

Section 12

Appendices

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Appendix 1: Media inquiries

The Roads and Maritime Media Unit provides support for internal and external event management and major campaigns.

Table A1.1: Media statistics

2013–14 Roads and Maritime media statistics	
Media inquiries	1000
Proactive media releases	2100
Proactive media events	85
Ministerial house folder notes ⁽ⁱ⁾	225

(i) Excluding GIPA or issues notes, speeches and presentations.

Appendix 2: Customer feedback

Roads and Maritime welcomes customer feedback, including compliments, complaints and suggestions.

Table A2.1: Number of complaints

Number of complaints		
Roads	Customer service	32
	Digital services	78
	Graffiti	36
	Licence or registration	178
	Noise	72
	Other	425
	Road projects and conditions	637
	Rubbish/litter	70
	Signage	142
	Speed cameras	41
	Traffic incidents, closures, clearways	124
Maritime	Maritime property	7
	Maritime assets and infrastructure (incl. wharves, grants and harbour cleaning)	12
	Recreational boating (general, incl. moorings)	66
	Recreational boating compliance	69
	Commercial vessels	6
Total	1995	

Reported complaint statistics are based on submissions made by customers on the Roads and Maritime website. Complaints or other forms of feedback provided orally or in written correspondence are not included. Written feedback and complaints are recorded through Ministerial, Chief Executive and other correspondence.

Roads and Maritime is supporting the implementation across the Transport cluster of a single, coordinated customer complaints, compliments and feedback framework and online system. This will provide a more accurate and transparent way of recording and managing customer feedback.

The policy framework implementation and IT system procurement are planned to start rolling out across the cluster in 2014–15 and continue into 2015–16. Transport for NSW is prioritising implementation at Roads and Maritime.

As detailed throughout this report, Roads and Maritime takes customer feedback seriously. All complaints are reviewed to ensure services are delivered appropriately.

Appendix 3: Major work

Table A3.1 Major work 2013–14

Project Description	Location	Status (as at 30 June 2014)	Announced completion date	Announced estimate total cost (\$'000)	2013–14 exp (\$'000)	Expenditure in previous years (\$'000)
Established Sydney Roads						
Alfords Point Road, Brushwood Drive to Georges River	Alfords Point	Planning	N/A	N/A	1,476	1,632
Centenary Drive improvements	Homebush	Planning	N/A	N/A	34	1,136
Mona Vale Road, McCarrs Creek Road to Powder Works Road	Ingleside	Planning	N/A	N/A	3,591	2,405
Northern Beaches Hospital Road upgrade	Frenchs Forest	Planning	2018	N/A	6,929	1,005
Prospect Highway and Blacktown Road, Reconciliation Road to St Martins Crescent	Prospect	Planning	N/A	N/A	1,598	1,691
Showground Road, Old Northern Road to Carrington Road	Castle Hill	Planning	N/A	N/A	1,483	1,630
Windsor Bridge over Hawkesbury River (replacement)	Windsor	Planning	N/A	N/A	2,113	12,487
WestConnex Motorway Enabling work						
General Holmes Drive, remove rail level crossing (State and Federal funding) * ¹	Mascot	Planning	N/A	N/A	2,712	2,362
Joyce Drive, O'Riordan Street to Mill Pond Road* ¹	Mascot					
Mill Pond Widening* ¹	Botany					
Western Sydney Growth Roads						
Bringelly Road, Camden Valley Way to King Street	Leppington	Planning	2017	N/A	5,243	6,875
Camden Valley Way, Bringelly Road to Ingleburn Road	Leppington	Construction	2015	95,000	19,198	11,928
Camden Valley Way, Ingleburn Road to Raby Road	Leppington, Catherine Field	Construction	2015	110,000	36,308	35,394
Camden Valley Way, Raby Road to Oran Park Drive	Catherine Field	Construction	2014	75,000	33,294	18,061

Note: *¹ – now combined into WestConnex Enabling Works, Airport East (Wentworth/Joyce).
N/A: Estimated total cost and completion dates are not available at this stage.

Project Description	Location	Status (as at 30 June 2014)	Announced completion date	Announced estimate total cost (\$'000)	2013–14 exp (\$'000)	Expenditure in previous years (\$'000)
Campbelltown Road, Camden Valley Way to Denham Court Road	Ingleburn	Planning	N/A	N/A	1,097	2,949
Garfield Road, Windsor Road to Richmond Road	Riverstone	Planning	N/A	N/A	1,070	3,374
Memorial Avenue, Old Windsor Road to Windsor Road	Kellyville	Planning	N/A	N/A	816	59
Narellan Road, Camden Valley Way to Blaxland Road	Narellan – Campbelltown	Construction	2018	114,000	4,790	3,447
Erskine Park Link Road, Old Wallgrove Road to Lenore Lane (Western Sydney Employment Lands)	Eastern Creek	Completed	26/07/2013	45,000	2,176	42,875
Old Wallgrove Road, Erskine Park Link Road to M7 (Western Sydney Employment Lands)	Eastern Creek	Planning	2016	95,000	4,590	5,434
Richmond Road Stage 1, Bells Creek to Townson Road	Marsden Park – Colebee	Construction	2014	39,000	26,011	10,921
Richmond Road Stage 2, Townson Road to Grange Avenue*2	Marsden Park	Construction	2016	96,000	7,467	4,735
Richmond Road Stage 3A, Grange Avenue to Garfield Road*2	Marsden Park					
Richmond Road Stage 3B, North of Garfield Road*2	Marsden Park					
Schofields Road Stage 1, Windsor Road to Tallawong Road	Rouse Hill	Completed	30/06/2014	65,000	25,834	38,052
Schofields Road Stage 2, Tallawong Road to Vernon Road	Schofields	Construction	2017	135,000	32,889	7,015
Schofields Road Stage 3, Vernon Road to Richmond Road via South Street	Schofields	Planning	N/A	N/A	1,292	1,600
The Northern Road, Camden Valley Way to Peter Brock Drive	Oran Park	Planning	N/A	N/A	1,312	66
Werrington Arterial Road Stage 1, M4 to Great Western Highway (State and Federal funded)	Claremont Meadows	Planning	N/A	N/A	4,384	1,733
Central Coast Roads						
Central Coast Highway, Brisbane Water Drive, Manns Road intersection upgrade	West Gosford	Construction	2016	170,000	38,032	74,851
Central Coast Highway, Matcham Road to Ocean View Drive	Wamberal	Completed	29/08/2013	98,000	20,831	76,954

Note: *2 – Projects now combined and to be delivered as Richmond Road, Stages 2 & 3, Townson Road to North of Garfield Road.
Note: *3 – Project renamed Pacific Highway, Parsons Road to Ourimbah Street, Lisarow.

Project Description	Location	Status (as at 30 June 2014)	Announced completion date	Announced estimate total cost (\$'000)	2013–14 exp (\$'000)	Expenditure in previous years (\$'000)
Pacific Highway Narara to Lisarow upgrade, Manns Road to Railway Crescent	Narara – Lisarow	Planning	N/A	N/A	658	9,401
Pacific Highway Railway Crescent upgrade, Lisarow to Ourimbah Street, Lisarow* ³	Lisarow	Planning	N/A	N/A	910	230
Pacific Highway Ourimbah Street upgrade, Lisarow to Glen Road, Ourimbah	Ourimbah	Planning	N/A	N/A	457	14,489
Pacific Highway Wyong Road Intersection Upgrade	Tuggerah	Planning	2018	N/A	3,166	3,294
Pacific Highway Wyong Town Centre upgrade	Wyong	Planning			2,880	3,799
Pacific Motorway (F3), Kariong Interchange upgrade (State and Federal funded)* ⁴	Kariong	Planning	N/A	N/A	2,263	743
Pacific Motorway (F3), Widening, Kariong Interchange to Somersby Interchange (State and Federal funded)	Somersby					
Pacific Motorway (F3), Widening, Wyong Road to Doyalson Link (State and Federal funded)	Tuggerah, Warnervale	Planning	N/A	N/A	1,540	3,652
Sparks Road, New Intersection for Warnervale Town Centre	Warnervale	Construction	2015	23,000	8,854	1,929
Terrigal Drive, Charles Kay Drive Intersection Upgrade	Terrigal	Construction	2016	25,000	1,521	2,860
Wyong Road, Enterprise Drive intersection Upgrade	Chittaway Bay	Planning	2016	N/A	1,254	314
Wyong Road, Mingara Drive to Tumbi Road upgrade	Tumbi Umbi	Planning	N/A	N/A	1,348	427
Great Western Highway and Bells Line of Road						
Woodford to Hazelbrook (State and Federal funded)	Woodford – Hazelbrook	Construction	2014	225,000	55,246	158,410
Bullaburra, Ridge Street to Genevieve Road	Bullaburra	Construction	2015	75,000	20,725	19,206
Bullaburra to Wentworth Falls, Genevieve Road to Tableland Road	Bullaburra – Wentworth Falls	Construction	2014	85,000	16,452	47,127
Katoomba to Lithgow safety Work (State and Federal funded)	Various	Planning	N/A	N/A	5,340	14,476
Forty Bends upgrade (Federal funded)	Hartley	Planning	2016	N/A	1,617	7,546
Kelso, Ashworth Drive to Stockland Drive	Kelso	Planning	2016	85,000	5,682	11,202

Note: *⁴ – Project now combined with Kariong Interchange to Somersby interchange.

Project Description	Location	Status (as at 30 June 2014)	Announced completion date	Announced estimate total cost (\$'000)	2013–14 exp (\$'000)	Expenditure in previ- ous years (\$'000)
Hunter Roads						
Cormorant Road, Industrial Drive to Stockton Bridge	Kooragang Island	Planning	N/A	N/A	942	1,010
Hunter Expressway (State and Federal funded)	Seahampton – Branxton	Completed	22/03/2014	1,700,000	192,714	1,430,190
Nelson Bay Road, Bobs Farm to Anna Bay Stage 3	Anna Bay	Construction	2015	45,000	12,542	6,536
New England Highway, Belford to Golden Highway duplication	Belford	Planning	N/A	N/A	338	0
New England Highway, Gowrie Gates, widening rail underpass	Singleton	Planning	N/A	N/A	28	270
New England Highway, Muswellbrook Bypass (Federal funded)	Muswellbrook	Planning	N/A	N/A	681	1,794
New England Highway, Scone Rail Level Crossing (State and Federal funded)	Scone	Planning	N/A	N/A	221	1,415
New England Highway, upgrade of roundabouts	Maitland	Construction	2016	45,000	11,880	2,278
Newcastle Inner Bypass, Shortland to Sandgate	Sandgate	Completed	23/01/2014	143,000	35,119	104,095
Pacific Motorway (F3) and Weakleys Drive Intersection (State and Federal funded)	Beresfield	Planning	N/A	N/A	30	0
Pacific Motorway (F3) extension to Raymond Terrace	Hexham	Planning	N/A	N/A	1,033	13,635
Pacific Highway						
Hérons Creek to Stills Road (State and Federal funded)	Hérons Creek	Completed	6/12/2013	60,000	14,049	46,092
Oxley Highway to Kempsey (State and Federal funded)	Port Macquarie – Kempsey	Planning	N/A	N/A	11,764	81,153
Oxley Highway to Kundabung (State and Federal funded)	Kundabung –Thrumster	Construction	2017	820,000	38,746	968
Kundabung to Kempsey (State and Federal funded)	Kempsey – Kundabung	Construction	2016	230,000	1,944	86
Frederickton to Eungai (State and Federal funded)	Clybucca	Construction	2016	675,000	205,375	90,396
Warrell Creek to Urunga (State and Federal funded)	Nambucca Heads	Planning	N/A	N/A	11,560	75,062
Warrell Creek to Nambucca Heads (State and Federal funded)	Macksville	Planning	2017	830,000	37,398	5,136
Nambucca Heads to Urunga (State and Federal funded)	Urunga	Construction	2016	780,000	120,066	38,542
Coffs Harbour Bypass (State and Federal funded)	Coffs Harbour	Planning	N/A	N/A	5,143	45,548

Project Description	Location	Status (as at 30 June 2014)	Announced completion date	Announced estimate total cost (\$'000)	2013–14 exp (\$'000)	Expenditure in previous years (\$'000)
Coffs Harbour (Sapphire) to Woolgoolga (State and Federal funded)	Woolgoolga	Construction	2014	860,000	207,396	627,526
Woolgoolga to Ballina (planning and preconstruction) (State and Federal funded)	Grafton – Maclean	Planning	N/A	N/A	63,947	197,000
Devils Pulpit Upgrade (State and Federal funded)	Tabbimoble	Completed	2/04/2014	90,000	26,508	54,435
Tintenbar to Ewingsdale (State and Federal funded)	Bangalow	Construction	2015	862,000	253,072	328,638
Princes Highway						
Princes Motorway (Mount Ousley Road) climbing lanes (State and Federal funded)	Cataract	Planning	N/A	N/A	3,823	2,362
Albion Park Rail Bypass, Yallah to Oak Flats	Albion Park Rail	Planning	N/A	N/A	2,280	246
Gerringong upgrade, Mount Pleasant to Toolijooa Road	Gerringong	Construction	2015	329,000	111,395	130,734
Foxground and Berry Bypass, Toolijooa Road to South Berry	Berry	Planning	2018	580,000	34,381	63,431
Berry to Bomaderry	Berry – Bomaderry	Planning	N/A	N/A	7,966	6,098
South Nowra, Kinghorne Street to Forest Road	Nowra	Completed	29/03/2014	72,000	26,590	43,353
Termeil Creek realignment	Termeil	Planning	N/A	N/A	491	1,305
Dignams Creek realignment	Dignams Creek	Planning	N/A	N/A	820	5,391
Bega Bypass (Federal funded)	Bega	Completed	16/10/2013	50,000	10,519	38,267
Regional NSW Major Roads Upgrades						
Barton Highway safety improvements (Federal funded)	Murrumbateman	Construction	2015	N/A	2,586	3,019
Hume Highway, Holbrook Bypass (Federal funded)	Holbrook	Completed	7/08/2013	227,000	10,872	203,589
Mitchell Highway, Goanna Hill realignment	Molong	Planning	N/A	N/A	1,673	1,036
Newell Highway, Trewilga realignment	Trewilga	Planning	N/A	N/A	983	893
New England Highway, Bolivia Hill upgrade (Federal funded)	Bolivia	Planning	N/A	N/A	287	1,423
New England Highway, Tenterfield Heavy Vehicle Bypass (Federal funded)	Tenterfield	Planning	N/A	N/A	578	974
Summerland Way, additional Clarence River crossing	Grafton	Planning	N/A	N/A	6,094	13,873
Bridges for the Bush						
Olympic Highway, Kapooka bridge replacement (State and Federal funded)	Kapooka	Construction	2016	N/A	3,212	2,293

Project Description	Location	Status (as at 30 June 2014)	Announced completion date	Announced estimate total cost (\$'000)	2013–14 exp (\$'000)	Expenditure in previous years (\$'000)
Oxley Highway, Gunnedah Bridge over railway	Gunnedah	Planning	N/A	N/A	950	815
Kamilaroi Highway, Tulladunna Bridge replacement	Wee Waa	Construction	2016	12,200	1,670	673
Cobb Highway, second bridge over Murray River (NSW contribution)	Moama – Echuca	Planning	N/A	N/A	670	4,115
Other major programs						
Transport Access Program - commuter wharf upgrades	Various	Construction	2015	N/A	8,876	39,772

Appendix 4: Driver, vehicle and maritime statistics

Table A4.1 Number of vehicles registered in NSW as at 30 June 2014 by year of manufacture

Year of manufacture	Number of vehicles
1900–1959	9,515
1960–1964	7,575
1965–1969	15,425
1970–1974	41,005
1975–1979	74,944
1980–1984	111,296
1985–1989	225,910
1990–1994	296,848
1995–1999	716,658
2000	215,828
2001	218,162
2002	245,676
2003	279,287
2004	294,922
2005	311,244
2006	305,996
2007	337,569
2008	333,134
2009	314,353
2010	358,412
2011	347,896
2012	388,729
2013	395,693
2014	133,571
Total	5,979,648

Table A4.2 Number of vehicles registered in NSW as at 30 June 2014 by vehicle usage

Vehicle type	Number of vehicles
Passenger vehicles	2,894,125
Off-road vehicles	1,150,975
People movers	71,158
Small buses	18,227
Mobile homes	8,232
Motor cycles	193,479
Scooters	14,972
Light trucks	598,261
Light plants	2592
Light trailers *	861,142
Other vehicles	123
Total light vehicles	5,813,286
Buses	13,028
Heavy trucks	91,381
Prime movers	18,835
Heavy plants	4570
Heavy trailers *	38,548
Total heavy vehicles	166,362
Total	5,979,648

* Re-defined as light trailers with GVM up to 4.5t and heavy trailers with GVM > 4.5t.

Table A4.3 Number of vehicles registered in NSW as at 30 June 2014 by vehicle usage

Vehicle usage	Number of vehicles
Private	4,185,739
Pensioner concession	796,600
Primary producer concession	106,637
Business general	823,308
Taxi	7122
Public bus and coach	7752
Federal Interstate Registration Scheme	3508
Other vehicle usages	48,982
Total	5,979,648

Table A4.4 NSW licensed drivers and riders by gender as at 30 June 2014

Gender	No. of licence holders	% of total
Female	2,504,739	48.7%
Male	2,637,658	51.3%
Total	5,142,397	100.0%

Table A4.5 NSW licensed drivers and riders by age group as at 30 June 2014

Age group	No. of licence holders	% of total
16–19	285,033	5.5%
20–24	402,292	7.8%
25–29	434,865	8.5%
30–34	479,667	9.3%
35–39	468,938	9.1%
40–44	501,052	9.7%
45–49	458,228	8.9%
50–54	474,085	9.2%
55–59	426,599	8.3%
60–64	374,676	7.3%
65–69	326,976	6.4%
70–74	224,962	4.4%
75–79	147,656	2.9%
80–84	87,837	1.7%
85+	49,531	1.0%
Total	5,142,397	100.0%

Table A4.6 NSW driver and rider licences on issue by licence class as at 30 June 2014

Licence class	No. of licences	% of total class
Class C	4,584,126	80.5%
Class LR	90,950	1.6%
Class MR	130,243	2.3%
Class HR	202,267	3.6%
Class HC	107,581	1.9%
Class MC	22,959	0.4%
Class R	554,584	9.7%
Total	5,692,710	100.0%

Note: A person may hold a rider licence class as well as a driver licence class.

Outputs	2007–08	2008–09	2009–10	2010–11	2011–12	2012–13	2013–14
General boat driving licences (not including personal watercraft licences)	419,080	447,253	452,803	447,194	445,436	443,596	444,141
Personalised watercraft driving licences	32,616	36,396	38,718	40,247	41,369	42,202	44,985
Recreational vessel registrations (not including personal watercraft registrations)	209,767	214,614	218,161	214,705	217,511	218,950	221,276
Personalised watercraft registrations	7307	7708	8354	8623	9123	9666	10,502
Aquatic licences issued	675	637	655	697	711	722	710
Environmental assessments for mooring and aquatic licences	2734	2797	2800	2331	3153	2784	2967
Boating fatalities per 100,000 registered vessels (recreational and commercial)	9.3	5.2	9.7	4.3	8.1	11.3	2.9
Safety compliance rate: recreational vessels, including personalised watercraft (percentage)	87.1	88.3	89	92.8	90.8	91.0	90.8
Safety compliance rate: commercial vessels (percentage)	93.4	91	88.3	91.6	93.9	93.1	92.6

Appendix 5: Research and development

Roads and Maritime has a Research and Development Program to identify and develop innovative solutions to materials, products, equipment, systems and processes to achieve business improvements. The program also develops a range of research projects focusing on road safety and the performance of roads and bridges to assist planning of long-term maintenance programs in order to minimise whole-of-life-cycle cost.

Specialist Roads and Maritime staff carry out the work, with some projects being conducted in collaboration with universities or outsourced to specialist research groups.

Roads and Maritime also contributes to research and development work funded by Austroads, in conjunction with other road agencies, to apply new technologies at a national level or assist with improving knowledge of the impact of increasing freight loads on road infrastructure.

Pavements

Projects carried out in 2013–14 included:

- A new approach to sealing foamed bitumen materials to improve the seal performance.
- Ongoing improvements to the methods used to assess the suitability of non-complying marginal materials for pavement materials in Western Region.

- Development of five technical guides for best practice application of test methods. These new guides capture historical knowledge of laboratory technicians in the agency.
- A review of the performance of rural highways using materials with high-fly ash blends.
- The application and construction of the low noise diamond grinding on plain concrete pavement on the Hunter Expressway. This new surface type, adapted from the USA, reduced construction costs and provides opportunities to reduce tyre-road noise from major highways.

