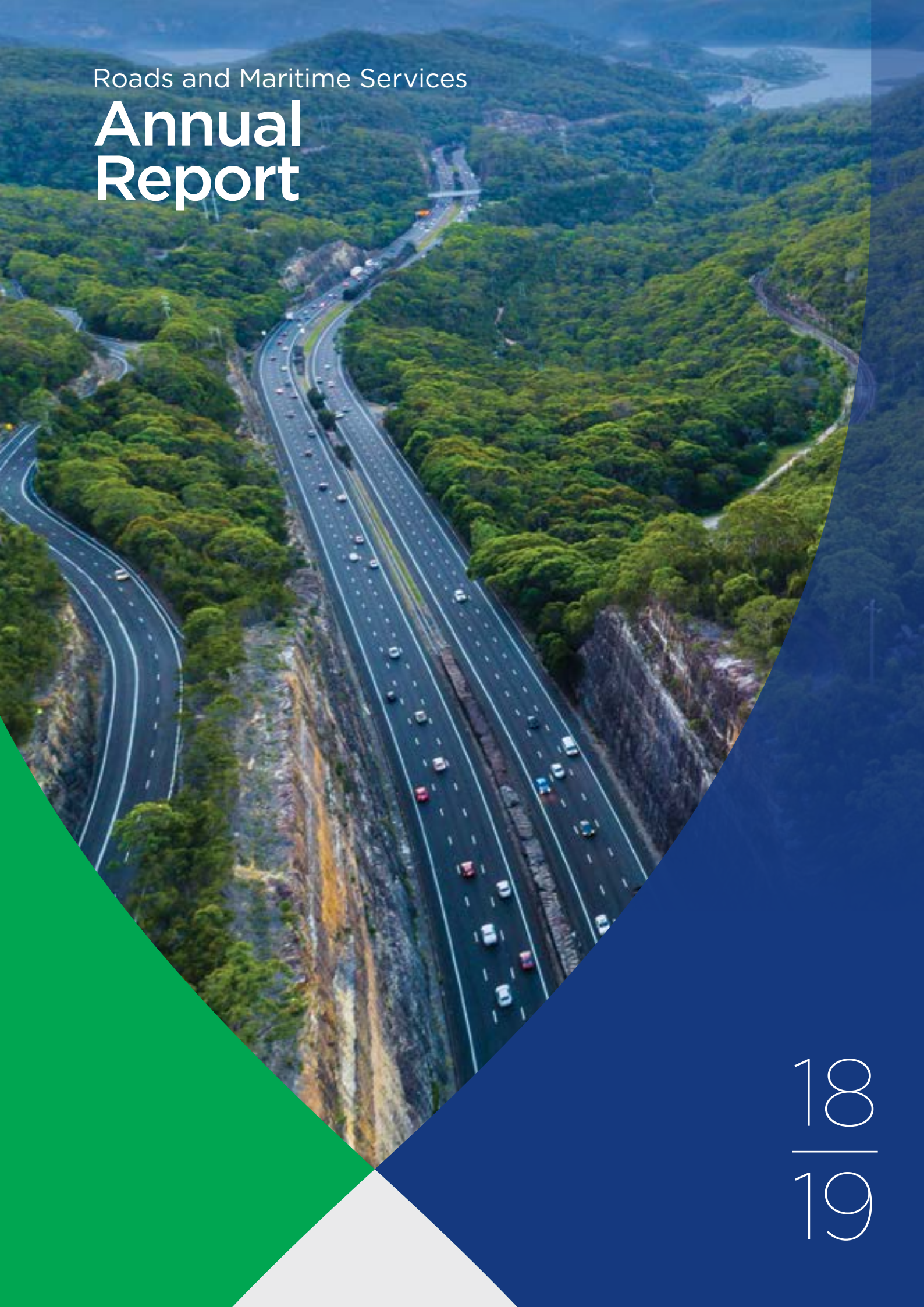


Roads and Maritime Services

Annual Report



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Letter to the Ministers

The Hon. Andrew Constance MP
Minister for Transport and Roads

The Hon. Paul Toole MP
Minister for Regional Transport and Roads

Parliament House
Macquarie Street, Sydney NSW 2000

Dear Ministers

I am pleased to submit Roads and Maritime Services' Annual Report for the financial year ended 30 June 2019 for presentation to the Parliament of New South Wales. It has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983*.

Yours sincerely



Fiona Trussell
Acting Chief Executive
Roads and Maritime Services

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From the Acting Chief Executive



Roads and Maritime Services was established on 1 November 2011 under amendments to the *Transport Administration Act 1988*. Since we were formed, we've made huge progress with our transport partners to deliver improvements across the roads and public transport networks.

We now have the opportunity to build on our success and take the delivery of integrated, customer centred services to the next level. To do this, we came together as one administration under Transport for NSW from 1 July 2019.

Our evolution is part of a journey of structural change that has always helped us meet contemporary challenges and make the most of opportunities. Our transition into Transport for NSW is based on current and future customer needs and is designed to create better places for people across NSW in urban and regional areas. The new Transport for NSW structure will better integrate broader transport services with roads and maritime infrastructure to improve the lives of our customers and communities.

