Motorway. The emerging right to receive brought to account for the M4 Widening to 30 June 2002 totalled \$22.742 million of which \$17.689 million was in respect of RTA operated sections (\$6.447 million current year, \$11.242 million prior years). In accordance with AASB 1018 'Statement of Financial Performance', the reversal of amounts previously brought to account for the M4 Widening but which were RTA expenditure has been recognised as an expense for the 2001–2002 reporting period. This adjustment has the effect of reducing the total emerging right to receive earned in the current year from \$18.518 million to \$0.829 million.

Ownership of the M4 Motorway and M5 Motorway will revert to the RTA in 2010 and 2023 respectively. The initial concession period for the M5 Motorway was for the period 14 August 1992 to 14 August 2022. In consideration for Interlink Roads undertaking construction of an interchange at Moorebank (M5 Improvements), the initial concession period has been extended by 1.11 years to 23 September 2023. The emerging right to receive brought to account for the M5 Motorway during the period 14 August 1992 to 30 June 2002 totalled \$80.122 million. The extension of the concession period by 1.11 years means, in effect, that the previous calculations of the emerging right to receive have been over-estimated by \$6.871 million (\$0.826 million current year, \$6.045 million prior years).

In accordance with AASB 1018 'Statement of Financial Performance', the revision of the emerging right to receive in respect of the M5 Motorway has been recognised as an expense for the 2001–2002 reporting period. The effect of this adjustment was to reduce the total emerging right to receive earned in the current year from \$12.937 million to \$6.066 million.

The M5 Motorway Call Option Deed provides that if, after at least 25 years from the M5 Western Link commencement date of 26 June 1994, the RTA determines that the expected financial return has been achieved, the RTA has the right to purchase either the business from ILR or the shares in ILR from Infrastructure Trust of AustralAsia Ltd (ITA) and the Commonwealth Bank of Australia (CBA). The exercise price under the M5 Call Option Deed will be based on open market valuation of the business or shares.

Eastern Distributor

An agreement was signed with Airport Motorway Limited (AML) in August 1997 to finance, design, construct, operate, maintain and repair the Eastern Distributor. Work commenced in August 1997, with the road to be open to traffic before the Sydney Olympics in September 2000. The Eastern Distributor was opened to traffic on 18 December 1999.

In consideration of the RTA granting to AML the right to levy and retain tolls on the Eastern Distributor, AML is required to pay concession fees in accordance with the Agreement. From the date of Financial Close, which occurred on 18 August 1997, AML has paid \$75 million by way of promissory notes (being \$15 million on Financial Close and \$15 million on each of the first,

second and third anniversaries of Financial Close). A further \$2.2 million was received in cash six months after Financial Close and \$8 million in cash on the third anniversary of Financial Close. Under the Agreement, the promissory notes show a payment date (subject to provisions in the Project Deed) of 31 December 2042 and, as at 30 June 2002, the promissory notes have a net present value of \$0.529 million.

Under the terms of the Project Deed, ownership of the Eastern Distributor will revert to the RTA on the earlier of the achievement of specified financial returns outlined in the Deed or 48 years from the Eastern Distributor Commencement Date of 18 December 1999. The conservative period of 48 years has been used to calculate the RTA's emerging share of the asset.

13 Current liabilities – Payables

	2002 \$M	2001 \$M
Trade Creditors	131.595	52.673
Creditors Arising from Compulsory Acquisitions	11.714	2.489
Accrued Expenses		
– Works Contract Expenditure	91.412	107.626
– Work Carried out by Councils	47.671	46.415
– Interest	15.725	15.321
– Other (Including Non Works Contracts)	77.020	44.774
Other	0.322	0.696
	375.459	269.994

14 Current/non-current liabilities – Interest bearing liabilities

	2002 \$M	2001 \$M
Current		
Tcorp Borrowings	110.771	234.693
Other	–	–
	110.771	234.693
Non-Current		
Tcorp Borrowings	956.094	852.443
Other	1.514	1.900
	957.608	854.343

Loan Borrowings are due as follows:

	Face Value \$M	Unamortised Expense \$M	Adjusted Book Value \$M
Semi-Government Loans			
Within 1 year***	112.012	1.241	110.771
Between 1 and 2 years	211.766	2.633	209.133
Between 1 and 5 years	202.471	18.136	184.335
After 5 years	552.273	(10.353)	562.626
	1,078.522	11.657	1,066.865

The weighted average interest rate on the Semi-Government loan portfolio as at 30 June 2002 is 6.83% (30 June 2001; 6.91%).

Come and Go Facility.

The original 'Come and Go' Facility was extinguished on 31 December 2001. A new facility was commenced in March 2002 for cash management purposes but was not utilised during 2001–02.

	2002 \$M	2001 \$M
Other Loan Borrowings		
Repayable within 1 year	–	–
Between 1 and 5 years	0.178	–
After 5 years	1.336	1.900
	1.514	1.900

Notes to and forming part of the Financial Statements

For the Year Ended 30 June 2002

15 Financial instruments

(a) Interest Rate Risk

Interest rate risk is the risk that the value of the financial instruments will fluctuate due to changes in market interest rates. The RTA's exposure to interest rate risks and the effective interest rates of financial assets and liabilities at the balance sheet date are as follows:

Financial Instrument	Floating Interest Rate		Fixed Interest Rate						Non Interest Bearing		Total carrying amount as per Balance Sheet		Weighted average effective Interest Rate	
	2001	2002	1 Year or less		Over 1 to 5 years		More than 5 years		2001	2002	2001	2002	2001	2002
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	2001	2002
Financial Assets														
Cash	26.425	52.550	–	–	–	–	–	–	10.353	10.162	36.778	62.712	–	–
Receivables	–	–	–	–	–	–	–	–	103.489	142.793	103.489	142.793	–	–
Treasury Corp Hourglass	0.401	26.271	–	–	–	–	–	–	–	–	0.401	26.271	6.00%	4.60%
Futures Margin	–	–	–	–	–	–	–	–	0.020	0.000	0.020	0.000	–	–
On call Deposits	3.598	4.332	0.423	0.339	–	–	–	–	0.000	0.120	4.021	4.791	6.00%	4.60%
Total – Financial Assets	30.424	83.153	0.423	0.339	0.000	0.000	0.000	0.000	113.862	153.075	144.709	236.567	–	–
Financial Liabilities														
Borrowings														
– Treasury Corp	0.497	–	84.196	110.771	534.043	393.468	318.400	562.626	–	–	937.136	1,066.865	6.91%	6.85%
– Tcorp Come & Go	150.000	–	–	–	–	–	–	–	–	–	150.000	0.000	6.00%	–
– Other	–	–	–	–	–	0.178	1.900	1.336	–	–	1.900	1.514	6.54%	6.54%
Creditors	0.309	0.359	–	–	–	–	–	–	50.144	97.678	50.453	98.037	–	–
Contract Security Deposits	–	–	–	–	–	–	–	–	1.149	1.735	1.149	1.735	–	–
Total – Financial Liabilities	150.806	0.359	84.196	110.771	534.043	393.646	320.300	563.962	51.293	99.413	1,140.638	1,168.151	–	–

(b) Credit Risk

Credit Risk is the risk of financial loss arising from another party to a contract or financial obligation. The RTA's maximum exposure to credit rate risk is represented by the carrying amounts

of the financial assets net of any provisions for doubtful debts included in the Balance Sheet. The repayment of the Sydney Harbour Tunnel Loan ranks behind all creditors to be paid. Redemption of the M2 and Eastern Distributor promissory notes is dependent upon counterparties generating sufficient cash flows to enable the face value to be repaid.

Financial Assets	Banks		Governments		Other		Total	
	2001	2002	2001	2002	2001	2002	2001	2002
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
Cash	26.425	52.550	–	–	10.353	10.162	36.778	62.712
Receivables	–	–	17.952	25.078	85.537	117.715	103.489	142.793
Investments	4.021	30.603	0.421	0.120	–	0.339	4.442	31.062
Total – Financial Assets	30.446	83.153	18.373	25.198	95.890	128.216	144.709	236.567

(c) Net Fair Values

The carrying value of debtors, investments, creditors and borrowings approximate net fair value. The future cash flows of the Sydney Harbour Tunnel loan and M2 and Eastern Distributor promissory notes are discounted using standard valuation techniques at the applicable yield having regard to the timing of the cash flows.

16 Current/non-current liabilities – Employee entitlements and other provisions

	2002 \$M	2001 \$M
Current		
Superannuation	33.110	34.307
Annual Leave	28.741	27.279
Long Service Leave	8.674	7.987
Accrued Employee Related Costs	7.438	9.906
Voluntary Redundancies	0.125	2.887
	78.088	82.366
Non-Current		
Superannuation	248.048	175.837
Long Service Leave	119.858	108.431
Workers Compensation (Liability under the former Department of Motor Transport self-insured scheme)	0.655	0.675
	368.561	284.943
Total Employee Entitlements	446.649	367.309

The Government Actuary completed an assessment of the Gross Superannuation Liabilities for the defined benefits schemes administered by the SAS Trustee Corporation for the year ended 30 June 2002, identifying the unfunded superannuation liability of the RTA. The assessment was based on the full requirements of AAS25 which requires that a 'market determined risk adjusted discount rate' be applied as the valuation interest rate in the calculation on the value of the accrued benefits. A review of the key economic assumptions used in the 1998 valuation was undertaken prior to calculating the gross superannuation liability of the various defined benefit schemes as at 30 June 2002.

The economic assumptions used are as follows:

	2002–2003 %	2003–2004 %	Thereafter %
% Rate of Investment Return	7.0	7.0	7.0
Rate of Salary Increase (*)	6.5	4.0	4.0
Rate of Increase in the CPI	2.5	2.5	2.5

(*) A promotional scale also applies.

This assessment resulted in the RTA's unfunded superannuation liability being increased by \$71.014 million.

Payments are made by the RTA to the Superannuation Administration Authority (SAA) to reduce the superannuation liability and during 2001–2002 these totalled \$33.110 million (2000–2001; \$34.307 million). These payments are held in Investment Reserve Accounts.

The unfunded liability disclosed in the Statement of Financial Position is composed of:

	SASS \$M	SANCS \$M	SSS \$M	Total 2002 \$M	Total 2001 \$M
Gross Liability Assessed by Actuaries as at 30 June 2002	198.678	48.334	414.513	661.525	626.496
Less: Investment Reserve Account Balance (including actuarial, tax and interest adjustments)	53.285	39.432	287.651	380.368	416.352
Unfunded Liability	145.393	8.902	126.862	281.157	210.144

Notes to and forming part of the Financial Statements

For the Year Ended 30 June 2002

17 Current/non-current liabilities – Other

	2002 \$M	2001 \$M
Current		
Statutory Creditors	13,412	13,085
Principal Outstanding on Bonds Issued to Private Sector	11,533	10,808
Unearned Rent on M4 and M5 Motorways	3,082	3,108
Income Received in Advance	5,160	5,184
Holding Accounts	10,865	9,705
Suspense Items	0,086	0,231
	44,138	42,121
Non-Current		
Principal Outstanding on Bonds Issued to Private Sector	384,122	395,655
Unearned Rent on M4 and M5 Motorways	29,821	32,876
	413,943	428,531

Liabilities are stated with the amount of GST included, including GST on accruals. The net amount of GST recoverable from the Australian Taxation Office is included as part of receivables in the Statement Of Financial Position.

The liability in respect of the Sydney Harbour Tunnel has been recognised at the Net Present Value (NPV) of the Ensured Revenue Stream Agreement (ERS). This has been calculated at \$395.655 million (2000–2001; \$406.463 million), being the principal outstanding as at 30 June 2002 on the bonds issued by the Sydney Harbour Tunnel Company to the private sector.

Under the M4 lease agreement, \$46.615 million was received from Statewide Roads Pty Ltd (SWR) as rent in advance. In accordance with generally accepted accounting principles, this revenue is brought to account over the period of the lease. This treatment is summarised as follows:

	2002 \$M	2001 \$M
Rent earned in prior years	26,122	23,747
Rent earned in current year	2,374	2,374
Unearned rent as at 30 June 2002	18,119	20,494
	46,615	46,615

The land acquisition loan of \$22,000 million, based on the cost of land under the M5 originally purchased by the RTA, was repaid in June 1997 by Interlink Roads Pty Ltd (ILR). The repayment of the loan is considered to be a prepayment of the remaining rental over the period of the concession agreement. In accordance with AAS 17, this revenue is brought to account over the period of the lease.

In consideration for ILR undertaking construction of an interchange at Moorebank (M5 Improvements) on the M5 Motorway, the original concession period (to 14 August 2022) has been extended by 1.11 years to 23 September 2023.

This treatment is summarised as follows:

	2002 \$M	2001 \$M
Rent earned in prior years	6,509	5,776
Rent earned in current year	0,707	0,733
Unearned rent as at 30 June 2002	14,784	15,491
	22,000	22,000

In accordance with AASB 1018 'Statement of Financial Performance', the revision of the prior years' rental of \$0.024 million has been recognised as an expense for the 2001–2002 reporting period, reducing rent earned for the current period from \$0.731 million to \$0.707 million.

18 Changes in equity

	Accumulated Funds		Asset Revaluation		Total Equity	
	2002 \$M	2001 \$M	2002 \$M	2001 \$M	2002 \$M	2001 \$M
Balance at the beginning of the financial year	38,149.757	37,250.809	10,950.208	9,036.811	49,099.965	46,287.620
Surplus/Deficit for year	545.725	831.685	–	–	545.725	831.685
Increment/Decrement on:						
– Land & Buildings	–	–	294.326	271.336	294.326	271.336
– Authority Infrastructure	–	–	2,473.755	1,709.324	2,473.755	1,709.324
Adjustment to opening balance for change in accounting policy for depreciation	–	–	–	–	–	–
Transfers from Asset Revaluation Reserve for asset disposals	579.320	67.263	(579.320)	(67.263)	–	–
Balance at the end of the financial year	39,274.802	38,149.757	13,138.969	10,950.208	52,413.771	49,099.965

19 Commitments for expenditure

(a) Operating Lease Commitments

Operating Lease Commitments relate to Property, IT Equipment and Light and Heavy Motor Vehicles. Operating lease commitments are not recognised in the financial statements as liabilities.

In respect of Property Leases, the RTA has various lessors with leases which have specific lease periods ranging from 1 year to 20 years.

The Property Operating Lease Commitments are as follows:

	2002 \$M	2001 \$M
Not later than 1 year	19.865	20.367
Later than one year and not later than 5 years	46.192	52.533
Later than 5 years	19.586	25.544
	85.643	98.444

IT Equipment Operating Leases have been negotiated with Dell Computer Pty Ltd, Fujitsu Australia Ltd, and Macquarie IT Pty Ltd.

The IT Equipment Operating Lease Commitments are as follows:

	2002 \$M	2001 \$M
Not later than 1 year	41.184	11.809
Later than one year and not later than 5 years	37.763	13.616
Later than 5 years	–	–
	78.947	25.425

The Light Motor Vehicle Lease is with State Fleet Services and is financed by Macquarie Bank. The lease is scheduled to cease in September 2008.

The Light Motor Vehicle Operating Lease Commitments are as follows:

	2002 \$M	2001 \$M
Not later than 1 year	22.440	19.800
Later than one year and not later than 5 years	89.760	79.200
Later than 5 years	28.050	44.550
	140.250	143.550

The Heavy Motor Vehicle Lease is held and financed with Orix. The lease is scheduled to cease in July 2007.

The Heavy Motor Vehicle Operating Lease Commitments are as follows:

	2002 \$M	2001 \$M
Not later than 1 year	0.161	–
Later than one year and not later than 5 years	0.630	–
Later than 5 years	0.001	–
	0.792	–

(b) Capital and Other Expenditure Commitments

	2002 \$M	2001 \$M
Payable no later than 1 year		
– Value of work to be completed on road and bridge contracts over \$100,000	237.948	408.033
– Plant, light vehicles, trucks	0.171	0.061
Payable later than 1, but not later than 5 years	41.403	103.506
Payable later than 5 years	4.243	2.177
	283.765	513.777

Capital and Other Expenditure Commitments for the year 2001–2002 have been combined as it was not possible to separate them.

Notes to and forming part of the Financial Statements For the Year Ended 30 June 2002

20 Contingent Assets

The total commitments detailed above include GST input tax credits of \$53.407 million (2000–2001; \$72.259) that are expected to be recoverable from the ATO.

21 Contingent Liabilities

There are some 7 claims (2000–2001; 7 claims) for damage or injury currently being litigated with an estimated total contingent liability to the RTA of \$1.210 million (2000–2001 \$1.025 million). There are also 6 significant contractual disputes (2000–2001; 5 disputes) with an estimated total contingent liability of \$49.112 million (2000–2001 \$33.026 million).

Any claims resulting from incidents which have occurred since 1 July 1989 are not included in the above figures as costs for such claims are now covered by the RTA's Insurance with the Treasury Managed Fund.

An additional liability could arise under Clause 4.1(c) of the Ensured Revenue Stream Agreement (ERS) if a taxation deduction for a claim for depreciation for the immersed tube section of the Tunnel is disallowed to the Sydney Harbour Tunnel Company. Under such circumstance the ERS provides for a renegotiation of the method by which ERS payments are calculated which could result in an increased liability to the RTA of between \$31 million and \$75 million over the period of the agreement to 2022.

22 Native Title

The Commonwealth's legislation (Native Title Act) and the New South Wales statute (Native Title (New South Wales) Amendment Act) have financial implications for New South Wales Government Agencies generally.

In this regard the RTA has undertaken an assessment of the impact on its financial position. This assessment indicates as at 30 June 2002 there were no Native Title claims, which had, been initiated against the RTA.

23 Budget review

Net cost of services

The actual net cost of services of \$1,506.9 million was \$68.6 million more than the budget, partly due an increase of \$59.9 million in depreciation of infrastructure systems.

Maintenance expenditure was higher than budget by \$21.6 million mainly due to expenditure on natural disaster works. The increases in expenditure were in part offset by higher than expected revenue. This increase in revenue related to the Sale of Goods and Services (\$19.0 million), Grants & Contributions (\$51.8 million), including funding for natural disaster restoration works (\$40.0 million).

Assets and Liabilities

Net assets have increased by \$5,059 million as compared to budget. This is principally due to an increase in the value of Infrastructure Systems (\$4,876 million), including a revaluation of \$2,474 million, which was not included in the budget.

The value of land and buildings held increased by \$304 million while current assets increased by \$115.6 million, mainly due to increases in cash of \$68.0 million and receivables of \$47.3 million.

The change in net assets is also impacted by an increase in total liabilities of \$257.1 million as compared to the budget. This is principally due to increases in payables of \$124.1 million and employee entitlements of \$131.1 million.

Cash Flows

Net cash flow from operating activities is \$220.2 million more than the budget primarily due to increases in cash flow from receipts (\$167.3 million) and from Government (\$54.6 million).

Net cash outflow in relation to investing activities is \$166.3 million more than the budget primarily due to higher than expected purchases of land & buildings, plant & equipment and infrastructure systems (\$175.2 million).

A variance of \$15.4 million in respect of the opening cash as compared to the budget has occurred due to the fact that the 2001–02 budget was prepared prior to the finalisation of 2000–2001 financial statements.

24 Reconciliation of cash flows from operating activities to net cost of services

	2002 \$M	2001 \$M
Net Cash used on Operating Activities	(1,179.845)	(1,013.412)
Depreciation and amortisation	508.875	312.578
Revaluation of Infrastructure	–	(40.442)
Adjustment to Maintenance for Road Rehabilitation	–	(104.416)
Increase in Provisions and Entitlements	77.340	65.765
Rent Revenue in respect of M4 and M5 Motorways	(3.081)	(3.108)
Value of Emerging Interest of Private Sector Provided Infrastructure	(25.294)	(46.891)
ERS payments utilised to redeem current principal portion of bonds issued to Private Sector	(11.533)	(10.808)
Increase in Payables and Other Liabilities	116.497	34.193
Decrease in Receivables and Other Assets	(31.892)	(22.352)
(Profit)/Loss on Sale of Assets	3.208	(2.792)
Contributions from Government	2,052.594	1,951.781
Net Cost of Services	1,506.869	1,120.096

END OF AUDITED FINANCIAL STATEMENTS

Supplementary Financial Information
For the Year Ended 30 June 2002

The Year in Brief 2001–2002

	Initial Budget \$M	Actual \$M
NEW FUNDS AVAILABLE		
Commonwealth		
National Highways	207	232
Roads of National Importance	103	99
Federation Fund	12	0
Australian Transport Safety Bureau – Blackspots Program	13	14
Other	10	14
Total Commonwealth	345	359
State		
Motor Vehicle Taxes	796	816
Consolidated Fund Allocation	677	693
Untied – Commonwealth Road Funds	131	131
M4/M5 Cashback Scheme	49	54
RTA Revenue	264	345
Total State	1,917	2,039
TOTAL NEW FUNDS	2,262	2,398
Use of Cash Balances	–	(42)
	2,262	2,356
Increase in Liabilities/Reduction in Operational Assets	27	140
Total Funds Utilised	2,289	2,496
EXPENDITURE		
Road Network Infrastructure		
– Network Development	903	951
– Infrastructure Maintenance	627	718
Traffic & Transport	228	244
Road Safety & Road User Management	373	418
Debt Servicing & Repayment	103	105
M4/M5 Cashback	50	56
Voluntary Redundancies	5	4
Total Expenditure	2,289	2,496

Supplementary Financial Information

For the Year Ended 30 June 2002

2001–2002 Budget

Funds budgeted to be available to the Roads and Traffic Authority for 2001–2002 as published in State Budget Paper No. 3 amounted to \$2,289 million. Variations to the initial budget were as follows:

	\$M	\$M
TOTAL INITIAL BUDGET	–	2,289
<i>Add:</i>		
Increase in Receipts		
Commonwealth Funds – National Highways, RONI's, ATSB Blackspot Program & Interstate Vehicle Registration Scheme.	36	–
Motor Vehicle Taxation	16	–
M4/M5 Cashback	4	–
Consolidated Fund Revenue	21	–
Authority Revenue	66	143
	–	2,432
<i>Less:</i>		
Decrease in Receipts	–	0
	–	2,432
<i>Less:</i>		
Decrease in use of Cash Balances	(2)	(2)
	–	2,430
<i>Less:</i>		
Decrease in Balance Sheet Movements	0	–
TOTAL REVISED BUDGET	–	2,430

Total funds available for 2001–2002 amounted to \$2,430 million and variances from the revised budget were as follows:

	\$M	\$M
TOTAL REVISED BUDGET	–	2,430
Increase in Receipts		
Commonwealth Funds – Interstate Vehicle Registration Scheme	2	–
Motor Vehicle Tax	4	–
Authority Revenue	15	21
	–	2,451
<i>Less:</i>		
Decrease in Receipts		
Commonwealth Funds RONI's & Federation Fund	24	–
Consolidated Fund Revenue	4	28
	–	2,423
<i>Add:</i>		
Increase in Balance Sheet Movements	113	113
	–	2,536
<i>Less:</i>		
Decrease in use of Cash Balances	40	40
ACTUAL TOTAL FUNDS AVAILABLE	–	2,496

The most significant variations between the revised budget and actual funds available were due to:

- an increase in Authority Revenue particularly for Plate Fees & Minor User Charges.
- increase in the balance sheet movements primarily relates to an increase in creditors and an actuarial adjustment to the liability for unfunded superannuation which was offset by an increase in debtors.

Commonwealth Grants

The Commonwealth Government provides road funding to New South Wales for the construction and maintenance of National Highways, upgrading Roads of National Importance and for a Road Safety Blackspots Program.

Funding received in 2001–2002 was \$231.5 million (2000–2001; \$210.6 million) for National Highways, \$99.1 million (2000–2001; \$96.4 million) for Roads of National Importance and \$13.7 million (2000–2001; \$13.1 million) for the Road Safety Blackspots Program.

Interstate Road Transport Act, 1985

The Interstate Road Transport Act, 1985 enables heavy vehicles to have Federal registration if they are not registered in a State or Territory and are involved only in interstate trade.

Under the Federal Scheme vehicle owners are required to pay either a flat rate or a charge based on distance travelled. The moneys are collected in NSW by the RTA on behalf of the Commonwealth and paid into the Interstate Road Transport Trust Fund. The proceeds are then distributed to the States as a contribution towards road repair and maintenance costs.

Funds received by the RTA under this scheme during 2001–2002 amounted to \$14.3 million (2000–2001; \$12.2 million).

State Sources

Motor Vehicle Taxation

Motor vehicle taxation, collected by the RTA when vehicles are registered, is hypothecated to the Roads Program. During 2001–2002 receipts from motor vehicle taxation totalled \$815.9 million (2000–2001; \$768.7 million).