Bridges

Projects carried out in 2013–14 included:

- Trials using sacrificial cathodic protection systems to assess the success of chloride ingress prevention. Small scale trials were carried out using four commercially available sacrificial anode systems at Ryde Bridge and the trials demonstrated that a combination of anodes systems is effective. Full scale trials using different anode systems are being monitored in seven bridges across the State.
- Trials on concrete culverts using passive re-alkalisation as a means to prevent further corrosion. A number of re-alkalisation products were applied to a culvert on the Hume Highway and one of the products was found to be effective in re-alkalising the carbonated concrete. A subsequent field trial including laboratory testing was carried out on a culvert under the Cumberland Highway. Depending on the outcomes of the field trials and the laboratory study, this product will be applied on a culvert in Western Region.
- Refined mixes for generic steel fibre reinforced reactive powder concrete (ultrahigh performance, fibre-reinforced concrete). The material produced from these mixes has demonstrated good performance. Further tests are needed to demonstrate that it can perform in large-scale bridge elements such as girders. However, the cost of this concrete is expensive (around \$1500 per cubic metre) and its uses would be very limited. As a result, there is limited value in progressing testing further.
- Development work on the crawling robot focused on enabling it's movement in a confined space. This project was conducted in collaboration with the University of Technology, Sydney (UTS). Testing of the robot will continue on Sydney Harbour Bridge to improve its operation. UTS is well advanced on a new foot design to allow the robot to move across different surfaces. The project is on track for completion in February 2015.
- Development of seismic design rules for inclusion into the revision of AS5100 Bridge Design Code. Roads and Maritime has developed design rules and these have been incorporated in the draft revision of AS5100 Parts 2, 4 and 5. After receiving public comments, the revised Design Code is scheduled for publication in June 2015.

Geotechnical

In 2013–14 Roads and Maritime developed technical guides on mine subsidence, a short guide to treatments for slopes and walls, and mine risk assessment.

Transport planning

This year Roads and Maritime completed studies on traffic generation and parking demand data for three land use types – high density residential developments and service stations, and finished a desktop review of major hospital survey data.

Materials technology

In 2013–14 Roads and Maritime:

- Continued research on the development of long life, lane line markers for roads in the snow country.
- Developed a new thin surfacing for pedestrian access ways on steel bridge decks.

Appendix 6: Threatened species recovery plans

In accordance with section 70(1) of the *NSW Threatened Species Conservation Act 1995*, Roads and Maritime must report on the actions, we have taken to implement measures identified in a recovery plan in its Annual Report.

Table A6.1 Threatened Species Recovery Plans

Measures	Action taken by Roads and Maritime	Status in 2013–14
<i>Acacia pubescens</i> (Downy Wattle) Recovery Plan (February 2003)		
(12.3) Identify existing and potential threats (for example, weed invasion, hybridisation and reducing access to sites) to the population at Beverly Hills/Narwee (adjacent to the M5, north of Windarra Street).	Roads and Maritime staff visited the site and mapped the area of the population in 2000.	No further action required.
(12.3) Develop and implement threat and habitat management programs for the population at Beverly Hills/Narwee (adjacent to the M5, north of Windarra Street).	The population was included in the relevant roadside corridor management plan.	No action required.
(12.3) Monitor populations on a regular basis to assess the effectiveness of threat and habitat management programs for the population at Beverly Hills/Narwee (adjacent to the M5, north of Windarra Street).	No inspections were carried out in 2013–14.	No action this reporting period.
(12.3.2) Developments and activities are assessed with reference to this recovery plan, environmental assessment guidelines and any future advice from the National Parks and Wildlife Service regarding the distribution, threats, biology and ecology of <i>A.pubescens</i> .	Developments and activities in the vicinity of <i>A.pubescens</i> are assessed with reference to the recovery plan, environmental assessment guidelines and any advice from the Office of Environment and Heritage regarding the distribution, threats, biology and ecology of <i>A.pubescens</i> .	All projects with the potential to impact on <i>A.pubescens</i> referred to the recovery plan and environmental assessment guidelines.
(15.3.2) When planning decisions are made which affect populations of <i>A.pubescens</i> , this information will be forwarded to the National Parks and Wildlife Service. This includes information on decisions that protect habitat, as well as those that lead to reduction of habitat and/or individuals.	Roads and Maritime informs the Office of Environment and Heritage of projects where there are impacts to <i>A.pubescens</i> .	This action is a standard requirement of projects.

Measures	Action taken by Roads and Maritime	Status in 2013–14
National Recovery Plan for Angus's Onion Orchid <i>Microtis angusii</i> (2010)		
<p>(5.1) Roads and Maritime will ensure that roadworks and road maintenance at the known location at Ingleside, in potential habitat and in any newly discovered sites, will not cause the destruction or degradation of any part of a <i>M.angusii</i> population, its habitat or potential habitat.</p> <p>Roads and Maritime will achieve this by: (a) assessing and carrying out all activities with reference to the recovery plan and any future advice regarding the distribution and ecology of <i>M.angusii</i>, (b) ensuring that all relevant environmental and site personnel are familiar with the location of known <i>M.angusii</i> and potential habitat.</p>	<p>All activities by Roads and Maritime are carried out with reference to the recovery plan and any advice regarding the distribution, ecology and potential habitat of <i>M.angusii</i>.</p>	<p>Since 2012 Roads and Maritime has investigated the potential impacts to <i>M.angusii</i> from a proposed upgrade of Mona Vale Road. This planning continued in 2013–14.</p> <p>Roads and Maritime continues to liaise with Warringah Council, the Office of Environment and Heritage, and the Botanic Gardens to ensure the proposal would avoid or minimise destruction or degradation to the known location of <i>M.angusii</i> at Ingleside, or in potential habitat and/or newly discovered sites identified during investigations.</p>
<p>(6.3) Roads and Maritime will notify the Office of Environment and Heritage of any new sites and populations of <i>M.angusii</i> located through both targeted survey (for example, for environmental assessment purposes) and other sightings.</p>	<p>Roads and Maritime has located a number of new sites and/or populations of <i>M.angusii</i> through targeted survey.</p>	<p>The location of any new populations will be sent to Office of Environment and Heritage.</p>
Cumberland Plain Threatened Species Recovery Plan (January 2011)		
<p>(1.5) In circumstances where impacts on the threatened biodiversity listed in Table A10.1 are unavoidable, as part of any consent, approval or licence that is issued, ensure that offset measures are carried out within the priority conservation lands where practicable. (Note that offsets for impacts within the Growth Centres will continue to be provided in accordance with the Growth Centres Biodiversity Certification Order).</p>	<p>Roads and Maritime provides offsets for unavoidable impacts to species listed in the recovery plan. Offsets provided to date have been within the priority conservation lands where practicable.</p>	<p>Roads and Maritime has identified a number of projects in or adjacent to the Growth Centres that will require offsetting in accordance with the Growth Centres Biodiversity Certification Order.</p>
<p>(2.3) State Government and Federal Government agencies will manage, to best practice standards (as specified in Appendix 23), any lands which are under their ownership or for which they have care control and management, which:</p> <ol style="list-style-type: none"> 1. Contain any of the threatened biodiversity listed in Table A10.1. 2. Are located within the priority conservation lands or, if located outside these lands, have conservation as a primary management objective. 	<p>Roads and Maritime will ensure actions carried out on these lands are undertaken in accordance with the standards identified in the recovery plan.</p>	<p>No additional action required.</p>

Appendix 7: Waste reduction, including energy consumption

Vessel waste recovery

To protect the marine environment from the impact of sewage pollution from vessels and encourage the responsible disposal of vessel waste, Roads and Maritime maintains pump-out facilities at King Street Wharf and Blackwattle Bay, and monitors three additional pump-out facilities at Wharf 6 White Bay, Cabarita and Birkenhead Point.

During 2013–14, a total of 12.838 million litres of untreated sewage waste was pumped out from vessels through these facilities. This represented a 12 per cent increase on the previous financial year. Roads and Maritime also funds a mobile vessel pump-out facility on Myall Lakes. During the year 61,830 litres of untreated sewage waste was pumped out through these facilities, which is an increase of 4.8 per cent on the previous year.

Energy use and greenhouse gas emissions*

Energy efficiency

In 2012–13 Roads and Maritime consumed 917,995 gigajoules (GJ) of energy. Electricity usage accounted for the greatest part, followed by diesel fuel usage, then Ethanol Blended Fuel.

The operation of exhaust fans and lighting systems in road tunnels consumes the most electricity of all Roads and Maritime's activities. Other significant electricity consuming activities include the running of Roads and Maritime's buildings, including motor registries, work depots and offices, and the energy used to run the State's traffic signals and street lights. Our energy use profile for 2012–13 is shown in Figure 3.

Roads and Maritime also used diesel and petrol to operate road machinery and vehicles. Minor amounts of LPG and natural gas were also used to heat buildings, as fuel for some light vehicles and to manufacture asphalt.

In order to reduce energy use, Roads and Maritime:

- Carries out energy audits of our highest energy consuming buildings and implements energy reduction measures such as installing energy efficient air conditioning and lighting systems to reduce greenhouse gas emissions.
- Continues to upgrade traffic signals by replacing quartz halogen lamps with LED lighting technology (see Figure 5).
- Considers the environmental performance of light vehicles along with safety and costs when purchasing. All light vehicles purchased are required to meet the minimum carbon dioxide emission standards as specified by NSW Procurement.

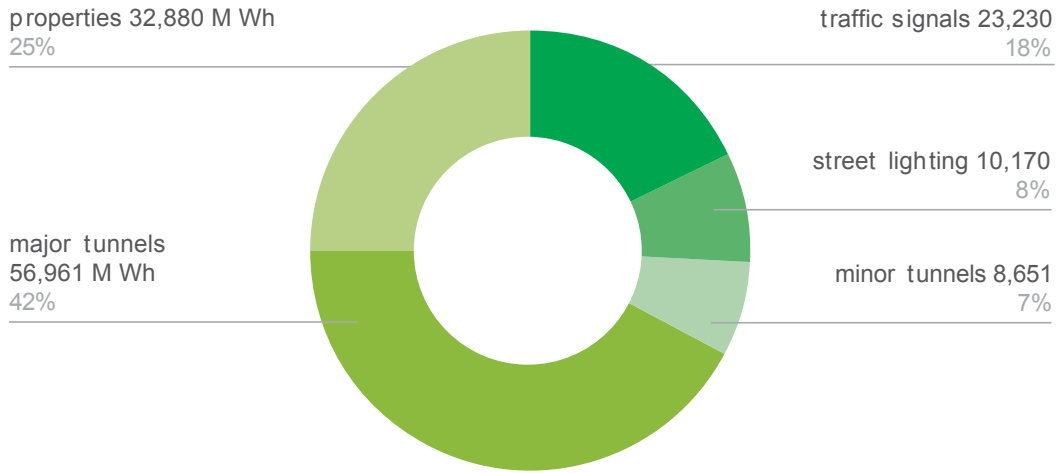
* Roads and Maritime reports the annual energy consumption one year in arrears. All figures in this report relate to 2012–13.

Greenhouse gas emissions

Roads and Maritime's annual greenhouse gas emissions are reported to the Office of Environment and Heritage annually. The 2012–13 report is the first annual energy and greenhouse gas report that includes data covering a full 12 months of operation of the M5 East Tunnel. It is also the first time that a full 12 months of operational energy data has been collated since the formation of Roads and Maritime.

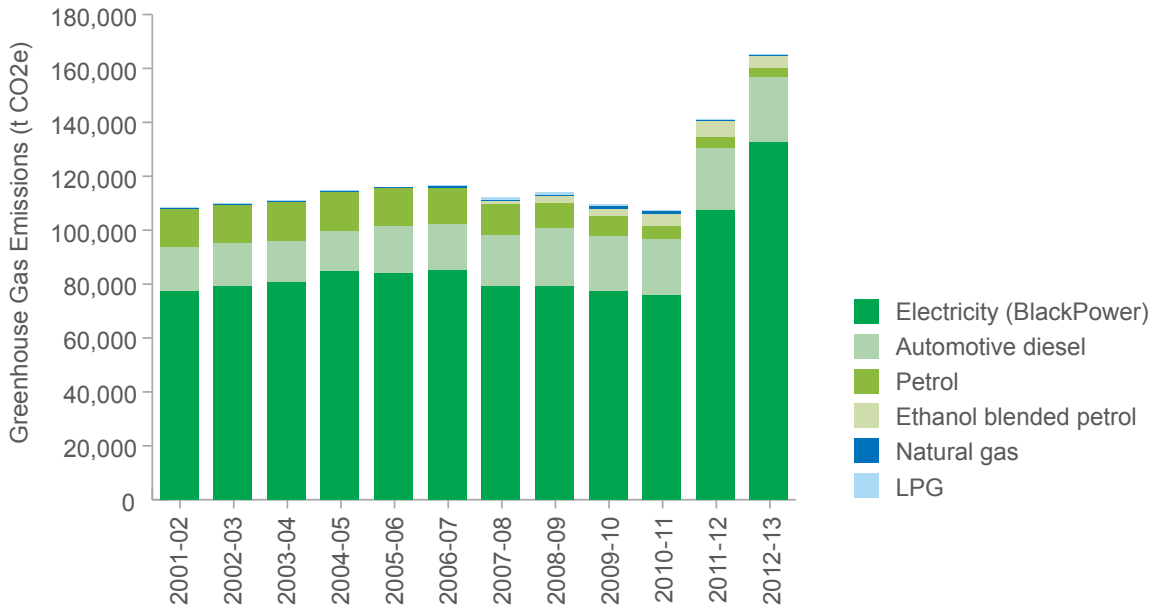
Compared to 2011–12 Roads and Maritime's greenhouse gas emissions increased significantly due to assuming responsibility for electricity use in the M5 East Tunnel. Prior to December 2011, electricity consumed by the M5 East was the responsibility of the private sector tunnel operator and as per accepted national greenhouse accounting practices was not included as part of our greenhouse gas emissions. Our total greenhouse gas emissions for 2012–13 is shown in Figure 4.

Figure 3. Electricity consumption 2012–2013



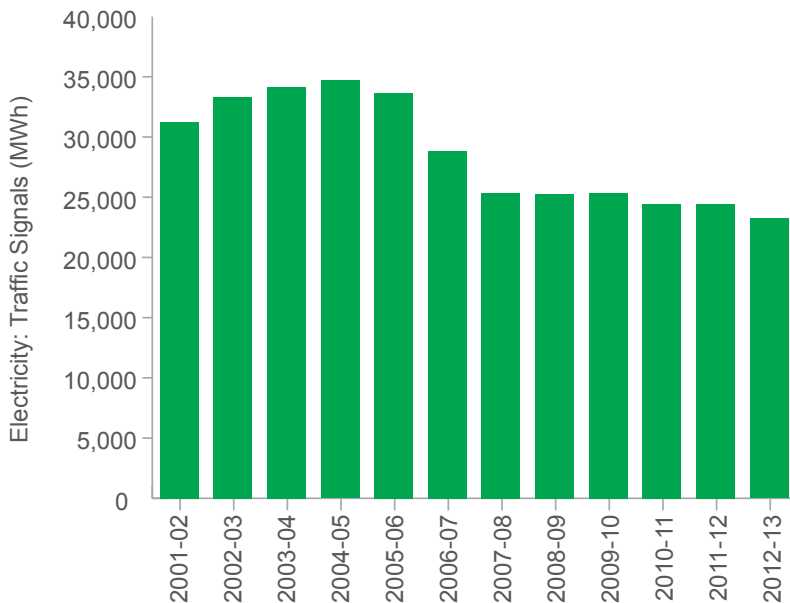
*The annual data is reported one year in arrears.

Figure 4. Total greenhouse gas emissions (tonnes of carbon dioxide equivalent) 2012–2013



Roads and Maritime reports the annual greenhouse gas emissions one year in arrears. All figures in this report relate to 2012–13 period.

Figure 5. Electricity traffic signals



* The annual data is reported one year in arrears.

Waste reduction

Significant quantities of construction materials are used to construct the State’s roads. Roads and Maritime is committed to reducing waste generation and maximising resource consumption.

Roads and Maritime reports every two years to the Office of Environment and Heritage on the progress made in implementing our Waste Reduction and Purchasing Plan. The most recent progress report was prepared in the 2012–13 financial year and was presented in the Roads and Maritime Annual Report 2012–13.

Table A7.1 provides the waste recovery rates for the main waste streams generated as part of the Road Maintenance Program during 2013–14. The waste recovery rates continue to exceed the NSW Government’s 2014 waste recovery targets.

High rates of recycling can be attributed to the reduced construction costs associated with re-using materials generated on-site compared to the high costs of transporting and disposing of waste off-site and purchasing virgin materials. Additionally, Roads and Maritime has negotiated resource recovery exemptions with the NSW Environment Protection Authority to help facilitate the beneficial re-use of road construction materials.

Table A7.1 Waste recovery rates

Waste type	Roads and Maritime waste recovery rates (2013–14)	NSW Government waste recovery targets (by 2014)
Vegetation	94%	76%
Concrete	97%	76%
Steel	98%	76%
Asphalt	99%	76%
Virgin excavated natural material/fill	99%	76%

Appendix 8: Environmental planning and assessment

The environmental framework

The *Environmental Planning and Assessment Act 1979* (EP&A Act) establishes the process for environmental impact assessment and approval of infrastructure and development projects. *The Environmental Impact Assessment Guidelines* provide a framework to ensure that Roads and Maritime's environmental assessments are of high quality and meet community expectations.

Roads and Maritime activities are assessed in accordance with the requirements of the EP&A Act either under Part 5.1 for State Significant Projects or under Part 5 of the Act for other projects and maintenance activities.

In 2013–14 some projects already under assessment were also approved under the former Part 3A of the EP&A Act, which has now been removed following legislative reform.

Managing environmental requirements for projects of State significance

During the reporting period environmental assessments were finalised and approvals for State Significant Projects were received from the Minister for Planning, including:

- Foxground and Berry Bypass project, Kiama and Shoalhaven (formerly Part 3A).
- Windsor Bridge replacement project, Hawkesbury (Part 5.1).
- Woolgoolga to Ballina Pacific Highway upgrade project (Part 5.1).

Before they were approved, all three projects were exhibited for public comment, with Roads and Maritime preparing detailed submissions reports for consideration by the Department of Planning and Environment.

To support continued improvement towards best practice in environmental assessment, a Roads and Maritime procedure with supporting templates and guidance notes dealing with State Significant Project infrastructure under Part 5.1 of the EP&A Act has been developed and implemented.

Modification applications to a number of existing approved projects were also publicly exhibited and approved, including for the Pacific Highway upgrade and M2 Motorway.

Managing environmental requirements for Part 5 projects

The majority of Roads and Maritime activities are not of sufficient scale or potential impact to be assessed as State Significant Projects. Instead, these activities are assessed in accordance with the requirements of Part 5 of the EP&A Act. For these projects Roads and Maritime is the proponent and prepares a comprehensive Review of Environmental Factors Report prior to determining whether the project should proceed.

The report examines the potential environmental impacts of activities, assesses whether the potential impacts would be significant, and identifies measures to avoid, minimise, mitigate and, in some cases, offset impacts. As part of our *Environmental Impact Assessment Guidelines*, Roads and Maritime has procedures with supporting templates and guidance notes to ensure quality assessment of work carried out under Part 5 of the EP&A Act.

Roads and Maritime exhibited Reviews of Environmental Factors for community input, prepared Submissions Reports and determined to proceed with a number of projects during the reporting period, including:

- Safety upgrade, Hartley Valley (Great Western Highway).
- Berry to Bombaderry upgrade (Princes Highway).

- Burrill Lake Bridge, Ulladulla (Princes Highway).
- Dignams Creek upgrade, Nowra (Princes Highway).
- Kapooka Bridge and road realignment, Wagga Wagga (Olympic Highway).
- Richmond Road upgrade Stage 3, Blacktown.
- Anzac Parade pathway, Moore Park.
- Sydney City Centre Bus Infrastructure improvements.
- Wharf upgrades at Drummoyne and Mosman Bay.

Projects requiring Commonwealth environmental approvals

Roads and Maritime projects must also satisfy environmental assessment and approval requirements under the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999*, including with respect to nationally listed threatened species and communities. During the reporting period Roads and Maritime referred and received approvals from the Commonwealth for the following projects:

- Mount Victoria Forty Bends upgrade, Lithgow (Great Western Highway).
- Kapooka Bridge and road realignment, Wagga Wagga (Olympic Highway).

Appendix 9: Heritage

Roads and Maritime is obliged to consider the impact of our activities on both Aboriginal and non-Aboriginal heritage. We aim to minimise its impact through sound investigation and integrating consideration of heritage impacts into all our operations.

Roads and Maritime abides by the legislation controlling heritage impacts. We have actively participated in the development of State agency heritage asset management policies at the invitation of the Heritage division of the Office of Environment and Heritage, and taken part in the State agency reference group established to support the creation of stand-alone Aboriginal Heritage Legislation.

Heritage and Conservation Register

Roads and Maritime is continuing to manage its Section 170 Heritage and Conservation Registers (S170 Register), in accordance with the *Heritage Act 1977* (NSW). At present the Maritime and Roads registers are being maintained as separate entities.

The S170 register currently lists 391 State and locally significant heritage assets, including bridges, buildings, memorials and movable heritage items, among others; it also includes the 76 heritage assets managed by Maritime division.

Roads and Maritime began to catalogue, tag and re-house our significant movable heritage items, beginning with cash tolling on the Sydney Harbour Bridge in 2012. Work has been completed on assessing the items held in the main movable heritage storage area at Rockdale, which includes items of furniture made in the Department of Main Roads' workshops, as well as examples of equipment, machinery, signage and models made by the Roads and Traffic Authority and its predecessors.