That is our journey, but this annual report is about yours. Providing safe, efficient and reliable transport options for your journey means we have put you, the customer and the community, at the centre of our decision-making. This year we took it to the next level, with customer focus linking our strategies, our projects and our financial planning. And looking to the future, such customer focus means our projects and services will continue to benefit the people of NSW as we evolve as one Transport for NSW.

The structure of this report is based on our six strategic priorities. Increasing customer value has been our number one strategic priority. We have continued to listen to our customers and communities to improve the quality and value of our core services and deliver the infrastructure and services that communities and businesses want.

I have acted in the role of Chief Executive since April 2019. I would like to acknowledge Ken Kanofski who led the agency since 2016 and the agency's focus on customers, the successful management of a \$8.6 billion program of work, and a corporate culture that is more diverse and inclusive, better reflecting the customers we serve.

A handwritten signature in black ink, appearing to read 'Fiona Trussell'.

Fiona Trussell

Acting Chief Executive
Roads and Maritime Services



The \$3.8 billion, 5.5 kilometre New M4 Tunnels were the first underground section of WestConnex to open. The Tunnels connect Homebush with Haberfield and enable motorists to bypass 22 sets of traffic lights.

1

About us



With over 80 per cent of the Pacific Highway complete and 129 kilometres under construction, we have reduced fatal crashes by 50 per cent. When complete we expect the travel time between Hexham and the Queensland border to be reduced by 2.5 hours.



1.1

Who we are

Our role

Roads and Maritime Services has been a NSW Government delivery agency within the Transport cluster since its establishment on 1 November 2011 under amendments to the *Transport Administration Act 1988*¹.

Transport for NSW sets the direction for the transport network across the State and works with public sector agencies and the private sector to deliver improved transport outcomes and services for the people of NSW. As a delivery agency within the Transport cluster, we have worked with Transport for NSW to deliver the NSW Government's priorities.

In 2018-19, we achieved this by delivering projects and programs to ensure the safe and efficient movement of people and goods across NSW. The projects and programs covered activities on the State road network, motorway network, freight routes, waterways, the public transport network, cycleways and pedestrian networks.

We did this by:

- 1 planning, building, maintaining and operating safe and secure networks
- 2 regulating road and maritime networks and educating users to ensure compliance with legislation and community safety
- 3 respectfully engaging with communities and embedding sustainability in our work to minimise environmental impact

¹ It has been announced Roads and Maritime and Transport for NSW will be merged to create one organisation. The merger will formally take place following amendments to the *Transport Administration Act 1988* which were still pending when this report was published.

Our purpose

Roads and Maritime's purpose has been to make NSW a better place to live. A place where people could be connected to each other and to provide economic opportunities. A place known for its vibrant, liveable communities. A place where people and goods move safely and efficiently on the road and maritime networks.

Our values



Customer focus

We place the customer at the centre of everything we do



Collaboration

We value each other and create better outcomes by working together



Solutions

We deliver sustainable and innovative solutions to NSW's transport needs



Integrity

We take responsibility and communicate openly



Safety

We prioritise safety for our people and our customers

1.2 Our activities

We manage and maintain:

more than **18,000 km**
of State roads including 4100 km
of the National Land Transport Network



around **3000 km**
of regional and local roads in
the unincorporated area of NSW


5970
bridges

a Sydney road network
that supports nearly
12 million

journeys each day

27 
road tunnels

22,815 commercial and private
boat moorings 
& **4016** maritime 
navigational aids 

more than
4250
traffic
signals 

12,847 km² 
of navigable waterways
and **2137 km** of coastline

 **49**
commuter wharves 



Sydney Harbour at night.

We regulate and provide services to:

 **522,011**
licensed boat drivers
and **236,883** vessels

1.45 million
E-Toll
customers with 167 million
trips annually

6.2 million  **6.6 million**
licensed drivers registered vehicles

Each year, we engage with our customers by:

 hosting over
400 community events

responding to over
17,000
customer enquiries

reaching nearly
1 million
customers per month
via Facebook



issuing over
1200
media
releases

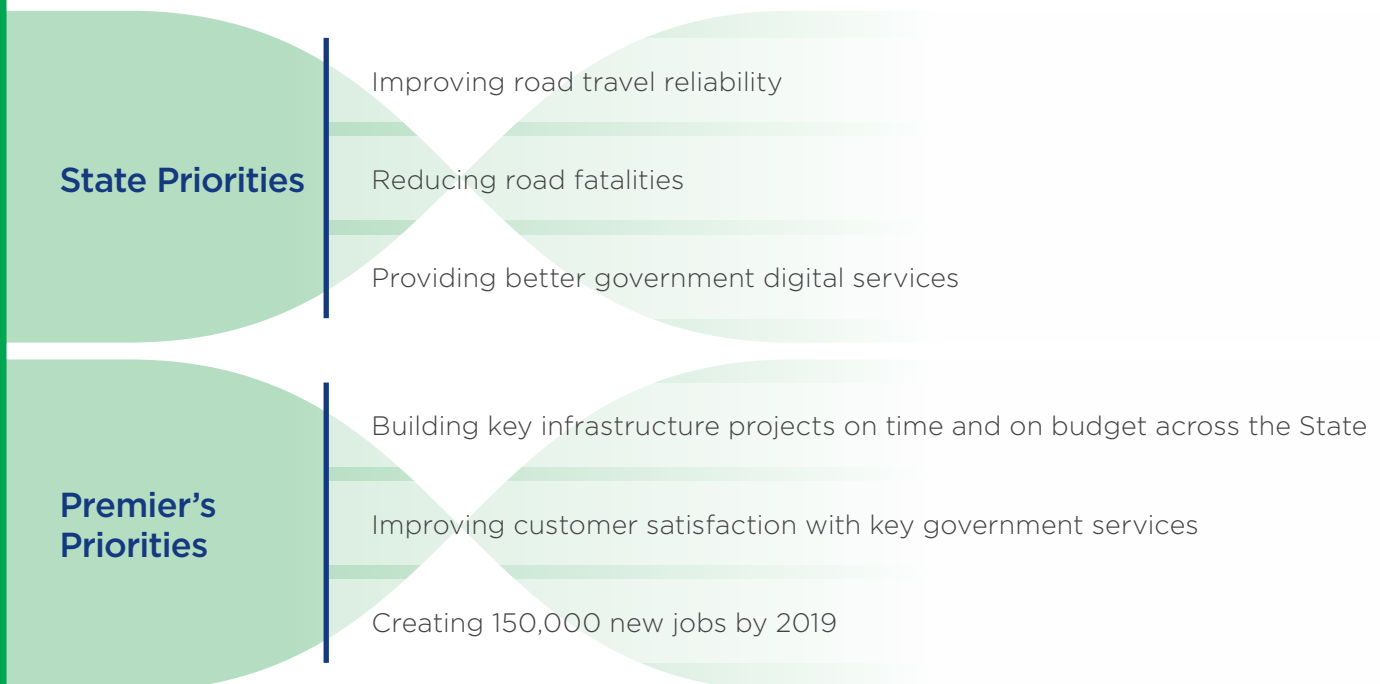
1.3

Our services and operations

To provide the best possible level of service to our customers, we committed to delivering the maximum value for every dollar spent by working efficiently and with technical excellence. Delivering customer value required us to excel in three key areas which were integral to all our activities:

1. **understanding** what is important to our customers
2. **prioritising** investment based on what is important to our customers
3. **delivering** cost-effective transportation of goods, supporting a productive economy.

Our services and operations aligned to the NSW Government's 2015–19 State and Premier's Priorities², the [NSW State Infrastructure Strategy 2018–2038](#), [Future Transport 2056](#), and Transport for NSW's strategies and policies. We contributed to the following:



By contributing to these priorities, we provided outcomes that offered the people of NSW multimodal transport solutions. At the same time, we regulated road and maritime networks and users to ensure community safety, and compliance with legislation.

² Following the NSW State election in March 2019, the NSW Government updated the State and Premier's Priorities.

Our services and operations were focused around the following six areas. Examples of the services we provided are listed below:

Compliance

- training, licensing, registration, educating, monitoring, checks and vehicle standards
- managing road safety cameras
- providing school crossing supervisors

Access

- activities to enable all to have access to our road, transport and maritime networks
- digital technology to assist heavy vehicle drivers plan their trips on approved routes across NSW
- partnering with Service NSW to enable more efficient services for our customers

Safe journeys

- building a safer road network through the delivery of various road safety programs
- efficient and effective responses to traffic incidents
- statewide boating education and compliance

Reliable travel

- real-time traffic and congestion management
- getting more out of the network by delivering new and upgraded roads
- increasing the integration of travel modes

Informed travel choices

- providing real-time travel information for customers
- providing regular communication about road works or new projects via multiple channels

Congestion relief

- increasing the efficiency of the network by addressing pinch points and implementing clearways
- empowering customers to make different travel choices by providing new cycleways and pedestrian routes
- planning for population growth to meet current and future needs

1.4

Our customers and stakeholders

In 2018–19, we had a strong focus on aligning our work to the needs of our customers – the people who use the roads, waterways and transport services to move around our State.

People across NSW are increasingly focused on their journey from one point to another, not a single journey on one mode of transport.

We played a role in delivering the safe, efficient and reliable transport services for the people and businesses of NSW, and have focused on creating great places for people to live, work and visit across the State.

We did this as part of the Transport cluster – planning, building and maintaining transport networks to meet the needs of urban and regional communities, as well as supporting continued growth in NSW.

Our customer charter

We will listen and take action



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

We will make safety our priority



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

We will consult and collaborate



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

We will keep you informed



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

Customer groups

We enable safe and reliable journeys for our customers and provided the best possible access to a range of different transport services.

Our customers use the roads, waterways and transport services in individual ways to meet their travel needs.

Delivering for the needs of our customers is at the front and centre of our decision-making.

Community engagement

As we continue to deliver a record infrastructure budget we are engaging closely with our customers and stakeholders to plan for the future and improve satisfaction and safety. As well as exhibiting construction plans and consulting with communities as part of the environmental impact statement process, we perform a wide range of best practice community engagement.