Number of Registered Motor Vehicles in NSW:

Year	Number of motor vehicles registered*	% Change over previous year
1992–93	3,199,756	1.1(-)
1993–94	3,290,594	2.8(+)
1994–95	3,311,402	0.6(+)
1995–96	3,367,092	1.7(+)
1996–97	3,421,409	1.6(+)
1997–98	3,493,340	2.1(+)
1998–99	3,535,732	1.2(+)
1999–00	3,636,353	2.8(+)
2000–01	3,729,100	2.6(+)
2001–02	3,821,229	2.5(+)

*Excluding plant, tractors, trailers and caravans 1992–93 – 2001–2002 figures exclude vehicles on register without current registration

Contributions for Specific Works

The following contributions towards specific works were received during 2001–2002:

	\$M
State Government Departments for	
– General Purposes	23.253
– Sydney Harbour Bridge	3.522
Councils	0.720
Private Firms and Individuals	6.301
	33.796

Untied Commonwealth Road Grants

Since 1990–91, Commonwealth road funds have been provided to the States under the Australian Land Transport Development program. However, the Commonwealth decided that funds previously allocated for the State's arterial roads were to be untied from 1 January 1994 and were to be provided to the States under the heading of 'Identified Roads Grants within the General Revenue Assistance to the States'.

The basis of the distribution of these funds to the States has been transitioned from the proportions issued in 1993–94 to the proportions utilised in 2001–2002, when the untied funding was fully distributed in accordance with the Financial Assistance Grants (FAGs) formula.

The Commonwealth Government untied road funding to NSW for 2001–2002 was \$130.6 million (2000–2001; \$127.4 million).

Supplementary Financial Information For the Year Ended 30 June 2002

Funding of State Road Network (constant dollar 2001-02 terms)



Commonwealth Grants (constant dollar 2001-02 terms)



Commonwealth Grants per registered vehicle (constant dollar 2001-02 terms)



Road Cost Index

The Authority's Road Cost Index, which is used to adjust money values in various tables and graphs within this Annual Report, is shown in the table 'Roads and Traffic Authority Road Cost Index'.

The index, which has been specifically developed by the RTA, is widely accepted as a measure of change in the cost of roadworks, bridgeworks and traffic facilities. It is based upon changes in prices of samples within the broad elements of wages, stores, plant, haulage, corporate and regional administration, property acquisitions and financing costs. Each index component has been allocated a predetermined weighting which is reviewed at 3 to 4 yearly intervals to adjust for changes in the proportions used in RTA roadwork activities.

Roads and Traffic Authority Road Cost Index (Base Year – 1996-97)

	Index	% Increase/ (Decrease) over previous year
1992-93	91.07	(2.0)
1993-94	90.89	(0.2)
1994-95	92.62	1.9
1995-96	97.36	5.1
1996-97	100.00	2.7
1997-98	102.50	2.5
1998-99	107.00	4.4
1999-00	107.40	0.4
2000-01	109.00	1.5
2001-02	110.60	1.5

Payments to Councils

Payments made to local government councils during 2001–2002 were as follows:

	\$M	\$M
Classified Roads		
– Development	12.764	–
– Maintenance	230.876	–
– Vehicle Management	0.384	–
– Road Safety	26.097	
– Traffic Management	43.034	313.155
Local Roads		
– Natural Disasters	–	38.240
	–	351.395

Administered Revenues – Collections

The RTA administers, but does not control, the collection of various fees, fines and levies on behalf of the Crown Transactions Entity. Monies collected on behalf of the Crown Transactions Entity are not recognised as the RTA's revenues.

The RTA's Administered Revenue Collections are as follows:

	Total 2001–02 \$M	Total 2000–01 \$M
(A) Consolidated Fund Receipts		
Vehicle Registration Fees	174.299	168.836
Drivers Licence Fees	65.634	123.324
Vehicle Transfer Fees	30.629	29.923
Other Fees & Charges	19.174	18.213
Registration Levy	–	0.049
Total	289.736	340.345
(B) Collection – Other Authorities		
Unregistered Vehicle Permit (QBE)	4.066	4.205
Stamp duty	494.991	471.639
Interstate Road Transport Scheme receipt	5.304	4.839
Firearms licence fees	1.044	0.451
Security licence fees	0.519	0.548
Proof of age	0.773	0.736
Olympic plates	–	0.816
Centenary of federation plates	3.562	0.770
Other fees & charges	0.076	0.028
Total	510.335	484.032

Supplementary Financial Information
For the Year Ended 30 June 2002

The year ahead

2002–2003
 budget
 \$M

NEW FUNDS AVAILABLE

Commonwealth

National Highways	292
Roads of National Importance	91
Federation Fund	17
Australian Transport Safety Bureau Blackspots Program	14
Other	12

Total Commonwealth **426**

State

Motor Vehicle Taxes	847
Consolidated Fund Allocation	704
Untied Commonwealth Road Funds	134
M4/M5 Cashback Scheme	65
RTA Revenue	401

Total State **2,151**

TOTAL NEW FUNDS **2,577**

Increase in Liabilities/Reduction in Operational Assets 28

Total Funds Utilised **2,605**

EXPENDITURE

Road Network Infrastructure	
– Network Development	1,008
– Infrastructure Maintenance	722
Traffic & Transport	237
Road Safety & Road User Management	398
Debt Servicing & Repayment	170
M4/M5 Cashback	65
Voluntary Redundancies	5

Total Expenditure **2,605**

Appendices

Roads and Traffic Authority of New South Wales Appendices for the period ended 30 June 2002

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Appendix I

Major works

Project	Announced completion	Estimated total cost \$000	2001–2002 expenditure \$000	Expenditure to 30 June 2002 \$000
SYDNEY MAJOR ROUTES DEVELOPMENT				
METROAD 2 – SYDNEY TO WINDSOR				
LANE COVE TUNNEL M2 MOTORWAY TO GORE HILL FWY (PROPOSED PRIVATE SECTOR FUNDING)	2006	815,000	12,270	16,359
OLD WINDSOR RD, SEVEN HILLS ROAD INTERSECTION	2002	11,000	4,980	5,606
OLD WINDSOR RD/WINDSOR RD, SUNNYHOLT RD. TO MERRIVILLE RD: WIDENING (OPENED TO TRAFFIC 03/02)	2002	27,000	14,386	21,579
WINDSOR RD, MERRIVILLE RD. TO SCHOFIELDS RD: WIDENING	2003	11,000	481	532
WINDSOR RD, SCHOFIELDS RD. TO MILE END RD: WIDENING (PLANNING)	2003	13,000	3,467	3,487
WINDSOR RD, ROXBOROUGH PARK TO SHOWGROUND RD: WIDENING	2003	41,000	748	769
WINDSOR RD, PITT TOWN ROAD INTERSECTION	2003	4,500	240	240
HAWKESBURY NEPEAN FLOOD STRATEGY: WINDSOR RD, HENRY RD. TO CURTIS RD.	2003	6,500	5,687	6,269
HAWKESBURY NEPEAN FLOOD STRATEGY: HIGH LEVEL CROSSING AT SOUTH CREEK WINDSOR	2006	64,000	633	1,162
METROAD 3 – BLAKEHURST TO MONA VALE				
MONA VALE ROAD WIDENING BAHAI TEMPLE TO INGLESIDE RD.	2003	18,800	2,934	5,531
METROAD 4 – SYDNEY TO LAPSTONE				
WESTERN DISTRIBUTOR DARLING QUAYS WIDEN FROM KENT ST TO SOUTH OF KING ST.	2003	18,900	4,633	7,008
PARRAMATTA RD: UPGRADE FROM BROADWAY TO CONCORD RD. (PLANNING)	NA	50,000	168	267
METROAD 5 – MASCOT TO MENANGLE				
M5 EAST FREEWAY MASCOT TO BEVERLY HILLS (OPENED TO TRAFFIC 2001; FINALISATION OF ACQUISITION PROGRESSING)	2004	794,000	129,883	772,158
METROAD 7 – HEATHCOTE TO WAHROONGA VIA CUMBERLAND HWY				
THE HORSLEY DRIVE TO MERRYLANDS ROAD WIDENING TO 6 LANES (FEDERAL FUNDING, OPENED TO TRAFFIC 06/02)	2002	30,000	12,288	29,048
WESTERN SYDNEY ORBITAL				
WESTERN SYDNEY ORBITAL FROM CAMDEN VALLEY WAY AT PRESTONS TO M2 AT WEST BAULKHAM HILLS (FEDERAL AND PROPOSED PRIVATE SECTOR FUNDING)	2007	1,250,000	60,658	131,078
GREAT WESTERN HIGHWAY (BLUE MOUNTAINS)				
LINDEN BENDS STAGE 4: TOLLGATE DRIVE (EAST) TO HEPBURN ROAD WIDENING TO 4 LANES (FEDERAL FUNDING)	2003	16,000	1,717	2,736
LINDEN BENDS STAGE 5: WATER RESERVOIR TO TOLLGATE DRIVE (EAST) WIDENING TO 4 LANES (FEDERAL FUNDING, OPENED TO TRAFFIC 12/01)	2001	5,700	3,408	5,122
GREAT WESTERN HWY WOODFORD TO HAZELBROOK WIDENING TO 4 LANES (PLANNING, OPENED TO TRAFFIC 12/01)	NA	60,000	140	140
GREAT WESTERN HWY HAZELBROOK TO LAWSON WIDENING TO 4 LANES	2005–6	65,000	414	414
MOUNT HAY RD LEURA TO BOWLING GREEN AVE KATOOMBA WIDENING TO 4 LANES	2006	74,000	2,692	3,708
SHELL CORNER MORT ST. TO NELLIES GLEN RD. KATOOMBA WIDENING TO 4 LANES (FEDERAL FUNDING)	2004	34,300	2,529	3,973
BELLEVUE CRESCENT TO COX AVE MEDLOW BATH WIDENING TO 4 LANES AND NEW RAILWAY OVERPASS (FEDERAL FUNDING)	2003	15,700	1,377	1,979
SOLDIERS PINCH MT VICTORIA REALIGNMENT AND RECONSTRUCTION (FEDERAL FUNDING, OPENED TO TRAFFIC 06/02)	2002	18,000	10,753	13,437
OTHER SYDNEY ROAD IMPROVEMENT				
SUTHERLAND TO MENAI				
BANGOR BYPASS NEW ROAD BETWEEN OLD ILLAWARRA RD. AND AKUNA AVE, MENAI	2004	70,000	4,031	7,488
PRINCES HIGHWAY				
PRINCES HIGHWAY/ACACIA RD. INTERSECTION (OPENED TO TRAFFIC 07/02)	2002	4,000	2,796	3,078
HORSLEY DRIVE				
ELIZABETH ST TO MIMOSA RD. WIDENING	2003	7,000	980	1,782
HOXTON PARK ROAD				
BANKS ROAD TO HILL ROAD	2003	28,000	500	500
BANKS RD. TO COWPASTURE ROAD (PLANNING)	NA	33,000	73	73

Project	Announced completion	Estimated total cost \$'000	2001–2002 expenditure \$'000	Expenditure to 30 June 2002 \$'000
LIVERPOOL TO SMITHFIELD ROUTE				
COWPASTURE RD, UPGRADE FROM GREENWAY DRIVE TO WESTERN SYDNEY ORBITAL (PLANNING)	NA	23,000	209	2,236
COWPASTURE RD, NORTH LIVERPOOL RD. TO MOUNT ST (PLANNING)	2004	17,000	52	529
COWPASTURE RD, MOUNT ST TO ELIZABETH DR.	2003	21,000	1,738	2,607
OTHER STATE ROADS IN SYDNEY				
PORT HACKING RD/THE BOULEVARDE INTERSECTION	2003	7,080	1,508	1,633
CASTLE HILL RD/COUNTY DRIVE HIGHS RD. INTERSECTION (OPENED TO TRAFFIC 12/01)	2001	6,200	2,643	6,647
BEXLEY TO MASCOT CYCLEWAY	2003	10,000	3,688	5,810
PARRAMATTA TO GRANVILLE CYCLEWAY	2002	11,000	1,714	2,932
CROSS CITY TUNNEL (PROPOSED PRIVATE SECTOR FUNDING)	2004	640,000	28,688	38,760
NEWCASTLE ROAD IMPROVEMENT				
NEW ENGLAND HIGHWAY				
NEW ENGLAND HWY/GRADE SEPARATED INTERCHANGE/INTERSECTION WEAKLEYS DR, THORNTON RD. & ANDERSON DR WEST (PLANNING – FEDERAL FUNDING)	NA	23,000	1	829
ANDERSON DR TO THORNTON RD. LINK	2003	7,000	731	1,421
NEWCASTLE INNER CITY BYPASS				
WEST CHARLESTOWN BY-PASS FROM PACIFIC HIGHWAY, WINDALE TO KOTARA HEIGHTS	2003	100,000	31,640	83,536
MORISSET – WALLSEND ROAD				
MR217 DUPLICATION FROM BOORAGUL ROUNDABOUT TO SPEERS POINT ROUNDABOUT (PLANNING)	2006	25,000	149	1,359
OTHER ROADS IN NEWCASTLE AREA				
TOURLE ST BRIDGE OVER HUNTER RIVER SOUTH ARM, DUPLICATION (PLANNING)	NA	45,000	274	407
NELSON BAY RD. (MR108) RECONSTRUCTION FROM BOBS FARM TO PORT STEPHENS DRIVE (PLANNING)	2004	9,000	614	1,200
CENTRAL COAST ROAD IMPROVEMENT				
PACIFIC HIGHWAY				
RENWICK ST TO BROOK AVE DUAL CARRIAGEWAYS	2002	7,900	1,964	4,387
KARIONG TO DOYALSON ROUTE DEVELOPMENT	NA	18,000	115	137
OTHER ROADS IN CENTRAL COAST				
THE ENTRANCE ROAD (MR336) ROUTE DEVELOPMENT	NA	31,000	0	0
AVOCA DRIVE (MR504) ROUTE DEVELOPMENT	NA	15,000	0	1
WOLLONGONG ROAD IMPROVEMENT				
PRINCES HIGHWAY				
NORTHERN DISTRIBUTOR EXTENSION TO PRINCES HIGHWAY (PLANNING)	NA	42,000	854	2,162
OAK FLATS TO DUNMORE (PLANNING)	NA	114,000	176	3,439
INTERCHANGE PRINCES HIGHWAY AND NEW LAKE ENTRANCE ROAD (OPENED TO TRAFFIC 10/01)	2001	28,200	10,038	33,360
NORTH KIAMA BYPASS BETWEEN SHELLHARBOUR ROAD AT DUNMORE AND SPRING CREEK BOMBO (JOINT FUNDING)	2005	141,000	35,020	50,527
RURAL – PRINCES HIGHWAY IMPROVEMENT				
RECONSTRUCTION BETWEEN YELLOWPINCH AND MILLINGANDI SOUTH OF BEGA	2002	10,000	5,778	8,590
RURAL – NEW ENGLAND HIGHWAY IMPROVEMENT				
DEVIL'S PINCH REALIGN AND REGRADE FROM 22KM TO 27KM NORTH OF ARMIDALE (FEDERAL FUNDING)	2004	18,800	966	2,213
RURAL – HUME HIGHWAY IMPROVEMENT				
ALBURY BYPASS (PLANNING – FEDERAL FUNDING)	2006	199,000	36	29,188
RURAL – GREAT WESTERN HIGHWAY				
BROWNS GAP RD. TO MID HARTLEY RD. HARTLEY RECONSTRUCTION (PLANNING)	NA	26,000	0	1,337
RIVER LETT HILL, HARTLEY REALIGNMENT AND IMPROVEMENT TO STEEP GRADES (PLANNING)	NA	28,000	62	125
PROVISION OF 4 LANE DUAL CARRIAGEWAY FROM LAKE LYELL RD TO EXISTING DUAL CARRIAGEWAYS, SOUTH BOWENFELS	2003	6,000	1	1

Appendix I (continued)

Major works

Project	Announced completion	Estimated total cost \$'000	2001–2002 expenditure \$'000	Expenditure to 30 June 2002 \$'000
RURAL – PACIFIC HIGHWAY IMPROVEMENT				
KARUAH BYPASS DUAL CARRIAGEWAYS (JOINT FUNDING)	2004	123,000	22,435	28,449
KARUAH TO BULAHDELAH DUAL CARRIAGEWAYS (PLANNING)	NA	270,000	1,320	12,180
BULAHDELAH BYPASS DUAL CARRIAGEWAYS (PLANNING)	NA	150,000	1,592	3,485
COOLONGLOOK TO WANG WAUK DUPLICATE EXISTING HIGHWAY (JOINT FUNDING) (OPENED TO TRAFFIC 07/01)	2001	49,000	6,091	49,166
BUNDACREE CK TO POSSUM BRUSH DUPLICATE EXISTING HIGHWAY (PLANNING – JOINT FUNDING)	2006	107,000	839	3,940
TAREE TO COOPERNOOK DUPLICATE EXISTING HIGHWAY (JOINT FUNDING)	2006	59,000	5,524	9,043
COOPERNOOK DEVIATION DUAL CARRIAGEWAYS INCLUDING NEW BRIDGE OVER LANSDOWNE RIVER	2006	69,000	6,308	10,263
COOPERNOOK TO MOORLAND DUAL CARRIAGEWAYS (PLANNING)	NA	56,000	41	1,321
MOORLAND TO HERONS CREEK DUAL CARRIAGEWAYS (PLANNING)	NA	230,000	1,159	3,175
KEMPSEY TO EUNGAI UPGRADE DUAL CARRIAGEWAYS (PLANNING)	NA	365,000	2,271	2,373
BONVILLE BYPASS REPTON TO LYONS ROAD COFFS HARBOUR DUAL CARRIAGEWAYS	2008	127,000	1,306	10,377
LYONS ROAD TO ENGLANDS RD. COFFS HARBOUR DUAL CARRIAGEWAYS (JOINT FUNDING, OPENED TO TRAFFIC 05/01)	2001	73,000	2,759	66,725
SAPPHIRE TO WOOLGOOLGA DUAL CARRIAGEWAYS (PLANNING)	NA	280,000	869	1,542
HALFWAY CREEK TRUCK STOP DUAL CARRIAGEWAYS	2003	21,500	2,235	3,813
ULMARRA UPGRADE AND BYPASS (PART JOINT FUNDING)	NA	31,000	0	1,543
BALLINA BYPASS DUAL CARRIAGEWAYS (PLANNING)	2010	245,000	0	7,505
TANDYS LANE DEVIATION DUAL CARRIAGEWAYS (OPENED TO TRAFFIC 12/01)	2002	57,000	17,793	53,717
BRUNSWICK HEADS TO YELGUN DUAL CARRIAGEWAYS (INCLUDING BRUNSWICK HEADS BYPASS 2ND CARRIAGEWAY) (PLANNING – JOINT FUNDING)	2006	154,000	3,088	11,472
YELGUN TO CHINDERAH DUAL CARRIAGEWAYS (JOINT FUNDING, OPENED TO TRAFFIC 08/02)	2002	348,000	96,659	313,545
RURAL – NEWELL HIGHWAY IMPROVEMENT				
COONABARABRAN BYPASS FEASIBILITY STUDY (PLANNING – FEDERAL FUNDING)	2005	34,000	33	497
MOREE BYPASS ROUTE INVESTIGATION (PLANNING – FEDERAL FUNDING)	2005	35,000	467	2,124
RURAL – CASTLEREAGH HIGHWAY				
WIDENING OF RAIL OVERBRIDGE OVER MR55 AT LIDSDALE	2001	8,500	2,497	7,834
RECONSTRUCTION INCLUDING WIDENING OF BRIDGE OVER COXS RIVER BETWEEN LIDSDALE AND COXS RIVER (PLANNING)	2004	14,500	284	1,096
OTHER RURAL ROADS IMPROVEMENT				
MID WESTERN HIGHWAY				
KINGS PLAINS REALIGNMENT BETWEEN 27KM AND 31KM WEST OF BATHURST	2003	14,000	3,472	4,726
BRUXNER HIGHWAY				
ALSTONVILLE BYPASS (PLANNING)	NA	32,000	219	1,643
GOLDEN HIGHWAY				
DEVILS ELBOW REALIGNMENT	2002	4,000	253	536
OTHER RURAL ROADS				
BURLEY GRIFFIN WAY (MR84) DEVIATION 0KM TO 5KM WEST OF HUME HIGHWAY (PLANNING)	NA	6,500	211	275
MR92 NOWRA TO NERRIGA (LOCAL GOVT, STATE & FEDERAL FUNDING)	2006	80,000	2,219	2,219
MR54 REALIGNMENT BETWEEN 3KM AND 9KM NTH OF GOULBURN	2001	7,500	2,811	6,097
MR197 NEW BRIDGE AND APPROACHES OVER MURRAY RIVER AT HOWLONG (OPENED TO TRAFFIC 10/01)	2001	13,500	730	13,495
COROWA MR86 NEW BRIDGE AND APPROACHES OVER MURRAY RIVER (FEDERATION, NSW & VICTORIA FUNDING)	2004	19,000	1,016	2,297
EUSTON-ROBINVALE (MR583) NEW BRIDGE AND APPROACHES OVER MURRAY RIVER (FEDERATION, NSW & VICTORIA FUNDING)	NA	40,000	488	1,437
MOAMA-ECHUCA NEW BRIDGE AND APPROACHES OVER MURRAY RIVER (FEDERATION, NSW & VICTORIA FUNDING)	NA	36,000	27	57
TRANSITWAYS				
LIVERPOOL TO PARRAMATTA	2003	258,100	53,867	101,442
OTHER TRANSITWAYS (PLANNING)	NA	17,000	9,263	16,915

Appendix 2

Heritage and conservation register

The RTA has a responsibility to identify and manage the items of environmental heritage in its ownership, care or control. These items are predominantly bridges. However, the RTA is also responsible for a number of other items including vehicular ferries and property assets.

To assist heritage management and to meet its statutory obligation under Section 170 of the Heritage Act 1977, the RTA holds a heritage and conservation register. In accordance with Section 170A of Heritage Act, the RTA is required to provide a statement on the condition of items on its register in the annual report.

No. items		149
State heritage register listings		36
Levels of significance	State (Not Registered)	2
	Local	48
	Not Assessed	63
Condition	Good	23
	Fair	31
	Poor	53
	Not known or applicable	42

Conservation Management Plans were under preparation for all timber truss road bridges on the State Heritage Register; Lennox Bridge at Parramatta and Lansdowne Bridge.

It was established that items 2753, 2756, 10321 (milestones), 11022 (Towrang Bridge and culverts) and 4300004 (Cunninghams Point Bridge, Bombala) were not under the RTA's ownership, care or control. The NSW Heritage Council has been notified that they will be removed from the RTA Heritage and Conservation Register.

Investigations were continuing to establish whether items 4300310 (Pyes Creek Bridge, Cherrybrook), 12597 (Macquarie Street Gate House, Parramatta Park), 650 (a house in Kingston Street, Ashfield), 20433 (the Derringullen Creek area) and 4300521 (a house on the Princes Highway at Bulli) were within the RTA's ownership, care or control.

- An interpretation plan was proposed for item 15492 – the Sydney Harbour Bridge.
- An oral history was completed on the construction of item 4300309 – Gladesville Bridge.

- Damage from a vehicle impact was sustained by item 4253 – Lansdowne Bridge. Repairs were being planned.
- A statement of heritage impact was prepared for item 4300304 – Redbourneberry Bridge – to assess proposed modifications.
- The bridge over Five Day Creek at Kempsey – Item 4300008 – was closed. Possible relocation of the bridge was under investigation.

The NSW Heritage Council approved applications under Section 60 of the Heritage Act 1977 for the following work:

- The top chords of the Junction Bridge at Tumut – item 4300007 – were laminated. Replacement was not possible due to a shortage of suitable timber.
- Refurbishment work was planned for Carrathool Bridge over the Murray River – item 4300165.
- A proposal to lift spans in the Hinton and Dunmore bridges – items 9528 and 9544.

Appendix 3

Threatened species recovery plan

RTA action to implement measures from the *Acacia pubescens* (Downy Wattle) recovery plan

Measures	Action taken to implement measures	Estimated annual cost	Status
Identify existing and potential threats to the <i>A. pubescens</i> population at Beverly Hills/Narwee on the M5 (north of Windarra Street).	Environmental Services Representative to visit site and identify existing and potential threats to the population.	\$525	Site visited and extent of population mapped in 2000.
Develop and implement a threat and habitat management program for the <i>A. pubescens</i> population at Beverly Hills/Narwee on the M5 (north of Windarra Street).	Asset Services to develop a threat and habitat management program to be incorporated into the Maintenance Plan for the M5, with advice from Environmental Services Representative. Asset Services to ensure that the program is implemented.	\$1500	Interlink Roads have incorporated threat and habitat management of the species into landscaping management plans for the M5.
Monitor the <i>A. pubescens</i> population at Beverly Hills/Narwee on the M5 (north of Windarra Street) on a regular basis assess the effectiveness of the threat and habitat management programs.	Environmental Services Representative to conduct at least an annual inspection of the population, including photographic survey. Following each inspection compare inspection records and initiate corrective action if required.	\$525	Inspection completed for 2002.
Assess development activities with reference to the recovery plan, the EIA Guidelines for <i>A. pubescens</i> and future advice from NPWS.	Environmental Services Representative to advise Project Manager of this requirement if aware of the proposed activity prior to EIA process. Project Manager to advise EIA Consultant of this requirement. Environmental Assessor to ensure that the recovery plan, EIA guidelines and NPWS advice have been considered in all relevant EIAs. Environmental Assessor to take this requirement into account when preparing Decision Reports.	NA	<i>A. pubescens</i> was included in the Western Sydney Orbital Environmental Impact Statement. One individual was identified as being impacted. The assessment made reference to the Recovery Plan.
Prepare or review any relevant environmental policies or management plans with reference to the recovery plans and any future advice from the NPWS.	During next review of the Maintenance EMP for the M5, Asset Services to add references to the <i>A. pubescens</i> Recovery Plan with advice from Environmental Services Representative.	\$750	Maintenance EMP for the M5 was not reviewed in 2002.
Forward information on all planning decisions which affect populations of <i>A. pubescens</i> , including decisions that protect habitat as well as those that lead to reduction of habitat and/or individuals, to the NPWS.	Environmental Services Representative to advise Project Manager of this requirement. RTA Project Manager to forward the information to NPWS.	NA	All information was forwarded to NPWS regarding the affect of the Western Sydney Orbital on <i>A. pubescens</i> .