Those items which meet our collection criteria will be included within the Roads and Maritime Movable Heritage Collection, which is part of the S170 Register.

Aboriginal cultural heritage consultation and management

Many of Roads and Maritime's activities have the potential to impact Aboriginal cultural heritage, both archaeological sites and places with culturally significant associations. The Roads and Maritime *Procedure for Aboriginal Cultural Heritage Consultation and Investigation* ensures that Aboriginal cultural heritage is assessed and managed in a responsible and appropriate manner with the involvement of the Aboriginal community.

By integrating Aboriginal cultural heritage assessment into early design stages, Roads and Maritime can avoid or minimise many impacts. Where Aboriginal cultural heritage impacts cannot be avoided, we work with Aboriginal stakeholders to manage our impacts by salvage archaeology and additional documentation.

Some Roads and Maritime projects were required to seek approvals under the *National Parks and Wildlife Act 1974* and the *Heritage Act 1977 (NSW)*.

Permits were sought for the following projects:

Section 57 Exemption under Heritage Act	Section 60 Approval under Heritage Act	Section 90 (AHIP) under National Parks and Wildlife Act	Section 90 (AHIP) variation under National Parks and Wildlife Act
Bringelly Road upgrade – Upper Canal (Sydney Region)	Sydney Harbour Bridge – abutment lifts (Sydney Region)	Burrill Lake Bridge replacement (Southern Region)	Nelson Bay Road upgrade (Bobs Farm to Anna Bay) (Hunter Region)
Camden Valley Way upgrade (Sydney Region)	Middle Falbrook Bridge over Glennies Creek – capacity upgrade	Entrance Bridge cathodic protection (Hunter Region)	Princes Highway upgrade (Gerringong) (Southern Region)
		Kyalite Bridge (Western Region)	Princes Highway (Foxground and Berry Bypass) (Southern Region)
		Old Wallgrove Road upgrade (Sydney Region)	The Northern Road – Cranebrook (Sydney Region)
		Richmond Road upgrade (Sydney Region)	

Timber Truss Bridge Strategy

In August 2012 the NSW Heritage Council endorsed the Roads and Maritime Timber Truss Bridge (TTB) Strategy, which sets out how Roads and Maritime will manage and conserve the remaining timber truss bridges within our control.

In 2013–14:

- Kempsey Shire Council successfully sought the removal of Five Day Creek Bridge, also known as Comara Bridge, from the NSW State Heritage Register. Roads and Maritime had already duplicated this single-span, McDonald truss bridge by providing a new bridge. The old bridge was delisted on the basis that its continued conservation would be an economic hardship for Kempsey Council and that the TTB strategy ensured the conservation of a representative suite of comparable bridges into the future.
- Three timber truss bridges were removed from the Roads and Maritime Section 170 Heritage and Conservation Register following the construction of replacement bridges. These are Gundaroo Bridge over the Yass River, Boonanga Bridge over the Barwon River and Mungindi Bridge over the Barwon River.
- A Section 60 application was approved by the NSW Heritage Council for the capacity upgrade of the Middle Falbrook Bridge over Glennies Creek. Roads and Maritime also produced the Movable Span Bridge Study, which was one of the requirements of the TTB Strategy.

Roads and Maritime Heritage Committee

The Heritage Committee meets quarterly to discuss issues relating to the management of heritage assets and policy development for heritage conservation. The Committee includes representatives from:

- Engineers Australia.
- Heritage division, Office of Environment and Heritage.
- The National Trust of Australia (NSW).
- The Royal Australian Historical Society.

Four meetings were held in 2013–14, and the Committee's specialist expertise contributed to improved outcomes for:

- The proposed State Heritage Register listing of Glebe Island Bridge.
- Windsor Bridge replacement.
- The provision of step-free access for Sydney Harbour Bridge.
- The Campbelltown Road upgrade project.

Notable achievements

- Roads and Maritime was highly commended for the Dunmore Bridge capacity upgrade in the 2013 Engineers Australia Colin Crisp Awards. The criteria relevant to this commendation were "Conservation of an engineering work of historic or heritage significance" and "Engineering work that facilitates or is essential to the successful conservation of an historic or heritage structure or building".
- With the support of the Royal Australian Historical Society and members of the Heritage Committee, a commemorative book was produced to celebrate the completion of the duplication of the Hume Highway. *The Old Hume Highway: history begins with a road* documents the many historic sights and stops along successive lines of the Hume Highway that have been progressively by-passed as the road has been upgraded. The last bypass opened to traffic on 23 August 2014. Each section of the guide was written by members of the local historical society and focused on what they identified as the most important and interesting places telling their stories. Limited print copies of the book are available from the Roads and Maritime Library at cost, or it is freely downloadable from www.rms.gov.au.
- Planning started for activities to celebrate the 50th anniversary of the opening of Gladesville Bridge, which, when opened in 1964, was the longest concrete arch in the world.

Appendix 10: Biodiversity projects

Table A10.1 Biodiversity projects 2013–14

Activity	Purpose	Progress
Biodiversity performance reviews	To identify key issues for the future development of policy, guidelines and training and as a method of promoting ways to minimise impacts on biodiversity.	Four biodiversity performance reviews were carried out for projects on Bells Line of Road, and the Pacific Highway, Schofields Road and Camden Valley Way upgrades.
NSW Wildlife Council	To manage wildlife on roads.	<p>Roads and Maritime continues to provide an annual contribution of \$25,000 to the NSW Wildlife Council (NSWWC) – the peak body for the rescue and rehabilitation of sick and injured wildlife in NSW.</p> <p>In the last 12 months the International Fund for Animal Welfare in partnership with the NSWWC released a new internet based “app” to assist the community locate and contact wildlife carers should they encounter injured wildlife, including animals injured on roads.</p>
Code of Practice for Minor Work in NSW Waterways	To streamline the consultation process between NSW Department of Primary Industries and Roads and Maritime regarding low-risk dredging and/or reclamation work.	A draft Code of Practice has been prepared and is awaiting final agreement of both agencies.
Biodiversity offsets	To offset unavoidable biodiversity impacts.	Roads and Maritime continued to implement biodiversity offset strategies for a range of projects, including those associated with the Pacific Highway and Great Western Highway upgrades. We are close to finalising a Biodiversity Offset Strategy for unavoidable biodiversity impacts within the North West and South West growth centres.

Appendix 11: Funds granted to non-government community organisations

Table A11.1 Funds granted to non-government community organisations 1 July 2013–30 June 2014

Division	Grant recipient	Grant	Program area	Project description	Target audience
Maritime	Croki Progress Association	\$1890	Better Boating Program	Initial investigation for construction of a new concrete boat ramp to replace the informal ramp at Young Street, Croki.	Recreational boating community
Maritime	Middle Harbour Yacht Club	\$23,153	Better Boating Program	Installation of a new public sewage pump-out facility to replace the old facility at the Middle Harbour Yacht Club.	Recreational boating community
Maritime	North Arm Cove Residents Association	\$31,375	Better Boating Program	Construction of dinghy racks and water access ramps for dinghies at Casuarina Park Reserve and Water St Reserve, North Arm Cove.	Recreational boating community
Total		\$56,418			

Appendix 12: Access to government information

Review of proactive release program

Under section 7 of the *Government Information (Public Access) Act 2009* (GIPA Act), agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be carried out at least once every 12 months.

Roads and Maritime performs a wide range of functions and through the performance of these functions, we actively release information about current and planned transport projects and initiatives.

A vast array of information about Roads and Maritime activities is available on our website, which includes detailed reports about infrastructure and maintenance projects, statistics and services provided by Roads and Maritime. There is also a range of publications, available free of charge, providing assistance to our customers.

Number of access applications received

During the reporting period Roads and Maritime received a total of 2668 access applications (including withdrawn applications but not invalid applications).

Number of refused applications for Schedule 1 information

During the reporting period Roads and Maritime refused a total of nine access applications because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications, three were refused in full and six were refused in part.

Statistical information about access applications

Table A12.1 Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	10	3	2	0	1	1	0	2
Members of Parliament	2	2	1	0	0	0	0	0
Private sector business	1319	284	127	70	52	3	1	10
Not for profit organisations or community groups	2	1	29	17	0	0	11	8
Members of the public (application by legal representative)	83	27	49	36	5	2	2	8
Members of the public (other)	159	41	57	49	0	0	0	17

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table A12.2.

Table A12.2 Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	124	15	24	6	2	1	0	1
Access applications (other than personal information applications)	1443	341	241	166	56	5	14	44
Access applications that are partly personal information applications and partly other	8	2	0	0	0	0	0	0

*A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table A12.3 Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	47
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	47
Invalid applications that subsequently became valid applications	22

Table A12.4 Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	4
Executive Council information	0
Contempt	0
Legal professional privilege	5
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table A12.5.

Table A12.5 Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	10
Law enforcement and security	8
Individual rights, judicial processes and natural justice	603
Business interests of agencies and other persons	10
Environment, culture, economy and general matters	0
Secrecy provisions	215
Exempt documents under interstate Freedom of Information legislation	0

Table A12.6 Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	2434
Decided after 35 days (by agreement with applicant)	159
Not decided within time (deemed refusal)	75
Total	2668

Table A12.7 Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	1	1
Review by ADT	0	0	0
Total	0	1	1

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table A12.8 Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1

Appendix 13: Senior executive service performance statements

Table A13.1 Senior Service Level 2 to 6

Transport Senior Service Level	Financial Year 2013–14			Average of TRP	% of Total Employee related expenditure relating to Senior Executives
	Female	Male	Total		
Senior Service Level 2	8	38	46	\$218,853	3.1%
Senior Service Level 3	3	15	18	\$267,199	
Senior Service Level 4	1	2	3	\$268,196	
Senior Service Level 5	1	5	6	\$338,991	
Senior Service Level 6	-	3	3	\$543,000	
Total	13	63	76		

Note: Table A13.1 reflects Transport Senior Service staff Level 2 to Level 6 identified for transition to Executive Service, following introduction of the proposed Government Sector Employment Alignment Legislation (inclusive of WestConnex Executive members). 211 Senior Service Level 1 staff are not included in this profile. In May this year, there were 962 men employed on Transport Senior Service contracts within the NSW transport cluster. There were 266 women employed on Transport Senior Service contracts within the NSW transport cluster, representing 27 per cent of the total number. Many senior management roles at Roads and Maritime were transitioned to new arrangements in 2013–14 and, as a result, the agency has only two senior staff member remaining on an SES contract as at 30 June 2014.

Table A13.2 SES number 2011–12 to 2013–14

SES level	2013–14	Male	Female
Chief Executive under S.11A*	0	0	0
Level 6	0	0	0
Level 5	0	0	0
Level 4	0	0	0
Level 3	1	1	0
Level 2	1	0	1
Level 1	0	0	0
Total	2	1	1

Note: Many senior management roles at Roads and Maritime were transitioned to new arrangements in 2013–14 and, as a result, the agency has only two senior staff member remaining on an SES contract as at 30 June 2014.

Individual statements

Name	Peter Duncan AM FIPAA
Position	Chief Executive Roads and Maritime Services
Level	Exec
Period	1 July 2013 – 30 June 2014
Qualifications	Cert L&ESD, Grad. Cert Traffic Eng, A.Dip Land Studies, G.Dip Mgt.

Significant achievements in 2013–14

- Delivered a record \$3 billion capital program of work, including major State-shaping projects.
- Led Roads and Maritime towards delivery of its goals and targets in NSW 2021, the Long Term Transport Master Plan and the Roads and Maritime Services 2013–14 Strategy and Delivery Plan.
- Implemented significant organisational reform and transformation to drive greater operational and service capabilities aligned to Roads and Maritime’s core accountabilities of building infrastructure, managing journeys, maintaining assets, and the enabling functions to support these core accountabilities.
- Met with more than 1400 staff across NSW to share the agency’s vision and purpose, reinforce the OneRMS message and answer staff questions in relation to the priorities of Roads and Maritime.
- Ensured the effective management of Roads and Maritime’s \$3 billion capital program and \$2 billion operating expenditure.
- Achieved the Roads and Maritime annual savings target of more than \$245 million.
- Continued to support staff in delivering customer-focused solutions through the Key Behaviours Skills Training as outlined in the Customer Charter, including the development of a tailored training program for maintenance field staff.
- Oversaw the establishment of the Sydney Maintenance Contestability Contracts for procurement and delivery of road asset maintenance and upgrades in Sydney worth more than \$2 billion across the next 10 years.
- Completed the delivery of the \$1.7 billion, 40 kilometre Hunter Expressway.
- Completed the delivery of the Hume Highway duplication, providing a dual carriageway highway in both directions for more than 800 kilometres between Melbourne and Sydney.
- Coordinated the work of the private sector partners to develop the NorthConnex Environmental Impact Statement.

- Provided oversight and strategic direction to the WestConnex project as a key member of the WestConnex Delivery Authority Board.
- Led the delivery of significant road network infrastructure, including delivery of: the Pacific Highway Devil Pulpit upgrade, the Bega Bypass, the Bulahdelah Bypass, the Holbrook Bypass, the Shortland to Sandgate section of the Newcastle Inner City Bypass, the Woolgoolga Bypass and continued the construction of the Frederickton to Eungai upgrade.
- Oversaw the management of the Wharf Maintenance Program including beginning planning or construction of Cremorne Point, McMahons Point and Mosman Bay commuter wharves.
- Championed Work Health and Safety accountability of all staff and collaborated with industry partners to drive Work Health and Safety outcomes.
- Expanded the available travel time information services to customers by delivering real-time information to six locations across the Pacific Highway.
- Supported the establishment of 18 new Service NSW service centres delivering face-to-face services for Roads and Maritime customers.
- Eased congestion at traffic hot spots by delivering 12 intersection upgrades in Western Sydney under the Pinch Point Program and four bus priority projects.
- Supported road safety activities through the delivery of 145 Black Spot treatments, the installation of red light speed camera equipment to 21 intersections, the installation of 24 point-to-point speed cameras and the roll out of the school zone flashing lights to a further 101 schools.
- Supported the development of the National Heavy Vehicle Regulator and oversaw the implementation of the National Maritime Safety Regulator service delivery arrangements for domestic commercial vessels.
- Enabled safe and efficient journeys across NSW by ensuring that Roads and Maritime delivery is aligned to the Transport for NSW outcomes.
- Oversaw the delivery of the life jacket awareness initiative, including the \$1.5 million Lifejacket WearIt campaign, part of the 2012–15 Boating Safety Communication and Education Strategy.

Individual statements

Name	Greg Evans
Position	Director Asset Maintenance
Level	SS5
Period	1 July 2013 – 30 June 2014
Qualifications	BE, CPEng

Significant achievements 2013–14

- Maintained the durability, waterproofing and skid-resistance of the State Road network by resurfacing more than 11.1 million square metres of bitumen spray seals.
- Improved the smoothness of the State Road network by resurfacing 2.2 million square metres of asphalt surface.
- Improved the smoothness and durability of the State Road network by rebuilding 3.4 million square metres of existing road pavements.
- Improved the safety of the State Road network by re-marking 15,000 kilometres of longitudinal lines (edge lines, lane lines and centre lines).

- Delivered a \$156.4 million program of work to address the effects of previous natural disasters throughout NSW.
- Exceeded the target for improved road maintenance delivery practices.
- Implemented Stewardship Maintenance Contracts for the South and West Sydney zones as part of road maintenance contestability reform.
- Established two new contracts for the maintenance of Intelligent Traffic Systems in the Sydney region, which are valued at \$15 million each per year.
- Updated the 10-year Roads and Maritime Asset Management Plan.
- Replaced the timber truss bridge over Crookwell River at James Park as part of the Bridges for the Bush Program.
- Completed construction of overtaking lanes on the Oxley Highway between the Pacific Highway and Wauchope, and at five locations on the Newell Highway.
- Consulted with councils to improve performance under existing Road Maintenance Council Contracts.
- Reformed Roads and Maritime's Engineering Services to improve industry collaboration and increase technical capability.
- Maintained the Sydney Harbour Bridge by renovating key ancillary systems, including lane changing devices, crucial to the operation of the bridge.
- Completed structural upgrades on the ANZAC Bridge.
- Maintained the NSW network of navigational aids to support safe boating across coastal and inland waterways.

Individual statements

Name	Geoff Fogarty
Position	Director Infrastructure Development
Level	SS5
Period	1 July 2013 – 30 June 2014
Qualifications	BE (Civil Hons)

Significant achievements in 2013–14

- Delivered a \$2.1 billion program of capital work to plan.
- Completed major infrastructure development work including:
 - The 40 kilometre Hunter Expressway, linking Newcastle with the greater Hunter region.
 - Two key sections of the Pacific Highway upgrade – Devils Pulpit and Herons Creek to Stills Road.
 - The M2 upgrade, Windsor Road to Lane Cove Road.
 - M5 West widening, King Georges Road to Camden Valley Way – bridge widenings at Queen Street and Nuwarra Road.
 - Erskine Park Link Road.
 - Newcastle Inner Bypass, Shortland to Sandgate.
 - Princes Highway upgrade, Bega Bypass.

- Princes Highway upgrade, South Nowra, Kinghorne Street to Forest Road.
- Terrigal Drive, Jessie Hurley Drive intersection upgrade.
- Hume Highway, Holbrook Bypass.
- Central Coast Highway, Matcham Road to Ocean View Drive.
- Barton Highway, Murrumbateman Road intersection and curve improvement project.
- Continued planning and delivery of major programs of work on Pacific Highway, Princes Highway and Great Western Highway upgrades.
- Continued planning work on other critical projects in regional NSW including: New England Highway, Bolivia Hill upgrade; Scone level crossing replacement; Mitchell Highway, Goanna Hill realignment; and Tabulam Bridge over the Clarence River replacement.
- Continued planning and delivery work on critical urban and metropolitan projects including: upgrades on sections of Campbelltown Road, Schofields Road, Richmond Road, The Northern Road, Bringelly Road, Camden Valley Way, Mona Vale Road and Memorial Avenue. The upgrade of sections of the Pacific Highway, Central Coast Highway, Terrigal Drive, Charles Kay Drive and Sparks Road on the Central Coast; WestConnex enabling work (Airport East package); and supporting work for the Northern Beaches Hospital development.
- Started construction work on: Tulladunna Bridge and Holman Bridge replacements as part of the Bridges for the Bush Program; and upgrades to sections of Nelsons Bay Road, Central Coast Highway, Pacific Motorway and the Pacific Highway on the Central Coast.
- Started work on Mosman Bay and Drummoyne ferry wharf upgrades as part of the NSW Government's \$770 million Transport Access Program.
- Managed the acquisition of 458 properties at a value of \$128 million to enable progress on infrastructure projects.
- Introduced innovative solutions in project procurement and contract management processes, including hosting 'Positive guidance sessions' and introducing contracts with 'early contractor involvement' on selected projects to reduce tenderer costs and improve the quality of bids for Roads and Maritime.
- Oversaw the re-certification of the project management system (ProjectPack) by SAI Global confirming the system is compliant with international quality standard ISO 9001.
- Released an updated version of Roads and Maritime's urban design policy (*Beyond the Pavement*).
- Introduced a new Roads and Maritime standard for pedestrian bridge design when the bridge is to be located in built-up areas with high visibility and minimal space for ramps.
- Introduced updated contaminated land management guidelines to meet current legislative requirements and industry practices.

Individual statements

Name	Maryanne Graham
Position	Director Strategy and Engagement
Level	SS3
Period	1 July 2013 – to 30 June 2014
Qualifications	BComms

Significant achievements 2013–14

- Led the development of the Roads and Maritime 2014–18 Strategic Plan and 2014–15 Delivery Plan, ensuring alignment with the broader cluster and NSW State Government's priorities.
- Developed and finalised the functional model and branch designs for Journey Information and Digital and Audit and Risk branches in support of organisational reform.
- Implemented a divisional partnership model providing specialised skills and advice in parliamentary and briefing services, risk management, planning and performance, communications and stakeholder engagement, media services, issues management and strategy. This model supports the executive in strategic planning, decision making, investment prioritisation, stakeholder engagement and ensuring Roads and Maritime delivers value for money services.
- Completed a full review of the audit and risk portfolio to deliver stronger alignment of strategic planning and risk management practices.
- Reviewed, developed and implemented a new Fraud and Corruption Prevention Framework.
- Initiated a real-time data project in collaboration with Journey Management division and Transport for NSW to develop new solutions to provide Roads and Maritime's customers with greater access to relevant, timely and accurate information on their journeys.
- Represented Roads and Maritime on the Transport for NSW Policy Review Committee to ensure alignment of various policies across the Transport cluster.
- Developed an overarching Stakeholder Engagement Strategy and framework and revised the core community relations manual to ensure consistent, meaningful engagement with Roads and Maritime's key stakeholders.
- Developed a new, consolidated Roads and Maritime website, significantly improving customer experience, increasing online transaction accessibility and improving transparency and access to journey information.
- Worked consultatively with Transport for NSW in the development of a cluster-wide Social Media Policy in preparation for a trial in early 2014–15.
- Completed an Enterprise Risk Management Review and developed an agency-wide Risk Management Framework.
- Led the strategic communications for the WestConnex Business Case and supported the implementation of the WestConnex Delivery Authority.
- Provided key liaison and support services to the Office of the Minister for Roads and Freight.
- Sponsored and implemented a range of key reform initiatives, including provision of strategic communications and implementation support for the delivery of the Maintenance Contestability Program.
- Developed and implemented a new Complaint Management System.
- Provided strategic planning, issue management and communication advice to support the delivery of major projects, including WestConnex, NorthConnex, Pacific Highway duplication, Hume Highway duplication, Hunter Expressway and the Commuter Wharf Upgrade Program.