We promote road safety at major events such as the Yabun Festival, Australia's largest one-day gathering of recognition for Aboriginal and Torres Strait Islander cultures. We hold open days such as the tours of the WestConnex M4 Tunnels in June, attended by around 700 people. We partner with community health organisations to improve child car seat use, and run community workshops such as our lifejacket self-service clinic pilot this year.

For the Barham Koondrook Bridge restoration we engaged with the community at public meetings and online, answering their calls to maintain connectivity during works by building a temporary bridge. We also run advisory committees, online forums and community discussion groups.

Our innovation in community engagement helps us find solutions to problems and improve the way we plan, build and maintain transport infrastructure. We will continue to improve how we engage with the community to shape liveable places and deliver even greater customer value.

Industry engagement

We partner with industry to deliver best-value infrastructure developments, to improve safety and to spur innovation.

Our regional industry forums inform local industry about our projects and pipeline of work in their region, as well as providing the chance to engage face to face with our project team leads.

We provide briefings to industry on upcoming projects, this year including the [Newell](#) and [Barton Highway upgrades](#). Finally, we invited our industry partners to pitch ideas on how we can improve regional road maintenance and increase value for customers, as part of our Innovation Network. The best ideas are undergoing a trial with results expected to improve safety, efficiency and customer outcomes.

Figure 1: Customer groups



1.5 Our assets

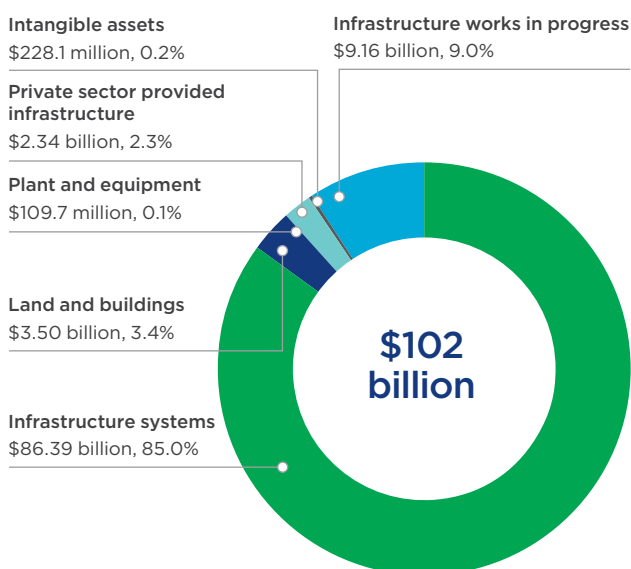
Road and maritime networks

We have been responsible for creating, maintaining and renewing the State’s road network and maritime infrastructure. Effective maintenance provides safe, reliable and sustainable services for our customers, and prolongs the life of assets. We have also administered financial assistance grants to councils for the management of local roads in NSW.

We have managed and maintained \$102 billion³ of assets – about 28 per cent of the NSW Government’s assets (Figure 2). The majority of these were roads and other road-related assets including:

- almost 18,000 kilometres of road, including 4100 kilometres of the National Land Transport Network
- 5970 bridges
- 27 road tunnels
- approximately 4250 traffic signals.

Figure 2: Value and type of assets managed and maintained by Roads and Maritime



Asset Management Plan

Our Asset Management Plan supports a risk-based approach to managing road assets. Good stewardship of the NSW road network involves:

- the use of life-cycle costing decision-support tools and long-term strategies
- regular performance monitoring and network inspections
- scheduling the most appropriate maintenance treatment at the right time and place.

This approach has reduced asset life-cycle costs, improved road safety and minimised risks to the level of service we provide to our customers. We have also conducted value-engineering reviews for major projects. These reviews have identified opportunities for cost savings at every step of the asset life cycle.

Asset management challenges and opportunities

Over the past 10 years population and economic growth have increased pressure on the Sydney road network. We have responded by implementing projects to address congestion, journey time reliability, safety and connectivity as part of the [Easing Sydney’s Congestion program](#).

We have engaged with industry and our partners to find ways to create and adopt new technologies to deliver best practice asset management. This involved cost-effective engineering of new and existing infrastructure to reduce whole-of-life asset maintenance.

³ \$102 billion is the value of Roads and Maritime non-current assets. Non-current assets include property, plant and equipment (land and buildings, plant and equipment and infrastructure systems), private sector provided infrastructure and intangible assets.

Asset condition and performance

Road pavement, bridges, roadside slopes, drainage culverts, and intelligent transport systems comprise over 90 per cent of our asset value. The road pavement health index provides a general assessment of the quality of road surfaces in NSW (Figure 3).

We have defined acceptable road surface quality as those in 'fair' to 'very good' condition. Over the past 10 years, road surface quality has remained stable.

The condition of road surfaces in 2017-18 showed that 89.3 per cent were rated as 'fair' to 'very good'. These results demonstrate the effectiveness of our asset preservation strategy in terms of protecting asset value and delivering an appropriate level of service to our customers.