Grevillea Caleyi draft threatened species recovery plan

Measures	Action taken to implement measures	Estimated annual cost	Status
Control of drainage runoff from Ryland Track in Ku-ring-gai Chase NP.	Investigations to be made to determine controls of runoff from other side of road.	–	Site meeting undertaken with NPWS in November 2001. No further action required at this stage.
Sympathetic management of plants on roadways.	Inform maintenance contractor of appropriate maintenance techniques for minimising damage to <i>G. caleyi</i> .	–	Training of maintenance contractors carried out in November 2001. Draft roadside management plan for Mona Vale Road completed, containing safeguards to protect <i>G. caleyi</i> .
Management of roadworks near Bahai Temple.	Minimisation of impact through involvement of Environmental Services Representative on Project Team. Audits and surveillances to be undertaken to ensure protective measures are implemented.	–	Review of Environmental Factors prepared. Stage 2 currently underway. Temporary fencing erected to protect remaining plants. Topsoil with potential seed has been used to revegetate cleared area in Garrigal NP. Audits and surveillances have been undertaken in accordance with CSD risk assessment procedures.
Poster/brochure for maintenance contractors.	Brochure prepared.	–	To be distributed to maintenance contractors.

Darwinia biflora draft threatened species recovery plan

Measures	Action taken to implement measures	Estimated annual cost	Status
Public authorities will implement threat and habitat management programs on public lands.	Identify threats to population adjacent F3 Freeway at Mt Colah. Manage threats appropriately.	NA	This population is situated some distance back from the Freeway on top of a cutting. The population is relatively secure and is not under threat from any RTA activities.
Informed environmental assessment and planning decisions will be made.	<i>D. biflora</i> EIA guidelines to be used when considering any activity that may impact on the species.	NA	No activity has been proposed in 2001–02 that may have an impact on the species.
NPWS to be advised of any consents or approvals which affect <i>D. biflora</i> .	Advise NPWS when RTA proposals will affect <i>D. biflora</i> .	NA	No activity has been proposed in 2001–02 that will have an impact on the species.

Microtis angusii (Angus Onion Orchid) threatened species recovery plan

Measures	Action taken to implement measures	Estimated annual cost	Status
Consider the impact of any activities undertaken within areas under control of the RTA that are known to contain <i>M. angusii</i> or are potential habitat.	Environmental Services Representative to advise Project Manager of this requirement if aware of the proposed activity prior to EIA process. Project Manager to advise EIA Consultant of this requirement. Environmental Assessor to ensure that impact of a proposed activity is considered in all relevant EIAs. Environmental Assessor to take this requirement into account when preparing Decision Reports.	NA	No activity has been proposed in 2001–02 that may have an impact on the species.
Liaise with NPWS, Warringah Council, Pittwater Council and Ku-ring-gai Council to achieve and maintain a permanent record of the location of <i>M. angusii</i> populations and potential habitats.	RTA Recovery Team member to share information with other Recovery Team members and update records accordingly.	In kind support	Ongoing RTA involvement in Recovery Team.
Ensure that roadworks/maintenance will not cause destruction of degradation to populations of <i>M. angusii</i> .	Environmental Services Representative to advise relevant Project Manager of this requirement prior to any activity that may impact on this species. Project Manager to include this requirement in any relevant contract documentation. Environmental Assessor to take this requirement into account when preparing Decision Reports for projects that may have an impact on this species.	NA	No activity has been proposed in 2001–02 that may have an impact on the species.
Ensure that all environmental personnel are familiar with the location of <i>M. angusii</i> .	RTA Environmental Services to establish central database for sensitive sites, including known and potential locations of <i>M. angusii</i> locations. RTA Recovery Team to brief Environmental Services Branch on location of <i>M. angusii</i> populations and potential habitat.	NA	Sensitive sites database established and species location recorded. Environmental Services Branch staff briefed on location of populations and potential habitat.
Ensure that all site personnel are familiar with the location of <i>M. angusii</i> populations and potential habitat.	RTA Recovery Team member to provide information to maintenance contractors regarding identification of <i>M. angusii</i> , known and potential locations of <i>M. angusii</i> populations and preferred weed control methods.	\$750	Maintenance contractors advised of location, potential habitat and preferred weed control in population locations.
Ensure that Environmental Impact Assessment surveys are conducted between May and October.	Environmental Services Representative to advise relevant Project Manager of this requirement prior to any activity that may impact on this species. Project Manager to advise EIA Consultant of this requirement.	NA	No activity has been proposed in 2001–02 that may have an impact on the species.
Notify NPWS of any new <i>M. angusii</i> populations discovered.	RTA Recovery Team member to notify NPWS when new populations of this species are identified.	NA	No new populations have been identified by the RTA.

Appendix 4

Waste reduction and purchasing policy

Background

The NSW Government's Waste Reduction and Purchasing Policy (WRAPP) was instigated in 1997 to minimise the waste generated across all Government sectors and help increase the market for materials containing recycled content. The RTA's WRAPP Plan was submitted to the NSW Environment Protection Authority (EPA) in 1998 to document the steps that the RTA was taking to implement the WRAPP.

The RTA now has a statutory requirement, under the *Waste Avoidance and Resource Recovery Act 2001*, to report on WRAPP implementation within the RTA Annual Report. This is the first such report. It is intended to be a summary of the information that will be provided in a more detailed report to the EPA in the first half of 2003.

This report focuses on purchasing and waste management for office materials and the four main construction/maintenance materials – concrete, asphalt, vegetation and fill/virgin excavated natural materials.

Office waste avoidance

Avoiding waste means cutting down on the quantity of excess materials requiring management by reuse, recycling or disposal. This is the RTA's preferred management option.

Avoidance initiatives within motor registries

A survey of RTA motor registries illustrated a number of current initiatives to reduce paper consumption, including: double-sided printing and copying; reuse of paper for printing, copying and writing; electronic storage and communication of messages and files.

Waste reduction educational material was sent out to Registry managers with the annual survey, attempting to raise the profile of waste reduction and purchasing of recycled-content materials.

RTA internet and intranet sites

The RTA was an early adopter of web technology and has established wide-ranging Internet and Intranet sites. The Internet site provides public access to RTA publications in an electronic format, avoiding the need for a paper copy and a trip to the registry. The effectiveness of using the Internet as a communications medium, avoiding resource use, is illustrated in the table below.

Major initiatives to further improve the RTA Internet site during 2001–02 include:

- Near completion of a redesign of the Internet site to improve stakeholder access to information and RTA services. The impending introduction of content authoring within individual business groups will make information more timely and relevant for stakeholders, improving the ability of the RTA to use the Internet site as a communication tool.
- Continuing e-commerce initiatives so that all appropriate RTA business to employee, business to business and business to customer transactions will be online.

The RTA's Intranet site is a key tool for internal RTA communications with document search, corporate news, phone directories and other information available online, reducing the need for paper documents.

RTA publication	Number of 'hits' – 4 months of March to June 2002	Converted to annual figure (x3)	Publication mass (g)	Paper saved during 2001–02 financial year (kg)
Driver Knowledge Test	132,158	396,474	272 (est)	107,920
Road User Handbook	70,104	210,312	160	33,650
Hazard Perception Handbook	13,226	39,678	105	4,166
Second Hand Vehicle Purchasing Guide	10,211	30,633	15	459
Heavy Vehicle License Handbook	12,377	37,131	150	5570
A Guide to DART – The Driving Ability Road Test	7,404	22,212	40	888
Annual Report 2001	3,076	9,228	650	5998
Annual Environment Report 2001	821	2,463	215	530
Total	249,377 hits	748,131 hits	–	159,181 kg

Construction and maintenance – waste avoidance

The RTA has implemented a number of initiatives to avoid the production of waste from construction and maintenance. Avoidance initiatives are outlined within standard RTA specifications, identified within the Environmental Impact Assessment process or may have become standard practices for some contractors. Examples of specific avoidance initiatives include:

A quality approach

- Contractors are required to implement a quality system approach for managing RTA contracts. This maximises the likelihood of project works possessing the required performance characteristics, minimising waste associated with rework or failure of works before end of design life.

Balancing of earthworks

- During the initial and detailed design processes for a project, all attempts are made to balance the amount of material required for road fills with the amount of spoil generated from cutting activities. This avoids the need for importing additional fill or exporting spoil from a project.

Deep lift in-situ stabilisation

- Production of waste has been avoided through the in-situ treatment of existing pavement materials with a cementitious binder.

Retexturing of bituminous surfaces

- The Frimokar process is a new innovative technology capable of retexturing smooth/flushed bituminous surfaces by waterblasting. The RTA has experienced some encouraging initial outcomes with this process. Skid resistance was improved considerably on both sprayed seals and asphalt using a high waterblast pressure.

Office reuse and recycling initiatives

Paper and toner cartridge recycling is undertaken on a site-by-site basis. This ranges from near complete recycling within a major corporate building through to no recycling at many regional locations. Surveyed staff highlighted a number of barriers preventing full recycling of paper and toner cartridges. This was particularly evident in regional areas lacking economical recycling services. The survey of staff highlighted room for improvement, especially the need for improved staff knowledge of those materials that may be recycled, and the availability of recycling service providers.

Reuse and recycling initiatives within motor registries

Reuse and recycling practices within Motor Registries provide a good indicator of practices across the RTA's entire operations. Key reuse practices included: double-sided printing and copying; reuse of printed sheets or obsolete forms for printing, copying and writing pads; shredding and sending material to local community groups or animal-related businesses. The following table highlights the degree of paper recycling at registries.

Degree of registry paper	Recycling proportion of registries
some form of paper recycling	84%
recycling all paper	47%
recycling half of paper	28%
recycling little or no paper	25%

Recycling of used toner cartridges was reported by 27% of survey respondents, averaging at 1.6 toner cartridges recycled by each registry each year. The survey showed little increase in toner recycling compared to last year, with nearly one-quarter of respondents unsure of the yearly trend.

Office waste audit

The RTA audited waste streams from seven general office and registry locations across the State in order to assess how successfully recyclable paper was being diverted from landfill. The following diversion rates were observed:

Audit location	Number of staff audited	Paper recycling rate
Blacktown Office	92	70%
Centennial Plaza Office	500	94%
Parramatta Office	129	78%
Port Macquarie District Office	38	57%
Blacktown Motor Registry	22.9	70%
Port Macquarie Registry	7.4	97%
Taree Motor Registry	7.9	86%

The average amount of recyclable paper sent for recycling by general office staff was 456 grams/person/day, with 29 grams/person/day being discarded with general waste. The figures for registry staff were 264 grams/person/day recycled and 58 grams/person/day disposed to waste. The following table provides estimated recycling and waste paper quantities across the RTA. The recycling rate for general office staff is expected to be higher since a larger proportion of these staff are located in metropolitan areas where recycling services are more available.

Staff category	Effective fulltime numbers	Estimated recyclable paper being recycled during 2001–02	Estimated recyclable paper disposed as general waste
General office staff	3178*	312 tonnes	20 tonnes
Registry staff	1045	168 tonnes#	168 tonnes#

*Includes approximately 380 skill-hire staff. #Recycled quantity may need to be adjusted to account for security bins.

It is apparent that appropriate education and policy direction are required to increase the recycling of toner cartridges and office paper. The RTA will work throughout the 2002–03 financial year to overcome barriers previously preventing the recycling of paper and toners.

Construction and maintenance – reuse and recycling initiatives

The RTA has formulated a number of initiatives to reuse waste from construction and maintenance activities. Examples of these initiatives include:

– Vegetative matter for silt control and landscaping

The upgrading of Armidale Road (MR74) between Horton's Creek and Clouds Creek extends for 13km and is being constructed in stages. The first 5.1km stage is complete. During the construction of the first stage, mulch material sourced on-site from vegetation waste was used for sediment control. This dramatically reduced the need to buy geotextile sediment fencing, reducing waste and maintenance costs.

– Vegetation materials on Karuah Bypass

Most trees cleared for this project were either sent away as millable timber or chipped for reuse in landscaping. The remainder were used for erosion control, fauna habitat or burnt in accordance with legislative requirements where otherwise unusable.

– Reuse of spoil

Spoil from upgraded areas of the Great Western Highway is being used as fill in areas currently being upgraded. It has also been possible to reuse approximately 100,000m³ of poor quality material from cuttings at the Charlestown Bypass by being selective in the locations in which it can be used and using chemical stabilisation to improve its properties.

– Recycled aggregate concrete in noise barriers for urban freeways

Recycled aggregate concrete noise barriers utilise the porosity of the aggregate, which is further enhanced to produce a barrier, which absorbs sound energy in specific wavebands.

– Concrete slab replacements for road-base

The Chinamans Hollow to Neath project has 5632m³ of concrete within the existing pavement for recycling. It is planned to crush the old concrete and reuse within the new pavement.

– Use of Virgin Excavated Natural Material (VENM) to prevent illegal dumping

The dumping of illegal waste along Heathcoate Road was targeted by the RTA in conjunction with Sutherland Shire Council, Liverpool City Council, Southern Sydney Waste Board, Waste Services Lucas Heights, Department of Defence and Gandangara Local Aboriginal Land Council.

The second stage of the Heathcoate Road project was to construct physical barriers along the roadside and prohibit the movement of potential illegal dumpers in the off-road area. Twenty-two earth mounds were built at locations along the road corridor that previously allowed off-road movement. These earth mounds have been mulched with greenwaste mulch from the Woronora Bridge Project and are being planted with species endemic to the surrounding area.

– Use of crushed sandstone in Cumberland Highway upgrade

This project, widening 2.4km of the highway from four lanes to six lanes, required 23,000m² of new pavement. A 300mm layer of crushed sandstone was used within the new pavement project, finding a valuable reuse for spoil material generated by other projects.

– Investigation of additional recycling initiatives

The Hunter Region has set up a group to review the method of treating, re-using, sale or disposal of road base, reclaimed asphalt pavement and concrete produced by maintenance activities.

– Maintenance activities in Sydney north

All materials from road maintenance (eg asphalt, granular and clays) are reused/recycled. Materials are put back into mixes, used for general construction or blended with other material for garden use. The contractor advises continued development of asphaltic mixes with greater recycled content. Asphaltic materials that previously only contained virgin materials, such as Stone Mastic Asphalts, are being developed by the contractor to include a recycled content.

– Reuse of Reclaimed Asphalt Pavement (RAP) in Sydney east and west

During the 2001–02 financial year, approximately 43,000 tonnes of RAP was produced in this area:

- 20% was returned to asphalt companies for reuse.
- 20% was sent to local councils.
- 20% was stockpiled for use in shoulder build-up work.
- 15% was stockpiled for use in bicycle tracks etc.
- 10% was used as backfill for medians.
- 10% was sent to Eastern Creek Raceway for mounds etc.
- 5% was sent to property owners for private roads.

Appendix 4 (continued)

An estimate of the major waste materials produced and reused/recycled is provided in the following table:

Material	Estimated quantity of waste produced (tonnes)	Estimated quantity recycled or reused (tonnes)	Comments
Vegetation waste	15,460	15,150	Estimate based on material from clearing of the footprint of highway projects only. Material is usually processed into woodchip or mulch and recycled. Estimates of the quantity were converted from cubic metres to tonnes using a density conversion factor of 3:1 based on area cleared.
Concrete	13,840	7,780	Estimate. Primarily calculated on the basis of concrete aggregate reuse as supplied by contractors. Figures were converted from cubic metres to tonnes using the conversion factor 1.1 (t/m ³).
Fill/ VENM	6,418,770	5,350,170	Estimate. The proportion disposed to registered landfill disposal sites is small and the amount going to landfill primarily includes material used for capping and possibly was not attracting s.88 levies. Figures were converted from cubic metres using conversion factor 2.0 (t/m ³).
Asphalt	200,360	high	Estimate based on advice from contractors. Figures were converted from cubic metres to tonnes using conversion factor 1.6 (t/m ³).

Reuse and recycling of reclaimed asphalt pavement within Sydney

The proportion of RAP reused and recycled across the state varies between and within regions. As noted above, reuse options for RAP vary from 'low-value' applications such as general fill, through to 'high-value' applications such as reuse within new asphalt mixes. The range of reuse options is illustrated by the following reuse/recycling rates within Sydney:

- Sydney North – 50,000 tonnes out of a possible 50,000 tonnes (100%)
- Sydney East and West – 43,000 tonnes out of a possible 43,000 tonnes (100%)
- Southern Region – 16,580 tonnes out of a possible 23,580 tonnes (70%)

Purchase of paper products and toners with recycled content

The majority of the RTA's office products were ordered through a single supply contract during the year. This allowed easy compilation of the majority of office consumable purchases for this report. However, consumables purchased directly from other equipment suppliers – such as toners ordered directly from printer suppliers – have not been included in the table below. The RTA's introduction of an Integrated Management System is expected to improve the RTA's ability to track office consumables purchasing data.

Office consumable	Total quantity purchased	Total quantity purchased with recycled content	Comments
A4 and A3 paper	68,844 reams	1,452 reams	Includes: 115 reams of 50% recycled content. 922 reams of 80% recycled content. 415 reams of 100% recycled content.
Toilet paper	67,764	0	Quantity purchased is in terms of individual rolls.
Paper towels	49,303	16	Quantity purchased is in terms of individual items such as a roll or packet.
2003 diaries	1,598	0	–
Computer paper	100	0	–
Writing pads	8,143	1,935	This category is restricted to ruled writing pads.
Toner cartridges	1,110	Not available	This includes fax and inkjet cartridges.

Approximately 2% of A4 and A3 paper purchased through Q-Stores had recycled content. No information was available on the number of remanufactured toner cartridges purchased. Staff listed a number of barriers preventing them from increasing purchases of recycled-content paper products and toner cartridges. Major barriers relating to recycled paper products included: potential for causing printer/copier problems; unawareness if supplier has recycled range; inferior quality; restricted to using standard forms which may not contain recycled content; expense or waiting for an RTA-wide policy. Similarly, barriers preventing the use of remanufactured toner cartridges included: perceived or demonstrated poorer quality; recycled stock not offered by contracted supplier or suppliers in area; machine warranty issues; general preference for new toners; uncertainty whether toners could be purchased outside of the RTA's supply contract.

Initiatives to increase recycled content of office consumables and printing paper

A corporate-wide policy on the use of recycled content paper and remanufactured toner cartridges will be completed during 2002–03, building on the draft Purchase of Recycled Paper Policy developed in 2001–02. Without an RTA-wide recycled-content office consumables policy in 2001–02, the use of recycled-content paper or toner cartridges was undertaken on a site-by-site basis. It is apparent that an RTA-wide policy is required to increase the use of recycled-content paper and remanufactured cartridges, supported by education to make staff aware of their options when purchasing these goods.

Construction and maintenance – purchase of recycled content materials

Specifications

RTA specifications continue to increasingly allow for recycled content. Changes to specifications this year included:

- G34 for maintenance works – Requirement for contractors to develop strategies for the purchase and use of products that have recycled content.
- G35 and G36 for construction works – Commenced revision to improve both purchasing of recycled content materials and reporting quantities, initiatives and barriers to the RTA.
- R75 – In Situ Pavement Recycling by Deep-Lift Cementitious Stabilisation. This specification allows a cost-effective method of pavement rehabilitation. The existing pavement material is mechanically incorporated with binding agents (by-products of the steel and electricity industries). The formation, once compacted, forms a bound pavement layer of higher strength.
- R178 Vegetation – Now allows the use of recycled paper as mulch.

Other key existing specifications allowing major use of recycled materials include:

- RTA QA Spec R116 Asphalt – Allowing up to 15% reclaimed asphalt pavement within asphalt.

- RTA QA Specs 3051/3052 – Allowing for the use of recycled materials within base and sub-base of pavements.
- RTA QA Spec 3071 (draft) – Allows for recycled content within selected formation material.
- RTA QA Spec 3252 – Allows use of scrap rubber within certain modified binder classes.
- RTA QA Spec R178 – Allows stockpiling and reuse of soil from site and the use of cellulose fibre mulch, which must be produced from *pinus radiata* plantation timber or from recycled paper.

Field trials

Two blends of recycled crushed concrete (RCC) and reclaimed asphalt pavement (RAP) have been trialed in the field as unbound pavement material for roadbase. A trial has also been conducted for select formation material consisting of RAP and crushed bricks (60/40), complying with draft RTA Spec 3071. Conclusions from these trials include:

- Roadbase consisting of a blend of RAP and RCC can be produced to meet specification requirements.
- Select formation material consisting of a blend of RAP and recycled crushed bricks can be produced to meet specification requirements.
- There is a need for ongoing long-term field performance of these products with the aim of establishing a correlation between laboratory and field performance.

Estimated purchasing of construction and maintenance materials

The following table provides estimated materials purchasing quantities.

Material	Estimated total quantity purchased/used (tonnes)	Estimated total quantity purchased/used with recycled content (tonnes)	Comments
Vegetation waste	6,104	6,104	Estimate. Figures estimated for landscaping area mulched. The material is primarily recycled from by-products of pine milling operations.
Concrete	377,280	0	Estimate. Figures estimated on a pro rata amount based on the proportion of total concrete required.
Fill/VENM	0	0	–
Asphalt	454,680	high (see table below for examples from Sydney maintenance regions)	Estimate. Based on annual purchase numbers. Figures have been converted from cubic metres to tonnes using the conversion figure 2.4 (t/m ³). Note approximately 20,000 tonnes of this material contained recycled slag aggregate.

Recycled content within asphalt mixes purchased by the RTA is illustrated by the following table.

RTA region	Quantity purchased	Quantity with recycled content	Comments
Sydney north	70,000 tonnes	65,000 tonnes	Specialty products of 5,000 tonnes which do not contain recycled material.
Sydney east and west	83,700 tonnes	76,000 tonnes	Specialty products of 7,700 tonnes which do not contain recycled material.

Conclusion

The RTA is progressing its efforts to:

- Increase purchases of recycled content office and construction/maintenance products, where economically and technically viable.
- Improve the management of excess office and construction/maintenance materials.

The RTA will report annually to the public on our success in promoting the efficient use, reuse and recycling of resources, and the minimisation of waste.

Appendix 5

Committees and significant advisory groups

Roads and Traffic Advisory Council

Established under the Transport Administration Act 1988, the Roads and Traffic Advisory Council advises the RTA and the Minister on:

- The promotion of traffic safety.
- Improvements in the movement of traffic.
- Improvements in the movement of freight.
- Requirements of vehicle drivers.
- Requirements for roads and vehicles.
- Promotion of industrial development, primary production and tourism in relation to roads and traffic.
- Protection of the environment in relation to roads and traffic.
- Roads and traffic legislation.
- Any other matter relating to roads and traffic that the Council considers appropriate.

Membership

Membership of the Roads and Traffic Advisory Council is by appointment by the Minister for Roads and comprises representatives from various organisations. As at 30 June 2002, the Council comprised:

- Mr Bill Wallace (Chair), representing the road freight industry.
- Ms Di Collins, representing the NRMA Limited.
- Councillor John Wearne AM, representing the Local Government and Shires Associations.
- Mr Warrick Irvine, representing the Labour Council of New South Wales.
- Emeritus Professor Ron Huckstep, representing the medical profession.

There are also four ex-officio members:

- Chief Executive of the RTA.
- Director-General of the Department of Urban Affairs and Planning.
- Director-General of the Department of Transport.
- Commissioner of New South Wales Police Service.

Statutory bodies and committees representation

Western Sydney Roads and Traffic Committee

This independent committee, representing the community, was established in 1996 to monitor and verify expenditure of road funds approved for Western Sydney by the Minister for Roads. The NSW Government's commitment to the people of Western and South Western Sydney is to spend an average of \$160 million annually on road and road-related public transport infrastructure works in this region.

Committee members are:

- Chairperson – vacant.
- Manager, Policy, Planning and Economics, NRMA Ltd – Mr Marzi De Santi.
- Mayor, City of Blue Mountains, nominee of Western Sydney Regional Organisation of Councils – Mr Jim Angel.
- RTA adviser to the committee – Mr Mike Veysey, RTA.

ITS Standards Committee – IT23

The major achievable and highly reportable outcome is the generation of published Australian Standard AS 4962:2000 (Int) – Electronic Toll Collection – Transaction Specification for Australian Interoperability on the DSRC Link.

This standard is used across Australia as the basis for providing interoperable toll services via ETC to Australian motorists and permitting multiple tollway operators to select equipment suppliers from a range of different companies, supplying compatible equipment. Australia was the first country in the world to achieve this feat.

- Mr Peter Lardner-Smith, RTA – served as Chairman of the Electronic Tolling Collection Committee IT/23/5, part of the parent IT/23 ITS Committee over the year 2001–02.