- Supported the successful introduction and transition of Service NSW.
- Delivered more than 930 community and stakeholder meetings.
- Developed and implemented communication and stakeholder engagement strategies to support more than 4000 active projects across NSW.

Individual statements

Name	Paul Hesford
Position	Director Corporate Services
Level	SS5
Period	1 July 2013 – 30 June 2014
Qualifications	BSc (Hons), CA (ICAEW)

Significant achievements in 2013–14

- Ensured Roads and Maritime operated within budget and delivered on its savings targets for 2013–14.
- Participated as a member of the Executive Reform Committee to implement the new operating model for OneRMS.
- Implemented the functional model and divisional design for the newly formed Corporate division as part of OneRMS.
- In line with Transport for NSW Corporate Services Reforms, participated as a member of the Transport Enterprise Resource Planning Steering Committee to develop the whole-of-cluster Enterprise Resource Planning Strategy.
- Sponsored the agency impact assessment of the Enterprise Resource Planning Program on Roads and Maritime.
- Embedded the Roads and Maritime Chief Procurement Office and continued the accreditation with Finance and Services.
- Sponsored the review of the accounting for infrastructure and property accounting to ensure compliance with accounting standards.
- Managed the delivery and reporting against 17 “roadmaps” to drive savings and efficiency targets in partnership with the Roads and Maritime Executive, Transport for NSW and the Fiscal and Effectiveness Office within the NSW Treasury.
- Directed the 2014–15 Budget negotiations with Transport for NSW and NSW Treasury.
- Implemented NSW Treasury-mandated early hard close arrangements including Internal Control and Accounting Systems Certification.
- Represented Roads and Maritime at the Finance Management Committee chaired by Transport for NSW, which provides governance over the transport budget.
- Sponsored the delivery of human resource services to Roads and Maritime in line with the Human Resources Strategy.
- Finalised the implementation of the review of Work Health and Safety services for Roads and Maritime.
- Supported the Chief Executive in his review of the proposed Work Health and Safety Strategy.
- Represented Roads and Maritime on the Special Number Plates Concession Committee to drive increased revenue for Roads and Maritime.

- Represented Roads and Maritime on the Accelerate Digital Steering Committee to improve customer outcomes in an effective manner.
- Sponsored the delivery of Information Management and Information Technology services to Roads and Maritime in line with the Information and Communications Technology Strategy.
- Continued to chair the Information and Communications Technology Executive Committee, providing governance and leadership to the Roads and Maritime Information and Communications Technology function.
- Continued to support the Review and Advisory Panel to work with the Information and Communications Technology Executive Committee to prioritise the Information and Communications Technology requests.
- Provided leadership in the effective commercial management and development of the Roads and Maritime property portfolio, generating \$75.2 million of revenue from rental income and sales of surplus property.
- Expanded the outdoor advertising portfolio by increasing the number of outdoor advertising sites, which generated \$22.4 million of revenue to fund road safety.

Individual statements

Name	Ken Kanofski
Position	Director Journey Management
Level	SS5
Period	1 July 2013 – 30 June 2014
Qualifications	BBus, MBA, FCPA, AICD

Significant achievements in 2013–14

- Implemented the new Journey Management division structure to drive a customer-focused organisational culture.
- Led the development of a new Roads and Maritime investment prioritisation process.
- Led a program of work to ease Sydney's congestion:
 - Delivered 12 intersection upgrades in Western Sydney under the Pinch Point Program.
 - Championed the development and implementation of the Sydney Clearways Strategy, including clearway extensions on Victoria Road, Rozelle in March 2014 and studies and consultations for the remaining four priority routes.
 - Delivered three bus priority infrastructure improvement projects in 2013–14.
- Led a program of work to improve the safety of the NSW road network:
 - Delivered 73 Federal Black Spot projects and 72 State Black Spot projects in 2013–14.
 - Rolled out school zone flashing lights to a further 101 schools before the start of the 2014 school year. Started community consultation, procurement and site surveying leading up to the launch of the accelerated School Zone Flashing Lights Program in July 2014.
 - Delivered safety work on Mona Vale Road, which was completed in January 2014.
 - Delivered the Heavy Vehicle Safety and Productivity Program with six heavy vehicle rest area upgrades and 15 livestock initiative projects delivered at a cost of \$12.6 million.
- Supported the development and initial implementation of the Sydney City Centre Access Strategy by:
 - Partnered with Transport for NSW, City of Sydney Council and other stakeholders to achieve the NSW Government release of the Strategy.

- Worked with Transport for NSW to ensure that the CBD and South East Light Rail is integrated into the road network.
- Carried out community and stakeholder consultation for Sydney City Centre Bus Infrastructure in collaboration with Strategy and Engagement division.
- Started community and stakeholder consultation on the Castlereagh Street, Liverpool Street and Park Street cycleways in collaboration with Strategy and Engagement division.
- Worked with the WestConnex Delivery Authority to ensure effective integration of the motorway into the broader road network.
- Led planning for the Albert (“Tibby”) Cotter Walkway by working with the Strategy and Engagement division and the Environment branch to carry out consultation and secure NSW Heritage Council approval for the project.
- Oversaw Roads and Maritime active transport programs:
 - Delivered more than 46 kilometres of cycleways in regional areas in partnership with local councils.
 - Delivered more than 16.2 kilometres of Strategic Cycleways in Sydney and carried out planning and design for projects in future years.
 - Delivered the Roads and Maritime Pedestrian Program with 182 projects delivered at a total cost of \$13.4 million.
- Completed the rollout of the alpha-numeric route numbering system, updating 63 routes between May and December 2013 and installing more than 11,000 sign cover plates.
- Chaired the Road Freight Industry Council Overheight Vehicle Working Group and oversaw the Overheight Vehicle Incident Reduction Program.
- Delivered real-time travel time information to customers by rolling out new variable message signs at six locations along the M1 Pacific Motorway.
- Delivered proactive traffic management for major events and peak periods including the International Fleet Review, the “snow season”, the Australian round of the World Rally Championship, and the Christmas/New Year and April holiday seasons.
- Assessed 4409 development proposals.
- Conducted 210 speed zone reviews across NSW, resulting in 132 speed zone changes.
- Sponsor for the development of Roads and Maritime’s office accommodation strategy to support the NSW Government Decade of Decentralisation initiative.

Individual statements

Name	Angus Mitchell
Position	Director NSW Maritime
Level	SS3
Period	1 July 2013 – 30 June 2014*
Qualifications	BEd (Hons)

* Angus Mitchell commenced in the position of Director NSW Maritime on 2 June 2014. Michael Wright held the position of Acting Director NSW Maritime from 30 June 2013 to 2 June 2014. The significant achievements listed below provide an overview of initiatives delivered by the NSW Maritime division throughout 2013–14.

Significant achievements in 2013–14

- Allocated \$5.41 million to support 72 boating infrastructure initiatives across NSW, including 66 in regional areas as part of the Better Boating Program.
- Collaborated with Transport for NSW and industry partners to progressively deliver the Sydney Harbour Boating Storage Strategy, including the commencement of the Sydney Boathouse “dry stack” storage facility at Rozelle Bay.
- Worked with Transport for NSW to inform the draft Regional Boating Plans designed to identify boating infrastructure and safety programs across NSW.
- Delivered new and improved modular boat ramp signage to 40 priority locations around the State.
- Worked in collaboration with Transport for NSW to deliver the \$1.5 million Lifejacket WearIt initiative, which included a mobile OLD4NEW lifejacket promotional vehicle to take the campaign Statewide.
- Delivered more than 42,000 on-water compliance checks for commercial and recreational/private water craft vessels, resulting in more than 90 per cent compliance rates respectively.
- Created 18 new Boating Education Officer roles across the State to raise boating safety awareness and provide safety information to the public from the shore.
- Contributed to the Marine Compliance Taskforce, established to progress a series of reforms to help on-water agencies deliver operations effectively, including participating in co-location trials at Sans Souci and the Tweed where more than 250 joint patrols and more than 3000 on-water compliance activities were carried out.
- Enhanced the Maritime division’s capability to respond to marine pollution incidents through preparation of contingency plans and the provision of training for 81 employees.
- Responded to five marine oil pollution incidents.
- Implemented the National Maritime Safety Regulator service delivery arrangements for domestic commercial vessels.
- Removed more than 1900 cubic metres of rubbish from Sydney Harbour.
- Delivered year two of initiatives under the Safe Boating Education and Communications Strategy 2012–15, including seven safety campaigns across the 2013–14 boating season.

Individual statements

Name	Jim Peachman
Position	Director Reform and Implementation
Level	SS4
Period	1 July 2013 – 30 June 2014
Qualifications	BBus

Significant achievements 2013–14

- Oversaw the implementation of organisation structures to support the establishment of Roads and Maritime's "Build, Manage, Maintain, Enable" operating model.
- Completed an assessment of technical capability for engineering services.
- Worked with Strategy and Engagement division to develop and deliver information to keep staff informed on the reform program.
- Supported a commissioning process to establish new contracts to deliver road and intelligent transport system maintenance in the Sydney area.
- Program-managed the transition of Roads and Maritime services at 18 motor registries and the customer contact centre to support the establishment of Service NSW sites.
- Co-ordinated Roads and Maritime input to a due diligence process to assess the operations of the Customer Service branch in preparation for a transition to Service NSW.
- Delivered regional and metropolitan workshops to more than 170 Maritime staff to support integration, improve operations and drive operation delivery focus on boating safety.
- Contributed to the development of the Roads and Maritime strategy to support the NSW Government Decade of Decentralisation initiative.
- Validated system data and developed a framework to monitor recruitment and improve accountability.
- Sponsored reform projects to improve systems and operations.

Individual statements

Name	Peter Wells
Position	Director Safety and Compliance
Level	SS5
Period	1 July 2013 – 30 June 2014
Qualifications	BSC, MScMed, MAICD

Significant achievements in 2013–14

- Oversaw the establishment of the Safety and Compliance division in November 2013 to achieve efficiencies, ensure consistency of delivery and effectiveness of outcomes and meet best practice in relation to regulation and governance.
- Facilitated an efficient transfer of customer service transactions to Service NSW, with a major transition effective from 1 July 2014.
- Delivered, jointly with NSW Police, compliance activities to further reduce heavy vehicle speeding by 10 per cent in the past year, as part of an 89 per cent reduction in speeding (greater than 105 km/h) by trucks and buses over 12 tonnes since 2011.
- Ensured that road-based public transport services (buses, taxis and hire cars) were regulated effectively to improve safety and reliability of services and protect the public from fraud, by:
 - Developing one accreditation model for all third-party schemes.
 - Establishing an intelligence function to allow targeted compliance activities.
 - Developing and implementing mechanisms and tools for the management of bus safety in NSW.
- Expanded the camera program in line with agreed targets and maintained a high uptime for enforcement cameras to deliver road safety outcomes.
- Supported the implementation of the National Heavy Vehicle Regulator, ensuring that Roads and Maritime was legally prepared to conduct regulatory services on its behalf.
- Developed the approved road network for oversize and overmass transport and for Performance Based Standards vehicles.
- Delivered significant access improvements for heavy vehicles for productivity gains.
- Collaborated with NSW Police, the NSW Environment Protection Authority and industry to improve safety standards (stability control, antilock brakes and age of prime movers and trailers), leading to significant national improvements in fuel tankers and safer bulk fuel deliveries for Australia.
- Maintained the Intelligent Access Program system and ISO Accreditation to facilitate both heavy vehicle access and asset protection.
- Enhanced the E-Toll business to remain the dominant provider in NSW, with account holders growing to 1.2 million tag accounts and 280,000 eMU passes sold in 2013–14.
- Delivered around 50 public addresses at state and national industry conferences and forums to enhance Roads and Maritime's policy and delivery outcomes.

Appendix 14: Overseas travel by Roads and Maritime officers

Table 14.1 Overseas travel by Roads and Maritime officers 2013–14

Position	Countries/cities visited	Purpose of visit
Part or all costs met by Roads and Maritime		
Executive Manager Transport Strategy	Kobe and Tokyo, Japan	To attend the 20th Intelligent Transport Systems (ITS) World Congress in Tokyo, Japan and International Organisation for Standardisation (ISO TC204) meeting in Kobe, Japan
Systems and Traffic Systems Applications Manager	Kobe and Tokyo, Japan	To attend the 20th Intelligent Transport Systems (ITS) World Congress in Tokyo, Japan and International Organisation for Standardisation (ISO TC204) meeting in Kobe, Japan
Acting Manager National Heavy Vehicle Regulator	Wellington, New Zealand	To complete the Roads and Maritime approved Masters in Public Administration
General Manager, Infrastructure Asset Management	Brussels and Liege, Belgium*	To attend the World Road Association's technical committee meeting as an Austroads nominated delegate
General Manager, Heavy Vehicles branch	Wellington, New Zealand	To attend Austroads Freight Taskforce meeting
Director Safety and Compliance	Lyon, France*	To attend the Truck and Bus World Forum
Chief Executive	Singapore, Hong Kong and United Arab Emirates	To attend meetings with the Minister for Roads and Freight
Project Engineer, Traffic Systems	Amsterdam, Netherlands and Washington, USA*	To participate in the Austroads Young Professionals Study tour in the USA and Europe
Principal Systems Analyst	Auckland, New Zealand	To participate in the 13th Intelligent Transport Systems ITS Asia Pacific Forum
Traffic Systems Applications Manager	Oslo, Norway	To attend the ISO TC204 meeting
Director Infrastructure Development	Tokyo, Japan	To represent Roads and Maritime at a series of meetings arranged by the Australian Japan Business Co-operation Committee
Manager, Aboriginal Programs	Wellington, New Zealand*	To attend ANZSOG final residential program for the Executive Masters of Public Administration
Chief Executive	Christchurch, New Zealand	To attend Austroads Board meeting as Deputy Chair
General Manager, Road Network Operations	Christchurch, New Zealand	To attend Austroads Board meeting as Network Program Manager
Manager Spatial Information	San Diego, USA*	To attend the Esri International User Conference 2013
Bitumen Inspector	Papua New Guinea*	To test and calibrate bitumen sprayers on a fee for service basis
At no cost to Roads and Maritime		
None		

* Part cost met by Roads and Maritime.

Appendix 15: Ombudsman inquiries

Roads and Maritime welcomes inquiries from the NSW Ombudsman as part of our commitment to continually improving our service delivery to the public.

In 2013–14 78 inquiries from the NSW Ombudsman were recorded. This was an increase from the 42 referrals made by the NSW Ombudsman in the period July 2012 to June 2013. In 2013 the Roads and Maritime Customer Liaison Team became the single point of contact for all NSW Ombudsman inquiries, allowing for accurate recording of this data.

Table A15.1 Inquiries received by subject

Subject	Number of inquiries
Tolling	19
Registration	18
Licensing	14
Number plates	8
Infrastructure projects	4
Customer service	4
Claims	4
Penalty infringement notices	3
Proof of identity	2
Property	1
Parking	1
Driving record	1

Appendix 16: Legal change

Acts and subordinate legislation administered by the Minister for Roads and Freight (title changed from Minister for Roads and Ports on and from 23 April 2014)

(Act then regulation)

City of Sydney Act 1988 (Part 4A and Schedule 2, jointly with the Minister for Transport) (remainder with the Minister for Local Government)

Driving Instructors Act 1992

Driving Instructors Regulation 2009

Heavy Vehicle (Adoption of National Law) Act 2013 (commenced on 10 February 2014)

Heavy Vehicle (Adoption of National Law) Regulation 2013 (commenced on 10 February 2014)

Heavy Vehicle National Law (NSW) (commenced on 10 February 2014)

Heavy Vehicle (Fatigue Management) National Regulation (NSW) (commenced on 10 February 2014)

Heavy Vehicle (General) National Regulation (NSW) (commenced on 10 February 2014)

Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW) (commenced on 10 February 2014)

Heavy Vehicle (Vehicle Standards) National Regulation (NSW) (commenced on 10 February 2014)

Marine Pollution Act 1987

Marine Pollution Regulation 2006

Marine Pollution Act 2012 (uncommenced)

Marine Safety Act 1998

Marine Safety (General) Exemption Order 2009

Marine Safety (General) Regulation 2009

Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001

Maritime Services Act 1935

Management of Waters and Waterside Lands Regulations – NSW

Port Authority – Land Traffic Control Regulations – NSW

Motor Vehicles Taxation Act 1988

Motor Vehicles Taxation Regulation 2008

Navigation Act 1901 (repealed on 2 June 2014)

Photo Card Act 2005

Photo Card Regulation 2005

Ports and Maritime Administration Act 1995

Ports and Maritime Administration Regulation 2012

Recreation Vehicles Act 1983, Parts 4 and 6 (remainder, the Minister for the Environment)

Road Transport Act 2013 (commenced 1 July 2013)

Road Transport (General) Regulation 2013 (commenced 1 July 2013)

Road Transport (Driver Licensing) Regulation 2008

Road Rules 2008

Road Transport (Vehicle and Driver Management) Act 2005 (previous to 1 July 2013 named the *Road Transport (General) Act 2005*) (to 9 February 2014, repealed 10 February 2014)

Road Transport (Vehicle and Driver Management) Regulation 2005 (previous to 1 July 2013 named the Road Transport (General) Regulation 2005) (to 9 February 2014, repealed 10 February 2014)

Road Transport (Mass, Loading and Access) Regulation 2005 (on 10 February 2014 made a Regulation under the *Road Transport Act 2013* by the *Heavy Vehicle (Adoption of National Law) Amendment Act 2013*)

Roads Act 1993 (except parts, the Minister for Primary Industries, parts, the Minister for the Environment, and parts, the Minister for Local Government)

Roads Regulation 2008

Sydney Harbour Tunnel (Private Joint Venture) Act 1987

Tow Truck Industry Act 1998

Tow Truck Industry Regulation 2008

Transport Administration Act 1988, Part 4A, Divisions 1 to 3, so far as it relates to Roads and Maritime Services, Part 6, and so much of the Act as relates to Roads and Maritime Services (remainder, the Minister for Transport)

Transport Administration (General) Regulation 2005 (provisions relating to the parts of the Act administered by the Minister for Roads and Freight – until 31 August 2013)

Transport Administration (General) Regulation 2013 (provisions relating to the parts of the Act administered by the Minister for Roads and Freight – from 1 September 2013)

Transport Administration (Staff) Regulation 2012 (provisions relating to the parts of the Act administered by the Minister for Roads and Freight)

Table A16.1 Changes to Acts and subordinate legislation administered by the Minister for Roads and Freight 2013–14

Legislation name	Commencement	Description of change
Management of Waters and Waterside Lands Amendment (Fees) Regulation 2013 (2013 No 195)	1 July 2013	Amended the Management of Waters and Waterside Lands Regulation – NSW to adjust the fees relating to occupation licences payable under the <i>Maritime Services Act 1935</i> . Fee increases were generally in line with movements in the Consumer Price Index.
Marine Safety (General) Amendment (Fees) Regulation 2013 (2013 No 196)	1 July 2013	Amended the Marine Safety (General) Regulation 2009 to increase certain fees payable under the <i>Marine Safety Act 1998</i> . Fee increases were generally in line with movements in the Consumer Price Index. Certain other fees are not being increased and the fee for one type of licence is being reduced.
Driving Instructors Amendment (Fees) Regulation 2013 (2013 No 217)	1 July 2013	Amended the Driving Instructors Regulation 2009 to increase certain fees payable in connection with the administration of the <i>Driving Instructors Act 1992</i> . The increases are generally in line with movements in the Consumer Price Index.
Photo Card Amendment (Fee and Penalty Notices Offences) Regulation 2013 (2013 No 218)	1 July 2013	Amended the Photo Card Regulation 2005: (a) increase the fee for the issue of a Photo Card, (b) to increase the penalties for certain offences dealt with by way of a penalty notice. The increases are generally in line with movements in the Consumer Price Index.
Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2013 (2013 No 219)	1 July 2013	Amended the following Regulations: Road Transport (Driver Licensing) Regulation 2008 Road Transport (General) Regulation 2013 Road Transport (Vehicle Registration) Regulation 2007 (a) to increase certain fees, penalty levels and charges, and (b) to provide for annual registration charges for chargeable heavy vehicles for the 2013–14 financial year. The fees and tow-away charge increases are generally in line with movements in the Consumer Price Index. The registration charges are consistent with those set for the 2013–14 financial year by the National Transport Commission.
Road Transport (Mass, Loading and Access) Amendment (Fees) Regulation 2013 (2013 No 220)	1 July 2013	Amended the Road Transport (Mass, Loading and Access) Regulation 2005 to increase fees for the issue of certain permits. The increases are generally in line with movements in the Consumer Price Index.