Figure 3: Road pavement health index⁴

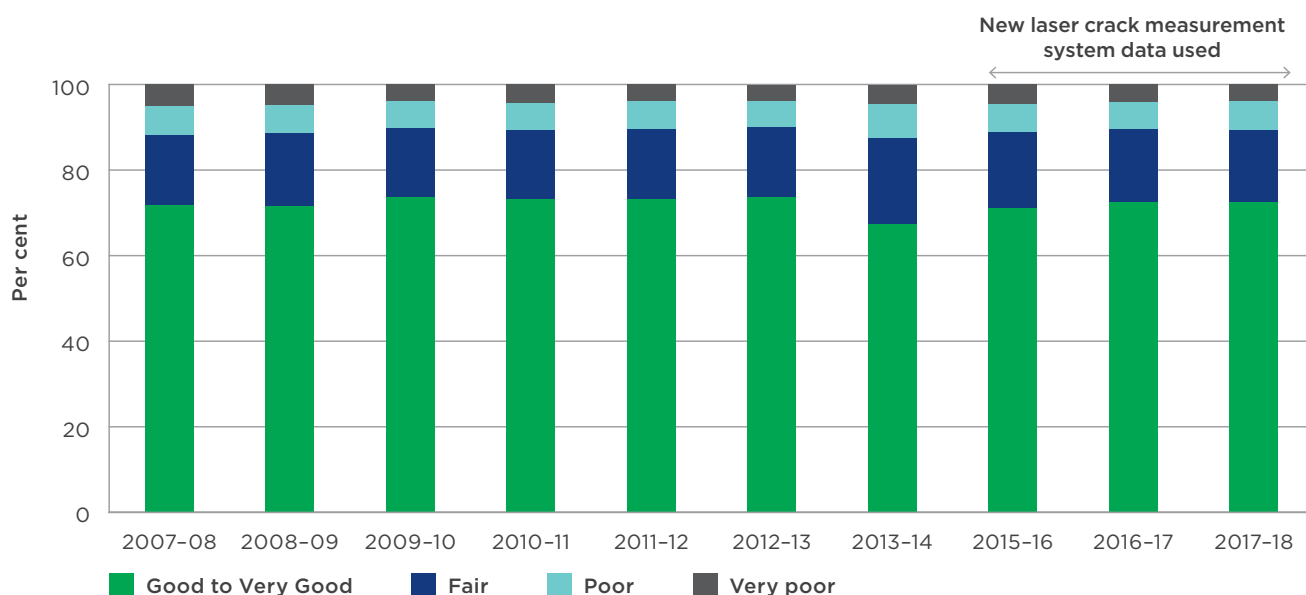


Table 1: Condition of asset types from 2014-15 to 2018-19

Asset type	Assets in fair, good and very good condition				
	2014-15	2015-16	2016-17	2017-18	2018-19
Bridges	97%	97%	97%	98%	98%
Roadside slopes	92%	93%	94%	94%	94%
Roadside culverts ⁵	77%	79%	85%	89%	93%
Intelligent transport systems (e.g. traffic signals, variable message signs)	96%	94%	93%	93%	93%

4 A full condition survey was not undertaken for 2014-15. New crack detection survey technology was adopted in 2015-16 and condition trends from that point were not directly comparable with previous results. Results for the 2018-19 financial year will not be available until 2020.

5 Historic condition data for culverts has not been comparable due to a significant change in inventory between years.

2

Financial overview



The award winning Yandhai Nepean Crossing is a 257-metre pedestrian and cyclist bridge over the Nepean River linking the Nepean and Blue Mountain regions.



2.1 Financial overview

Summary

Since our establishment in 2011, we have operated under NSW Treasury's Financial Management Framework. For financial reporting and policy framework purposes, our activities were considered to be within the general government sector as classified by NSW Treasury.

This financial summary provides an overview of our financial results for 2018-19. A comprehensive set of financial statements that cover all Roads and Maritime's activities is provided in Volume 2.

One of our objectives was to improve customer outcomes at the optimal cost, so we have been continually focused on delivering value for every dollar invested.

In 2018-19, Roads and Maritime's program of work increased by 11.7 per cent on the previous year. We have delivered a record program of \$8.56 billion across maintenance, infrastructure and services to the people and businesses of NSW.

Funding

Our funding was predominantly from:

- State motor vehicle taxes, particularly the motor vehicle weight tax and heavy vehicle registration charges
- funding received through the State Budget to deliver recurrent and capital works, including Rebuilding NSW⁶ and Restart NSW⁷ allocations, and other external contributions
- Australian Government contributions for State and national capital road projects
- own-source funds from the sales of goods and services, tolling, maritime fees and charges, and cash balances.

For 2018-19, our funding allocation to meet the expenditure program was almost \$8.6 billion (Figure 4). This excludes non-cash

revenues such as asset recognitions and valuation adjustments.