Operations Code Reference Panel/Working Group 12 – AUSTRROADS

This working group was an inter-industry group of representatives from AUSTRROADS and several telecommunications carriers. Responsible for the publication by both AUSTRROADS and ACIF (Australian Communications Industry Forum) of documents titled 'Telecommunications in Road Reserves – Operational Guidelines for Installations'.

Working Group members included:

- Mr David Shatford – RTA.
- Mr David Wilson – RTA.

Road Freight Advisory Council

The Council provides a consultative forum for industry and Government to consider matters related to the development, co-ordination, planning and regulation and operation of road freight transport services in NSW.

Council members are:

- Mr Bob Angus – (Chair), Boral Transport.
- Mr Warrick Irvine – Transport Worker's Union.
- Mr John Pierce – NatRoad Limited.
- Mr Robert Richardson – Livestock Transporters Association of NSW.
- Mr Paul Campbell – NSW Road Transport Association.
- Mr Peter Dawson – Warehousing/distribution operator.
- Mr Trevor Smith – Small fleet operator.
- Mr John Morris – ARTA.
- Mr Bob Reece – RTA advisor.

There are three high-level road safety committees:

Government Agencies Road Safety Council (GARS)

- Mr Paul Forward, RTA (Chair).
- Mr John Feneley, Attorney General's Department.
- Mr Assistant Commissioner Ron Sorrenson, NSW Police.
- Mr Bill Bellew, NSW Health.
- Mr Kent Donaldson, Transport NSW.
- Mr David Bowen, Motor Accidents Authority.
- Mr Rob Randall, Department of Education and Training.
- Mr Garry Payne, Department of Local Government.
- Ms Catriona McComish, Department of Corrective Services.
- Ms Sue Sinclair, RTA.

Purpose: The purpose of GARS is to lead, at executive level, partnering and the opening up of new synergies between agencies of the NSW Government in the pursuit of road safety objectives.

RTA/Police Liaison Committee

For Police:

- Deputy Commissioner David Madden (alternate Chair).
- Assistant Commissioner Ron Sorrenson.
- Inspector Dave Evans.

For RTA:

- Mr Paul Forward (alternate Chair).
- Mr David Stuart-Watt.
- Ms Sue Sinclair.
- Mr Chris Ford.
- Mr Paul Willoughby.

Purpose: The RTA/Police Liaison Committee discusses road safety and traffic issues of a high-level policy or strategy nature. Its aim is to enhance the existing strategic partnership of these two key stakeholders in road safety and traffic matters.

Road Safety Task Force

- Mr Paul Forward, RTA (Chair).
- Mr Rob Carter, NRMA Ltd.
- Mr David Bowen, Motor Accidents Authority.
- Mr Les Tree, Ministry for Police.
- Deputy Commissioner David Madden, NSW Police.
- Professor Danny Cass, Children's Hospital Westmead.
- Dr Jane Elkington, Health consultant.
- Associate Professor Soames Job, University of Sydney (Psychology).
- Mr John Mills, MP, Member for Wallsend.

Purpose: The Road Safety Task Force was established by the Minister for Roads in January 2001 following an increase in fatalities in 2000, and especially a sharp increase in the Christmas/New Year period that year.

It was convened to bring individual views, experience, knowledge and skills from a group of road safety experts, and to make recommendations for improving the effectiveness of road safety interventions and initiatives to reduce the road toll over time.

Appendix 6

Senior executive performance statements (Level 5 and above)

Name:	Paul Forward
Position:	Chief Executive
Level:	8
Period in the position:	2001–2002
Total remuneration package:	\$312,334

Mr Forward led the development and implementation of key programs in the RTA's core business areas of road network infrastructure, road safety, road user management and traffic management. All programs were delivered as per agreed targets.

Mr Forward promoted efficiency gains and cost savings to achieve the Government's efficiency targets, with savings directed back into the roads program through the implementation of initiatives in road maintenance service delivery and other business improvements.

He led the development and maintenance of the State Road Network, focusing on strategic routes to meet the Government's economic objectives. Mr Forward oversaw the development of key road planning strategies to achieve better integrated transport planning. He led the development of strategic initiatives to facilitate the more efficient transport of freight within the State. Under his leadership the RTA progressed three major private infrastructure projects – the Cross City Tunnel, the Western Sydney Orbital and the Lane Cove Tunnel. Another major Government initiative, the M5 East Freeway, was opened well ahead of schedule.

Development of road safety initiatives by the RTA were led by Mr Forward and road safety programs coordinated across Government agencies. Mr Forward ensured that proactive Speed Management, Driver Fatigue and Drink Driving programs were developed and that, in co-operation with the Police Service, enforcement operations were targeted at these areas. He continued to lead the implementation of initiatives to improve the delivery of driver and vehicle services including the development and introduction of additional on-line services. Mr Forward ensured the improved delivery of services in regional and rural areas by expanding the Government Access Centre Program.

He made a significant personal contribution to improvements in the State road network performance. Under his leadership the RTA developed a number of bus priority measures for Sydney and Newcastle. Mr Forward opened a Central Coast Office to implement the RTA's responsibilities contained in the Central Coast Transport Strategy. He continued to pursue interoperability of electronic toll collection both within the Sydney metropolitan area and within other States. The management of environmental issues, including indigenous heritage issues, continued to be one of his major areas of focus.

Mr Forward continued to represent the Government's views at national forums such as the Standing Committee on Transport and Austroads. He continued to participate as a leading member of key coordinating bodies such as the Transport Coordination Committee. Mr Forward had significant dealings with key RTA stakeholders and was able to ensure that their views were included in RTA planning and other activities.

Name:	David Stuart-Watt
Position:	Director, Client Services
Level:	5
Period in position:	2001–2002
Total remuneration package:	\$200,615

Mr Stuart-Watt's major focus for this period has been on improving processes, the skill level of staff and integration of programs at the local level to fulfil community needs across the State. The core business of managing the delivery of client programs and projects was undertaken with emphasis on demonstrating competitive advantage and providing value for money.

Under Mr Stuart-Watt's leadership, the core programs of road development, road maintenance, road safety and traffic management, amounting to \$1.7 billion were delivered in accordance with forecasts. This included the delivery of the Timber Bridge Replacement and Rebuilding Country Roads programs, with significant savings through efficient packaged procurement processes.

Significant accomplishments for Mr Stuart-Watt include completion of the M5 East Freeway seven months ahead of schedule, accelerated progress on the Yelgun to Chinderah Freeway, (which is targeted for completion four months ahead of schedule), duplication works on Old Windsor Road and Great Western Highway, a new river crossing of the Murray River at Howlong and completion of the Raymond Terrace to Karuah duplication of the Pacific Highway.

Other achievements include wide attendance at learning workshops in the Road Safety, Traffic Management, Asset Management, Project Management and Project Development disciplines; and bringing a 'commercial' culture into the Directorate.

The Road Safety Program continues to deliver a number of high profile projects such as the Fixed Speed Camera Program; Operation Westsafe; extensions of the Alternate Transport and Research Program from Western Sydney into the Northern Beaches area; management of the 40km/h Schools Program; and the development of Motorcycle and Occupant Restraint Programs. These are supported by strategic multi-faceted education campaigns.

Through the Project Management Office, quality systems and quality certification have been extended through the State. The RTA's Estimating Manual was prepared and launched and best practice has been promoted. Mr Stuart-Watt has continued to chair the Authority's Steering Committee that is responsible for managing the development of a new project management system for the RTA.

Savings in excess of \$10 million were identified across the Directorate throughout 2001–02.

Mr Stuart-Watt strengthened partnerships with local Councils and has facilitated a much closer working relationship between the Police and RTA throughout the State.

Name: Ulf Fraser
 Position: Director, Operations
 Level: 5
 Period in position: 2001–2002
 Total remuneration package: \$196,914

Throughout the third year of activity of the Operations Directorate, Mr Fraser continued to focus heavily on achievement of the financial performance targets set, further reduction in OHS and overhead costs and on building an external works portfolio in Road Services and Fleet Services, in particular, to ensure delivery of maximum savings to the RTA during an ongoing period of heavy call on funds.

Under the leadership of Mr Fraser, RTA Operations successfully delivered works and services to the value of \$755 million and generated an operating surplus of \$56 million. Allowing for the \$36 million annual corporate management fee, this represented a \$20 million net surplus. Some \$24 million of work was won from external clients during 2001–02.

Road Services continued to operate successfully in the open market and earned \$462 million in income over the financial year – an increase of \$35 million over the previous year. The operating surplus of \$33 million achieved was up \$11 million compared to the previous year. Some \$17 million of work was won from external clients during 2001–02. The diverse range of projects won included the South Western Region bitumen sealing contract, upgrading of the Summerland Way at Dourigan's Gap north of Kyogle, the Monaro Highway cycleway construction in the ACT, Stage 2 of the Pacific Highway upgrade from Renwick Street to Brooks Avenue at Wyoming, variable message sign contracts at Cairns and Toowoomba, the Sturt Highway rehabilitation contract at Tubbo Station near Darlington Point, construction of the Grooms and Tenterfield Creek bridges at Tenterfield and Stage 1 of the Wondalga Road upgrade on the South West Slopes near Tumut. The largest project underway is the Pacific Highway dual carriageway upgrade at Halfway Creek south of Grafton.

Fleet Services earned some \$38 million during the year, including almost \$4 million from external clients, and achieved an operating surplus of \$4.5 million. The turnover and surplus figures were down somewhat compared to 2000–01.

RTA Operations as a whole continued to make substantial improvements in OHS and achieved a 9% reduction in the number of claims and a 35% reduction in claims liability in 2001–02 compared to the previous year. Road Services made the most significant contribution to this improved performance with a 19% reduction in the number of claims and a 45% reduction in claims liability. The commitment of Fleet Services to OHS was also recognised by its receipt of a Treasury Managed Fund award for the safety system in place throughout workshops in the State.

Mr Fraser continued his senior role on the RTA's Single Bargaining Unit involved in high level industrial negotiations with the unions/staff associations throughout the year and completed implementation of the workforce renewal initiative without any industrial dispute on this account. He was also an active member of the Audit and Continuous Improvement Steering Committees throughout the year as well as continuing his dual role as a director of ARRB Transport Research Ltd and as the RTA's member representative.

Name: Chris Ford
 Position: Director, Traffic & Transport
 Level: 5
 Period in position: 2001–2002
 Total remuneration package: \$191,363

Mr Ford has led significant improvements in network performance through the Transport Management Centre and the operational performance of the Sydney Harbour Bridge, Tunnel and Cahill Expressway. He has also made a significant contribution to the consolidation and strategic positioning of the authority's role in the management of traffic and transport.

Mr Ford has developed and maintained strong partnerships with a number of other organisations, particularly the Premier's Department, Police Service, Sydney City Council, City Rail and the State Transit Authority. Mr Ford's leadership of the traffic and transport planning and implementation of major events has built on the experience of the Sydney 2000 Olympic Games and included New Year's Eve 2001, Australia Day 2002, the Gay and Lesbian Mardi Gras and many other community and sports events. Under Mr Ford's leadership, the Directorate's contribution to the success of these major events has been formally acknowledged by the Premier and staff of the Premier's Department, the Lord Mayor of Sydney and the Minister.

Further achievements in 2001–02 by Mr Ford have been improvements to incident detection and response systems and improvements to traffic signal coordination using the Sydney Coordinated Adaptive Traffic System (SCATS). Mr Ford has led the development of a traffic modelling capability. This has been applied in helping define the scope of major works such as the Lane Cove Tunnel and Cross City Tunnel and identifying their traffic management requirements. Outcomes included the installation of a contraflow lane where the M5 East Freeway joins General Holmes Drive.

Mr Ford has directed programs to improve the traffic flow through the toll plazas on the Sydney Harbour Bridge and Tunnel, including the expansion of electronic tolling with interoperability with other motorways.

In addition to making traffic flow more efficient, Mr Ford has also led the development and implementation of programs to make alternatives to the motor car more attractive, through bus priority and provision of cycleways and pedestrian facilities.

The bus priority programs include a series of measures proposed by the State Transit Authority and opportunities identified by private operators to support improvements to their service strategies. Other initiatives included developing a pilot Bus Lane Monitoring System and applying red pavement overlays to bus lanes in the Sydney CBD and its approaches including Oxford Street, the Sydney Harbour Bridge and Warringah Expressway.

Mr Ford's achievements in 2001–02 also included expansion by 245km of the cycleway network, support for bicycle promotions such as the RTA Big Ride and Cycle Sydney and the development of Pedestrian Access and Mobility Plans (PAMPs), which are prepared as a joint project with local government and identify facilities to improve pedestrian mobility and safety.

Name: Brett Skinner
 Position: Director, Finance
 Level: 6
 Period in position: 2001–2002
 Total remuneration package: \$217,288

Mr Skinner successfully led the Finance Directorate during the period he was in the position and delivered a range of projects to improve the financial and commercial management of RTA resources.

Strategies to support the RTA's funding base were implemented including the development of the RTA's 2002–03 Budget with \$2.453 billion received for funding of the Roads Program. This included an additional \$60 million in annual revenue, generated from revised RTA user charges, which was successfully negotiated with NSW Treasury.

Mr Skinner was involved in the provision of financial advice on private sector infrastructure proposals including evaluation of proposals received for the Cross City Tunnel, Western Sydney Orbital and Lane Cove Tunnel. Financial modelling and advice on other proposals were also undertaken. Guidelines were established for business investment decisions and a number of proposals were evaluated.

He successfully directed the provision of strategic financial and management information and ensured that the annual accounts complied with statutory requirements. A major achievement was the successful on-time implementation of stage 1 of the IMS project for improved accounting and management information across the RTA.

A business framework to identify, assess and manage risks to minimise the RTA's exposures was further strengthened through the implementation of Principal Arranged Insurance. In addition, implementation of the Critical Control Management process in the Road User Management business won the Treasury's Managed Fund's 'Excellence in the Field of Risk Management' award.

Under the T Corp service level agreement and through their management under that agreement, savings in excess of \$1 million in interest rate costs were achieved in respect of the RTA's loan portfolio.

In the property area, 580 staff from various locations across the RTA were successfully relocated to the newly leased Octagon Building in Parramatta. Gross revenue of some \$50 million was earned from the property portfolio which exceeded initial targets for the year. An on-line property inquiry system was also successfully implemented.

Mr Skinner commenced a review of the Finance Directorate's functions, business processes and staffing needs to better align the Directorate's services with client needs.

Name: Mike Hannon
 Position: Director, Road Network Infrastructure
 Level: 6
 Period in position: 2001–2002
 Total remuneration package: \$226,095

Mr Hannon continued to focus on the RTA's strategic direction and Government priorities, overall management of the Road Network Infrastructure (RNI) programs and the implementation of the appropriate linkages between programs within RNI as well as with other Directorates.

Privately funded infrastructure is an important means of ensuring NSW has the motorways it needs to meet the increasing demands of passenger and freight travel. Mr Hannon led and managed the Directorate's involvement in the major privately funded strategic projects: the Cross City Tunnel (CCT), Lane Cove Tunnel (LCT) and the Western Sydney Orbital (WSO) and chaired the Interdepartmental Panel meetings with membership from Treasury, DOTARS, State Contracts Control Board, RTA and supported by expert technical, legal and financial advisers.

Mr Hannon also led and managed the Directorate's involvement in major projects such as Transitways, M5 East, F3 to Sydney Orbital Link.

He developed and maintained strategic partnerships with the Minister's Office, Federal Government, contractors, consultants, industry associations and internal service providers.

Mr Hannon oversaw the management of the development of key road planning strategies to achieve better integrated transport planning and better land use planning in consultation with Transport NSW, Planning NSW and other transport agencies.

Mr Hannon led the management of the \$650 million Infrastructure Maintenance Program and oversaw the successful delivery of the program including new funds for asset renewal, Rebuilding Country Roads Program including works to refurbish or replace 140 bridges over five years, and implementation of the NSW Government Road Maintenance Reform Package.

Mr Hannon chaired the Maintenance Contracting Reference Committee, comprising representatives from the Local Government Shires Association, Institute of Public Works Engineers Australia, Municipal Employees Union and the RTA, managing the implementation of Single Invitation Contracts for State Roads Maintenance.

Major initiatives completed under Mr Hannon's leadership included overseeing the implementation of the M5 East Freeway project, a major initiative completed ahead of schedule and opened to traffic in December 2001. The M5 East is providing improved access to Port Botany and Kingsford Smith Airport from southwest NSW, and the southwestern suburbs of Sydney.

Other achievements under Mr Hannon's leadership included the development and completion of key strategic development projects (on target) to support the Government's priorities:

- Great Western Highway – Linden Bend Stage 5, Soldiers Pinch.
- Princes Highway – Oakflats Interchange, Yellow Pinch Reconstruction.
- Castlereagh Highway – Lidsdale Rail Overbridge.
- Hume Highway – Bookham Bypass.
- Windsor/Old Windsor Road Projects – Seven Hills Road to Norbrik Road, Sunnyholt Road to Caddies Creek, Caddies Creek to Merrville Road.
- Castle Hill Rd – County Dr to High St intersection.
- Cumberland Highway widening – Horsley Drive/Merrylands Road.
- Murray River Bridges – Howlong Bridge and approaches.

Under Mr Hannon's leadership successful implementation of improvements to contract management were achieved including:

- A new arrangement with Principal Arranged Insurance to all new construction contracts from 1 October 2001. The RTA has secured rates locked in for three years at pre-September 11 premium.
- Professional indemnity insurance requirements that are consistent with agreed risk-allocations.
- The prequalification program for Councils undertaking work on State Roads, with 100% of Councils participating in Single Invitation Contracts now prequalified.
- Sub-contractor prequalification system including requirements for OHS and environmental management.

Name: Sue Sinclair
 Position: Director, Road Safety and Road User Management
 Level: 5
 Period in position: 2001–2002
 Total remuneration package: \$200,615

Ms Sinclair led the development of action plans for *Road Safety 2010* and implemented strategies to improve customer service, target compliance activities and enhance controls to reduce the potential for identity fraud and vehicle theft.

Ms Sinclair co-ordinated the development of Action Plans for Speed Management, Drink Driving, Driver Fatigue, Pedestrian Safety and Motorcyclist and Bicyclist Safety. An alcohol interlock program was also developed as an option for sentencing traffic offenders with the Road Transport Legislation Amendment (Interlock Devices) Bill 2002 tabled in Parliament.

Through co-operation with the Police Department, Ms Sinclair directed the expansion of a program of highly visible automatic digital Speed Cameras. An additional 12 fixed digital speed cameras were installed during the year taking the total in NSW to 62.

Road safety around schools was improved with 93% of schools now having a 40km/h speed zone. An additional 37 School Crossing Supervisors were also appointed in the year – an increase of 7% over the previous year. An Aboriginal Road Safety Coordinator was appointed to raise awareness of road safety issues among Aboriginal communities.

Customer access continued to be a major focus with the expansion of online Internet and telephone services. Online sales of number plates grew significantly during the year with 20% of special plate sales now online.

A trial of the new e-Safety Check system commenced to enable Authorised Inspection Stations (AIS) to transmit vehicle inspection (Pink Slip) information electronically to the RTA using either the Internet or telephone. With the expansion of e-Safety Check, an additional 2.5 million customers will have the opportunity to renew registration online.

The Online Booking system was introduced in January 2002 enabling registries to book Driver Knowledge and Hazard Perception tests online. In June 2002, the system was expanded to allow customers to book tests online through the Newcastle Call Centre and the system was expected to be available to customers on the internet in July 2002.

The Government Access Program was managed with the establishment of 29 new sites (making a total of 36 sites) and an in-principle agreement developed for Walgett Shire Council to provide services at Lightning Ridge. Seventeen types of transactions are provided and information is made available for eight State Government departments and agencies.

Nearly 93% of customers rated motor registry services as 'good' or 'very good' in an independent survey. A Compass benchmark study identified that the consolidated Newcastle Call Centre had a lower call abandonment rate and cost per contact and a higher level of productivity than other call centres.

Ms Sinclair directed the implementation of initiatives under the new Graduated Licensing System to improve the standard of driver licensing in NSW. The new Hazard Perception Test (HPT) was introduced on 2 July 2001 and the heavy vehicle driving test was also upgraded.

The Community Based Knowledge Testing Program was developed to assist people in the Aboriginal population living in remote areas of western NSW as well as people with low literacy skills in gaining a driver licence. The program was evaluated in 2001–02.

The audio facility of the Driver Knowledge Test was expanded to nine community languages. The facility allows applicants to listen to the questions and answer options in the languages available.

The integrity of the licensing system was further strengthened by enhancements to the online validation of birth and other certificates with the NSW Registry of Births, Deaths and Marriages and the introduction of new style photocards.

Ms Sinclair directed the RTA's compliance and enforcement functions to improve targeting of non-compliant operators and vehicles. More stringent penalties were introduced for offences detected by the Safe-T-Cam system. Measures to prevent rebirthing of stolen vehicles were strengthened.

Ms Sinclair directed development of a package of vehicle emissions reduction measures. Representations to the national Motor Vehicle Environment Committee have resulted in a package of more stringent vehicle emission and fuel standards and in the adoption of the Diesel National Environment Protection Measure for in-service diesel engines. A test and repair program for State Transit Authority buses was undertaken, with private sector bus and truck fleets now volunteering to join the program.

New demerit point penalties were introduced for noisy and smoky vehicles and for using a hand-held phone while driving. A Conditional Registration scheme was implemented in May 2002 to particularly benefit the farming community.

Arrangements were made to introduce the 'sleepy driver' legislation to provide for suspension of the driver licence of any driver who becomes incapable of controlling the vehicle and occasions death or grievous bodily harm.

Ms Sinclair played a key role in ensuring that the NSW position with respect to national road reform was developed and promoted. NSW implemented the National Heavy Vehicle Accreditation Scheme on 1 July 2001, allowing heavy vehicle operators to demonstrate through regular audit that their vehicles and drivers comply with regulatory standards.

RTA Senior Executive service profile of positions

SES level	No. positions in the current year	2000–01	1999–00
CEO under S.I.I.A [#]	1	1	1
Level 6	2	2	5
Level 5	4	4	5
Level 4	7	7	15
Level 3	14	14	13
Level 2	14	15	1
Level 1	1	1	1
Other	1*	–	–
Total	44	44	41

*The position of Director Strategic Projects was deleted and no other position has been created or graded.

[#]CEO position listed under S.I.I.A of the Statutory and Other Offices Remuneration Act 1975.

Note: Number of positions occupied by women in the current year is three.

The number of positions occupied by women in the previous year was also three.

Appendix 7

Internal audit

There is a growing public focus on the issue of Corporate Governance which has been broadly defined as a process used for the effective management of the total risks of a business in order to optimise value for the stakeholders.

The Control Management Services Branch (CMS) facilitates the necessary coordination and integration of a range of functions relating to Corporate Governance. These include internal audit, investigations, corruption prevention and a risk management process called Critical Control Management (CCM).

The effective, efficient and coordinated performance of these functions in turn facilitates the provision of support and advice to the CE and senior management in meeting the greater levels of accountability required to identify, assess and control the total risks associated with the RTA's operations.

Critical control management (CCM)

The implementation of CCM into the Road User Management business is a significant part of our efforts in this regard.

CCM has as its aim the achievement of two objectives:

- To raise line management's awareness of their responsibilities in regard to ensuring that the businesses for which they are responsible operate in an appropriately controlled environment.
- To provide a tool/process to enable management to satisfy themselves that the critical controls within their operations remain appropriate and operate on an ongoing basis.

The CCM process generally involves line management working with CMS staff to identify:

- Critical functions within the business.
- Major risks within these critical functions.
- Controls to address these major risks.
- A means by which line management can confirm that the controls continue to operate.

The implementation of the CCM process was awarded 1st Prize for Excellence in the Field of Risk Management at the Treasury Managed Fund's Risk Management Awards.

Internal audit

The internal audit function consists of three sections, Information Technology (IT), Financial and Operations and Engineering.

IT Audit had three areas of major focus during the year:

- Heavy involvement in the implementation of the Integrated Management System (IMS) at the Steering Committee and detailed development/testing levels.
- Pre-implementation reviews of several driver and vehicle initiatives including Safe-T-Cam, preparation for new photo-licence printers and associated tracking systems and the rollout of the mobile communications for Vehicle Regulation Inspectors.
- Ensuring that the RTA's e-commerce applications contain appropriate controls and that information security is managed in a manner that will protect the RTA information asset and the RTA Information Infrastructure.

Financial & Operations Audit focused on both identifying and addressing material risks, as well as ensuring that there is compliance with the RTA's policies and procedures. Systems, activities and asset categories identified as high risk were targeted during the year; and major reviews included audits of plant hire, fleet utilisation, corporate credit card and purchase card administration, security deposits and bank guarantees, network operations and the management of third party claims against the RTA.

Engineering Audit undertook both system and project based reviews of activities in Road Network Infrastructure, Client Services and Operations Directorates, to assess the appropriateness, effectiveness, compliance and efficiency of delivery. In consultation with line management and the Project Management Office, the audits have identified significant opportunities for improvement to current practices.

Some major reviews completed include:

- Economic Evaluation of RTA Projects.
- M5 East Project.
- RTA's Delegation Manual.
- Project Handover.