Legislation name	Commencement	Description of change
Road Amendment (Penalty Notice Offences) Regulation 2013 (2013 No 221)	1 July 2013	Amended the Roads Regulation 2008 to increase the penalty for offences dealt with by way of a penalty notice issued under section 243 the <i>Roads Act 2008</i> . The increases are generally in line with movements in the Consumer Price Index.
Tow Truck Industry Amendment (Fees) Regulation 2013 (2013 No 222)	1 July 2013	Amended the Tow Truck Industry Regulation 2008: (a) to increase the application fee for the amendment of a licence or drivers certificate and an administration fee, and (b) to increase certain maximum fees that can be charged by the holder of a tow truck operators licence or a tow truck drivers certificate for the towing, salvage or storage of a motor vehicle that has been involved in an accident or that has been stolen, or any service that is related to the towing, salvage or storage of such a motor vehicle. The fee increases are generally in line with movements in the Consumer Price Index.
Marine Safety Amendment (Domestic Commercial Vessel National Law) Regulation 2013 (2013 No 239)	Clause 3 and Schedule 3 (Amendment of Marine Safety (General) Regulation 2009 consequent on enactment of National law) commenced on 1 July 2013 (Remainder of regulation had commenced on 31 May 2013)	The Marine Safety (Commercial Vessels) Regulation 2010 was repealed. Consequential amendments were made to the Marine Safety (General) Regulation 2009 (by Schedule 3).
Road Transport Amendment (Learner, Provisional and Visiting Drivers) Regulation 2013 (2013 No 258)	1 July 2013	The Regulation amended: (a) the Road Transport (Driver Licensing) Regulation 2008: (i) to impose certain additional licence conditions on holders of learner licences, P1 licences and P2 licences, and (ii) to provide an offence for failure to comply with licence conditions – NSW and other Australian jurisdiction driver licences, and (iii) to clarify the kinds of driver licensing requirements under the <i>Road Transport Act 2013</i> and the Regulations from which interstate or foreign visiting licensed drivers are exempted, and (b) the Road Rules 2008 to increase the default speed limit for holders of learner driver licences issued in NSW from 80km/h to 90km/h.

Legislation name	Commencement	Description of change
<p><i>Road Transport Act 2013</i> (2013 No 18) Commencement Proclamation 2013 No 328</p>	1 July 2013	<p>The Act consolidated most of the existing statutory provisions concerning road users, road transport and the improvement of road safety in NSW, (section 3(a) Objects of Act).</p> <p>Other purposes as set out in section 3(b) – (d).</p>
<p><i>Road Transport Legislation (Repeal and Amendment) Act 2013</i> (2013 No 19) Commencement Proclamation 2013 No 329</p>	1 July 2013	<p>Repealed the following road transport legislation:</p> <p><i>Road Transport (Driver Licensing) Act 1998.</i></p> <p><i>Road Transport (Safety and Traffic Management) Act 1999.</i></p> <p>Road Transport (Safety and Traffic Management) Regulation 1999.</p> <p><i>Road Transport (Vehicle Registration) Act 1997</i>, (Schedule 1).</p> <p>Renamed (as the <i>Road Transport (Vehicle and Driver Management) Act 2005</i>) and makes other amendments to the <i>Road Transport (General) Act 2005</i>, (Schedule 2).</p> <p>Made numerous amendments to other legislation to replace references to Road Transport Acts with “<i>Road Transport Act 2013</i>”, (Schedule 3).</p> <p>Made numerous consequential amendments to other legislation to replace references to road transport acts with “<i>Road Transport Act 2013</i>”, (Schedule 4).</p>
<p><i>Road Transport (Statutory Rules) Act 2013</i> (2013 No 20)</p>	1 July 2013	<p>Amended existing road transport statutory rules that were continued in force (Schedule 1):</p> <p>Road Rules 2008.</p> <p>Road Transport (Driver Licensing) Regulation 2008.</p> <p>Road Transport (Mass, Loading and Access Regulation 2005.</p> <p>Road Transport (Vehicle Registration) Regulation 2007.</p> <p>Renamed (as the Road Transport (Vehicle and Driver Management) Regulation 2005) and amended the Road Transport (General) Regulation 2005, (Schedule 2).</p> <p>Made the Road Transport (General) Regulation 2013, (Schedule 3).</p>
<p>Road Transport (General) Amendment (Documentation) Regulation 2013 (2013 No 345)</p>	1 July 2013	<p>The Regulation amended the Road Transport (General) Regulation 2013:</p> <p>(a) to enable certain types of documents prepared for use in administering or enforcing the former road transport legislation to be used, for a 12-month transitional period, in administering or enforcing the new road transport legislation, and</p> <p>(b) to relocate an existing saving and transitional provision.</p>

Legislation name	Commencement	Description of change
<p><i>Marine Safety Amendment (Domestic Commercial Vessel National Law Application) Act 2012</i> (2012 No 90)</p>	1 July 2013	<p>Various amendments to the <i>Marine Safety Act 1998</i> to apply the <i>Domestic Commercial Vessel National Law</i> (by Schedule 1)</p> <p>Various related amendments of other legislation (by Schedule 2) including the following administered by the Minister for Roads and Ports:</p> <p>Management of Waters and Waterside Lands Regulations – NSW (by Schedule 2.5).</p> <p><i>Marine Pollution Act 2012</i> (by Schedule 2.6).</p> <p>Marine Pollution Regulation 2006 (by Schedule 2.7).</p> <p><i>Maritime Services Act 1935</i> (by Schedule 2.8).</p> <p><i>Navigation Act 1901</i> (by Schedule 2.9).</p> <p><i>Ports and Maritime Administration Act 1995</i> (by Schedule 2.13).</p> <p><i>Transport Administration Act 1988</i> (by Schedule 2.15 [3])</p>
<p><i>Statute Law (Miscellaneous Provisions) Act 2013</i> (2013 No 47)</p>	5 July 2013	See following items
<p>Amendments by the Act: Transport Administration (General) Regulation 2005</p>		<p>Clause 35 (Additional classes of person to whom Roads and Maritime may delegate functions).</p> <p>Updated references to “RTA” to “RMS”.</p> <p>Updated reference to an agreement authorising the performance of functions relating to vehicle registration (“ANVIS agreement” to “DVRS agreement” & “Authorised New Vehicle Inspection Scheme” to “Dealer Vehicle Registration Scheme”), (by Schedule 2.33)</p>
<p>Road Transport (Vehicle Registration) Regulation 2007</p>		<p>Clause 95 (Transitional provision – registration labels) repealed, (by Schedule 3, clause 1)</p>

Legislation name	Commencement	Description of change
<p><i>Ports Assets (Authorised Transactions) Amendment Act 2013</i> (2013 No 52)</p> <p>The Act:</p> <p>(a) amended the principal Act to extend that Act to the Port of Newcastle so as to authorise and facilitate the transfer to the private sector of the State's ports assets at the Port of Newcastle, and</p> <p>(b) make consequential amendments to the <i>Ports and Maritime Administration Act 1995</i> to extend the private ports regulatory scheme to the private port operator of the Port of Newcastle and to authorise the private port operator to impose navigation service charges for the port.</p>	1 July 2013	<p>An Act to:</p> <p>(a) amend the principal Act to extend that Act to the Port of Newcastle so as to authorise and facilitate the transfer to the private sector of the State's ports assets at the Port of Newcastle, and</p> <p>(b) make consequential amendments to the <i>Ports and Maritime Administration Act 1995</i> to extend the private ports regulatory scheme to the private port operator of the Port of Newcastle and to authorise the private port operator to impose navigation service charges for the port.</p>
<p>Marine Safety (General) Amendment Regulation 2013 (2013 No 395)</p>	1 October 2013	<p>The Regulation defines the waters of Lake Oberon as alpine waters for the purpose of making the wearing of lifejackets compulsory on board vessels operating on that lake.</p>
<p>Road Transport (Vehicle Registration) Amendment (Heavy Vehicles) Regulation 2013 (2013 No 406)</p>	1 August 2013	<p>The Regulation amended the Road Transport (Vehicle Registration) Regulation 2007 to enable Roads and Maritime to suspend the registration of a heavy vehicle for up to three months if an offence is committed under:</p> <p>(a) specified rules of the Road Rules 2008 involving driving a vehicle past a sign erected for the purposes of those rules on or near a road, bridge, causeway or tunnel, or</p> <p>(b) specified sections of the <i>Heavy Vehicle National Law</i> (NSW) (when it comes into force) involving driving the vehicle on a road, bridge or causeway, or through a tunnel, in contravention of a mass or dimension requirement.</p> <p>The vehicle registration can be suspended immediately if it appears to Roads and Maritime that one of the offences has been committed in <i>circumstances of aggravation</i>, namely, the vehicle has been involved in an accident or caused damage to any road infrastructure, a danger or obstruction to traffic, or an adverse effect on public amenity.</p>

Legislation name	Commencement	Description of change
<i>Road Transport Amendment (Obstruction and Hazard Safety) Act 2013</i>	23 August 2013	Amended the <i>Road Transport Act 2013</i> section 117 Negligent, furious or reckless driving to make it clear that a court is to take into account the presence of obstructions and hazards on a road in determining whether a person has committed an offence of driving a motor vehicle negligently, furiously, recklessly or at a speed or in a manner dangerous to the public.
<i>Road Transport Amendment (Electronic Traffic Infringement Notices Trial) Act 2013</i> (2013 No 61)	3 September 2013	Amendment of the <i>Road Transport Act 2013</i> (new section 196A) to establish a two year trial (able to be extended by regulation) for the service of penalty notices by authorised police officers (only) to email addresses or mobile phone numbers where persons (aged 16 years or older) voluntarily elect to have the penalty notices served on them in that way.
<i>Road Amendment (Riding on a Footpath) Rules 2013</i> (2013 No 526)	6 September 2013	Amended the Road Rules 2008 to exempt bicycle riders who are carrying a child under 10 years old as a passenger (either on the bicycle or in or on a bicycle trailer being towed by the bicycle) from the offence of riding a bicycle on a footpath.
<i>Heavy Vehicle (Adoption of National Law) Amendment Act 2013</i>	24 September 2013	Schedule 1 Amendment of <i>Heavy Vehicle (Adoption of National Law) Act 2013</i> . Schedule 2.2 [29] <i>Road Transport Act 2013</i> insert new Part 3 Provisions consequent on enactment of <i>Heavy Vehicles (Adoption of National Law) Amendment Act 2013</i> . Schedule 2.4 [10] Road Transport (General) Regulation 2013 insert new clause 144A Number plate confiscation notices. Schedule 2.6 Road Transport (Vehicle and Driver Management) Regulation 2005 omit Part 4 Number plate confiscation.
Road Transport (Vehicle Registration) Amendment (Indicator Lights) Regulation 2013 (2013 No 577)	4 October 2013	The Regulation replaced certain requirements in a vehicle standard under the Road Transport (Vehicle Registration) Regulation 2007 for the spacing of direction indicator lights on motor bikes and the front of motor trikes with those that apply under Australian Design Rule 19/02 - Installation of Lighting and Light Signalling Devices on L-Group Vehicles to motor bikes and motor trikes manufactured on or after 1 January 1997. In substituting the relevant vehicle standard, this Regulation also repeals and restates existing requirements for the spacing of such lights at the rear of motor trikes and on other vehicles.

Legislation name	Commencement	Description of change
Transport Administration (General) Amendment (WestConnex Delivery Authority) Regulation 2013 (2013 No 608)	1 November 2013	The Regulation amended the Transport Administration (General) Regulation 2013: <ul style="list-style-type: none"> (a) to insert a new Part 4A to constitute the WestConnex Delivery Authority as a public subsidiary corporation of Roads and Maritime Services and to enable the corporation to exercise certain functions of Roads and Maritime (primarily under the <i>Roads Act 1993</i>) in relation to the delivery of the WestConnex program of work in Sydney, and (b) to provide for the transfer of assets, rights and liabilities to or by the WestConnex Delivery Authority, and (c) to provide for a board of the WestConnex Delivery Authority to provide advice in connection with the WestConnex program of work.
<i>Marine Safety Act 1998</i> (Commencement Proclamation 2013 No 632)	The identified provisions commenced on 8 November 2013	The Proclamation commenced certain formal provisions of the <i>Marine Safety Act 1998</i> including its long title and some headings to Parts and Schedules.
Road Transport (Vehicle Registration) Amendment (Vehicle Standards) Regulation 2013 (2013 No 634)	8 November 2013	The Regulation amended the Road Transport (Vehicle Registration) Regulation 2007: <ul style="list-style-type: none"> (a) to provide that, if modifications to a vehicle are carried out in a manner that complies with certain specifications accepted by Roads and Maritime or published by the Commonwealth Department of Infrastructure and Transport, those modifications, or the vehicle, as the case may be, will be taken to comply with the applicable vehicle standards and a compliance certificate may be issued in relation to the vehicle, and (b) to provide for Roads and Maritime to publish guidelines as to how to ensure that a vehicle complies with the applicable vehicle standards.
<i>Road Transport Act 2013</i> Road Transport (Driver Licensing) Regulation 2008 Road Transport (General) Regulation 2013 Road Transport (Vehicle Registration) Regulation 2007	1 December 2013	Consequential and related amendments were made to the specified Act and Regulations by the <i>Fines Amendment Act 2013</i> . The amendments replaced references to the State Debt Recovery Office with references to the Commissioner of Fines Administration; amended the visiting driver provisions of the Road Transport (Driver Licensing) Regulation 2008; and provided a transitional provision concerning authorised officers in the Road Transport (General) Regulation 2013. (Reference: Schedules 2.13, 2.14, 2.15 & 2.16)
Road Amendment (Emergency Worker) Rules 2013 (2013 No 695)	13 December 2013	The Rules amended the Road Rules 2008 to ensure that emergency services workers and vehicles of the Commonwealth and other States and Territories (including Airservices Australia) operating in NSW are treated in the same way as NSW emergency services workers and vehicles under the Road Rules 2008.

Legislation name	Commencement	Description of change
Road Transport (Driver Licensing) Amendment (Miscellaneous) Regulation 2013 (2013 No 696)	13 December 2013	The Regulation amended the Road Transport (Driver Licensing) Regulation in 2008: <ul style="list-style-type: none"> (a) to allow a NSW police officer, and anyone residing with that police officer, to display an address other than a residential address on their driver licence, if those details have been suppressed in the driver licence register, and (b) to make provision for the date on which certain exemptions given to interstate drivers cease, and (c) to allow Roads and Maritime to carry out a manual search of the NSW driver licence register to verify the validity of a driver licence issued in NSW and provide the retrieved information to a participant in the Document Verification System (DVS) if a verification request from that participant via the DVS has failed to verify the validity of that driver licence.
Marine Safety (General) Amendment (Exemptions Relating to Safety Equipment and Facilities) Regulation 2013 (2013 No 739)	20 October 2013	The Regulation modified existing exemptions from the provisions of the Marine Safety (General) Regulation 2009 that require certain safety equipment to be carried on recreational vessels and lifejackets to be worn on those vessels and that regulate the construction of hatches and exterior doors. <p>The amendments have particular relevance to surf row boats, vessels used in connection with lifesaving or surf rescue. References are updated to Surf Life Saving New South Wales.</p>
Road Amendment (Booster Seats and Child Restraints) Rules 2013 (2013 No 742)	October 2013	The Rules updated the definitions of <i>approved booster seat</i> and <i>approved child restraint</i> in the Road Rules 2008 to reflect the introduction of certain new types of approved booster seats and child restraints that are designed under the relevant Australian Standard.
<i>Marine Pollution Act 2012</i> <i>Marine Safety Act 1998</i> <i>Photo Card Act 2005</i> <i>Roads Act 1993</i> <i>Tow Truck Industry Act 1998</i>	01 January 2014 being the “establishment day” under section 7 of the <i>Civil and Administrative Tribunal Act 2013</i>	Acts amended to update references from the Administrative Decisions Tribunal to the NSW Administrative and Civil Tribunal (NCAT). <p>Amendments made by the <i>Civil and Administrative Legislation (Repeal and Amendment Act 2013</i> (Schedules 2.93, 2.94, 2.115, 8.16 and 2.145).</p>
<i>Marine Safety Act 1998</i> <i>Photo Card Act 2007</i> Road Rules 2008	03 January 2014	Amendments made by the <i>Statute Law (Miscellaneous Provisions) Act (No 2) 2013</i> : <p>The <i>Marine Safety Act 1998</i> was amended by Schedule 4, clause 2 to remove redundant content in Schedule 2.</p> <p>The <i>Photo Card Act 2005</i> was amended by Schedule 1.7 to update references in the Act to provisions of the <i>Crimes Act 1900</i>.</p> <p>The Road Rules 2008 were amended by Schedule 3.25 to insert a missing word “than” in Rule 297(4).</p>

Legislation name	Commencement	Description of change
<i>Heavy Vehicle (Adoption of National Law) Act 2013</i> (2013 No 42)	10 February 2014	An Act to make provision for a national scheme for facilitating and regulating the use of heavy vehicles on roads; and for other purposes.
<i>Heavy Vehicle (Adoption of National Law) Amendment Act 2013</i> (2013 No 71)	10 February 2014	<p>To support the original Act for introduction of the national regulator and national law in NSW.</p> <p>The Act:</p> <p>Section 4:</p> <ul style="list-style-type: none"> repeals the <i>Road Transport (Vehicle and Driver Management) Act 2005</i> and the Road Transport (Vehicle and Driver Management) Regulation 2005. provides that the Road Transport (Mass, Loading and Access) Regulation 2005 is taken to have been made under the <i>Road Transport Act 2013</i>. <p>Schedule 1 (this Schedule commenced on Assent).</p> <p>Schedule 2 (Items 2.2[29], 2.4[10] and 2.6 of this Schedule commenced on Assent).</p> <ul style="list-style-type: none"> Amended other NSW road transport legislation: <ul style="list-style-type: none"> Road Rules 2008. <i>Road Transport Act 2013</i>. Road Transport (Driver Licensing) Regulation 2008. Road Transport (General) Regulation 2013. Road Transport (Mass, Loading and Access) Regulation 2005. Road Transport (Vehicle and Driver Management) Regulation 2005. Road Transport (Vehicle Registration) Regulation 2007. <p>Schedule 3</p> <ul style="list-style-type: none"> Amended other NSW legislation: <ul style="list-style-type: none"> <i>Law Enforcement (Powers and Responsibilities) Act 2002</i>. Passenger Transport Regulation 2007. <i>Roads Act 1993</i>. <i>Transport Administration Act 1988</i>. <p>Schedule 4</p> <ul style="list-style-type: none"> Makes the Heavy Vehicle (Adoption of National Law) Regulation 2013. <p>The remainder of the Act commenced on the “participation day”, which is the day that section 4 (Application of Heavy Vehicle National Law) of the <i>Heavy Vehicle (Adoption of National Law) Act 2013</i> commenced, 10 February 2014.</p>

Legislation name	Commencement	Description of change
Road Amendment (Vehicle Registration) Amendment (State Emergency Services Vehicles) Regulation 2014 (2014 No 70)	21 February 2014	Amended the Road Transport (Vehicle Registration) Regulation 2007 to enable State Emergency Services vehicles to be fitted with sirens and flashing or rotating lights for use in emergency situations by amending the dictionary definition of “emergency vehicle” to provide that a vehicle driven by a person who is a member of the State Emergency Service vehicle is included. Amendments of a law revision nature are also made.
Ports and Maritime Administration Amendment (Transport for NSW) Regulation 2014 (2014 No 125)	01 April 2014	Amended the Ports and Maritime Administration Regulation 2012 to make changes as a consequence of the fact that functions and staff of Sydney Ports Corporation that are currently dedicated to the Port Botany Landside Improvement Strategy are to be transferred to Transport for NSW. Also provided for the delegation and sub-delegation of functions of the Minister under the marine legislation to Transport for NSW and to members of staff or employees of the Transport Service. Those functions are not limited to those relating to the Port Botany Landside Improvement Strategy.
Road Amendment (Sirens and Prohibited Lights) Rules 2014 (2014 No 138)	21 March 2014	Amended the Road Rules 2008 to: (a) Specifically enable the use of restricted rotating and flashing lights by police officers for law enforcement purposes. (b) Generally limit the use of devices capable of making a sound like a siren to certain vehicles responding to an emergency or being used for law enforcement purposes. (c) Prescribe the unauthorised use of such devices as a penalty notice offence and prescribe a penalty amount. (d) Make amendments of a law revision nature.
Road Transport (General) Amendment (North Sydney Local Health District) Regulation 2014 (2014 No 263)	16 May 2014	The Regulation amended the Road Transport (General) Regulation 2013 at Schedule 2 (Declared Organisations) to prescribe the Northern Sydney Local Health District as a declared organisation in respect of specified carparks at the Royal North Shore Hospital. This made the Northern Sydney Local Health District the parking authority for the carparks.