Figure 4: Revenue and funding – July 2018 to June 2019

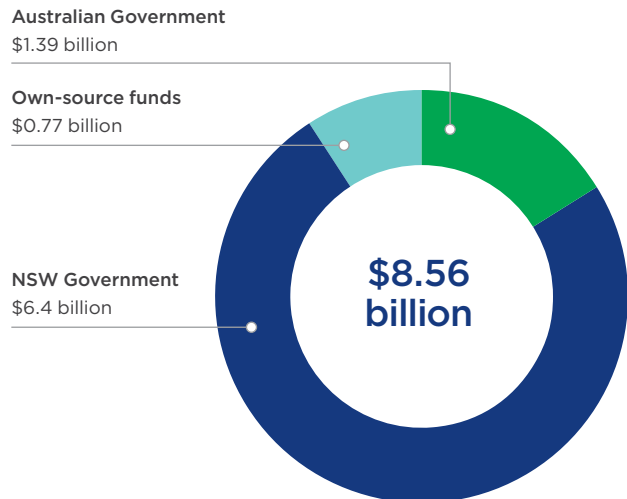


Table 2: Funding from 2015-16 to 2018-19

Funding source	2015-16 (\$'m)	2016-17 (\$'m)	2017-18 (\$'m)	2018-19 (\$'m)
Own-source funds	803	897	850	771
Australian Government	1649	1777	2214	1394
NSW Government ⁸	4 111	3 797	4 603	6 398
	6563	6471	7667	8563

6 Rebuilding NSW is a program to invest \$20 billion in new infrastructure from the proceeds of the electricity network transactions, Australian Government Asset Recycling Initiative payments and investment earnings.

7 Rebuilding NSW forms part of the broader Restart NSW Infrastructure Fund. Infrastructure NSW is responsible for assessing and recommending Restart NSW projects.

8 NSW Government funding is inclusive of budget and grant funding, motor vehicle taxes, and external contributions. It does not include non-cash revenue.

Expenditure

Our recurrent and capital expenditure is distributed across the following areas:

- **Accessible travel** to enable and enhance the equity and accessibility of the road and maritime networks for our customers.
- **Safe and reliable travel** to enable the ongoing operation, maintenance and overall performance of our networks, to ensure journey time reliability and customer satisfaction.
- **Future-ready transport** to deliver infrastructure and asset programs that enhance the capacity of the network to efficiently and sustainably cater for future demand for travel.
- **Successful places** to deliver initiatives with a major focus on activating precincts, and better utilising existing road and maritime assets and land holdings.

Figure 5: Expenditure - July 2018 to June 2019

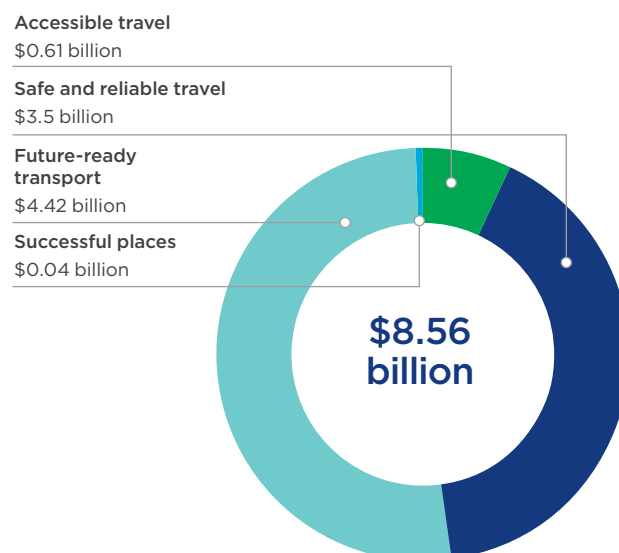


Table 3: Expenditure from 2017-18 to 2018-19

Areas of expenditure ⁹	2017-18	2018-19
	(\$'m)	(\$'m)
Accessible travel	281	609
Safe and reliable travel	3140	3498
Future-ready transport	4191	4418
Successful places	56	38
Total	7667	8563

⁹ For 2018-19, expenditure amounted to \$8.56 billion, which included NorthConnex and WestConnex public-private partnership (PPP) contributions, but excluded non-cash items such as depreciation and amortisation, and asset transfers.

3

Achievements and business results

A roads and maritime customer being safe on NSW waterways.



Our strategic priorities

Our investment in transport infrastructure and our services and operations are guided by the Premier's Priorities, State Priorities, the [NSW State Infrastructure Strategy 2018-2038](#), [Future Transport 2056](#) and [Roads and Maritime's Corporate Plan 2018-2021](#).

Our priorities were:

-
- **Increase customer value**
Delivering greater value to customers means better journeys on road and maritime networks - smoother, faster, more reliable

 - **Get more out of the network**
Getting more out of the network means more people and freight moved on our roads and waterways

 - **Keep safety at the heart**
Our safety commitment means a safer NSW for you, for your family and for your community

 - **Respect our community and the environment**
Respect for our community means your priorities will be heard and reflected in our plans

 - **Delivering the Government's program**
Delivering on our commitments means significant investment across NSW, supporting sustained economic growth

 - **Partner to improve services**
Being integrated across the transport system means improved services for customers, with more seamless journeys across travel modes
-

This chapter presents some of our key achievements and business results within the framework of our Corporate Plan.