Investigations

The Investigation Section has two distinct units. The Internal Investigation Unit investigates all reported allegations of corruption committed by staff members. Where appropriate, matters are forwarded to RTA senior management to consider whether disciplinary action is required. Recommendations are made to line management to address any weaknesses or areas of concern relating to policies, procedures or controls highlighted by the investigations.

The External Fraud Unit addresses allegations of external fraud (ie committed by members of the public) and impacting on Road User Management. Outcomes from these matters are primarily referred to the NSW Police for investigation and prosecution and, as appropriate, to RTA senior management for them to address any policy, procedure and control issues.

This unit also addresses matters referred by law enforcement agencies relating to suspected fraudulent identities etc.

Corruption prevention

The Corruption Prevention Section continued to provide research, advice and education initiatives to facilitate the RTA's commitment to mandatory ethical, probity and performance standards as expected by the public, executive management and Government. Highlights of its activities during the year included:

- Conducting seminars around the State with new and existing staff as part of their induction or in response to identified needs, investigations or organisational changes.
- Probity audits of contracting processes.
- Providing advice on ethical issues in the workplace to many different staff members. Advice matters and investigation data fuelled research into a wide variety of areas.

Appendix 8

Risk management

Insurable risks

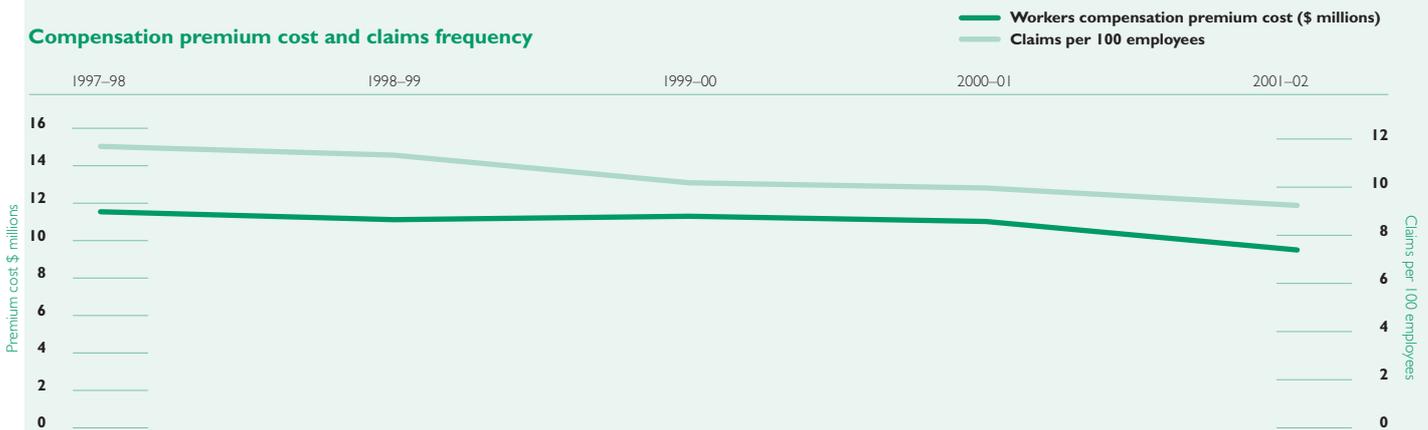
Principal Arranged Insurance (for works and third party liability) operated for all RTA's construction related contracts from 1 October 2001, covering the RTA, its contractors and their sub-contractors. Benefits flowing from this arrangement include:

- The RTA knows extent and currency of project insurance cover.
- No blame, as all parties involved in projects are covered by the one insurance arrangement.
- Overall insurance cost is minimised due to bulk purchase of cover.
- The RTA can assess contractor ability to manage project risks via claims statistics provided by the broker managing the insurance program.
- Insurance cover was purchased at a fixed rate for three years prior to premium increases and corresponding reductions in covers offered, following contraction of the Australian capacity to write cover in mid 2001 and the world-wide impact of the 11 September 2001 attack on the World Trade Centre.

Workers compensation

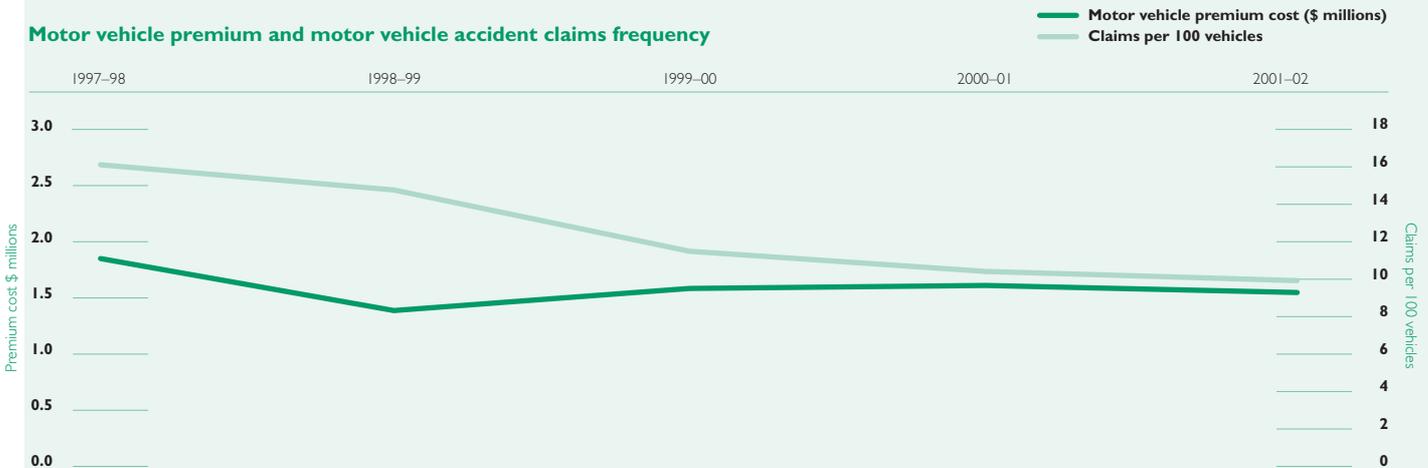
Frequency of claims has fallen by 8.3% compared to 1999-00 and by 7.5% when compared to last year. Based on current estimates and projections of claim costs there is a continuing reduction in premium costs. This demonstrates the commitment of RTA management and staff to improving workplace safety resulting in significant savings in both human and financial terms. The Treasury Managed Fund has paid the RTA \$14.7 million in premium rebates over the past three years.

Compensation premium cost and claims frequency



Note: Premium costs are expressed as constant 2001-2002 dollars using Sydney CPI. 1999-2000 & 2000-01 final premium costs based on Treasury Managed Fund's estimates. 2001-02 premium cost is the premium deposit cost.

Motor vehicle premium and motor vehicle accident claims frequency



Note: Premium costs are expressed as constant 2001-02 dollars using Sydney CPI. 2000-01 and 2001-02 final premium costs based on Treasury Managed Fund's estimates.

Motor vehicle

The number of claims per 100 vehicles has fallen by 12.9% when compared to 1999-2000. Estimated final premium costs for 2001-02 remain marginally below last year.

Property

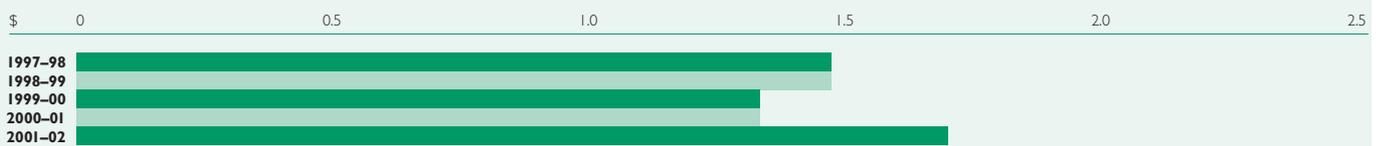
The 2001-02 premium increased by 22% when compared to last year. This increase is due to a significant increase in the replacement value of the RTA's bridge and related infrastructure assets insured through the Treasury Managed Fund.

Liability insurance premium

The 2001-02 liability insurance premium increased by 1.4% when compared to the previous year. This containment of premium costs was due to the RTA's continued focus on reducing this category of risk exposure and improving the management of claims.

Property premium cost

Premium cost \$M



Note: Premium costs are expressed as constant 2001-02 dollars using Sydney CPI.

Liability insurance premium cost

Premium cost \$M



Note: Premium costs are expressed as constant 2001-02 dollars using Sydney CPI.

Appendix 9**Industrial relations****Awards/enterprise agreements**

The majority of staff are now covered by Awards. Wages staff working in Broken Hill and professional engineers remain covered by Enterprise Agreements.

The Awards for Olympic-related duties were rescinded.

Communication and consultation

Consultative groups representing management, spokeswomen, grievance officers and unions discussed matters under review, sought opinions to proposals including the implementation of outcomes resulting from enterprise bargaining, change management and workplace reforms.

Movements in salaries, wages and allowances

All staff received a 3% increase in salaries and wages from the first full pay period after 1 January 2002 as part of the public sector-wide salary increases totalling 16% to cover the period January 2000 to July 2003.

Industrial relations policies and practices

Following extensive negotiation with wages unions, a new competency-based classification structure was introduced for all staff covered by the Wages Staff Award. The assessment of staff in line with their classification began and was scheduled to be completed in August 2002.

The Unified Salary Scale (USS) has been implemented for all salaried staff apart from professional engineers. Negotiations with APESMA to implement the USS for Engineers are continuing.

Industrial Relations Commission appeals

Twelve unfair dismissal applications were lodged with the Industrial Relations Commission of New South Wales. Two decisions were made in favour of the applicants, four of the applications were settled in conciliation, five applications were withdrawn and one application was continuing.

GREAT appeals**Promotional**

Nine promotional appeals were lodged with the Government and Related Employees Appeal Tribunal (GREAT). Five appeals were dismissed, one appeal was withdrawn and three were proceeding.

Disciplinary

No disciplinary matters were heard before GREAT.

Reinstatement applications

Two applications for reinstatement were lodged. One hearing was completed with the decision of GREAT pending and the other was yet to be heard. One outstanding decision was referred back to GREAT by the Supreme Court.

Staff numbers 1997-98 to 2001-02

Year	Salaried staff	Wages staff	Casual staff	Total staff
1997-98	4163	2116	346	6625
1998-99	4368	1893	238	6499
1999-00	4374	1870	181	6425
2000-01	4488	1781	195	6464
2001-02	4685	1647	155	6487

The RTA employs full-time, part-time and casual staff. Equivalent full-time staff at 30 June 2002 was 6487. Total staff numbers have decreased by 138, or 2.1% in the five years ended 30 June 2002.

Appendix 10

Equal employment opportunity

Table 1 – per cent of total staff by level

Level	Total staff no.	Subgroup as % of total staff in each category				Subgroup as estimated per cent of total staff in each employment category				People with a disability requiring work-related adjustment
		Respondents	Men	Women	Aboriginal	Racial, ethnic	Spoken as a child was not English	People with a disability		
<\$26,802	105	16%	78%	22%	–	24%	18%	18%	6%	
\$26,802–\$39,354	2002	39%	78%	22%	4.90%	18%	18%	18%	8%	
\$39,355–\$49,799	2330	61%	52%	48%	1.60%	17%	16%	11%	4%	
\$49,800–\$64,400	1121	64%	79%	21%	0.60%	13%	11%	11%	3%	
>\$64,400 (non SES)	1129	68%	89%	11%	0.10%	24%	22%	10%	2%	
SES	43	72%	93%	7%	–	6%	6%	13%	3%	
Total	6730	56%	71%	29%	1.80%	18%	17%	12%	4%	
Estimated subgroup totals	–	3748	4771	1959	117	1194	1125	822	275	

Table 2 – per cent of total staff by employment basis

Level	Total staff no.	Subgroup as % of total staff in each category				Subgroup as estimated per cent of total staff in each employment category				People with a disability requiring work-related adjustment
		Respondents	Men	Women	Aboriginal	Racial, ethnic	Spoken as a child was not English	People with a disability		
Permanent	Full time	5659	60%	79%	21%	2%	18%	17%	13%	4%
	Part time	668	39%	13%	87%	–	11%	12%	8%	3%
Temporary	Full time	222	21%	70%	30%	–	26%	15%	13%	2%
	Part time	138	1%	14%	86%	–	–	–	–	–
Contract	SES	43	72%	93%	7%	–	6%	6%	13%	3%
Casual	–	267	10%	72%	28%	4%	7%	7%	4%	4%
Total	–	6997	54%	72%	29%	2%	18%	17%	12%	4%
Estimated subgroup totals	–	–	3775	4962	2035	122	1236	1165	855	285

Notes: 1. Table 1 does not include casual staff 2. Figures for EEO groups other than men & women have been adjusted for the effects of non-response to the EEO data collection.

Equal employment opportunity achievements

The RTA's Diversity & Equity Plan 2002–2007 was launched on 12 April 2002. The Plan builds on the significant strengths of the RTA's existing Disability Action Plan, Equal Employment Opportunity Outcomes Framework, Ethnic Affairs Priority Statement & Plan and the Aboriginal Action Plan. It is the umbrella document which sets directions and influences everything the RTA does for its staff and customers, such as providing services and products to customers with diverse needs. It also provides for employment and staff development in the workplace where the RTA is committed to diversity and equity and prevention of discrimination and harassment. The plan sets out aims and objectives covering all aspects of RTA operations and includes the Directorate responsible for the carriage of the task together with the intended timeframe.

Staff representing EEO groups provided input to develop or review all key initiatives introduced during the year, including the development of the Diversity & Equity Plan, Aboriginal Action Plan, Accessible Transport Action Plan for the Transport Portfolio, ongoing OHS and workplace reform initiatives.

Initiatives included:

- A number of diversity and equity focused positions were advertised including Aboriginal/Torres Strait Islander (ATSI) Registry Services Officer (Driver Testing), Aboriginal Road Safety Coordinator, Aboriginal Program Manager, Aboriginal Program Consultant, ATSI Business Administration Traineeship, School Projects Leader, Manager, Government Access Program, Manager, School Education Programs, Manager, Road User Safety Programs, Impaired Road User Program Manager, Project Officer – Community Based Driver Knowledge Testing, Project Manager, Safety Around Schools Program, Manager, Pedestrian and Vulnerable Road User Programs, Youth Programs Manager and Project Engineer, Pedestrian Bridges.
- Creation of scholarships for first year students in civil engineering, including a dedicated scholarship for an Aboriginal and a female student. Successful students gain RTA assistance to complete the civil engineering program.

- RTA Awards program continued with an Equity category. The Equity Award winner, the Walgett Bridge project which encouraged Aboriginal employment in the contractor workforce, subsequently won the Premier's Silver Award in the Equity category.
- A free childcare referral service and an Employee Assistance Program continued to meet the needs of staff including part-time and weekend childcare requirements. This service has a TTY (teletypewriter) number for the hearing impaired and has targeted services for Aboriginal people, people of an ethnic background and people with a disability.
- The Aged Care Advisory Service continued to help staff identify care options for their aged relatives. It provided access for ethnic staff and family members through an ethnic-specific database and had a TTY number
- The Spokeswomen's Network conducted Network Development Days across the State with presentations on issues of interest to women – further information is included in the **Our People** chapter of this report.

EEO planned actions 2002–2003

The RTA plans to undertake the following actions in 2002–2003:

- Continue to implement the Diversity & Equity Plan and the Aboriginal Action Plan.
- Ensure accessibility of RTA's web site and content management system to people with a disability including those using assistive technologies.
- Complete the Review of the Disability Action Plan and finalise the development of an Accessible Transport Action Plan for the Transport Portfolio.
- Participate in the traineeships for people with a disability and Migrant Career Development Programs co-ordinated by ODEOPE.

Appendix 11

NSW Government Action Plan for Women 2000–2002

The RTA continues to work with the Department for Women on the Action Plan for Women to ensure that women's needs are recognised and addressed in Government policies and services.

In April 2002, the RTA launched its Diversity and Equity Plan 2002–2007. The Plan builds on the significant strengths of our existing Disability Action Plan. See Appendix 10 for more details.

The Aboriginal Action Plan 2001–2006 (AAP) was launched in September 2001. The development of the AAP resulted from the review of the Aboriginal Employment Equity Plan (1998–2003). The AAP clearly sets RTA priorities with regard to Aboriginal issues and also details how the RTA is going to achieve its goals in this area over the next five years.

Actions undertaken for specific ongoing initiatives under the NSW Government Action Plan for Women 2000–2002 include:

- Continuing to develop the network of bus only T-ways for connecting north and south Western Sydney.
- Continuing to implement initiatives aimed at increasing access for women from non-English speaking backgrounds, including making driver's knowledge tests available on audio in different community languages.

- The RTA participates in the Spokeswomen's Program conducted by the Premier's Department. As part of the program, the RTA has a Women's Liaison Officer and seven spokeswomen who provide support to female staff across NSW. The RTA conducted Network Development Days in 2001 called 'Be the Best you can Be'. These were one day programs to which all female employees were invited. There were 14 days conducted around NSW and approximately 300 staff attended the sessions.

For further details concerning the NSW Action Plan for Women contact the General Manager; Human Resources and Director; Equity.

Appendix 12

Ethnic affairs priority statement and plan 2002–03

Ethnic affairs priority statement

The RTA provides services to people in the most culturally diverse state in Australia. Our diverse range of customers includes individuals, private organisations, community and road transport groups, local councils and State Government agencies.

The RTA is committed to delivering quality services to road users and customers, including ethnic communities, people with disabilities, pedestrians and cyclists.

The RTA will continue to implement Ethnic Affairs programs throughout 2002–03.

The following are RTA's ethnic affairs initiatives for 2001–02 which will also continue in 2002–03.

Culturally sensitive strategic planning

The RTA Strategic Plan *The Journey Ahead*, emphasises a diversity focus by requiring managers to "Manage services to meet the needs of Aboriginal & Torres Strait Islander people, remote and ethnic communities, and people with special needs".

Diversity & equity plan

The RTA developed and launched the Diversity & Equity Plan (DEP) in 2002 to further strengthen its strategic and core business focus on diversity/ethnic affairs issues.

Road safety and traffic management campaigns

All Road Safety and Road User Management campaigns, where there is a press component, will identify and include an ethnic media component. In all Road Safety and Road User Management campaigns, conducted in geographic areas with ethnic communities, where press advertising was a campaign component, the RTA spent a minimum of 7.5% of the press dollars on ethnic press advertising.

Estimated budget allocation 2002–03 – \$574,360

Occupant restraints – material available in community languages

The RTA collaborated with the Department of Health to place information about occupant restraints on the Department of Health website in 14 community languages.

Estimated budget allocation 2002–03 – \$1716

Safer Routes to School Program (SRTS)

In 2001–02 the Safer Routes to School (SRTS) Program has continued to be supported by the RTA. This key Government initiative sought to improve the safety of school children travelling to and from primary school.

To ensure that parents/caregivers from ethnic communities can fully participate in the program, all relevant SRTS materials have been produced and distributed in Arabic, Chinese, Vietnamese, Spanish, Croatian, Serbian, Filipino, Turkish, Portuguese, Khmer, Tongan, Portuguese, Russian and Samoan. Interpreters will also be made available at a School Safety Committee level for ethnic families to better understand the SRTS Program and road safety issues for children. Supporting information and resources for parents/caregivers on passenger/pedestrian school travel and bicycle safety have been produced in community languages and distributed through schools.

Estimated budget allocation 2002–03 – \$183,000

Early childhood road safety education

Materials, including fact sheets and resources produced to support families in passenger safety, pedestrian safety and safe play will be produced in Arabic, Chinese (Mandarin), Vietnamese, Greek and Italian. These support programs in children's services and are made available to families who attend these services.

Estimated budget allocation 2002–03 – \$4,500

Multilingual driver knowledge test

The Driver Knowledge Test (DKT) is available in Arabic, Chinese, Croatian, Greek, Korean, Serbian, Spanish, Turkish and Vietnamese. The most appropriate languages to be included in the driver knowledge test will be the subject of continuing review. The RTA is developing an interactive internet version of the demonstration DKT in all above languages for all licence classes.

Estimated budget allocation 2002–03 – \$20,000

Free interpreter service

Interpreters supplied by the Community Relations Commission will provide all interpreter services, without cost to licence applicants.

Estimated budget allocation 2002–03 – \$426,890

Audio facility in driver knowledge test

An audio facility has been added to the RTA's driver knowledge test in Arabic, Mandarin, Turkish, Croatian, Greek, Korean, Serbian, Spanish and Vietnamese. Licence applicants from these communities, particularly those with a low level of literacy in their own language, can now listen to the test questions through a telephone handset as the questions appear on the computer screen.

Estimated budget allocation 2002–03 – \$20,000

Appendix 12 (continued)

Possible extension of community based driver knowledge test to ethnic communities

The community based driver knowledge test scheme, assisting mainly people in Aboriginal communities in gaining a learner driver's licence, was evaluated in 2001–02 and a decision will be made in 2002–03 on the continuation of the scheme and whether it can be expanded to other locations.

Estimated budget allocation 2002–03 – \$80,000

Move ahead with street sense primary school program

All resources developed, many including images, were designed to show the social and cultural diversity of the population. The resource has been distributed to all schools in NSW free of charge, ensuring that all groups have access to the resources. Many of the parent 'take-home' notes are being translated into 12 community languages.

Estimated budget allocation 2002–03 – \$22,500

The young driver high school program

The Young Driver high school program was launched in 1994 and is being redeveloped. Teachers are trained to deliver road safety education in Personal Development, Health and Physical Education programs for students in Years

9–12. The program addresses the key road safety issues for pre and novice drivers: speeding, driving under the influence of alcohol and/or drugs, driver fatigue and the use of occupant restraints.

Through a partnership with education sectors, all schools have consultancy support available to help them implement this program, including guidance on implementing road safety education to support the needs of students and parents from ethnic and Aboriginal and Torres Strait Islander communities.

'Road Whys' presentations are a component of the Young Driver program. These presentations are delivered to high school students including students from ethnic and Aboriginal and Torres Strait Islander communities.

Estimated budget allocation 2002–03 – \$25,000

Migrant Work Experience program

The RTA continued to participate in the Migrant Work Experience program coordinated by ODEOPE and offered three placement opportunities.

Estimated budget allocation 2002–03 – \$60,000

Appendix 13

Disability action plan

Disability action plan/older people

The RTA continued to implement its Disability Action Plan. Achievements included:

- 95% of RTA corporate buildings and 96% of the 122 motor registries are disability accessible and some older RTA leased premises are progressively being upgraded to full accessibility.
- The RTA and State Transit undertook bus stop delineation trials for reducing car and truck parking infringements that prevent accessible buses from deploying ramps at bus stops.
- 63% of traffic signal sites in NSW are now fitted with audio-tactile buttons, improving the road environment for pedestrians and mobility impaired people.
- An audio facility is available on the RTA's Driver's Knowledge Test and Hazard Perception Test.
- The RTA's Design Guide requires that the requirements of people with disabilities be considered when installing emergency roadside telephones. All new rest areas (20 in 2001–02) have facilities suitable for people with disabilities.
- 24 local government areas within NSW have developed *Pedestrian and Mobility Plans* with funding assistance from the RTA. These plans identify the needs of all pedestrians within the study area. An action plan is developed highlighting the infrastructure required to improve access and mobility for all pedestrians.
- Advertising agencies have been instructed to ensure teletext captions are used in all RTA television commercials. In 2001–02, teletext was added to four commercials.
- The following documents have been published to provide certification requirements and construction and equipment standards for vehicles modified to transport people with disabilities and are available on the RTA's website:
 - Vehicle Inspectors' Bulletin No. 36 – Taxis Designed to transport people in wheelchairs.
 - Vehicle Standards Information No. 21 – Vehicles modified for people with disabilities.
 - Vehicle Standards Information No. 2 – Containing information on companies that can modify hand and foot controls.

– *The Regulatory Signs Manual*, including all regulatory signs that may be used in NSW including signs concerning people with a disability and children, was updated.

– An easy three-stage guide titled *How To Prepare A Pedestrian Access and Mobility Plan (PAMP)* was released to address issues concerning mobility impaired people. PAMPs are developed through partnerships between State and local governments, developers and other stakeholders.

– RTA Big Ride fundraising for people with MS continued. Since 1992 cyclists on the RTA Big Ride have raised \$2 million for the MS Society, last year raising over \$230,000.

– The RTA Guide for Older Drivers' continues to foster mobility while ensuring safety. The Mobility Parking Scheme assists those with permanent and temporary mobility disability issues. A special disability driving test continues to be available and allows drivers with a disability additional time for the test.

Disability action plan/older people planned actions 2002–2003

- Ensure that all Mobility Parking Scheme holders receive automatic renewal notices from January 2004.
- Review pedestrian strategies and State Road network standards to improve the quality of the road environment for pedestrians with a mobility impairment.
- Develop and implement Pedestrian and Mobility Plans with local councils.
- Assist Transport NSW to develop guidelines for *Improving Transport Choice* to encourage local government to consult with disability groups at early stages of transport and land use planning
- Develop a strategy to increase workforce participation by people with disabilities and assist their continued employment.
- Assist Transport NSW to provide information on accessible services to people with disabilities in regional and remote areas through Government Access Centres (GACs).