Legislation name	Commencement	Description of change
Road Transport (Vehicle Registration) Amendment (Motor Bikes) Regulation 2014 (2014 No 269)	23 May 2014	The Regulation amended the Road Transport (Vehicle Registration) Regulation 2007: (a) to extend the date until which a superficially-damaged motor bike will be exempt from certain requirements to 31 December 2015 so that motor bikes assessed as a total loss up until that date may in some circumstances be eligible for an authorisation to repair and an exemption from the obligation to be the subject of a certificate of compliance, and (b) to make other miscellaneous amendments of a statute law revision nature.
<i>Navigation Act 1901</i>	Repeal provision commenced on 2 June 2014	The Act was repealed by commencement of the repeal provision in Schedule 2 of the <i>Marine Safety Act 1998</i> .
<i>Ports and Maritime Administration Act 1995</i> (Certain amendments to s.23 (Functions under marine legislation), 25 (Particular marine safety functions), & 42 (Waterways fund)).	2 June 2014	The amendments were made by commencement of Schedule 3.17 [3], [5], [6] & [8] of the <i>Marine Safety Act 1998</i> .
<i>Marine Safety Act 1995</i> (Clause 6 of Schedule 4 “Savings, transitional and other provisions” relating to the operations of s.34 “Proof of certain matters not required” of the <i>Maritime Services Act 1935</i>).	2 June 2014	The amendment was made by commencement of clause 6 of Schedule 4 “Savings, transitional and other provisions” relating to the operations of s.34 “Proof of certain matters not required” of the <i>Maritime Services Act 1935</i> .
Road Transport (General) Amendment (Enforcement Documents) Regulation 2014 (2014 No 358)	13 June 2014	The Regulation amended the Road Transport (General) Regulation 2013 to extend until 30 September 2014 the transitional period during which existing enforcement documents prepared under the former road transport legislation can be used under the new road transport legislation.
Road Transport (General) Amendment (Penalty Notice Offences) Regulation 2014 (2014 No 369)	13 June 2014	The Regulation amended the Road Transport (General) Regulation 2013 to prescribe offences under clause 74 of the Road Transport (Mass, Loading and Access) Regulation 2005 as penalty notice offences.
<i>Maritime and Transport Licensing Legislation Amendment Act 2014</i> (2014 No 38)	Schedule 2 commenced on 24 June 2014 Remainder uncommenced	Schedule 2 of the Act amended the <i>Ports and Maritime Administration Act 1995</i> to enable the regulations under that Act to make provision for the management of dangerous goods in ports and to make a consequential amendment to the Work Health and Safety Regulation 2011.

Significant judicial decisions

Roads and Maritime Services v Porret [2014] NSWCA 30

Roads and Maritime was successful in this Appeal of a decision made by the District Court in the Court of Appeal.

The Defendant was charged and convicted with drink driving and was disqualified for three months. During that three month disqualification, the Defendant was again caught driving and was charged with “Drive While Disqualified” and was convicted of that offence. She was disqualified for a *further* 12 months.

After the second conviction, the Defendant appealed against the first conviction for drink driving and was successful in having the disqualification quashed and the original penalty reduced to a non-conviction.

The Defendant then appealed the subsequent “Drive While Disqualified” conviction on the basis that had not been disqualified, as the first penalty had been reduced to a non-conviction on appeal.

The District Court accepted the Defendant’s argument and also quashed the 12 month disqualification – the rationale being that as the original drink/drive matter had resulted in a non-conviction on appeal, the Defendant was never actually “disqualified” in the first place and the conviction for her subsequent “Drive While Disqualified” could not stand.

Roads and Maritime challenged that proposition, as it served to undermine the deterrence value of the Driver Licence Disqualification Scheme. Roads and Maritime was of the view that when the Defendant was caught driving disqualified, she was in fact properly disqualified *at that point in time* and was fully aware of that fact (as the Defendant had not yet filed any appeal against the original sentence).

Roads and Maritime was also of the view that the appeal decision quashing the original disqualification should have operated prospectively, not retrospectively, and that a successful appeal does not void the existence of the original disqualification – merely mitigates it from the time of the appeal.

Roads and Maritime filed proceedings in the Court of Appeal, seeking *certiorari*, a setting aside of the decision of the District Court on the basis of error of law. The matter was heard before the full bench of the Court of Appeal, which included the Chief Justice, on 15 July 2013.

The Decision was handed down on 28 February 2014, the Court agreeing with Roads and Maritime. Two important points arose from this case:

- For Roads and Maritime, the question of “standing”, which was first explored in *RTA v Higginson [2011] NSWCA 151*, was settled beyond doubt. This means that Roads and Maritime has the legal standing to commence appeal proceedings in any matter affecting the Road Transport Legislation, notwithstanding that it may not have been a party in the proceedings in the Courts below.
- For the law generally, a decision made by the District Court under section 20 of the *Crimes (Appeal and Review) Act 2001* to set aside or vary a sentence does not operate retrospectively. If someone commits an offence in clear breach of an original Local Court decision before their appeal is heard, then in the absence of a stay pending appeal, they are liable for that offence.

Legal proceedings arising from Operation Overland

A B-Double operated by Zaens Pty Ltd (trading as Lennons Transport Services) was involved in the fatality of three members of the Logan family in an incident on the Hume Highway at Menangle in January 2012.

Following this incident Roads and Maritime carried out a large-scale, joint police operation that involved the execution of a search warrant on the operator. Roads and Maritime also conducted an analysis of heavy vehicle speeding using a range of data. Roads and Maritime focused on the companies most represented in the data and commenced proceedings in May 2012 for a representative selection of offences against four groups of defendants.

Roads and Maritime alleged similar offences against each corporation:

- Each corporation was the operator of a heavy vehicle and the heavy vehicle was under its control when a driver committed a speeding offence, contrary to clause 156(3) of the former Road Transport (General) Regulation 2005.
- Each corporation was the operator of a heavy vehicle which was not speed limiter compliant, contrary to section 69C of the former *Road Transport (Safety and Traffic Management) Act 1999*.

Roads and Maritime also alleged the directors of each corporation were liable for corresponding offences, pursuant to the director liability provision, section 178 of the former *Road Transport (General) Act 2005*.

The defendants sought a brief of evidence in advance of entering a guilty plea and also sought particulars of the offences, on the basis of the High Court's decision in *Graeme Joseph Kirk & Anor v Industrial Court of New South Wales & Anor [2010] HCA 1*. The Local Court dismissed each application in both respects, finding that Kirk had no application because there was no general duty imposed under the road transport legislation.

The Damorange Pty Ltd group of defendants was charged with 276 offences and entered a guilty plea to 249 offences, with the remainder being withdrawn. On 24 September 2013 the Local Court fined the defendants a total of \$50,800 with a moiety to Roads and Maritime and awarded costs of \$52,000. Roads and Maritime appealed against this decision to the Supreme Court of NSW. On 29 May 2014 the Supreme Court dismissed the appeal: while the Court identified an error of law, it declined to exercise its discretion to vary the sentence. The Court awarded costs to the defendant in an amount to be agreed.

The Scotts Transport Industries Pty Ltd group of defendants was charged with 268 offences and entered a guilty plea to 211, with the remainder being withdrawn. In separate judgments, the latest being 28 May 2014, the Local Court fined the defendants a total of \$1,276,590 with a moiety to Roads and Maritime and awarded costs to Roads and Maritime totalling \$110,000. At the time of preparation of this report, the defendants' appeal to the District Court of NSW against the severity of the sentence had not been determined.

The Zaens Pty Ltd (trading as Lennons Transport Services) group of defendants was charged with a total of 251 offences and entered a guilty plea to 192 offences with the remainder being withdrawn. The Local Court fined the defendants a total of \$1,316,469 with moiety to Roads and Maritime and awarded costs to Roads and Maritime totalling \$100,000.

Legal proceedings arising from Operation Octagon

Given the results of Operation Overland, Roads and Maritime conducted a further operation on the same basis. Roads and Maritime focused on the companies most represented in the speed data and commenced legal proceedings in late 2012 for a representative selection of offences against five groups of defendants.

Roads and Maritime alleged similar offences against each corporation:

- Each corporation was the operator of a heavy vehicle and the heavy vehicle was under its control when a driver committed a speeding offence, contrary to clause 156(3) of the former Road Transport (General) Regulation 2005.
- Each corporation was the operator of a heavy vehicle which was not speed limiter compliant, contrary to section 69C of the former *Road Transport (Safety and Traffic Management) Act 1999*.

Roads and Maritime also alleged the directors of each corporation were liable for corresponding offences, pursuant to the director liability provision, section 178 of the former *Road Transport (General) Act 2005*.

The Logistics 1 Pty Ltd group of defendants was charged with 120 offences and entered a guilty plea to all offences. On 19 September 2013 the Local Court imposed total fines of \$259,100 with a moiety to Roads and Maritime and ordered the defendant to pay Roads and Maritime costs of \$35,000. The defendants appealed to the District Court of NSW against the severity of the sentence. On 23 June 2014 the District Court upheld the

appeal, reducing the fines imposed to a total of \$76,500 and confirming the costs awarded to Roads and Maritime totalling \$35,000.

The Prestons Leeton Pty Ltd group of defendants was charged with 36 offences and entered a guilty plea to all offences. On 31 October 2013 the Local Court fined the defendants a total of \$85,700 with a moiety to Roads and Maritime and ordered the defendants to pay Roads and Maritime costs of \$18,000. The defendants appealed to the District Court of NSW against the severity of the sentence. On 4 August 2014 the District Court reduced the total fines to \$63,000 and varied the award of costs to Roads and Maritime to a total of \$24,000.

The P & A Transport Pty Ltd group of defendants was charged with 12 offences and entered a guilty plea to all offences. On 17 December 2013 the Local Court fined the defendants a total of \$30,000 with a moiety to Roads and Maritime and ordered the defendants to pay Roads and Maritime costs of \$24,000. At the time of preparation of this report, the defendants' appeal to the District Court of NSW against the severity of the sentence had not been determined. P & A Transport Pty Ltd was a subcontractor to Border Express Pty Ltd.

The Border Express Pty Ltd group of defendants was charged with 26 offences and entered a guilty plea to 17 offences. On 24 April 2014 the Local Court found the offences proven. For the level 3 speeding offences the Court recorded a conviction but imposed no penalty, pursuant to section 10A of the *Crimes (Sentencing Procedure) Act 1999*; for the level 2 speeding offences the Court dismissed the offences without recording a conviction, pursuant to section 10 of the *Crimes (Sentencing Procedure) Act 1999*. No costs were awarded.

Appendix 17: Reporting of contracts with private sector entities

Under Part 3 of the *Government Information (Public Access) Act 2009* (GIPA Act), Roads and Maritime is required to maintain a register of government contracts that records information about each government contract to which Roads and Maritime is a party that has (or is likely to have) a value of \$150,000 (GST inclusive) or more.

The Premier's Memorandum No 2007–01 mandates the disclosure of particular information about invitations to tender.

Roads and Maritime's government contracts register and tender disclosure information is available on the Office of Finance and Services' eTender website at tenders.nsw.gov.au.

Roads and Maritime also maintains a separate register of government contracts, which is available on its website and available for view by class of contract.

Appendix 18: Public interest disclosures report to Minister

In accordance with section 31 of the *Public Interest Disclosures Act 1994*, the following information (as stipulated by Clause 4 of Public Interest Disclosures Regulation 2011) is being supplied by Roads and Maritime to the Minister for Roads and Freight and the Minister for Transport. The Act came into effect on 1 January 2012 and the reporting period for this report is 1 July 2013 to 30 June 2014.

On 1 January 2014 the following three categories of Public Interest Disclosures were established:

- Public Interest Disclosures made by public officials performing their day to day functions.
- Public Interest Disclosures made under a statutory or other legal obligation.
- All other Public Interest Disclosures.

The table below takes into account the new categories as of 1 January 2014.

Table A18.1 Roads and Maritime Public Interest Disclosures

	January to June 2014				
	July to December 2013	PIDs made by public officials performing their day to day functions	PIDs made under a statutory or other legal obligation	All other PIDs	Total PIDs for 2013–14
Number of public officials who made PIDs directly	6	1	0	4	11
Number of PIDs received	8	1	0	5	14
Of PIDs received, number primarily about:					
Corrupt conduct	8	1	0	3	12
Maladministration	0	0	0	2	2
Serious and substantial waste	0	0	0	0	0
Government information contravention	0	0	0	0	0
Local government pecuniary interest contravention	0	0	0	0	0

In 2013–14 Roads and Maritime finalised 11 public interest disclosures received since 1 January 2012.

In accordance with section 6D of the *Public Interest Disclosures Act 1994*, Roads and Maritime has a public interest disclosures internal reporting policy.

The Chief Executive of Roads and Maritime has taken action to ensure staff awareness of the policy as required under section 6E (1) (b) of the Act. The actions taken by the Chief Executive of Roads and Maritime include:

- Providing a policy briefing to senior managers.
- Publishing a statement of commitment and posting this on the agency's intranet site and reinforcing this message in OneRMS News.
- Developing a communication plan.

- Sending a message to all staff, providing links to the NSW Ombudsman’s eLearning module on public interest disclosures and various fact sheets.
- Including information on public interest disclosures in the Code of Conduct eLearning module, which is completed by all new staff and is also discussed at the face-to-face “On Boarding” day.
- Incorporating public interest disclosures information in the training provided to new Customer Service Officers and Heavy Vehicle Inspectors.

Appendix 19: Privacy management plan

In compliance with section 33 of the *Privacy and Personal Information Protection Act 1998* (PPIP Act), Roads and Maritime has a Privacy Management Plan, which includes: information about the development of policies and practices to ensure compliance by the agency with the requirements of the PPIP Act and the *Health Records and Information Privacy Act 2002* (HRIP Act); the communication of those policies and practices to persons within Roads and Maritime; the procedures that the agency adopts in relation to any internal review under Part 5 of the PPIP Act; and other matters as are considered relevant by Roads and Maritime in relation to privacy and the protection of personal information held by the agency.

The Plan is located on the Roads and Maritime website.

Roads and Maritime, along with the other agencies in the Transport cluster, has been working towards creating greater consistency in the management of personal information to achieve the best possible results for members of the public. This work is demonstrated in the review and development of the privacy management plans for transport agencies. The new plans are designed to provide the highest standard of information about compliance with the information protection and health records principles in the PPIP and HRIP Acts.

The new Privacy Management Plan for Roads and Maritime will be released later in 2014.

Questions, compliments or complaints about the management of personal and health information should be initially directed to the Privacy Officer at Transport for NSW, who will direct the inquiry to Roads and Maritime.

Post: The Privacy Officer
Information & Privacy Unit
Transport for NSW
PO Box K659
Haymarket NSW 1240

Phone: 02 8202 3768

Email: privacy@transport.nsw.gov.au

Privacy reviews

During 2013–14 Roads and Maritime conducted 12 applications for internal review about conduct relating to the use, access or release of personal information.

Investigations were carried out on the internal reviews and of the 12 applications, no breaches of privacy were found.

Appendix 20: Insurance

Principal-arranged insurance

Roads and Maritime continues to provide principal-arranged insurance via its broker AON. The program covers its contractors and sub-contractors for all construction and maintenance work on roads and bridges, for the contracted work, third-party liability and professional indemnity. A similar program for Roads and Maritime's property portfolio is in place for all building construction, maintenance and repair contracts for contract work and third-party liability.

Treasury Managed Fund

The Treasury Managed Fund is a NSW Government-arranged indemnity scheme (operated by the NSW Treasury), which provides indemnity cover for workers compensation, motor vehicle, property damage, legal liability, fidelity guarantee and travel.

Premium details and claim performance on the major insurance categories for the period 1 July 2013 to 30 June 2014 are as provided in Table A20.1.

Table A20.1 Premium details and claim performance on major insurance categories

Insurance type	Premium (\$0'm)	Claim performance
Workers compensation	\$8.4 million	4.9 claims per 100 employees
Motor vehicle	\$1.6 million	10.2 claims per 100 employees
Property	\$7.0 million	N/A
Liability	\$14.2 million	N/A

Appendix 21: Industrial relations and policy

Communication and consultation

Communication and consultation regarding industrial and employee related matters is incorporated through regular forums with unions and professional associations representing salaried and wages staff.

The Single Bargaining Unit (SBU) is the peak negotiation and consultation forum for wages staff. It includes representatives from five wages unions. The SBU meets on a quarterly basis.

The Peak Consultative Committee (PCC) is the primary point of consultation between Roads and Maritime and the salaried staff associations and unions. The PCC meets on a monthly basis and includes union officials and delegates from six unions. In addition to the regular consultative forums, the Workplace Relations team works closely with unions and the organisation to consult and communicate about various Roads and Maritime projects, for example, Reform and Maintenance Contestability.

Advice

The Workplace Relations team provides advice to the organisation on individual matters and projects in compliance with the broader industrial relations strategy as defined by Transport for NSW and Roads and Maritime.

Human resources policies

In 2013–14:

- Roads and Maritime worked closely with Transport for NSW and other cluster agencies to start the development of a range of common HR policies to apply across the cluster.
- Policy development work facilitated the implementation of working with children checks for school crossing supervisors as a result of the proclamation of the *Child Protection (Working with Children) Act 2012*.
- Work continued on amalgamating HR policies and procedures following the merge of RTA and NSW Maritime.

Award negotiations and movements in salaries and wages

Roads and Maritime has consolidated and rationalised industrial instruments covering employee entitlements and conditions. As of 1 July 2014 Roads and Maritime will have four awards that cover Roads and Maritime employees. These include: the Roads and Maritime Services Consolidated Salaried Award 2014; Roads and Maritime Services (Wages Staff) Award; Crown Employees (Roads and Maritime Services – School Crossing Supervisors) Award; and the Crown Employees (Roads and Maritime Services – Traffic Signals) Award.

Industrial Relations Commission

The Workplace Relations team represents Roads and Maritime before the NSW Industrial Relations Commission on disputes, unfair dismissals and during award negotiations.

Lost time due to staff participation in industrial action

The number of days lost due to staff participation in industrial action for 2013–14 was 101 days.

Appendix 22: Work place diversity

A new Transport cluster-wide Diversity and Inclusion Plan and Policy (the Plan) was developed in 2013–14. The Plan identifies priority areas for action to ensure that the cluster reflects the community it serves, enabling it to increase and better leverage the diversity of its workforce to deliver customer-focused services.

The Plan has a particular concentration on developing leader awareness, accountability and capability. Implementation has progressed through:

- The first cluster-wide Leadership Development Program that incorporates diversity and inclusion principles and capabilities.
- An International Women's Day conference for Transport executives.
- Specific awareness sessions (including unconscious bias training and disability awareness training) for recruiting staff and hiring managers on recruitment panels.

Staff awareness of employment equity was built by:

- Establishing a cross-cluster employee resource group for key diversity areas.
- Promoting and participating in cluster-wide events associated with Mardi Gras, NAIDOC week and International Women's Day.

The cluster is progressively measuring the implementation of diversity and inclusion outcomes to drive accountability. This includes measuring against diversity targets in the recruitment of Tertiary Talent Program participants.

In 2013–14:

- Cluster-wide Discrimination-Free Work Place and Anti-Bullying and Harassment policies were published.
- Strategic partnerships were developed to build diversity and inclusion across the cluster. This includes specialised employment agencies and participating in outreach programs in partnership with Wollongong University that target women in non-traditional occupations.

Increasing the employment and development of Aboriginal people

The Aboriginal Employment Strategy sets a strategic framework for improving recruitment, development and retention of Aboriginal people across Roads and Maritime and is a response to central government requirements.

The strategy is supported by the “Walk the road with our mob” DVD, which profiles current Aboriginal staff, their roles and the services they provide to the community.

Targeted recruitment campaigns within NSW communities helped to improve Aboriginal employment, career development and retention rates across salary levels at a rate similar to non-Aboriginal staff.

Aboriginal.Jobs@rms.nsw.gov.au received regular inquiries from individuals and job service centres and acted as a distribution network for identified roles.

In partnership with the Aboriginal Education Consultative Group NSW, Roads and Maritime supported 11 secondary scholarships for Aboriginal Year 11 and 12 students studying maths and English subjects. The program has now been expanded from engineering to all disciplines across Transport for NSW.

A female Aboriginal archaeology cadet has continued under the National Indigenous Cadetship Program and will carry out work placements within our Environment branch throughout her degree studies, where she will receive policy and operational experience.

A senior Aboriginal employee completed the Executive Masters in Public Administration degree through the Australian New Zealand School of Government (ANZSOG) tertiary program.

The Roads and Maritime Aboriginal Cultural Education Training Program aims to:

- Build internal relationships.
- Provide support to managers and Aboriginal employees.
- Improve service delivery to Aboriginal customers and stakeholders.

The program is available to Roads and Maritime employees, including managers and supervisors of Aboriginal employees, as well as frontline customer service staff, policy officers and senior management. More than 250 employees attended the 27 workshops held across NSW in 2013–14.

Relationships with secondary and tertiary institutions and the Department of Premier and Cabinet were strengthened to increase opportunities for Aboriginal people within Roads and Maritime.

Table A22.1 Representation of EEO groups

EEO group	Benchmark	2011–12	2012–13	2013–14
Women	50%	35.4%	35.4%	34%
Aboriginal people and Torres Strait Islanders	2.6%	1.6%	1.4%	0.98%
People whose first language is not English	19%	15.3%	9.08%	8.28%
People with a disability	N/A	6.2%	3.3%	2.10%
People with a disability requiring adjustment	1.5%	1.9%	0.93%	0.89%

Table A22.2 Trends in the distribution of EEO groups

EEO group	Benchmark	2011–12	2012–13	2013–14 ⁽ⁱ⁾
Women	100	89	89	83
Aboriginal people and Torres Strait Islanders	100	84	89	96
People whose first language is not English	100	114	113	112
People with a disability	100	99	97	102
People with a disability requiring adjustment	100	105	103	103

⁽ⁱ⁾ Estimated figures are only calculated for those agencies with a response rate of greater than 65 per cent. For those agencies with a response rate less than 65 percent, actual figures are used to calculate the representation and distribution of these groups.