The following key achievements are a sample of our work for the year, serving to illustrate the broad scope of our activities.

3.1

Increase customer value

We have been placing our customers at the centre of everything we do so we can deliver infrastructure and services that meet their needs. We have continued to listen to our customers to improve our core services.

This year we have saved our customers time and money by digitising and streamlining a range of processes, and by directly reducing the costs of delivering infrastructure and services.

Table 4: Key performance indicators on customer satisfaction

Measure	2015-16	2016-17	2017-18	2018-19 actual
Customer satisfaction:				
Satisfaction with major roads ¹⁰	6.4	6.7	7	-
Customer satisfaction by mode¹¹:				
private vehicles (%)	85	85	83	85
heavy vehicles (%)	66	61	75	70
motorcycles (%)	83	82	89	87
cyclists (%)	82	87	87	85
walking (%)	86	85	85	87

Digital driver licences piloted

We partnered with Service NSW and other government agencies to pilot the digital driver licence in Sydney’s Eastern Suburbs, Dubbo and Albury. By the end of June 2019, more than 18,700 drivers were accessing their driver licence on a mobile device, instead of carrying their plastic card.

Roads and Maritime Services and Service NSW are working closely with NSW Police and other organisations that require licences for identification, to finalise the introduction of digital licences across NSW.



Customer using a mobile device to show their digital driver licence.

10 The [Customer Satisfaction Measurement Survey](#) is undertaken annually in September by the NSW Customer Service Commissioner. The survey captures feedback on 23 different NSW Government services, including major roads. Satisfaction is measured on eight criteria ranging from transparency to the efficiency and effectiveness of services. The maximum rating available is 10. Results for 2018-19 were unavailable at the time of publication of this report.

11 The Transport for NSW [Road Customer Satisfaction Index](#) is undertaken annually and measures road users’ satisfaction on nine criteria ranging from safety to road quality and design.

3 ACHIEVEMENTS AND BUSINESS RESULTS

3.1 INCREASE CUSTOMER VALUE



Mobile Pink Slip trial in action.

On-the-spot pink slip trial

In May 2019 a Mobile Pink Slip trial was undertaken in Sydney, Illawara and Hunter regions offering more than 3000 customers an online and on-the-spot pink slip for complying cars, motorcycles, trailers and caravans. The trial was positively received with 99 per cent of customers stating they would use the service again.

The trial will be expanded to five regional locations from December 2019: Wagga Wagga, Tamworth, Port Macquarie, Blue Mountains and the Southern Highlands. The trial is expected to further expand to other parts of the State from March 2020.

Big data improves travel for drivers

Our Network Asset Intelligence team sourced and analysed data to provide insights about the performance of our roads and ways to improve them.

Each month the performance of major traffic routes across the State was measured so that trends could be identified over three, four or six months.

Using this data, the team developed a number of predictive models for the busy periods on the State's road network, alerted drivers about the busiest times and recommended the best travel days and times to help avoid delays.



The new Yandhai Nepean Crossing spans the Nepean River between Penrith and Emu Plains and provides a safe crossing for pedestrians and cyclists.

Opening of award-winning pedestrian and cyclist bridge

The Yandhai Nepean Crossing has the longest unsupported span of any pedestrian and cyclist bridge in Australia. This award-winning bridge was opened in October 2018 and links the Nepean and Blue Mountains regions.

The bridge was named following community consultation. Yandhai describes the river. It means walking in the path of the past and present and reflects the story of the past use of the river by the Darug nation.

The 257-metre bridge was constructed by about 850 workers and consists of about 700 tonnes of steel. The 25-metre truss segments were made in Tomago near Newcastle and trucked to Penrith during night-time road closures.

Celebrating on the Cahill Expressway

On 31 December 2018, Roads and Maritime Services staged its flagship New Year's Eve community event on the Cahill Expressway. The free event – ticketed by a public ballot – offered 7000 NSW residents spectacular views for Sydney's 9pm or midnight fireworks.

This is Roads and Maritime Service's largest community event and has operated for 19 years. This year we improved the flooring and seating, provided additional food vendors and options to pre-order portable seating and food hampers to reduce queuing.

We issued 150 accessible tickets through the ballot, which provided a car park shuttle service and buggy, reserved viewing area and accessible amenities.

3.2

Get more out of the network

We strengthened NSW's multi-modal transport networks by using technology and improved data. This allowed us to increase the use of existing infrastructure and deliver faster and more cost effective work. Working to use the road and maritime networks in a smarter way means more people and freight can move on our roads and waterways, allowing more reliable and efficient journeys. Our work to get more out of the network ensures the NSW Government is prepared for population growth and the increasing demand on road and maritime networks.

Table 5: Key performance indicators on network efficiency and capacity

Measure	2015-16	2016-17	2017-18	2018-19 target	2018-19 actual
Journey time reliability – peak travel on key routes is on time (%) ¹²	86	87	91	≥90	91
Average incident clearance time (for 98% of incidents on principal transport routes, minutes)	38.7	41.8	42.3	<40	36.2

Measures help ease congestion

Our new infrastructure and maintenance are helping to ease congestion and make travel faster, easier and safer. Three long-term programs dedicated to easing congestion are having dramatic and lasting improvements in travel times despite increased traffic volumes.