Appendix 14

Overseas visits by RTA Officers

From 1 July 2001 to 30 June 2002, RTA officers travelled overseas on 28 occasions to undertake official duties for the RTA and the NSW Government.

There were 15 visits by officers from the RTA's Traffic Systems Branch to Singapore, New Zealand, China, Mexico and the Philippines in connection with the installation, technical support, testing, reviewing and upgrading of the RTA's Sydney Co-ordinated Adaptive Traffic System (SCATS) which is used in these places. All associated costs incurred by the RTA on the SCATS visits are fully recoverable along with a margin of profit.

Also, at no cost to the RTA, overseas visits were made by:

- A Bitumen Inspector to Papua New Guinea for the testing and calibrating of bitumen sprayers.
- The General Manager, Compliance, and the General Manager, National Reform and Regulation, to attend a meeting of Austroads in Auckland and Wellington with New Zealand agency representatives.

Visits during 2001–2002, for which the costs were met by the RTA, were as follows:

- The Director, Road Safety and Road User Management, travelled to France and Germany to attend the Safe Highways of the Future Conference, the OECD and visit road safety and licensing authorities.
- The Director, Road Safety and Road User Management, attended a Public Sector Leaders Program in Wellington, New Zealand, partly funded by the State and Commonwealth Public Service Commissioners.

- The Director, Communications and Corporate Relations, the Director, Client Services, and the General Manager, Environment and Community Policy, travelled to Norway to investigate the design and management of road tunnels and ventilation equipment.
- The General Manager, Road Safety Strategy, attended conferences and discussions with agencies in Canada concerning alcohol interlock programs.
- The Director, Traffic and Transport, and the Manager, Electronic Tolling, on separate occasions travelled to Singapore, Malaysia and Hong Kong to investigate electronic tolling and integrated ticketing.
- The General Manager, Bicycles and Pedestrians, attended a symposium on Cycling Transport for Living in Christchurch, New Zealand.
- While on a private visit to Europe, the General Manager, Compliance Strategy, travelled to Great Britain to investigate compliance and enforcement activities.
- The General Manager, Motorway Services, attended a technical meeting of the Permanent International Association of Road Congresses (PIARC) in Chile.
- The Chief Executive, the Director, Road Safety and Road User Management, and the General Manager, Driver and Vehicle Strategy, attended the Austroads 26th Council Meeting and the Australian Transport Council (ATC) meeting in Auckland.
- While on a private visit to Europe, the Manager, Road Environment and Light Vehicle Standards, attended, in his official RTA capacity, a symposium and demonstration on intelligent vehicles held in Versailles, France.

Appendix 15

Freedom of information

In 2001–02 the RTA received 878 requests for information under the Freedom of Information Act 1989, compared with 513 in 2000–01. Forty-five applications were brought forward into the current period, compared to 19 in 2000–01. Ninety-one applications were not completed at the end of the reporting period.

FOI requests continued to be received for access to internal documents concerning decisions made, details of the history of motor vehicles, the names and addresses of certain Authorised Inspection Stations (AIS), the sources of complaint letters, accident reports on motor vehicles, documents relating to the planning, construction, maintenance and funding of roads and records relating to maintenance of the road system. A significant number of applicants continue to use FOI to obtain details of the history of motor vehicles. The use of FOI by legal practitioners and insurance investigators has continued to increase. The tightening of the availability of registration and licensing data in other jurisdictions is also believed to be a contributing factor in the increases in applications lodged with the RTA.

Of the 790 requests completed, 515 were granted in full, 47 in part, and 197 were refused, none were transferred to other agencies, none were deferred and 31 were withdrawn. Of the 197 applications refused in full or in part, 15 were refused on the grounds that the information was otherwise available, 128 were refused as the documents were not held by the RTA and 42 were refused as the applicant did not pay the necessary fees.

Of those requests not granted in full, six applicants sought an internal review of the decision (compared with eight in 2000–01) and three took the matter to the Ombudsman (the same number as the previous year).

There was one appeal to the Administrative Decisions Tribunal (compared with one the previous year).

Two hundred and seventy-six applications required consultation with a total of 412 third parties outside the RTA (174 applications required a total of 294 consultations in 2000–01).

Processing FOI requests cost an estimated \$54,611 (\$28,049 in 2000–01) and fees received totalled \$34,207 (\$26,030 in 2000–01). There was one request for amendments to personal records (one in 2000–01). There were no requests for a notation to personal records (none in 2000–01) and no Ministerial certificates have been issued in the last two years.

A total of 128 applications were finalised after the normal 35-day processing period. One of the major contributing factors was the continuing high number of applications during the reporting period, when compared to previous years. From 1999 to 2001 there was a 73% increase in applications over those periods prior to 1998–99. This was followed by a further 70.5% increase in applications in the current reporting period. In 2001 the RTA conducted a review of the resources available to the area responsible for FOI, Privacy and contract reporting. This resulted in the creation of a new unit to deal with these matters and an increase in the resources available for dealing with these vital functions. The RTA will continue to monitor the area over the next 12 months.

The RTA continued with the identification, computerised recording and the provision of policy documents in accordance with the requirements of the FOI Act. The RTA's Summary of Affairs is published on its website at www.rta.nsw.gov.au.

FOI appeals to the ombudsman

There were three appeals to the Ombudsman in 2001–02.

On 7 May 2001 the applicant had applied for copies of documents submitted to the RTA as part of the Establish (Original) registration process for a motor vehicle. The RTA consulted with the third parties who had presented the vehicle for registration and received an objection to the release of the documents in question. On 30 May 2001 the RTA determined to release part of the documentation but withheld some documents on the grounds that they contained information relating to the third parties' personal affairs and that the release of the personal information would be unreasonable, under Clause 6, Schedule 1, of the FOI Act. On 19 June 2001 the applicant lodged an Internal Review against the RTA's determination. The RTA's Internal Review determination varied the original determination, but refused to release all the requested documents. On 1 August 2001 the third party lodged an appeal with the NSW Ombudsman's office. On 27 August 2002 the applicant lodged a complaint with the Ombudsman. On 31 August 2001 the Ombudsman advised the RTA that it would not be taking any further action with the application. However, the Ombudsman did recommend that the RTA re-examine the case. The RTA reviewed its Internal Review determination. On 13 September 2001, the RTA declined to vary its determination and continued with its claim for exemption. The applicant appealed to the NSW Administrative Decisions Tribunal on 15 October 2001.

Appendix 15 (continued)

In the second case the applicant, an ex-RTA employee, lodged an FOI application, on 25 May 2001, seeking access to copies of any documents from employees of the RTA concerning the applicant. The RTA consulted four third parties and on 9 August 2001 a determination was made that some documents could not be located and others were exempt under clauses relating to confidential documents and agency operations. The applicant lodged an internal review application on 28 August 2001. On 7 September 2001 the internal review upheld the majority of the original determination. It determined not to claim exemption on some invoices from a third party, but did find additional exemption findings under legal professional privilege and protected disclosures on other documents. The third party was advised to lodge an objection with the Ombudsman if he objected to the RTA's revised determination. In January 2002 the RTA was advised that the applicant had lodged an appeal with the NSW Ombudsman. At the request of the Ombudsman, the RTA reconsidered its determination and on 12 February 2002 the RTA determined to withdraw its objections to the release of the documents and advised the applicant and the relevant third parties. The third parties were advised to lodge an appeal to the NSW ADT. The third parties did not appeal to the ADT and the documents were subsequently released.

In the third case the applicant made an FOI application on 26 November 2001 seeking access to a copy of an original driver licence application, the name of a registered operator of a motor vehicle and the driving record of another party. The applicant allegedly had experienced some problems with the Police and he alleged that the driving record of another party had been combined with his driving record in error. No documents were located for the first and last part of the request. A determination was made on 21 December 2001 that the documents relating to a copy of an original driver licence application and the driving record of a party were exempt, as they did not exist. The name of the registered operator was provided. The appli-

cant lodged an internal review application on 7 February 2002. The internal review upheld the original determination. The applicant lodged an appeal to the Ombudsman on 13 March 2002. The Ombudsman advised the applicant on 24 June 2002 that the RTA had acted appropriately in its determination and suggested that if the applicant maintained that the records were incorrect, he should lodge an application to have the records amended, under either the FOI or Privacy legislation.

FOI appeals to the administrative decisions tribunal

There was one appeal to the ADT in 2001–02.

This is the first case referred to under the report on appeals to the NSW Ombudsman. The applicant lodged his appeal on 15 October 2001. After a preliminary meeting on 15 November 2001 the ADT issued a consent order on the RTA to allow it to reconsider its earlier opinions. The Judicial Member indicated that, on a preliminary examination of the circumstances, he felt that the applicant had a strong case to support the release of the documents. As a result of the ADT order the RTA made a further determination on 29 November 2001, to the effect that the documents should not be released. The applicant and the third party were advised accordingly. The RTA attended a further hearing before the ADT on 17 December 2001 and a formal hearing date was set for 19 February 2002. The RTA sought advice from senior counsel and, for a number of reasons, counsel recommended that the RTA should no longer oppose the release of the documents. As a result of advice received the RTA advised the applicant and the third party that it had decided not to oppose the release of the documents in question. Following this the third party sought to be joined as a party to the appeal to the ADT. Following further consideration the third party withdrew their objections and the RTA supplied the documents to the applicant, as part of a consent order, on 22 May 2002.

FOI requests	Personal 2000–01	Personal 2001–02	Other 2000–01	Other 2001–02	Total 2000–01	Total 2001–02
New (including transferred in)	36	27	458	806	494	833
Brought forward (incomplete requests from previous year)	5	3	14	42	19	45
Total to process	49	30	461	848	510	878
Completed	39	26	439	733	478	759
Transferred out	10	0	1	0	2	0
Withdrawn	2	2	16	29	18	31
Total processed	42	28	456	762	498	790
Unfinished (carried forward)	6	2	2	89	8	91

Results of FOI requests	Personal 2000–01	Personal 2001–02	Other 2000–01	Other 2001–02	
Grant in full		26	15	286	500
Grant in part		7	4	27	43
Refused		5	7	98	190
Deferred		0	0	1	0
Completed		38	26	412	733

Basis of disallowing or restricting access	Personal 2000–01	Personal 2001–02	Other 2000–01	Other 2001–02
Section 19 (application incomplete, wrongly directed)	0	0	0	0
Section 22 (deposit not paid)	1	0	17	42
Section 25 (1) (a1) Unreasonable diversion of resources)	0	0	0	0
Section 25 (1) (a) (exempt)	8	4	61	58
Section 25 (1) (b), (b1), (c), (d) (otherwise available)	1	4	9	11
Section 28 (1) (b) (documents not held)	3	2	40	124
Section 24 (2) (deemed refused, over 21 days)	0	0	1	0
Section 31 (4) (released to medical practitioner)	0	0	0	0
Totals	13	10	127	235

Days to process	Personal 2000-01	Personal 2001-02	Other 2000-01	Other 2001-02
0-21	19	17	295	418
22-35	3	4	45	191
Over 35	16	5	72	123
Over 21 (out of time)	0	0	0	0
Over 35 (out of time)	0	0	0	0
Totals	38	38	412	732

Hours to process	Personal 2000-01	Personal 2001-02	Other 2000-01	Other 2001-02
0-10	37	24	402	720
11-20	1	2	4	10
21-40	0	0	2	3
Over 40	0	0	4	0
Totals	38	26	412	733

Type of discount allowed on fees charged	Personal 2000-01	Personal 2001-02	Other 2000-01	Other 2001-02
Public interest	0	0	2	4
Financial hardship – pensioner/child	7	2	10	9
Financial hardship – non profit organisation	1	1	33	81
Totals	8	3	45	94
Significant correction of personal records	0	0	1	1

Grounds on which internal review requested	Personal				Other			
	Upheld 2000-01	Upheld 2000-01	Varied 2000-01	Varied 2000-01	Upheld 2000-01	Upheld 2000-01	Varied 2000-01	Varied 2000-01
Access refused	0	0	0	0	0	1	1	0
Deferred release	0	0	0	0	0	0	0	0
Exempt matter	0	1	0	1	4	1	3	1
Unreasonable estimate of charges	0	0	0	0	0	0	0	0
Charges unreasonably incurred	0	0	0	0	0	0	0	0
Amendment	0	0	0	0	0	0	0	0
Totals	0	1	0	1	4	2	4	1

Appendix 16

Ombudsman

The Ombudsman referred eight complaints to the RTA, compared with 13 in the previous year. Six of the complaints were referred by the Ombudsman to the RTA for investigation and two were referred for consideration and response direct to the complainants in the first instance. All of the matters were responded to by 30 June 2002. In some of these cases the Ombudsman's office declined to take the matter any further, based on the RTA response.

Complaints were received on the following matters:

- A complaint was received in late June 2000 regarding the upgrade of Abbott Road at Seven Hills. Detailed answers were provided to a series of questions asked by the Ombudsman in relation to noise tests. Following the RTA's responses, the Ombudsman advised that generally, on the evidence provided by the RTA, the complaint did not require further investigation. However, in relation to one aspect, the Ombudsman suggested that it would be useful for the RTA to adopt as a usual practice in all community consultation projects a position whereby the detection of any errors, anomalies or oversights are reported to the parties being consulted. In regard to community consultation, the RTA has developed the Community Involvement Practice Notes and Resource Manual. The Ombudsman was advised that the RTA proposed to undertake a review of this document in the 2001–02 financial year and the matters raised in relation to advice on errors, anomalies or oversights would be incorporated in this review.
- A complaint was received in late June 2001 from a person seeking to purchase land from the RTA. The land was acquired from her family by the former Cumberland County Council in 1954 for the Warringah freeway corridor and transferred to the former Department of Main Roads (DMR) in 1959. The Ombudsman sought the RTA's comments on a number of issues arising from the complaint. The RTA made a thorough investigation of all the matters raised and provided a detailed response to assist in the Ombudsman's review of the complaint.
- The Ombudsman wrote to the RTA seeking information concerning its procedures for managing motor vehicle damage claims up to \$1000. The RTA provided the Ombudsman with the requested information. The Ombudsman was also advised that the RTA's General Manager, Risk Management Branch, was available to discuss the matter further.
- In July 2001 the Ombudsman advised that the RTA's practice of recording enforcement action under the Fines Act on a driving history was to be the subject of an investigation under the Ombudsman Act and sought the RTA's comments and answers to a number of specific

questions. The investigation followed a complaint received, and responded to, earlier in the year from a State Member of Parliament on behalf of a person seeking to have details of the suspension of his driver's licence for non-payment of fines expunged from his driving history. The RTA provided the Ombudsman with further comments to assist with the investigation.

- A complaint was received from a motorcycle instructor regarding the circumstances surrounding the suspension of his accreditation to participate in the RTA's NSW Rider Training and Testing Scheme. The Ombudsman asked the RTA to answer a number of questions before making a decision on whether to make this matter the subject of an investigation under the Ombudsman Act. The RTA provided detailed answers to all of the Ombudsman's questions.
- A complaint was received from a person living interstate that the RTA refused to refund the cost of the unexpired portion of NSW motor registration on a vehicle he had purchased. In order to obtain a refund of the unexpired portion of the vehicle registration, any purchasers (including interstate purchasers) of NSW registered vehicles must first transfer the vehicle into their name. The RTA apologised for not informing the person of its current policy to facilitate a refund in such situations and, having established that the required documentation was provided, made the appropriate refund.
- A complaint was received that the RTA lost a person's personal identification records and changed her name on its records without gaining her permission. At the Ombudsman's request the RTA reviewed the circumstances of the complaint and wrote direct to the person concerned to clarify the specific matters raised in her letter to the Ombudsman. It was noted in the reply that the RTA's records indicated that the person's personal details had not been altered since May 1997 when she requested the RTA to include her married name on her motor vehicle's registration records. This affects both registration and driver licensing records. It was also pointed out that any personal records presented at that time, such as her Statutory Declaration, were kept in safe storage. Further, in regard to the person's last visit to a Motor Registry, as the transaction was not completed any personal documentation that was photocopied at the time was destroyed and no copies were kept at the registry or by staff members.
- A complaint was received from a person alleging corrupt conduct by a particular RTA vehicle inspector. The Ombudsman was advised that the RTA had invested a great deal of time trying to address this and other concerns raised by the complainant but to date had found no evidence on which to base taking action against the vehicle inspector.

Appendix 17

Customer feedback July 1 2001–30 June 2002

Issue	July 1999 – June 2000	July 2000 – June 2001	July 2001 – June 2002
Business systems	9	2	12
Driver licensing	103	151	207
Vehicle registration	100	150	120
Customer service	384	481	310
Organisation direction – management	26	56	34
Olympics	–	6	–
Road asset provision – environment	86	146	251
Noise	227	277	325
Transport efficiency	45	208	186
Road safety	1078	2303	2300
Total	2058	3799	3745

The RTA values and encourages customer feedback. It conducts an annual Customer Satisfaction Survey involving comprehensive interviews at every motor registry and a Community Attitudes Survey about every two years, involving at least 1000 households across NSW. One of the key aims of the surveys is to improve the RTA's performance to better meet community needs.

The RTA also receives written, verbal, faxed and e-mailed comments from members of the community throughout the year. This feedback is recorded, and issues are addressed throughout the organisation depending on the nature of the feedback. The RTA is currently updating its customer feedback system. Further details concerning improvements to our system resulting from feedback will be reported in the next annual report.

Appendix 18

Legal change

Legislation administered by the RTA on behalf of the Minister for Roads 2001–02

Transport Administration Act 1988 No 109 (Part)
Transport Administration (General) Regulation 2000 (Part 4)
Transport Administration (Staff) Regulation 2000 (Part)

Roads Act 1993 No 33
Roads (General) Regulation 2000
Road Transport (Mass, Loading and Access) Regulation 1996

Road Transport (General) Act 1999 No. 18
Road Transport (General) Regulation 1999
Road Transport (General) (Short Descriptions and Penalty Notice Offences) Regulation 1999*

Road Transport (Safety and Traffic Management) Act 1999 No. 20
Road Transport (Safety and Traffic Management) (Road Rules) Regulation 1999 (*which picks up the Australian Road Rules*), and
Road Transport (Safety and Traffic Management) (Driver Fatigue) Regulation 1999

Road Transport (Vehicle Registration) Act 1997 No 119
Road Transport (Vehicle Registration) Regulation 1998

Road Transport (Driver Licensing) Act 1998 No 99
Road Transport (Driver Licensing) Regulation 1999

Motor Vehicles Taxation Act 1988 No 111
Motor Vehicles Taxation Regulation 1998

Road Transport (Heavy Vehicles Registration Charges) Act 1995 No 72
Road Transport (Heavy Vehicles Registration Charges) Regulation 1996

Driving Instructors Act 1992 No 3
Driving Instructors Regulation 1993

Sydney Harbour Tunnel (Private Joint Venture) Act 1987 No 49
Sydney Harbour Tunnel (Private Joint Venture) Regulation 1995

Campbelltown Presbyterian Cemetery Act 1984 No. 19

* Replaced on 1 July, 2002 by the *Road Transport (General) (Penalty Notice Offences) Regulation 2002*. (published in NSW Gazette No. 106, 28 June, 2002)

The RTA initiated and had carriage of the *Western Sydney Regional Park (Revocation for Western Sydney Orbital) Act 2001* (No. 60) however, the administration of this Act is not allocated to the Minister for Roads.

New legislation from 1 July 2001– 30 June 2002

New acts

The **Road Transport Legislation Amendment (Heavy Vehicle Registration Charges and Motor Vehicle Tax) Act 2001** (No. 106) was assented to on 11 December 2001 and commenced on 18 February 2002. The Act amends the *Road Transport Heavy Vehicles Registration Charges Act 1995* and the *Motor Vehicles Taxation Act 1988* mainly with respect to motor vehicle taxation and heavy vehicle registration charges.

The **Western Sydney Regional Park (Revocation for Western Sydney Orbital) Act 2001** (No. 60) commenced on 17 August 2001 and it revoked the reservation under the *National Parks and Wildlife Act 1974* of certain land as part of the Western Sydney Regional Park and vested that land in the corporation sole known as the 'Minister administering the *Environmental Planning and Assessment Act 1979*'. The land will be used for the Western Sydney Orbital.

See also 'uncommenced legislation' (next page).

New regulations

The **Road Transport (Driver Licensing) Amendment (Demerit Points Offences and Penalties) Regulation 2001** commenced on 7 December 2001 and substituted a new Schedule containing the list of short descriptions of offences and demerit points for a number of offences under road transport legislation. (This reform achieved consistency between demerit points offences under the *Road Transport (Driver Licensing) Regulation 1999* and a table of demerit point offences endorsed by the Australian Transport Council).

The **Road Transport (Driver Licensing) Amendment (Fees) Regulation (No 2) 2001** commenced on 1 January 2002 and increases the fees payable for hazard perception tests, driver qualification tests and it fixed the fees payable for the driver knowledge test and for several types of RTA handbooks.

The **Road Transport (Driver Licensing) Amendment (Miscellaneous) Regulation 2001** commenced on 21 December 2001 and permits the RTA to not only correct any mistakes, errors or omissions in the driver licence register; but also to refuse an application for issue or variation of a driver licence if the applicant is already licensed and would be liable to be the subject of action based on accrued demerit points. This Regulation furthermore, addresses law revision updates, defined the Christmas 2001/New Year 2002 'long weekend' and prevents a driver with an expired driver licence from obtaining a new licence during a period of licence suspension. The Regulation also omitted a provision that created an exemption from licensing for the driver of a NSW Fire Brigades vehicle.

The **Road Transport (Driver Licensing) Amendment (Safe-T-Cam Zones) Regulation 2001** commenced on 21 December 2001 and increases the demerit points incurred for a range of offences where committed by drivers of certain heavy vehicles in a Safe-T-Cam zone.

The **Road Transport (Driver Licensing) Amendment (Suspension of Licences) Regulation 2001** commenced on 17 August 2001 and targets the 'sleepy driver' problem (where a driver becomes incapable of controlling his or her motor vehicle) by providing for the suspension of any such driver who, while driving a vehicle, occasions death or grievous bodily harm to some other person.

The **Road Transport (General) Amendment (Hire Trailer Appeals) Regulation 2001** commenced on 12 October 2001 and enables a person aggrieved by a decision of the RTA, where the decision is to vary, suspend or cancel a registered operator's accreditation under the Hire Trailer Maintenance Accreditation Scheme, to appeal to the Local Court against the decision (after an internal review by the RTA).

The **Road Transport (General) Amendment (Suspension of Licences) Regulation 2001** commenced on 17 August 2001 and restricts the power of the Local Court to allow an appeal against the suspension of a driver's licence that was applied under the 'sleepy driver' provisions.

The **Road Transport (General) (Short Descriptions and Penalty Notice Offences) Amendment (Safe-T-Cam Zones) Regulation 2001** commenced on 21 December 2001 and primarily, increased the penalties of a number of traffic offences involving heavy vehicles in a Safe-T-Cam zone.

The **Road Transport (General) (Short Descriptions and Penalty Notice Offences) Amendment (Traffic Management) Regulation 2001** commenced on 21 December 2001 and, apart from dealing with law revision type matters, creates a new class of enforcement officer, namely, Traffic Commanders (appointed or employed by the RTA) with the right to issue penalty notices for a variety of traffic offences particularly relating to stopping or parking.

The **Road Transport (Heavy Vehicles Registration Charges) Regulation 2001** commenced on 1 September 2001 and deals with a range of matters in serving the purposes of the *Road Transport (Heavy Vehicles Registration Charges) Act 1995* such as declaring particular types of vehicles as, and as not, a 'special purpose vehicle', prescribing axle load limits, as well as the method of determining permit charges, and calculating refunds of registration and permits.

Appendix 18 (continued)

The **Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Flashing Headlights) Regulation 2001** commenced on 7 December 2001 and allows emergency services vehicles to use flashing headlights when responding to an emergency.

The **Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Parking Meters and Ticket Machines) Regulation 2001** commenced on 21 December 2001 and allows a person to park a vehicle in a metered parking space without the need to pay for unexpired time displayed on the meter and allows the use of a Smart card for payment of the fee indicated on a parking meter or ticket machine.

The **Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Prohibited Areas) Regulation 2001** commenced on 23 November 2001 and prescribes the tunnels on the M5 East Freeway as 'prohibited areas' thereby legally banning those motor vehicles, trailers and tankers that carry 'dangerous goods' unless they are authorised by permit.

The **Road Transport (Vehicle Registration) Amendment (Fees) Regulation 2001** commenced on 1 July 2001 and increased the 'applicable scheduled fees' for a range of RTA services.

The **Road Transport (Vehicle Registration) Amendment (Fees) Regulation (No 2) 2001** fixes from 1 January 2002 the fees for the issue and replacement of number-plates, and increases the fees for the registration, renewal of registration, and inspection, of various categories of heavy vehicles from 1 March 2002.

The **Road Transport (Vehicle Registration) Amendment (Flashing Headlights) Regulation 2001** commenced on 7 December 2001 and allows emergency services vehicles to be fitted with headlights that are capable of flashing.