Note: A Distribution Index of 100 indicates that the centre of the distribution of the equal employment opportunity (EEO) group across salary levels is equivalent to that of other staff. Values less than 100 indicate that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The Distribution Index is not calculated where group numbers are less than 20.

Appendix 23: Multicultural Policies and Services Plan

Roads and Maritime is committed to providing high quality service and support for the entire community, including those members from diverse cultural, linguistic and religious backgrounds.

Under the *Community Relations Commission and Principles of Multiculturalism Act 2000*, Roads and Maritime is required to deliver and report against current multicultural policies and services which address the Community Relations Commission Multicultural Planning Framework.

Roads and Maritime has collaborated with Transport for NSW on a cluster-wide Multicultural Policies and Services Plan. The Plan outlines how the Transport cluster will respond to the Government's multicultural objectives and incorporate multicultural principles into processes and systems.

The purpose of the Plan is to ensure Roads and Maritime's policies and practices are inclusive of people from diverse cultural and linguistic backgrounds. Four key objectives of the Plan are to ensure people from culturally and linguistically diverse backgrounds:

- Are able to confidently use transport services: Realised through taking actions to target Culturally and Linguistically Diverse (CALD) communications and programs aimed at improving understanding of how to use transport systems.
- Are able to equitably access transport services and information: Realised through taking actions to ensure fair and accessible transport communications, services and programs that respond to the needs of people from CALD backgrounds.
- Are satisfied with the quality of communications and cultural sensitivity of transport service and program delivery: Realised through taking actions to increase cultural competency across the workforce in the provision of services to CALD customers and communities.
- Are able to have their views and concerns heard on policy and program development and service delivery: Realised through taking actions to ensure appropriate consultation, feedback and complaints mechanisms.

A further objective is to:

- Embed multicultural activity as a core function of the transport agencies: Realised through ensuring that processes for corporate and business planning and managing organisational performance demonstrate support for multicultural principles and objectives.

Key activities for the reporting period are identified against the seven outcomes identified in the Community Relations Commission's planning framework.

Planning

Roads and Maritime business areas recognise the need to use CALD data to inform corporate direction, business and communication planning and stakeholder mapping.

Consultation and feedback

Roads and Maritime is represented at the cluster-wide steering committee to develop clear strategic drivers for implementing the principles of multiculturalism in core business practices across the Transport cluster.

CALD Employee Resource Groups (ERGs) have been established with the aim of providing CALD employees in the Transport cluster with the opportunity to provide input into policy and program development and service delivery, and provide advice on their cultural appropriateness. Roads and Maritime extensively promoted the CALD Employee Resource Groups through internal communication channels during the reporting period.

Roads and Maritime currently provides translated community consultation materials where appropriate.

Leadership

The Chief Executive has actively promoted Roads and Maritime's commitment to the principles of multiculturalism through the Chief Executive message and supports the development of Roads and Maritime's implementation plan. An executive sponsor has also been appointed.

Human resources

Roads and Maritime values the skills of staff with cultural and linguistic skills. Roads and Maritime has a register of staff with linguistic skills to assist in operational service delivery.

Access and equity

Roads and Maritime has a strong commitment to reducing barriers for people from culturally and linguistically diverse backgrounds. During the reporting period Roads and Maritime customers accessed the following CALD services:

- 2829* people received an interpreter to assist them in completing the computer driver/rider/heavy vehicle knowledge and qualification tests.
- 30,629* people used Roads and Maritime-translated tests available in nine commonly used languages.

The Translating and Interpreting Service (TIS) for non-English speakers is promoted clearly on the transportnsw.info website. Customers can call 131 500 and ask for an interpreter or call the TIS directly to be connected to 131 500.

Roads and Maritime's staff induction includes training on the multicultural values of our customers, the differing needs of our customers and the importance of service delivery to the community.

* These figures are available on the Roads and Maritime website.

Communication

Several Roads and Maritime publications are translated into commonly used languages.

Roads and Maritime's publications reflect the visual identity of people from different backgrounds. Guidelines for publications are being reviewed and will include visual representation as part of the policy.

Social and economic development

Roads and Maritime continues to promote the principles of multiculturalism at all levels through internal communication channels, attendance at events and through community consultation sessions.

Roads and Maritime held Harmony Day events across the State and carried out a staff poster campaign in June 2014, which promoted the principles of multiculturalism to all staff. Posters were placed at staff entry and exit points, as well as the kitchens in all Roads and Maritime offices across the State.

Flexible work practices enable staff to observe religious obligations and space is made available for religious observance in the majority of work locations.

Reporting against CRC assessment criteria

The items below are those which each operating agency within the Transport cluster is required to report against.

CRC assessment area	Strategies: ongoing	Actions	Current status (30 June 2014)
Planning and performance measurement	Establish a Multicultural Plan which implements the Principles of Multiculturalism.	Develop Operating Agency Multicultural Implementation Plan aligned with the overarching Transport for NSW Multicultural Plan.	Roads and Maritime drafted an agency implementation plan that has been endorsed by the Chief Executive. Roads and Maritime will continue to implement the actions outlined in the multicultural plan.
Planning and performance measurement	Develop an internal monitoring system to evaluate and report on implementation of strategies in the Multicultural Plan.	Report on multicultural achievements in the Annual Report and submit final copy to the CRC.	We are monitoring and an evaluation system is in place.
Client and community feedback	Ensure consultation is carried out with the CALD community for the consideration of information, policy, program, service delivery and other initiatives being progressed by transport agencies.	Develop a database of CALD stakeholders for consultation and engagement, for information sharing.	Roads and Maritime will include Transport for NSW's CALD database of external stakeholders on the intranet once it is provided and promote to agency staff for their use once it has been finalised and distributed.

CRC assessment area	Strategies: ongoing	Actions	Current status (30 June 2014)
Client and community feedback	Ensure consultation and analysis is carried out with the CALD community for the consideration of information, policy, program, service delivery and other initiatives being progressed by transport agencies.	Review existing guidelines for stakeholder and community engagement. Developed new guidelines for stakeholder and community engagement, which addressed culturally appropriate consultation and engagement practices and tools and which ensure staff participating in CALD consultations have appropriate cultural diversity expertise.	Roads and Maritime will work with Transport for NSW when its guidelines are finalised for comment and implementation. Roads and Maritime is conducting a review of its procedures for community consultation.
Participation on advisory boards	Identify opportunities for staff with cultural diversity experience and members of CALD communities to participate in decision making forums.	Identify and investigate the appropriateness of any advisory boards, committees, forums and consultations in which staff and CALD groups might participate.	Roads and Maritime staff who possess cultural and language skills are identified and contactable. Staff are available to assist in customer or community interactions where appropriate. Roads and Maritime extensively promoted the CALD ERGs through internal communication channels.
Active involvement of senior management	The Executive and senior managers lead the promotion and adherence to Principles of Multiculturalism through a range of communications, planning and corporate activities.	Leadership forums and management meetings include multicultural, equity and diversity themes and issues, with briefings filtered down to staff. Make use of existing and new internal communication channels.	Roads and Maritime's Chief Executive has endorsed the multicultural plan. The cluster-wide plan is included in all business unit plans. Roads and Maritime will continue to promote cultural, equity and diversity themes through events, a regular agency steering group and through the review of intranet content and stories to promote to staff.

CRC assessment area	Strategies: ongoing	Actions	Current status (30 June 2014)
Active involvement of senior management	The Executive and senior managers lead the promotion and adherence to Principles of Multiculturalism through a range of communications, planning and corporate activities.	Identify and pursue opportunities for the Executive to actively promote various multicultural activities within the Transport cluster and within the community (e.g. Harmony Day, International Refugee Day, International Human Rights Day).	Roads and Maritime will continue to promote the principles of multiculturalism at all levels through internal communication channels, attendance at events and through community consultation sessions. Roads and Maritime held Harmony Day events across the State and carried out a staff poster campaign in June and July 2014 promoting the principles of multiculturalism to all staff. Posters were placed at staff entry and exit points as well as the kitchens in all Roads and Maritime offices across the State.
Accountability of senior management	Embed responsibility for implementation of the Multicultural Plan and strategies in agency business plans and in the performance agreements of key senior managers, where appropriate.	Appoint multicultural coordinators from senior management to support implementation of the Multicultural Plan.	Roads and Maritime's Director Strategy and Engagement is the Executive Sponsor. Communications and Stakeholder Engagement, specifically the Stakeholder Engagement team, represent Roads and Maritime on the cluster-wide steering committee and will oversee the monitoring and actions under the agency's Implementation Plan.
Staffing reflects business needs	Determine the need for linguistic and inter-cultural skills in identified customer contact positions, and the required levels of competency, to ensure that business needs are serviced by appropriate human resourcing.	Identify customer contact positions in identified business areas and locations, and identify the required linguistic and inter-cultural skills to ensure culturally appropriate service delivery.	The transition of key customer facing Roads and Maritime roles to Service NSW has prompted a review of services and skills. Roads and Maritime is also reviewing the use of third-party providers, such as translation services.

CRC assessment area	Strategies: ongoing	Actions	Current status (30 June 2014)
Staffing reflects business needs	Determine the need for linguistic and inter-cultural skills in identified customer contact positions, and the required levels of competency, to ensure that business needs are serviced by appropriate human resourcing.	Establish and maintain a register of people with linguistic skills to assist in operational service delivery and community engagement.	Roads and Maritime has a register of staff with linguistic skills to assist in operational service delivery. Contracts with third-party providers continue to provide translation services.
Staffing reflects business needs	Ensure attraction and retention strategies, policies and practices are values focused and enhance the cultural competency of the organisation.	Encourage the use of images of people from diverse cultural and religious backgrounds in all agency promotion and recruitment initiatives to encourage engagement with all communities.	Roads and Maritime's publications reflect the visual identity of people from different backgrounds. Guidelines for publications are being reviewed and will include visual representation as part of the policy.
Cultural and linguistic competence	Identify the need for the Community Language Scheme (CLAS), based on research, and monitor its use.	Identify any existing staff who are currently being paid a CLAS allowance. Investigate the appropriateness of centralising any resources and knowledge.	Review of CLAS usage and recipients completed. In light of this review, new guidelines and a communication strategy are being developed to support a more consistent approach to harnessing the benefits offered by this scheme. Roads and Maritime staff are currently being paid CLAS allowance as per the CLAS policy.
Cultural and linguistic competence	Identify the need for the Community Language Scheme (CLAS), based on research, and monitor its use.	Review current CLAS and if appropriate, develop guidelines for managers and staff in regard to its use, including the circumstances in which CLAS can be used, and monitor and report on usage.	New cluster-wide CLAS Guidelines drafted for review and dissemination across the cluster. Roads and Maritime CLAS policy remains in place and available on the intranet.

CRC assessment area	Strategies: ongoing	Actions	Current status (30 June 2014)
Staff development and support	Ensure staff in public contact, policy and management positions, including regional staff, are trained to work in a culturally diverse environment and in implementation of the Multicultural Plan.	Provide staff in public contact positions with relevant skills-based training on culturally sensitive service provision or cultural competency training.	Customer facing staff receive diversity and/or multicultural training as part of their on-boarding process. Roads and Maritime's staff induction includes training on multicultural values of our customers. Key Behaviours training is again being implemented across NSW. Although not specific to CALD communities, staff receive training on the differing needs of Roads and Maritime's customers and the importance of service delivery to the community.
Interpreter service use	Develop strategies to improve access to interpreter services and availability of bilingual staff.	Develop and make staff aware of guidelines on the use of interpreters and translation services.	Translating and Interpreting Service (TIS) for non-English speakers is promoted clearly on transportnsw.info. Specific guidelines for Transport for NSW staff are being investigated. Roads and Maritime will work with Transport for NSW on specific guidelines for the use of interpreters and translation services.
Planned communication	Improve accessibility of culturally appropriate information to CALD communities about transport services, programs, rights and complaints mechanisms.	Review agency communications (including printed documentation, web-based and multimedia communications, site/venue signage) for CALD accessibility. Related to research and consultation aimed at identifying existing internal capabilities and information.	Roads and Maritime currently provides translated community consultation materials where appropriate. A review will be carried out and guidelines established to support future community consultation activities.

CRC assessment area	Strategies: ongoing	Actions	Current status (30 June 2014)
Building potential through partnerships	Develop and implement strategies to raise awareness of, and celebrate the contribution of people from CALD backgrounds.	Establish a multicultural calendar to identify significant multicultural events.	Roads and Maritime is currently reviewing its intranet content. Once the review is complete, content will include a link to Transport for NSW's diversity and inclusion pages. This includes links to the multicultural calendar, diversity resource centre, diversity data and equal employment opportunity requirements.
Building potential through partnerships	Partner with other government agencies and community groups to strengthen the settlement prospects of migrants and humanitarian entrants/refugees.	Work with Department of Immigration and Border Protection (DIBP), other government agencies and community groups to develop practical and culturally appropriate information to help newly arrived immigrants and refugees to become familiar with how to use NSW transport systems, their rights, and feedback and complaints mechanisms (e.g. how to buy a ticket, read a timetable, how to get a driver licence, use of interpreter services).	Roads and Maritime provided support to Transport for NSW in reviewing operational policy and meeting with the Department of Social Services to establish a relationship with this key service provider.

Roads and Maritime has prepared a Multicultural Policies and Services Plan (MPSP) for 2014–15. Actions include participation in the Transport for NSW cluster-wide steering committee, providing regular reporting against the cluster-wide priorities and its implementation plan, and annual reporting. Specific actions have been identified under the TfNSW MPSP and support the integration of multicultural principals within the organisation.

Appendix 24: Disability Action Plan

In 2012 Transport for NSW developed a five year Disability Action Plan that detailed more than 150 actions to improve transport accessibility for people with disability. In 2013–14 Roads and Maritime continued to deliver against the Disability Action Plan.

In 2013–14 Roads and Maritime:

- Reviewed and improved pedestrian crossing timings around the health and disability service areas of Prince of Wales and Westmead hospitals.
- Delivered pedestrian infrastructure to support accessibility for people with a disability:
 - A total of 182 pedestrian program projects were delivered in 2013–14 at a total cost of \$13.4 million.

- Partnered with local councils to help them develop pedestrian network plans through Pedestrian Access and Mobility Plans and to help finance the construction of local road crossing facilities.
- Continued to help bring down certification costs for modified vehicles by increasing the number of licensed certifiers. The number of Vehicle Safety Compliance Certification Scheme certifiers has increased from 25 in 2011 to 80 in June 2014.
- Continued to promote improved and standardised road signage:
 - Signs installed by Roads and Maritime on State Roads conform to Australian Standard AS1742 Manual of Uniform Traffic Control Devices and AS1743 Road Sign – Specifications.
 - Roads and Maritime works with local councils to support them in meeting Australian Standards AS1742 and AS1743.
- Continued to ensure that all commuter wharf upgrades review disability access requirements and that the upgrades are disability compliant where feasible.

Appendix 25: Waterways fund – financial overview 2013–14

The Waterways Fund was established under section 42 of the *Ports and Maritime Administration Act 1995* and is administered by Roads and Maritime.

It accounts for all revenues and expenditures associated with the boating safety, property management and infrastructure functions delivered in accordance with NSW marine legislation. An independently chaired Waterways Fund Management Committee provides oversight of the integrity and transparency of the Waterways Fund and provides advice to the Chief Executive as part of the Roads and Maritime governance framework. The Director NSW Maritime and Director Corporate division are the Roads and Maritime executive members on the Committee.

The Waterways Fund supports delivery of the NSW Government's Maritime Policy Agenda, which sets out the 16 priority boating safety, waterway access and customer actions delivered by Roads and Maritime and Transport for NSW.

The Waterways Fund is subject to financial controls and monitoring to ensure the Fund receives all revenue payable to it and that expenses met by the Fund accord with the governing legislation.

The main sources of revenue are from maritime property, boat driver licensing, vessel registrations, mooring fees and commercial vessel fees.

The operating and capital costs of the fund are incurred in delivering safety, education and compliance services to the boating public and improved maritime infrastructure.

During 2013–14 Transport for NSW (Maritime Management Centre) continued to set the maritime and boating strategic policy agenda.

Roads and Maritime implemented its new operating model focused on the core functions of build, manage journeys, maintain and enable during 2013–14. As a result, maritime-related infrastructure programs, including the Commuter Wharf Upgrade Program, navigation aid, signage, wharf and related asset maintenance, maritime property and information management functions were consolidated within the Infrastructure, Asset Maintenance and Corporate divisions of Roads and Maritime.

Information relating to the Waterways Fund is aggregated within the broader Roads and Maritime Financial Statements contained within this Annual Report. The following is intended to provide maritime stakeholders with summary information on Waterways Fund revenue and expenditure during 2013–14 and reflects the new Roads and Maritime operating model, as further explained below.

Figure 6. Waterways Fund revenue 2013–14 – \$122.8 million

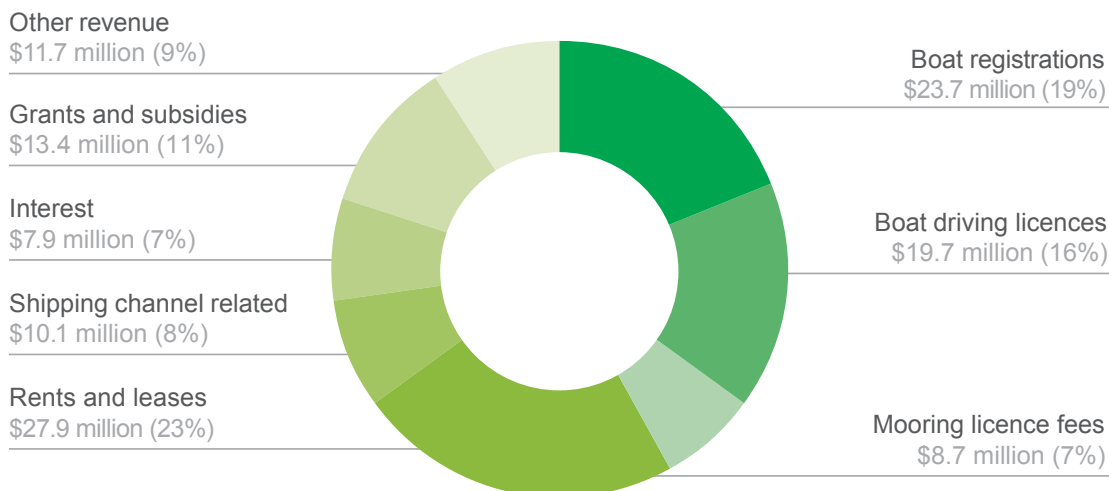
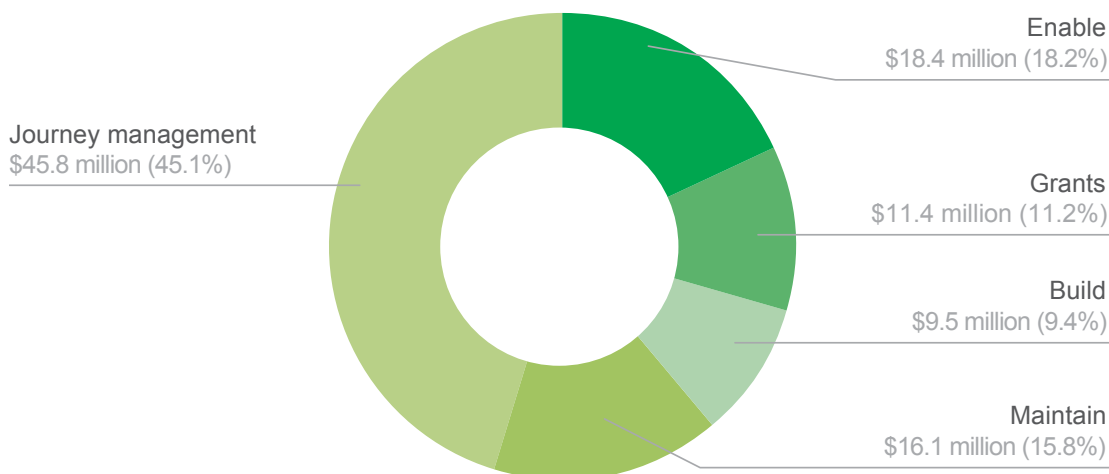


Figure 7. Waterways Fund expenditure 2013–14 – \$101.4 million



Build

Roads and Maritime is supporting the building and development of the maritime transport system of the future. Major maritime capital work carried out during 2013–14 comprised:

- Transport Access Program Sydney Harbour Commuter Ferry Wharf upgrades (\$8.91 million) – with construction underway on the Drummoyne (Wolseley St) and Mosman Bay Wharf upgrade projects.

Journey management

Journey management represents the largest portion of Waterways Fund expenditure. It includes the operations of the Maritime division, which is focused on core boating safety, education and compliance, mooring and aquatic event management, marine pollution preparedness and response, commercial vessel survey and certification functions, and broader Roads and Maritime customer service (\$39.2 million). It also includes functions delivered by Transport for NSW (Maritime Management Centre) (\$5.6 million) and the Freight and Regional Development division (\$0.9 million), which delivers marine pollution preparedness and response functions under delegation from Roads and Maritime.