The **Road Transport (Vehicle Registration) Amendment (Hire Trailer Maintenance Management Accreditation Scheme) Regulation 2001** commenced on 12 October 2001 and provides for the establishment and recognition of the RTA Hire Trailer Maintenance Management Accreditation Scheme. (This enables the RTA to accept an accreditation of a registered operator in relation to a hire trailer under the Scheme as evidence that the hire trailer complies with the applicable vehicle standards.)

The **Road Transport (Vehicle Registration) Amendment (Traffic Management) Regulation 2001** commenced on 21 December 2001 and permits any RTA vehicle driven by a Traffic Commander or Traffic Emergency Patroller to be fitted with the facilities to display blue or red flashing or rotating lights and to sound a siren.

The following regulations increased fees and fixed penalties (and removed some obsolete matters) and they commenced on and from 1 July 2001 (although they were made by the Governor and subsequently gazetted on 29 June 2001):

- The **Driving Instructors Amendment (Fees) Regulation 2001**.
- The **Roads (General) Amendment (Penalty Notices) Regulation 2001**. (This Regulation increases penalties for penalty notice offences under the *Roads (General) Regulation 2000*.)
- The **Road Transport (Mass, Loading and Access) Amendment (Fees) Regulation 2001**.
- The **Road Transport (Vehicle Registration) Amendment (Fees) Regulation 2001**.
- The **Road Transport (Driver Licensing) Amendment (Fees) Regulation 2001**.
- The **Road Transport (General) Amendment (Fees) Regulation 2001**.
- The **Road Transport (General) (Short Descriptions and Penalty Notice Offences) Amendment Regulation 2001**. (This regulation substituted the list of short descriptions and increased penalties for penalty notice offences under the road transport legislation and the *Roads Act 1993*.)
- The **Road Transport (Safety and Traffic Management) (Driver Fatigue) Amendment (TFMS Fee) Regulation 2001**.
- The **Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Tow-away Charge) Regulation 2001**.

Uncommenced legislation (as at 30.6.02.)

The **Road Transport (General) Amendment (Operator Onus Offences) Act 2002** (No. 11) was assented to on 22 April 2002 and will commence on a date to be decided. The Act amends the *Road Transport (General) Act 1999* and in relation to operator onus offences, the Act reduces the opportunity for avoidance of infringement notices and the evasion of associated demerit points or licence sanctions.

Regulations commencing on 1 July 2002

The **Road Transport (General) (Penalty Notice Offences) Regulation 2002** commenced on and from 1 July 2002 (although it was gazetted on 28 June 2002) and it replaces the *Road Transport (General) (Short Descriptions and Penalty Notice Offences) Regulation 1999*, and it omits short descriptions of offences and Police Service codes as well as increases penalties (payable pursuant to a penalty notice) generally, in line with the 4.7% movement in the CPI.

The **Roads (General) Amendment (Penalty Notices) Regulation 2002** commenced on and from 1 July 2002 (although it was gazetted on 28 June 2002) and increases penalties (payable pursuant to a penalty notice) generally, in line with the 4.7% movement in the CPI. This Regulation omits short descriptions of offences and Police Service codes.

The **Road Transport (Driver Licensing) Amendment (Demerit Points Offences and Penalties and Fees) Regulation 2002** commenced on and from 1 July 2002 (although it was gazetted on 28 June 2002) and specifies demerit points for the offences of starting, using or driving a noisy or smoky vehicle, driving too quickly for safe stopping at a pedestrian crossing, and using a hand-held phone whilst driving. This Regulation also increases penalties (payable pursuant to a penalty notice) generally in line with the 4.7% movement in the CPI.

The following additional regulations commenced on and from 1 July 2002 (although they were gazetted on 28 June 2002) and they also increase fees and fix penalties (payable pursuant to a penalty notice) generally in line with the 4.7% movement in the CPI:

- The **Driving Instructors Amendment (Fees) Regulation 2002**.
- The **Road Transport (Mass, Loading and Access) Amendment (Fees) Regulation 2002**.
- The **Road Transport (Vehicle Registration) Amendment (Fees) Regulation 2002**.
- The **Road Transport (Safety and Traffic Management) (Driver Fatigue) Amendment (Fees) Regulation 2002**.
- The **Road Transport (Safety and Traffic Management) (Road Rules) Amendment (Tow-away Charge) Regulation 2002**.

Subordinate Legislation Act 1989

There were no departures from the *Subordinate Legislation Act 1989*.

Judicial decisions affecting the RTA

RTA v J McNamara

The RTA took action against one of its tenants in the Consumer Trader and Tenancy Tribunal, to obtain vacant possession to carry out major repairs. The tenant opposed the RTA's application on a number of grounds, primarily, that the premises were prescribed premises under the Landlord and Tenant (Amendment) Act 1948 and accordingly, the Tribunal had no jurisdiction. The Tribunal held that it did have jurisdiction to hear the application because the Act did not apply to the RTA as the Crown. Further, the Tribunal held that that Act did not apply to this lease because it was entered into after the relevant date and vacant possession of the premises was obtained after the relevant date provided for in the Act. The tenant has appealed against the finding of the Tribunal to the Supreme Court of NSW Administrative Law Division, which will consider the appeal. The case was listed for hearing.

RTA v Perry & Anor

The RTA compulsorily acquired approximately 9.44 hectares of land from the Perry family for certain upgrade works on the Pacific Highway at Coffs Harbour. The land taken by the RTA, provided 478,000m² of fill. The Land and Environment Court awarded \$1 million compensation. The RTA appealed to the NSW Court of Appeal, which ordered that the proceedings be remitted to the Land and Environment Court for a further hearing. Following this decision a suitable settlement was negotiated between the parties. The court had to consider competing established valuation principles.

Ashfield Council v RTA

The RTA compulsorily acquired 5590m² of land from Ashfield Council, of which 3241m² was parkland with the balance of 2349m² being Dobroyd Parade for the construction of the City West Link Road. Council was the trust manager of the parkland under provisions of the Crown Lands Act 1989. The matter went to the Land and Environment Court following the parties' inability to agree on the amount of compensation payable due to differing valuation evidence. The Land and Environment Court calculated compensation which was then discounted by two thirds on the basis of Hornsby Council v RTA. Council appealed to the Court of Appeal which held the trial judge erred in law in applying the two thirds discount as set out in the Hornsby case.

Heawood v RTA & Muswellbrook Shire Council

The applicants instituted action against Council and the RTA for compensation pursuant to s32 (2) of the Roads Act as a result of roadworks resulting in a significant change to the level of the adjoining street. Access to the applicant's property following completion of roadworks did exist, although in a different form and via a ramp, rather than almost level access as was the case previously. The Land and Environment Court held the applicants were entitled to make a claim for compensation. The RTA appealed unsuccessfully to the Court of Appeal.

Palmer v RTA

On 20 December 2001 Chief Justice Wood found that the RTA, Evans Shire Council and Pioneer Road Services Pty Ltd were liable to Lisa Palmer for the injuries she suffered on 27 February 1997 when driving on Peel Road which was maintained by Evans Shire Council on a grant from the RTA. Roadworks were being carried out at the time by Pioneer Road Services under contract to Evans Shire Council. The Plaintiff's car struck loose gravel on the roadway and went off the road. There was no protective fencing in place and the vehicle plunged 10 metres to the creek bed below. The Court found all three defendants liable, but found the RTA was not directly negligent. Further the Court held there was no act or omission for which the RTA was directly responsible but that the RTA's liability was solely vicarious and that its duty was non delegable under the principle outlined by the NSW Court of Appeal in RTA v Scroop (1998) 28MVR233. The Court further found on the RTA's cross-claims that the RTA was entitled to a full indemnity from both Council and Pioneer. The Court found that both Council and Pioneer had acted negligently. Judgment for \$16,347,477.79 was handed down on 4 February 2002. The RTA, Pioneer and Council instigated appeals to the Court of Appeal.

Fisk v RTA and Mercantile Mutual Insurance

On 6 July 1994 the Plaintiff was driving in a westerly direction on the M4 Motorway at Homebush, when another vehicle travelling in the opposite direction crossed the 9–10 metre wide grass median, became airborne resulting in a roof to roof impact with Fisk's (the plaintiff's) vehicle. The driver of the other vehicle was killed with the Plaintiff suffering severe brain damage. The Plaintiff sued the RTA and the CTP insurer of the other vehicle. The case against the RTA was that it breached its duty of care, in essence, because it did not build a barrier on the grass median which was alleged to be unsafe on a number of grounds. The Court found there was no negligence on the part of the RTA in the design of the road and that the Plaintiff's case against the RTA failed. The Plaintiff was awarded damages of \$7.5 million against the other defendant, the CTP insurer.

RTA v Craig Hillyard

The Magistrate upheld an appeal against a licence suspension for exceeding the relevant points. The last points which had accrued on the relevant record related to a camera detected traffic light offence which had been the subject of previous proceedings. The licence Appellant was not the driver in that matter and then the Magistrate dismissed that prosecution under section 10 of the Crimes (Sentencing Procedure) Act. The Magistrate commented that the Appellant was technically innocent of the disobey traffic light offence and that in his view the points should not accrue to the Appellant as he was not the driver at the time. Application for Judicial Review to the Supreme Court was instituted by the RTA. On 25 March, the Court delivered judgment, dismissing the RTA's appeal.

RTA v Ryan, Pledge and Blue Mountains City Council

In July 1994 the Plaintiff (aged 9 years) was struck by a motor vehicle and suffered serious injuries. She sued the driver of the other vehicle, the RTA and the Council on the grounds of negligence for the injuries she suffered and recovered a verdict against all three Defendants. The collision occurred on a service road running parallel to the Great Western Highway divided from it by a nature strip. She was in the company of her father crossing the nature strip when her father released her hand and she commenced crossing the service road when the collision occurred. An appeal was instituted by both the RTA and the Blue Mountains City Council against the decision. The Court of Appeal upheld the appeals and accordingly set aside the judgments against the RTA and Council. The judgment in favour of the Plaintiff against the driver of the vehicle remained. The relevant CTP insurer has sought special leave to the High Court on technical grounds associated with a view of the site by the trial judge in the original trial.

AMP v RTA & Anor

An RTA employee made a Workers Compensation claim for injuries suffered between February 1993 and March 1995. Whilst he had made Workers Compensation claims, he later made an application to extend the limitation period in relation to the February 1993 incident, which arose out of the use of a motor vehicle, so that he could proceed against the RTA as a registered owner of the vehicle. During these proceedings to extend the limitation period, he was subject to cross-examination. He committed suicide a few days later on 3 May 2000. His widow filed a Statement of Claim for damages pursuant to the Compensation to Relatives Act for nervous shock against the RTA, and obtained a judgment in the District Court against the RTA and its agent AMP as the relevant CTP insurer of the RTA's vehicle. The Court of Appeal found that the widow was not entitled to recover damages under the Compensation to Relatives Act, nor for nervous shock. The Plaintiff sought leave to appeal to the High Court but the application for special leave to appeal was dismissed.

Cremona v RTA

On 28 May 1993 a car driven by Dr Louis Cremona collided with the rear of a tipper truck driven by its owner Mr J Capelo. Mr Capelo was working pursuant to a contract with the RTA. Road rehabilitation works were being carried out that night on the southbound carriageway of the F6. The heavily laden truck made a u-turn on the central grass median and commenced to travel in the fast lane of the northbound carriageway. Dr Cremona was killed and his widow commenced proceedings in the Supreme Court. An application for summary judgment against the RTA was successful on 7 August 1998. On 24 July 2000 the trial judge awarded the Plaintiff \$5,091,601. The RTA appealed against the size of the damages award and the verdict was reduced by \$80,000. The major appeal point of the RTA – that Dowd J was in error in calculating compensation for the lost opportunity to enjoy superannuation benefits – was unsuccessful. If successful it would have reduced the verdict by approximately \$1 million. The Plaintiff was successful on a major point of her cross-appeal. The Court of Appeal increased the award for the Plaintiff by \$700,000, with a new total verdict of \$5,799,233. Special leave to appeal to the High Court against the Court of Appeal decision has been lodged.

Appendix 19

Land disposal

The RTA owns property for administrative purposes and acquires property for road construction. Properties that are surplus to requirements are disposed of in accordance with Government policy.

During 2001–02 contracts were brought to account for the sale of 122 properties for a total value of \$35.924 million (net of GST). Of these, 25 properties were valued over \$0.5 million each, with a total value of \$26.093 million.

A property a Delhi Road, North Ryde was sold to the State Rail Authority NSW for \$4.596 million.

No properties were sold to people with a family or business connection between the purchaser and the person responsible for approving the disposal.

Proceeds from property sales are used to improve the State's road network infrastructure.

All documents relating to the disposal of properties are available under the *Freedom of Information (FOI) Act*.

Appendix 20

Publications

The RTA produces a wide range of publications to assist customers, to promote road safety and new technology, and to fulfil statutory requirements under annual reporting, environmental and Freedom of Information legislation. Publications on driver licensing, vehicle registration and road safety are available free from Motor Registries.

Technical and AUSTROADS publications are available for sale from the RTA Information and Reference Services, Pod D Level 1 Octagon Building, 99 Phillip Street, Parramatta (tel 02 8837 0151). The library's collection of books, journals, and CD-ROMs includes extensive coverage in the areas of road and bridge engineering, road safety, environment and management.

The following new or substantially revised titles were issued during 2001–02.

Bicycles

- How to prepare a bike plan – an easy 3 stage guide
- Sydney Cycleway

Community newsletters

- Dourrigans Gap Upgrade Project – Community Newsletter Issue No 4, September 2001
- Falls Road to West Street, Wentworth Falls – Community Update, May 2002
- Great Western Highway Upgrade: Woodford to Hazelbrook – Community Update, April 2002
- Great Western Highway: Shell Corner Upgrade – Albion Street to Watson Way, Katoomba – Start of Construction, May 2002
- Great Western Highway: Shell Corner Upgrade – Proposed Work, October 2001
- Great Western Highway Upgrade: Lawson – Community Update, Overview, November 2001
- Great Western Highway Upgrade: Green Parade Valley Heights – Community Newsletter, September 2001
- Improvements to the Pacific Highway through Ulmarra – Information Sheet, July 2001
- Main Road 92 Upgrade: Nowra to Nerriga – Upgrading Options, November 2001
- Main Road 92: Upgrade Hames Road, Nowra to Nerriga – Newsletter No 1, September 2001
- Medlow Bath Upgrade: Hydro Majestic Hotel to Cox Avenue, Medlow Bath – Start of construction, June 2002
- New Crossing of the Murray River between Cobram and Barooga – Newsletter No 1, October 2001
- North Kiama Bypass Project Implementation – Community Newsletter Bulli – Community newsletter No 4, May 2002
- Northern Distributor Extension, from Bellambi Lane to Princes Highway, Bulli – Community newsletter No 3, July 2001
- Old Windsor Road/Seven Hills Road Intersection Upgrading – Community Update, October 2001
- Windsor Flood Evacuation Route, Preferred Option, Community Update, October 2001
- Miranda Five Ways – Community Update, May 2002
- Hoxton Park Road – Community Update, February 2002
- Bells Line of Road, Reconstruction of Traffic Signals – Grose Vale and Terrace Roads – Community Update, November 2001
- Bells Line of Road, Slope Remediation – Community Update, June 2002

- Proposed Upgrade of The Horsley Drive: Mimosa Road to Elizabeth Street, Wetherill Park
- Robinvale-Euston Bridge Replacement – Information Bulletin No 3
- Upgrading the Burley Griffin Way: Browning Deviation – Newsletter 1, January 2002
- Upgrading Windsor Road: Boundary Road to Henry Road, Vineyard – Community Update, April 2002
- Western Sydney Orbital – Community Update
- Dourrigans Gap – Upgrade Fact Sheet, March 2002
- Western Sydney Orbital – Community Update, March 2002 (brochure & poster)
- Sextons Hill Improvements – Update Fact Sheet, April 2002
- Waterfall Way – Fact Sheet 1, January 2002
- Waterfall Way – Fact Sheet 2, April 2002
- The Northern Road Upgrade – Community Update, June 2002
- Yarramundi Bridge – Community Update, November 2001
- Princes Highway/Acacia Road Intersection Upgrade – Community Update, August 2001

Pacific Highway

- Buladelah – Preferred Route Newsletter 3 (brochure)
- Coffs Harbour Highway Planning: Developing a Planning Strategy for the Pacific Highway – Coffs Harbour Information Sheet No 1, September 2001
- Coffs Harbour Highway Planning: Developing a Planning Strategy for the Pacific Highway, Coffs Harbour
- Kempsey to Eungai – Newsletter No 1, September 2001
- Karuah Bypass – Newsletter No 7
- Upgrading the Pacific Highway Fact Sheet
- Upgrading the Pacific Highway: Brunswick Heads to Yelgun Upgrade – Community Newsletter No 8, Nov 2001
- Upgrading the Pacific Highway: Brunswick Heads to Yelgun Upgrade Assessment of Route VA2 – Fact Sheet, Nov 2001
- Upgrading the Pacific Highway: Coffs Harbour Highway Planning – Developing a Planning Strategy for the Pacific Highway Coffs Harbour – Information Sheet No 2 March 2002
- Upgrading the Pacific Highway: Moorland to Herons Creek – Community Newsletter No 3
- Upgrading the Pacific Highway: Moorland to Herons Creek, – March 2002
- Upgrading the Pacific Highway: Taree to Coopernook (including Coopernook Bypass) – Community Newsletter No 5
- Upgrading the Pacific Highway: Yelgun to Chinderah – Community Newsletter No 3
- Upgrading the Pacific Highway: Yelgun to Chinderah – Fact Sheet
- Cudgen Road Tunnel
- Upgrading the Pacific Highway: Yelgun to Chinderah – Fact Sheet
- Bridges

Construction

- Bangor Bypass Project Outline Report
- Cross City Tunnel – Improving the heart of Sydney
- Cross City Tunnel (brochure)
- Murray River Crossing Strategy
- Pacific Highway Upgrade: Coolongolook to Wang Wauk – Official Opening (brochure)
- Upgrading the Pacific Highway: Brunswick Heads to Yelgun Upgrade – Design Review, Nov 2001

Corporate

- Aboriginal Action Plan
- Code of Conduct and Ethics
- Corporate Plan: The Journey Ahead
- Diversity & Equity Plan 2002–2007
- Graduate to a Career with the RTA
- RTA Annual Report 2001 (Report & CD-ROM)

Driver licensing publications

- Road Users Handbook (English & 10 community languages)
- Heavy Vehicle Drivers' Handbook
- Hazard Perception Handbook
- Motorcycle Riders' Handbook
- Sound advice CD and Tape with booklet
- A Guide for Older Drivers (booklet)
- A Guide for New Drivers (booklet)
- A guide to DART (booklet)
- Learner Driver Log Book
- Drivers from Overseas (brochure)
- Licence Classes: National Driver Licence Classes (brochure)
- Proof of Identity – How to prove who you are to the RTA (brochure)
- How to get your Rider's Licence (brochure)
- How to get your Heavy Vehicle Driver's Licence (brochure)
- Medical and Driving Tests (brochure)
- Serious Traffic Offence Penalties (brochure)
- Photo Storage to Prevent Fraud (brochure)
- Points and Your Licence (brochure)
- Driving and Dementia (brochure)
- Older Drivers – Advice to Family and Friends (brochure)
- MPS – Details of the Mobility Parking Scheme (brochure)
- Multi-Combination Driver Training and Assessment (brochure)
- How to get a Driving Instructor's Licence (brochure)

Environment

- Bangor Bypass (promotional brochure)
- Bangor Bypass EIS Summary (brochure)
- Bangor Bypass Species Impact Statement
- Bangor Bypass Vol 1 Environmental Impact Statement
- Bangor Bypass Vol 2 Working papers
- Construction of the Gladesville Bridge Summary Report (RTA Oral History Program)
- Crossing the Blue Mountains: the Great Western Road – Self-guided tour
- Great Western Highway: Leura to Katoomba – Review of Environmental Factors Vol 1
- Great Western Highway: Leura to Katoomba – Review of Environmental Factors Vol 2: Urban Design Framework Report
- Great Western Highway: Leura to Katoomba
- Review of Environmental Factors Vol 3: Appendices
- Great Western Highway: Leura to Katoomba REF (brochure and poster)
- Lane Cove Tunnel – EIS (brochure)
- Lane Cove Tunnel – EIS Summary (booklet)
- M5 East Sub-regional Air Quality Management Plan Volume 1
- M5 East Air Quality Management Plan: Air Emissions Inventory
- M5 East Freeway: Solid Fuel Heater Buy Back Program
- Upgrading the Pacific Highway, Bundacree Creek to Possum Brush, EIS Summary Brochure
- Maintaining the Links: Maintenance of Historic Timber Bridges in NSW (video)
- Proposed Upgrade of the New England Highway at Devils Pinch Environmental Impact Statement Summary
- RTA Environment Report 2000
- RTA Environment Report 2001 (Report + CD-rom)
- RTA Environmental Noise Management Manual
- RTA Oral History: Developments in Concrete Pavements (CD and summary)
- Wentworth Falls – Review of Environmental Factors

Freedom of information

- Customer Information Directory 2001
- Inside the RTA 2001

Operations

- RTA Operations Newsletter No 2, No 3 and No 4

Road safety

- 2001–2002 RTA/Police Road Safety Public Education Campaign Planner
- A Practical Guide to Addressing Road Safety Issues Around Schools
- A Simple Guide to Child Restraints – Buckle Up Everytime – 0–6 months
- A Simple Guide to Child Restraints – Buckle Up Everytime – 6 months and over
- A Simple Guide to Child Restraints – Buckle Up Everytime (posters)
- A Time to Choose – Drink Driving Presentation (booklet)
- 'Buckle up Both of You'
- Choose Right. Buckle Right (brochure)
- Choose Right. Buckle Right (Child Restraint package)
- Choose Right. Buckle Right (poster)
- Choose Right. Buckle Right (sticker)
- Click Clack Front 'n' Back (sticker)
- Community Road Safety Worksheet Pad for Primary Aged Children
- Helping Younger Drivers Become Safer Drivers Workshop Evaluation Sheet
- Kids & Traffic Road Sign (sticker sheet)
- Kids & Traffic sticker sheet
- Kids and Traffic Bumper sticker: Are your kids buckled up?
- Kids and Traffic Hold My Hand (stamp)
- Move Ahead with Street Sense Stage Two board games set – includes (A) Walking Home Safely Game, (B) Road Safety Ludo, (C) Barrier Game
- Move Ahead with Street Sense Stage Two photography kits and Stage One Bicycle Safety Photo Story set – includes (A) Road Safety photographs, (B) Pedestrian Safety Photographs Two, (C) Stage Two STOP!... THINK! photographs, (D) Stage One Bicycle Safety Photo Story
- Move Ahead with Street Sense story books set – includes (A) Where's Banjo's Mum?, (B) Hands are for holding when you're crossing the road, (C) Jeffrey
- No Belt No Brains. (seat belt brochure)
- Parent Parking Kit including School Road Safety Tips, Driving and Parking Safely at School, This Park Could Cost You Money, Order Form
- Problem Definition & Countermeasure Summary: Driver Fatigue
- Problem Definition and Countermeasure Summary: Pedestrian Safety
- Regret is such a short distance – Occupant Restraint Presentation (booklet)
- Research Notes 1/2001: Audit of 'Young Driver' Education Resources – Stage One and Two
- Research Notes 2/2001: Preliminary Research to inform the development of a road safety education resource for students in Years 7 and 8
- Research Report RR2/0 Youth Road Safety in NSW – A discussion paper
- Road Traffic Accidents in NSW 2000 – Statistics statement
- Road User Behaviour Study: Community Attitude Survey Report
- Road User Behaviour Study: Crash Data Analysis Report
- Road User Behaviour Study: Mass Media and Public Education Report
- Road User Behaviour Study: Observation Studies Report
- Road User Behaviour Study: Road Safety Enforcement and Deterrence Strategies Report
- Road User Behaviour Study: Summary Report
- Running on Empty – Driver Fatigue Presentation (booklet)
- Safe School Travel Brochure
- Safe School Travel Brochure – Pointers for parents and carers of primary school students
- Safe School Travel for Parents of Kindergarten Children
- School Bus Safety Resource: Parent Video, 'The Safest Way'
- School Bus Safety Resource: Stage 1 Kit – includes: Student Video, 'Bus Kids, Safe Kids' Version A; Student Video, 'Bus Kids, Safe Kids' Version B; Teacher Booklet; Bus Operator Booklet
- School Bus Safety Resource: Stage 2 Kit – includes Student Video, 'Bus Brothers' Version A; Student Video, 'Bus Brothers' Version B; Teacher Booklet; Bus Operator Booklet
- School Bus Safety Resource: Stage 3 Kit – includes Student Video, 'Bus Zone: The Computer Game Video' Version A; Student Video, 'Bus Zone: The Computer Game Video' Version B; Teacher Booklet; Bus Operator Booklet
- School Bus Safety: How Parents Can Help
- School Zone – what does this sign mean?
- Speeding Gets you Nowhere – Speeding Presentation (booklet)
- Strap it on your brain
- Street Sense Stickers Sheet Stage 1
- When cars are about...hold my hand and keep me safe (poster)

Appendix 20 (continued)

Traffic management

- Children's Crossings: A guide to their correct Use
- Guide to Parking Rules in NSW
- Guide to Parking Rules in NSW (booklet)
- Handy Guide to 1 2 3 of Parking (brochure)
- How to prepare a Pedestrian Access and Mobility Plan: An easy three stage guide
- Pay Parking Manual Version 2.0
- Permit Parking Version 2.0 manual
- Staying safe in Sydney's tunnels
- Using the M5 East

Vehicle registration

- 14.6 Semi-trailers Information Sheet
- A Rest Area Strategy for NSW Roads (brochure)
- B-Double Information Sheet
- Increase in Heavy Vehicle Registration Charges
- Make your European car feel right at home
- NSW Driver & Vehicle Statistics 2000
- NSW Truck Rest Area Road Map
- NSW Vehicle Registration Statistics, January to March 2000
- NSW Vehicle Registration Statistics, April to June 2000
- NSW Vehicle Registration Statistics, July to September 2000
- NSW Vehicle Registration Statistics, October to December 2000
- NSW Vehicle Registration Statistics, January 2001
- NSW Vehicle Registration Statistics, February 2001
- NSW Vehicle Registration Statistics, March 2001

- NSW Vehicle Registration Statistics, April 2001
- NSW Vehicle Registration Statistics, May 2001
- NSW Vehicle Registration Statistics, June 2001
- NSW Vehicle Registration Statistics, July 2001
- NSW Vehicle Registration Statistics, August 2001
- NSW Vehicle Registration Statistics, September 2001
- NSW Vehicle Registration Statistics, October 2001
- NSW Vehicle Registration Statistics, November 2001
- NSW Vehicle Registration Statistics, December 2001
- Operators Guide to Oversize and Overmass Vehicle Movements
 - Permits for Non-Agricultural Vehicles including Mobile Cranes
 - Operators Guide to Oversize Vehicle Movements – Permits for Agricultural Vehicles
- Prime Moves – December 2001 issue
- Registration: Conditional Registration (brochure)
- Road Train Information Sheet
- Towing Trailers – Things you should know about towing
- Vehicle Inspectors Bulletin No 47 – Safety Recall: Argosy brake systems
- Vehicle Standards Information No 47 – Visibility Requirements for Night Travel of Oversize Grape Harvesters
- Why not get an e-Safety Check and pay your registration on-line?