During 2013–14 Transport for NSW and Roads and Maritime started delivery of new boating safety, access and infrastructure initiatives aligned to the Maritime Policy Agenda. These included:

- A \$1.5m lifejacket awareness campaign.
- A new Boating Education Officer Program that includes 18 officer positions dedicated to raising awareness and contributing to a safe boating culture.
- Roll out of new boating safety signage at 40 key boat ramps across NSW.
- Implementation of the Sydney Harbour Boating Destination Plan to enhance public access to marina services and amenities, including water, fuel, cafes and toilets, by providing commercial concessions to marina operators.

Maintain

Roads and Maritime maintains maritime assets including property, wharves and aids to navigation to benefit our customers and the users of the ferry network. Maintenance initiatives progressed in 2013–14 comprised:

- Routine maintenance at Sydney Harbour commuter ferry wharves, navigation aids, signage, courtesy and emergency vessel moorings, and the patrol vessel fleet (\$8 million).
- Completing utility and enabling work at Rozelle Maritime Precinct (\$3.34 million).
- Starting a major refresh of the Circular Quay ferry wharves to improve customer experience (\$3 million).

Enable

Enabling functions support every part of the agency, including those connected to the property portfolio and information management and technology. In 2013–14 direct expenditure comprised:

- \$15 million on administration and management of the maritime property portfolio, which is valued at more than \$1 billion and includes the beds of Sydney Harbour, Port Botany, Port Kembla and Port of Newcastle, and some adjoining lands. This included contract (\$5.5 million), legal (\$2.5 million) and remediation costs (\$1.1 million).
- \$3 million to support delivery of boat driver, aquatic and mooring licences and vessel registrations via the Government Licensing Service.

Other enable related expenditures are embedded within build, journey management and maintain programs, and are funded by corporate charging.

Grants

Roads and Maritime provides grants to support recreational boating infrastructure, safe navigation and volunteer marine rescue services. Grants paid in 2013–14 totalled \$11.44 million and included:

- \$5.44 million for the Better Boating Program to support local councils deliver boat ramps and other boating infrastructure.
- \$3.50 million to NSW Trade and Investment to support priority regional navigation channel dredging.
- \$1.56 million to Marine Rescue NSW to support its operations.
- \$0.94 million to the Australian Maritime Safety Authority.

Roads and Maritime also collected a contribution on behalf of Marine Rescue NSW as part of boat licence and vessel registration fees. These monies (\$6.3 million) were forwarded to the Ministry of Police and Emergency Services for the funding of Marine Rescue NSW.

Planned 2014–15 initiatives

The Waterways Fund will support delivery of the following key initiatives during 2014–15:

- Implementation of actions arising from 11 Regional Boating Plans currently under development. The final plans, due in late 2014, will identify priority safety, access and infrastructure actions to be implemented over the next five years.
- Roll out of NSW Boating Now, a new Boating Infrastructure Program providing \$70m over the next five years to support new and improved boat ramp, jetties, pontoons, parking and related facilities identified through Regional Boating Plans.
- Continuation of the Sydney Harbour Commuter Ferry Wharf upgrade program, with construction completing at Drummoyne (Wolseley Street) and Mosman Bay, and planning or construction starting for Balmain East, Sydney Olympic Park, Cremorne Point, Pyrmont Bay and McMahons Point wharves.
- Allocation of “special grants” to support major upgrades of Coffs Harbour boat ramp (\$1 million) and Palm Beach ferry wharf (\$1.5 million) for construction in 2014–15.

Appendix 26: Land disposal

Roads and Maritime owns property for administrative purposes and acquires property for the construction of road and maritime construction. Properties that are surplus to requirements are disposed of in accordance with NSW Government policy. Proceeds from property sales are used to support road safety initiatives and support and improve the State’s road and maritime infrastructure.

In 2013–14 contracts were brought to account for the sale of 85 properties for a total value of \$45.577 million. Of these, 26 properties were valued at more than \$500,000 each, to a total value of \$34.351 million.

Table A26.1 Major sales in 2013–14

Property	Total (\$0'm)
Flinders St, Surry Hills	6.620*
Pringle Ave, Belrose	3.840
Fern Pl, Bondi Junction	1.900
Bonville Station Rd, Bonville	1.585
Church Ln, Prospect	1.507
Central Coast Hwy, West Gosford	1.485
Bottlebrush Rd, Prestons	1.350
Jedda Rd, Prestons	1.350
Park Ave, Ashfield	1.181
Hume Hwy, Woomargama	1.180
Hoxton Park Rd, Liverpool	1.121
Loch Maree Pl, Vaucluse	1.100
Factory St, North Parramatta	.974
Belfast Rd, Glendenning	.950
Taylors Rd, Greendale	.877
Princes Hwy, FigTree	.815
Park Ave, Ashfield	.781
Hume Hwy, Woomargama	.760

Property	Total (\$0'm)
Farrell Rd, Bulli	.745
Camden Valley Way, Narellan	.705
Park Ave, Ashfield	.680
Princes Hwy, Figtree	.675
Great Western Hwy, Wentworth Falls	.563
East Bonville Rd, Bonville	.560
Old Canterbury Rd, Lewisham	.536
Longworth Ave, Wallsend	.510

*The sale of this property was through a publicly advertised expression of interest, followed by a formal tender process. No properties were sold to people with a family or business connection to the person responsible for approving the disposal. All documents relating to the disposal of properties are available under the *Government Information (Public Access) Act 2009*.

Appendix 27: Payments to consultants

Details of the amounts paid to consultants in 2013–14 are provided in tables A27.1 and A27.2.

The Department of the Premier and Cabinet's "Guidelines for the Engagement and Use of Consultants" issued in July 2004, defines consultant as "a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management". Roads and Maritime has adopted this definition in this Annual Report.

Table A27.1 Consultants paid more than \$50,000

Project description	Consultant	Total expenditure 1 July 2013 – 30 June 2014
Carry out a review of Roads and Maritime technical capability within the context of the new Roads and Maritime operating model	GHD Pty Ltd	\$369,372
Total		\$369,372

Table A27.2 Consultants paid less than \$50,000

Total cost of engagements	\$ 0
Total number of engagements	1
Total cost of payments to consultants	\$ 369,372

Appendix 28: Accounts payment performance 2014

In 2013–14 Roads and Maritime settled 91 per cent of invoices issued to it within the due date. The main factor affecting timely payment of accounts is the tendency for most vendors to send their invoices to business units rather than Roads and Maritime's shared services provider. This causes a delay in processing invoices and is the cause of late payments incurring an interest penalty to small business suppliers. Roads and Maritime instructed vendors to send invoices directly to the shared services provider. The shared services provider has introduced an automated invoice scanning and management process, which provides the visibility needed to manage and pay invoices within 30 days of receipt of a correctly rendered invoice.

Payment of accounts for goods and services

Table A28.1 Aged analysis at the end of each quarter

Quarter	Current (i.e. with due date) \$'000	Less than 30 days overdue \$'000	Between 30 and 60 days overdue \$'000	Between 61 and 90 days overdue \$'000	More than 90 days overdue \$'000
All suppliers					
September	\$234,642	\$39,064	\$10,810	\$3,117	\$2,175
December	\$195,439	\$41,487	\$9,308	\$2,467	\$2,814
March	\$163,722	\$55,963	\$11,236	\$3,740	\$3,629
June	\$216,666	\$43,514	\$12,007	\$3,416	\$2,656
Small business suppliers					
September	\$3,128	\$229	\$0	\$0	\$0
December	\$2,435	\$85	\$0	\$0	\$0
March	\$2,555	\$18	\$0	\$0	\$0
June	\$7,426	\$0	\$0	\$0	\$0

Table A28.2 Accounts due or paid within each quarter

Measure	September \$'000	December \$'000	March \$'000	June \$'000
All suppliers				
Number of accounts due for payment	30,397	29,824	28,215	26,745
Number of accounts paid on time	28,457	27,371	24,950	24,186
Actual percentage of accounts paid on time (based on number of accounts)	94%	92%	88%	90%
Dollar amount of accounts due for payment	\$289,808	\$251,515	\$238,291	\$278,259
Dollar amount of accounts paid on time (based on \$)	\$234,642	\$195,439	\$163,722	\$216,666
Actual percentage of accounts paid on time (based on \$)	81%	78%	69%	78%
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid on overdue accounts	-	-	-	-

Measure	September \$'000	December \$'000	March \$'000	June \$'000
Small business suppliers				
Number of accounts due for payment to small businesses	1202	1104	972	1043
Number of accounts due to small businesses paid on time	1137	1082	961	1043
Actual percentage of small business accounts paid on time (based on number of accounts)	95%	98%	99%	100%
Dollar amount of accounts due for payment to small businesses	\$3357	\$2520	\$2573	\$7426
Dollar amount of accounts due to small businesses paid on time	\$3128	\$2435	\$2555	\$7426
Actual percentage of small business accounts paid on time (based on \$)	93%	97%	99%	100%
Number of payments to small businesses for interest on overdue accounts	10	-	-	-
Interest paid to small businesses on overdue accounts	\$1	\$0	\$0	\$0

Appendix 29: Digital information security policy attestation



I, Peter Duncan, am of the opinion that the Roads and Maritime Services agency had an Information Security Management System in place during the financial year being reported on materially consistent with the Core Requirements set out in the Digital Information Security Policy for the NSW Public Sector.

I, Peter Duncan, am of the opinion that the security controls in place to mitigate identified risks to the digital information and digital information systems of Roads and Maritime Services are adequate for the foreseeable future.

I, Peter Duncan, am of the opinion that all public sector agencies, or part thereof, under the control of Roads and Maritime Services with a risk profile sufficient to warrant an independent Information Security Management System have developed an Information Security Management System in accordance with the Core Requirements of the Digital Information Security Policy for the NSW Public Sector.

I, Peter Duncan, am of the opinion that, where necessary in accordance with the Digital Information Security Policy for the NSW Public Sector, certified compliance with AS/NZS ISO/IEC 27001 Information technology – Security techniques – Information security management systems Requirements had been maintained by all or part of Roads and Maritime Services and all or part of any public sector agencies under its control.

The Agency continues to provide innovative services while focusing on the protection and privacy of customers' information.

In the upcoming reporting year particular attention will be given to further development of capabilities, including the classification and labelling of information to ensure efficient and effective management of sensitive information.

Further, opportunities will be taken to enhance the awareness of information security requirements and responsibilities for personnel across the Agency and its service partners.

A handwritten signature in black ink, appearing to read 'P. Duncan', is written over a horizontal line.

13 August 2014

Peter Duncan AM
Chief Executive
Roads and Maritime Services

Roads and Maritime Services

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Appendix 30: Sydney motorways project office/WestConnex Delivery Authority

Overview

WestConnex is Australia's largest urban road infrastructure project. It will provide a crucial missing link in Sydney's motorway network, connecting Sydney's west and south west to the city, airport and port. The 33 kilometre motorway includes about 14 kilometres of surface roads and up to 19 kilometres of tunnels.

WestConnex motorway was a key recommendation of the NSW Long Term Transport Master Plan that was developed as a result of detailed technical analysis, research and extensive consultation with the people of NSW, key stakeholders, experts and customers. WestConnex will be delivered in three stages across 10 years:

- Stage 1: M4 Widening (Church Street to Homebush Bay Drive) and the M4 East (Homebush Bay Drive to Haberfield).
- Stage 2: M5 Airport Link (Beverly Hills to St Peters).
- Stage 3: M4 South (Haberfield to St Peters).

Sydney Motorways Project Office formation

Sydney Motorways Project Office (SMPO) was established as a project office located in Roads and Maritime, and operated from 3 October 2012 to 31 October 2013. The Office was charged with preparing a WestConnex Business Case for government consideration and preparatory work for delivery of the project.

SMPO included representatives of Transport for NSW, Infrastructure NSW, Roads and Maritime, UrbanGrowth NSW and private sector experts.

Leading Australian and international construction experts were engaged in four industry partner groups to develop feasible WestConnex design and construction options for SMPO. Economic modelling and scoping of financing options were also carried out by specialist advisers to SMPO.

The Business Case was submitted to the NSW Government and endorsed by the NSW Government.

In 2013 WestConnex received a funding commitment of \$1.8 billion from the NSW Government and \$1.5 billion from the Federal Government. In May 2014 the Federal Government also provided a \$2 billion concessional loan to enable construction of WestConnex M5 to be fast tracked.

Key activities performed by the SMPO during 2013–14 included:

- Preparation of the Business Case.
- Engagement with the community, local councils, industry, government and stakeholders.
- Establishing a dedicated project email address, phone line and website for community consultation.

WestConnex Delivery Authority formation

During 2013–14 the functions of SMPO were transferred to the WestConnex Delivery Authority.

The NSW Government established WDA on 1 November 2013 to manage the delivery of the WestConnex motorway. WDA was established as a public subsidiary corporation of Roads and Maritime by regulation under the *Transport Administration Act 1988* (the regulation commenced on 1 November 2013).

The work of WDA is overseen by a Board, reporting to the NSW Minister for Roads and Freight.

The role and functions of WDA and the Board are set out in the Transport Administration (General) Amendment (WestConnex Delivery Authority) Regulation 2013. However, its core responsibilities include:

- Procuring and managing contracts relating to the development, construction, funding, operation and maintenance of WestConnex.
- Developing and making recommendations on scope, staging and any other matter in connection to the WestConnex scope of work.
- Seeking planning approval, management of environmental assessments and related community consultation for each stage.
- Administering agreements relating to the development, construction, funding, operation and maintenance of WestConnex.

Governance

The WDA Board

The WDA Board offers market-leading construction, finance and engineering capabilities that reflect the innovative way the motorway is being built and financed.

The WDA Board was established to provide the following functions:

- Provide an assurance role to government through project oversight and advice.
- Review and endorse all critical recommendations relating to the delivery of WestConnex.
- Develop and make recommendations regarding the future financing of WestConnex and work collaboratively with NSW Treasury (the Treasurer remains responsible for financing decisions and structures).
- Provide advice to the Chief Executive and, where appropriate, function as a Peer Review Panel and delegation for Gateway requirements.

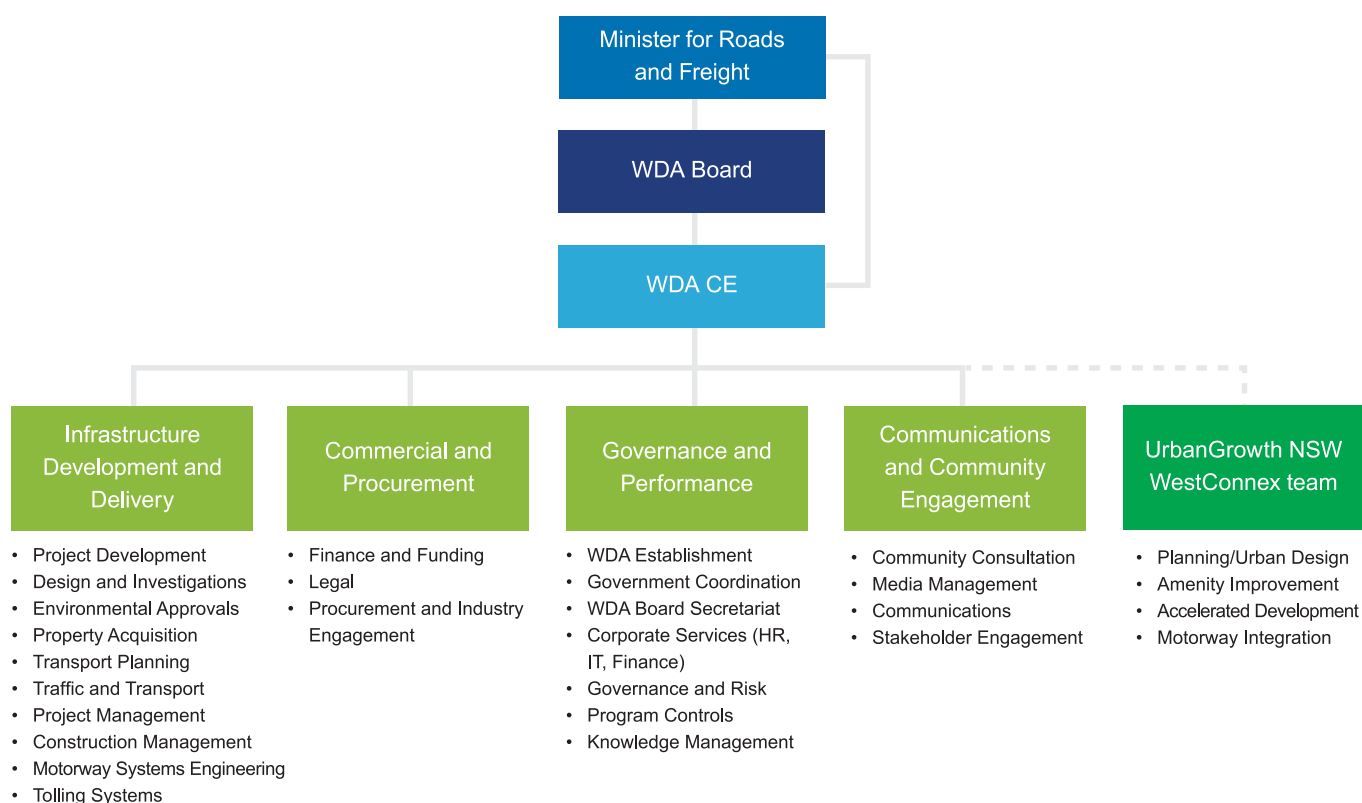
WDA Board members:

- Tony Shepherd AO (Chair).
- Peter Brecht.
- Rod Pearse OAM.
- Robert Hamilton.
- David Stewart.
- Peter Duncan AM.
- Peter Regan.*

* Peter Regan resigned as a WDA Board member and Executive Director, NSW Treasury when he was appointed Chief Financial Officer, WDA in April 2014.

An interim structure for WDA was in place following the transition from SMPO and the appointment of an acting Chief Executive of WDA. The following figure demonstrates the WDA interim divisions and their responsibilities during this period.

Figure 8. SMPO/WDA transitional structure



Community engagement activities

In 2013–14 SMPO/WDA carried out a range of community events to support our commitment to stakeholder engagement. SMPO/WDA:

- Held more than 160 meetings or briefings with industry groups, councils, chambers of commerce, clubs and organisations.
- Held or maintained around 23 staffed or static displays.
- Carried out publication and unaddressed distribution of around:
 - 95,000 WestConnex overview community updates in September 2013.
 - 75,000 M4 widening concept design community updates in October 2013.
 - 105,000 M4 East concept design community updates in December 2013.
- Advertised to inform the community of concept displays and invite feedback.
- Issued email updates to subscribers.
- Attended public meetings and project briefings.
- Doorknocked properties in the immediate vicinity of projects.

Financial achievements in 2013–14

- WDA secured \$1.8 billion of Restart NSW funding for WestConnex.
- A Memorandum of Understanding was signed on 16 May 2013 between the NSW and the Federal Government to confirm \$1.5 billion in grant funding and a \$2 billion subordinated debt facility from the Commonwealth. This allows WDA to accelerate the delivery of WestConnex Stage 2 (M5) from completion in mid-2020 to 2019.
- WDA worked with NSW Treasury's Infrastructure Financing Unit to develop an innovative financing strategy for WestConnex that maximises value for money for the State.

Table A30.1 Creating WDA and other key achievements for 2013–14

	October–November 2012	September 2013	October–November 2013	December–January 2014	February–March 2014	April 2014	May–June 2014
SMPO/WDA activities	<ul style="list-style-type: none"> Sydney Motorway Project Office (SMPO) established in Oct 2012 to develop and deliver the Business Case for WestConnex. 	<ul style="list-style-type: none"> Business Case for WestConnex endorsed and NSW Government announced decision to proceed with project. 	<ul style="list-style-type: none"> WDA established as a public subsidiary of Roads and Maritime and Board appointed. Industry engagement with Stage 1. 		<ul style="list-style-type: none"> Robert Rust appointed as Chief Operating Officer and acting Chief Executive of WDA in February 2014. 	<ul style="list-style-type: none"> Peter Regan appointed Chief Financial Officer in April 2014. 	
M4 Widening		<ul style="list-style-type: none"> Planning application lodged in Sept 2013. 	<ul style="list-style-type: none"> EOI for design and construct contract released Nov 2013. Preliminary concept design published for comment in Oct–Nov 2013. 	<ul style="list-style-type: none"> Issues Report on community feedback published in Dec 2013. 		<ul style="list-style-type: none"> Request for Tenders released in April 2014. 	
M4 East			<ul style="list-style-type: none"> Planning application lodged in Nov 2013. 		<ul style="list-style-type: none"> Preliminary concept design published for comment in Nov 2013 to Feb 2014. 	<ul style="list-style-type: none"> Community Feedback Report published in April 2014. 	<ul style="list-style-type: none"> Expressions of Interest for design and construct contract released in May 2014.
M5 Airport Link							<ul style="list-style-type: none"> King Georges Road Interchange Upgrade planning application lodged in May 2014.