In keeping with the RTA's commitment to waste reduction, the number of Annual Reports printed as full version hard copies has been halved to 500 in 2002. Building on positive feedback on the electronic version of the 2001 Annual Report, the printed version has been supplemented by 1500 user friendly multimedia CDs, accompanied by a brief summary report. The approximate production cost per unit of the 2002 Annual Report is \$31.00.

Appendix 21

Payments to consultants

Details of the amount paid to consultants in 2001–2002 are provided below.

Project	Consultant	\$
Probity audit in relation to the Western Sydney Orbital	Deloitte Touche Tohmatsu	40,298
Probity audit in relation to the Lane Cove & Cross City Tunnel projects	Paji Pty Ltd	38,874
Consultants costing \$30,000 or less	2	23,108
Total		102,280

The RTA also engages numerous contractors for professional services not classified as consultancies, including valuation, legal services, road and bridge design, investigation, construction supervision, preparation of environmental impact statements, as well as contract agency services and personnel.

Appendix 22

Reporting of all RTA contracts with third parties

On 27 April 2000 the government issued Premier's Memorandum 2000–11, which requires the disclosure of certain information on government contracts (including panels) with the private sector. This applies to any case where there was an opportunity for a number of parties to tender or express interest in supplying the goods or services.

As a result the Chief Executive issued Corporate Policy Statement No.33, "Disclosure of details of all RTA contracts with the private sector".

Generally, contracts are categorised as follows:

- Up to \$100,000
- \$100,000 to \$5 million
- Over \$5 million

Specific information is required, depending on the value of the contract.

The Records Access Unit either records the information on its own database or, where the contract value exceeds \$100,000, arranges for it to be placed on the RTA's web site under the category: Doing Business With Us.

To date the total value of reported contracts with the private sector exceeds \$318 million.

Any inquiries can be directed to the Privacy and Contract Reporting Co-ordinator on (02) 9218 3667.

Appendix 23

Account payment performance

Quarterly outstanding accounts for financial year 2001–02

Aged analysis at the end of each quarter

Quarter	Current	< 30 days overdue	Between 30–60 days overdue	Between 60–90 days overdue	More than 90 days overdue
September 2001	\$19,661,920.18	\$511,675.45	\$2,560.57	\$1,852.50	\$78,638.44
December 2001	\$17,008,973.89	\$2,243,707.42	\$12,393.28	\$2,199.45	\$1,298.250
March 2002	\$37,031,599.67	\$8,591,585.56	\$845,248.53	\$466,132.84	\$00.00
June 2002	\$68,968,194.20	\$14,743,755.49	\$1,325,609.25	\$76,075.27	\$887,414.00

Accounts paid on time within each quarter

Quarter	Total accounts paid on time		\$	Total amount paid
	Target %	Actual %		
September 2001	86%	90.3	\$462,123,203.21	\$489,914,635.04
December 2001	86%	86.3	\$435,139,847.67	\$468,078,298.17
March 2002	86%	84.3	\$322,281,732.68	\$347,415,726.24
June 2002	86%	88.7	\$414,912,042.37	\$434,656,849.36

Commentary

- Overall performance for the financial year has been in line with the targets.
- Individual Administration Centre payment performance is showing improvement.
- The reduction in overall performance between September and December Quarters is a result of a number of accounts staff being involved in SAP Integrated Management System (IMS) training sessions during November and early December.
- A new SAP IMS accounting system was introduced in March. This system is being modified to allow more precise reporting of overdue accounts.
- The performance of the December-March quarter is slightly down due to the implementation of the IMS system (Go live) where we experienced some teething problems.

Appendix 24

Funds granted to non-government community organisations

Event	Description	Organisation	Cost	Performance area
Grant	Ongoing coordination and management of native wildlife rescue work	Wildlife Information and Rescue Service	\$25,000	Environment and community policy
SunRace (May 2002)	Sponsorship of SunRace – solar car race from Adelaide to Sydney	Sustainable Energy Enterprise Developments	\$25,000	Environment and community policy
National Trust Heritage Festival	RTA participation in Festival	NA	In kind contribution to the value of \$65,000	Environment and community policy Road network infrastructure maintenance
Grant	Financial support for Roadside Environment Committee administration, research and the inaugural annual award scheme	Roadside Environment Committee	\$71,500 + \$25,000 for costs	Environment and community policy
Convict Trail Project	Miscellaneous items associated with the project operation	Convict Trail Project Inc	In kind contribution to the value of \$5000	Environment and community policy
Grant	Funding research being undertaken by the NSW Lantana Biological Control Task Force, including the release of biological control agents	NSW Lantana Biological Control Taskforce	\$5500	Environment and community policy
Motorcycle Awareness Week	For road safety campaigns during its annual Motorcycle Awareness Week	Motorcycle Council of New South Wales	\$20,000	Road Safety & Road User Management
Coolah Combats Driver Fatigue (October 2001)	Local road safety initiative	Coolah Health Council	\$960.50	Client services
Walk to Work (November 2001)	Local walk to work initiative	Quota International – Parkes	\$2000	Client services
Scooter Safety (March 2002)	Local road safety initiative	University of the 3 rd Age Inc – Orange	\$637.13	Client services
Sharing the Road brochure (May 2002)	Road safety publication	Australian Road Train Association	\$15,400	Client services
Back to Bike (September 2001)	Community bike ride	Wee Waa Anglican Church	\$800	Client services
Bike Week (September 2001)	Local Bike Week activities	Bathurst Bicycle User Group	\$2347	Client services
Headlights On (May – June 2002 continuing)	Local road safety campaign	Leeton Community Road Safety Group	\$5200	Client services
Griffith road safety (April – May 2002)	Local road safety campaigns	Griffith Road Safety Group	\$4813	Client services
Deniliquin road safety (March – June 2002 continuing)	Local road safety campaign	Deniliquin Road Safety Group	\$5637	Client services
Albury road safety (May – June 2002 continuing)	Local road safety campaigns	Albury Road Safety Group	\$5000	Client services
Bicycle Expo	Bicycle Promotion event	Bicycles Wagga Wagga	\$790	Client services
Dorrigo promotion (February 2002)	Promoting Dorrigo during Christmas/New year because of ongoing traffic restrictions during slip repairs on Waterfall Way	Dorrigo Chamber of Commerce	\$7555	Client services
Walk to Work Day (October 2001)	Encourage walking to work as part of a transport strategy	Pedestrian Council of Australia	\$25,000	Traffic and transport
RTA Cycle Sydney (November 2001)	Support for BikePlan 2010 by encouraging cycling as a viable transport alternative and promotion of safe cycling	Bicycle New South Wales	\$115,000	Traffic and transport
RTA Big Bike Ride – Manilla to Walcha (April 2002)	Promotion of safe cycling as part of 'Share the Road' with bicycles	Bicycle New South Wales	\$108,000	Traffic and transport
Walk Safely to School Day (April 2002)	Reinforce safe pedestrian behaviours around schools and school bus stops	Pedestrian Council of Australia	\$25,000	Traffic and transport
Graduated Licensing Scheme Workshops	Workshops for parents of learner drivers	KidSafe	\$4400	Client services

Event	Description	Organisation	Cost	Performance area
Driver Reviver (Various times)	Local contribution to Driver Reviver scheme	Lions Club of Morisset	\$19,524	Client services
Bicycle Education Research Trailer (June 2002)	Bicycle promotion and education	Gloucester District Baptist Church	\$3594	Client services
Dungog Pedal Fest (Sept 2001)	Bike ride during 2001 Bike Week	Dungog Bicycle Users Group	\$1000	Client services
Easy Intro and East/West is Best! Rides (Sept 2001)	Bike ride during 2001 Bike Week	Newcastle Cycleways Movement	\$400	Client services
Tour de Hunter (Sept 2001)	Bike ride during 2001 Bike Week	Lake Macquarie PCYC	\$992	Client services
Helmets Protect Heads (Sept 2001)	Bike ride during 2001 Bike Week	Muswellbrook PCYC	\$750	Client services

Appendix 25

Privacy

Privacy management plan

Statement of action taken by the RTA and statistical details of reviews.

Section 33(3)(a) the *Privacy and Personal Information Protection Act* requires the RTA to provide a statement of the action taken in complying with the requirements of the Act.

In order to comply with the Act the RTA:

- Has identified and considered the requirements of the Act – principles, codes, public register provisions and internal reviews.
- Identified collections of personal information for which the RTA is responsible.
- Ensured measures are in place to provide an appropriate level of protection for personal information.
- Developed and distributed the RTA's first Privacy Management Plan and placed it on the RTA's website to ensure it is available to clients.
- Established mechanisms to ensure RTA staff are aware of their obligations under the Act and appropriately trained to apply the information protection principles. The RTA is developing a training program which will incorporate Privacy issues and be presented to all RTA staff. A series of internal memos have been distributed to staff to highlight the needs of the Privacy Act.

Part of the role of the Records Access Unit is to address the RTA's responsibilities under the Privacy Act. The Privacy and Contract Reporting Co-ordinator is responsible for processing any allegations that improper use has been made of personal information. Such allegations are termed, under the Privacy Act, Reviews of Conduct.

The Privacy Act requires the Reviews of Conduct to be finalised within 60 days.

Nineteen Reviews of Conduct were received between 1 July 2000 and 30 June 2002. Details of the matters brought to the RTA's attention are:

- 1 On 4 September 2000, a customer asked the RTA to investigate the alleged improper release of information in his traffic offence record. At the time of the previous annual report the matter was still under investigation. Extensive and lengthy enquiries were conducted and the RTA determined that a casual RTA employee had improperly disclosed the complainant's personal driving records. Action was taken to ensure the casual employee was not offered any more work with the RTA. The customer was kept informed of the progress of the investigations. However, the latest of the letters sent to the customer was returned the RTA as 'unclaimed' and all attempts to locate the complainant were unsuccessful. The Privacy Commissioner was advised of the outcome of the investigations on 23 February 2002.

- 2 On 6 June 2001, a customer alleged that a staff member at a RTA motor registry had released her personal information without her authorisation. The matter was still under investigation at the time of the previous annual report. The *DRIVES* database was examined, and it was the RTA's view that there had been improper disclosure of the complainant's personal records. On 27 February 2002 the complainant was informed of the RTA's findings. The RTA apologised for the situation and undertook to ensure that the staff member was retrained and counselled.
- 3 On 29 June 2001, a customer alleged that personal information in the *DRIVES* database, relating to three customers, might have been released without authorisation. The matter was still under investigation at the time of the previous annual report. The only users of the records in question were representatives of the NSW Police. When previously contacted the NSW Police had stated that, as provided for in Section 27 of the *Privacy Act*, "the records in question were accessed for law enforcement purposes". On 16 July 2001 the complainant was advised accordingly, and stated that he would take the matter further with the NSW Police.
- 4 On 16 July 2001, a customer asked the RTA to investigate the alleged improper release of his details from the RTA's records, between 1 March 2001 and 25 June 2001. The RTA investigation of accesses gained to the complainant's records found that three RTA staff members and one Police officer had retrieved the records. The RTA was able to justify the accesses by RTA staff. However, the RTA did not know the details of the access by the Police officer. On 7 August 2001, the customer was advised of the findings and the fact that the RTA had determined not to take any further action.
- 5 On 25 July 2001, a customer asked the RTA to investigate the alleged improper release of personal information relating to her daughter, a friend and herself by a nominated RTA officer. The *DRIVES* database was examined, and it was the RTA's view that there was no record of the nominated staff member having accessed the personal records of the complaint or the other people nominated by her. On 13 August 2001 the complainant was informed of the RTA's findings.
- 6 On 30 July 2001, a customer wrote to the RTA and expressed his concern that RTA staff had improperly released his new address. An investigation revealed that the customer had supplied his new address as part of a shopping centre promotion and the marketing company had contacted him as a result. There had been no improper release of personal information by RTA staff. The customer was advised of the facts and, on 15 August 2001, the customer withdrew his complaint.

- 7 On 4 September 2001, a customer asked the RTA to provide details of all people who had accessed his personal information between 1 September 2000 and 31 August 2001. The RTA investigation of accesses gained to the complainant's records found that two RTA staff members, a State Debt Recovery Office staff member and one Police officer had retrieved the records. The RTA was able to justify the accesses by RTA and SDRO staff. However, the RTA did not know the details of the access by the Police officer. On 31 October 2001, the customer was advised of the findings and the fact that the RTA had determined not to take any further action.
- 8 On 21 September 2001, a customer asked the RTA to provide details of all people who had accessed his personal information between 1 July 2001 and 10 September 2001. The RTA investigation of accesses gained to the complainant's records found that two RTA staff members and one Police officer had retrieved the records. The RTA was able to justify the accesses by RTA staff. However, the RTA did not know the details of the access by the Police officer. On 3 October 2001, the customer was advised of the findings and the fact that the RTA had determined not to take any further action.
- 9 On 16 October 2001, a customer asked the RTA to provide details of all people who had accessed his personal information between 17 September 1999 and 10 October 2001. The RTA investigation of accesses gained to the complainant's records found that RTA staff members had accessed the records on 19 occasions and the Police had accessed the records on three occasions. The RTA was able to justify the accesses by RTA staff. However, the RTA did not know the details of the access by the Police. On 19 November 2001, the customer was advised of the findings and the fact that the RTA had determined not to take any further action.
- 10 On 17 October 2001, a customer asked the RTA to provide details of all people who had accessed her personal information between 1 April 2000 and 16 October 2001. The RTA investigation of accesses gained to the complainant's records found that RTA staff members had accessed the records on three occasions and the Police had accessed the records on six occasions. On 19 November 2001, the RTA advised the customer that it did not know the details of the access by the Police officer and it was still to investigate the accesses by RTA staff. On 1 July 2002, the customer was advised that the RTA had been able to justify the accesses by RTA staff and that the RTA had determined not to take any further action.
- 11 On 15 January 2002, a customer asked the RTA to establish whether her address had been improperly released. The RTA investigation of accesses gained to the complainant's records found that 13 RTA staff members had accessed the records in the period 1 December 2000 to 24 December 2001. On 2 May 2002, the customer was advised that the RTA had been able to justify the accesses by all except two RTA Call Centre staff. The two staff in question had left the RTA and, therefore, the RTA was not able to interview them. The customer had stated, during a telephone conversation with RTA staff investigating the complaint, that she believed the staff had come from a metropolitan motor registry. Based on these facts, the RTA had determined not to take any further action.
- 12 On 17 January 2002, a customer alleged that staff at one of two RTA motor registries had released her personal information to her ex-partner, without her authorisation. The RTA investigation of accesses gained to the complainant's records found that one RTA staff member had accessed the records for the purpose of renewing the customer's driver licence. On 10 July 2002, the customer was advised that the RTA was able to justify the accesses by RTA and that the RTA had determined not to take any further action. The RTA also advised the customer that the local court had provided the information to her ex-partner as part of a current court action they were both involved in.
- 13 On 1 February 2002, a customer complained that he had been involved in a road incident on 30 January 2002 and that the other party had threatened him that they had contacts in the RTA. The customer alleged he had received a threatening telephone call, the next morning, from someone who identified himself as the person who drove the car in the incident. The customer stated that the caller would have only had his registration number from the incident. The customer contacted the Police to ask how the other party would have obtained his name and/or address and was referred to the RTA. The RTA investigation of accesses gained to the complainant's records found that there was only one access of the customer's record on 30 January 2002, and this was by the NSW Police. There had also been an access to the customer's records by a RTA staff Call Centre member on 1 February 2002. However, the customer had confirmed that he had rung the Call Centre on that day. There were no other accesses. On 11 February 2002, the customer was advised of the findings and the fact that the RTA had determined not to take any further action. The customer indicated that he would take the matter up with the NSW Police.
- 14 On 8 February 2002, a customer alleged that she had recently changed her postal address and that shortly afterwards someone had contacted the RTA Call Centre to try and find out the details of the customer's address. The matter is currently under investigation.
- 15 On 21 February 2002, a customer alleged that her ex-husband was an ex-police officer whom, she believed, had contacts in many government organisations. The customer had changed her name and address and moved to the country to get away from her ex-husband. The customer was also seeking to take out an Apprehended Violence Order against her ex-husband. The matter is currently under investigation.
- 16 On 3 March 2002, a customer complained that she had renewed her driver licence and changed her name and her address after recently being married. She alleged that shortly afterwards a third party who had previously been sending her harassing letters, and who should not have known of her new details, started sending her harassing letters again. The RTA investigation of accesses gained to the complainant's records found that one Police officer and no other individuals had retrieved the records. The RTA did not know the details of the access by the Police officer. On 18 March 2002, the customer was advised of the findings and the fact that the RTA had determined not to take any further action.
- 17 On 8 April 2002, a customer alleged that a nominated RTA employee had improperly released her address. The RTA investigation of accesses gained to the complainant's records found that her records had only been accessed by one RTA officer and no other individuals during the period of the alleged offence. The RTA was able to justify the access by the RTA staff member, who was not the individual nominated by the customer. On 11 April 2002, the customer was advised of the findings and the fact that the RTA had determined not to take any further action.
- 17 On 6 May 2002, a customer, also an RTA employee, alleged that a fellow employee might have improperly accessed the complainant's personal information. The matter is currently under investigation.
- 19 On 5 June 2002, a customer alleged that a nominated RTA officer had improperly released his personal information to the customer's ex-wife. The matter is currently under investigation.

Privacy NSW has been notified of the receipt of all matters. The majority of matters were responded to within the statutory timeframe of 60 days. The system is being monitored to reduce the response time, where possible.

Appendix 26

Research and development

Investment in Research and Development continued to assist the RTA to maintain key skills and technologies in strategic critical areas. The RTA maintains strong alliances and partnerships with organisations undertaking similar fields of research.

In 2001–02 \$2.5 million was invested in 46 strategic research projects. The projects concerned road safety, road use, environmental matters, traffic and transport, infrastructure maintenance and network development. Examples of areas in which research was undertaken include:

- Simulation and crash testing of collapsible sign structures.
- Cost effective treatments of landscaped works.
- Control of noise from modular bridge expansion joints.
- Wildlife killed on road reserves.

Appendix 27

Driver and vehicle statistics and heavy vehicle infringements

No. of vehicles registered in NSW as at 30 June 2002 by year of manufacture

Year of manufacture	No. of vehicles
Pre–1960	8,547
1960–1964	10,747
1965–1969	23,374
1970–1974	84,344
1975–1979	187,061
1980–1984	403,289
1985–1989	722,355
1990–1994	939,622
1995–1999	1,330,455
2000	312,264
2001	290,599
2002	117,854
Unknown	74,556
Total	4,505,067

No. of vehicles registered in NSW as at 30 June 2002 by vehicle type

Year of manufacture	No. of vehicles
Passenger vehicles	2,733,704
Off-road passenger vehicles	271,276
Small buses	37,493
Buses	11,747
Mobile homes	7,489
Motorcycles	94,361
Light trucks	582,854
Heavy trucks	74,736
Prime movers	14,388
Light plant	7,648
Heavy plant	11,437
Small trailers	465,212
Trailers	192,052
Other vehicles	670
Total	4,505,067

No. of vehicles registered in NSW as at 30 June 2002 by vehicle usage

Year of manufacture	No. of vehicles
Private	2,985,696
Pensioner concession	586,080
Primary producer concession	98,829
Business general	685,624
Taxi	5,785
Public bus and coach	9,310
FIRS	2,041
Other vehicle usages	131,702
Total	4,505,067

Offence numbers by region: 2001–02

ITEM	Central west	North	South	Total
Defect Notices (Including HVIS activities)	22,232	13,192	20,735	56,159
Traffic infringement notices	3,155	3,113	3,484	9,752
Breaches (weight and longhand)	1,237	1,125	3,234	5,596

Appendix 27 (continued)**NSW licensed drivers and riders as at end June 2002**

By sex	Number of licences	% of total
Female	2007554	47.4
Male	2231322	52.6
Total*	4242506	100.0

*Including 0.09% cases where licence holder's gender was not recorded.

By age group	Number of licences	% of total
16 & under	39332	0.9
17	62175	1.5
18–25	563253	13.3
26–29	327403	7.7
30–39	902843	21.3
40–49	881182	20.8
50–59	701851	16.5
60–69	423576	10.0
70–79	275471	6.5
80 & over	65420	1.5
Total	4242506	100.0

NSW drivers and riders licences on issue by licence class as at end June 2002

By licence class	Number of licences	% of total
Class C	3683441	79.30
Class LR	72735	1.57
Class MR	104201	2.24
Class HR	234568	5.05
Class HC	131662	2.83
Class MC	13234	0.28
Class R	404924	8.72
Total	4644765	100.0

Note: The total number of licences on issue exceeds the total number of licensed drivers and riders because people who hold two licence classes (to drive and ride) are counted twice.

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Contact the RTA

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 9am–2pm

For corporate and regional offices call 131 782 from anywhere in NSW.

Monday–Friday 8am–5.30pm

Transport Management Centre

25 Garden Street

Eveleigh 1430

PO Box 1625

Strawberry Hills 2012

Telephone 131 782 or 8396 1400

Facsimile 02 8396 1425

Monday–Friday 8am–5pm

To report traffic incidents 131 700 (24 hours)

Traffic inquiries 132701 (24 hours)

Head Office

Centennial Plaza

260 Elizabeth Street

Surry Hills 2010

PO Box K198, Haymarket 1238

DX 13 Sydney

Telephone 02 9218 6888

Facsimile 02 9218 6286

Monday–Friday 8am–5.30pm

Sydney Region

Ground Floor, 83 Flushcombe Road

Blacktown 2148

PO Box 558, Blacktown 2148

DX 8120 Blacktown

Telephone 02 9831 0911

Facsimile 02 9831 0926

Monday–Friday 8.30am–5pm

Hunter Region

59 Darby Street, Newcastle 2300

Locked Bag 30, Newcastle 2300

DX 7813 Newcastle

Telephone 02 4924 0240

Facsimile 02 4924 0344

Monday–Friday 8.30am–5pm

Northern Region

31 Victoria Street, Grafton 2460

PO Box 576, Grafton 2460

DX 7610 Grafton

Telephone 02 6640 1300

Facsimile 02 6640 1301

Monday–Friday 8.30am–5pm

Southern Region

Level 4, 90 Crown Street

Wollongong 2500

PO Box 477, Wollongong 2520

DX 5178 Wollongong

Telephone 02 4221 2460

Facsimile 02 4227 3705

Monday–Friday 8.30am–5pm

South Western Region

1 Simmons Street, Wagga Wagga 2650

PO Box 484, Wagga Wagga 2650

DX 5407 Wagga Wagga

Telephone 02 6938 1111

Facsimile 02 6938 1183

Monday–Friday 8.30am–5pm

Western Region

51–55 Currajong Street, Parkes 2870

PO Box 334, Parkes 2870

DX 20256 Parkes

Telephone 02 6861 1444

Facsimile 02 6861 1414

Monday–Friday 8.30am–5pm

Pacific Highway Office

21 Prince Street, Grafton 2460

PO Box 546, Grafton 2460

DX 7610 Grafton

Telephone 02 6640 1000

Facsimile 02 6640 1001

Monday–Friday 8.30am–5pm

www.rta.nsw.gov.au