Clearways: A further 137 kilometres of clearways were opened this financial year under the Sydney Clearways Strategy. This brings the total length of new or extended clearways to 588 kilometres since 2013. Clearways projects are very low cost, with high economic returns. They maximise the available road space for motorists, providing major travel time savings.

Pinch Points: Since 2007 the \$825 million [Pinch Point Program](#) has improved traffic flow on 23 of Sydney's busiest road corridors. This year we completed 12 pinch point projects including Mona Vale Road at Forest Way, Terrey Hills; Kingsway at President Avenue, Caringbah; and Mamre Road at Saddington Street, St Marys.

Bus Priority Infrastructure: This program provides infrastructure to make bus services faster and more reliable. Six projects opened in 2018-19, these included bus lanes, bus priority at intersections and more efficient bus stop placements. Roads and Maritime supported Transport for NSW on the Station Link project with the opening of nine bus priority projects around Macquarie Park in advance of the 30 September rail shutdown.

Next stages of the M4 Smart Motorway

The M4 Motorway is being converted to a smart motorway between Pitt Street, Mays Hill and Russell Street, Lapstone.

Work on Stage 1 of the [M4 Smart Motorway](#) began in July 2017 and is expected to be opened to traffic in December 2020. The M4 Smart Motorway is being delivered over three stages. This year we started construction on:

¹² Journey time reliability is a performance measure that was introduced in 2015-16. It measures the percentage of journeys where the daily average travel times were within a threshold (a five-minute variation on a typical 30-minute journey), during the combined AM and PM peak periods on 92 Sydney metropolitan area roads. Annual data collection has been sourced from Google travel time since March 2017. In previous years, Journey time reliability was calculated on GPS fleet vehicle data (July 2016 to September 2016) and linear interpolation in the absence of GPS data (October 2016 to June 2017).

- Stage 2 – Reservoir Road, Prospect to Pitt Street, Mays Hill
- Stage 3 – Mulgoa Road, Penrith to Mamre Road, St Marys.

Widening of the section between Roper Road, Colyton and the M7 Motorway at Eastern Creek was completed and opened to traffic in February. The additional east and westbound lane provides greater capacity for motorists travelling towards Parramatta, Homebush and Concord and addresses congestion along one of the busiest sections of the M4 Motorway.

The M4 Smart Motorway uses technologies and infrastructure upgrades to benefit customers by providing safer journeys, travel time savings, faster travel speeds, better incident management and more accurate real-time information for traffic conditions. The resulting free-flowing traffic conditions will improve fuel efficiency and reduce emissions.

Final sealing of the Silver City and Cobb highways

The [Silver City and Cobb highways](#) are the only roads in the NSW highway network that remain unsealed, and are critical infrastructure for freight access, economic development, improving travel reliability and connecting communities. The final 209 kilometres will be progressively sealed by the end of 2023.



The Silver City Highway in Far Western NSW being sealed. The NSW Government is delivering on its commitment to improve connectivity in the bush and has provided \$145 million for the sealing of the State's two most remote highways – the Silver City and Cobb highways.

The Silver City Highway is 683 kilometres long and connects Buronga on the Victorian border with the Queensland border via Broken Hill and Tibooburra. In April, 19 kilometres of work was completed and included Milpa Flat, Williams Tank Stage One, Warratta Creek and a new bridge across Packsaddle Creek, along with several new approaches.

The Cobb Highway extends for 571 kilometres from Moama on the Victorian border to the Barrier Highway. Work was completed on the Cobb Highway at Teryawynia South and at Menindee Road North in June. All remaining unsealed sections of the Cobb Highway are now in planning with 91 kilometres of unsealed road remaining.

3D model improves maintenance

A 3D model of our iconic Sydney Harbour Bridge arch was developed using laser scanning technology. This will enable more efficient maintenance solutions to be developed.

The model has been used to design two mechanical gantries that will allow our workers easier and safer access for routine maintenance on the bridge. These gantries will replace the current arch maintenance units which provide limited coverage and access for our workers.

3.3 Keep safety at the heart

The safety of our customers and our people is paramount. We have continued to champion our [Towards Zero](#) safety campaign to reduce incidents, injuries and fatalities on our roads and waterways. We aimed to achieve this by responding quickly to incidents and reducing delays, keeping our people and industry partners safe and monitoring and enforcing safe behaviour on our road and maritime networks.

Safety has been further improved by placing a greater focus on safety in the design of all upgrades, the effective use of data and technology, and by working closely with our partners such as the Centre for Road Safety and NSW Police.

Table 6: Key performance indicators on network safety

Measure	2015-16	2016-17	2017-18	2018-19 target	2018-19 actual
Road fatalities per 100,000 population	5.1	4.73	4.95	≤3.97	4.56
Road serious injuries per 100,000 population ¹³	159.0	156.1	141.2	≤116.1	134.8
Boating fatalities per 100,000 registered vessels ¹⁴	4.6	1.2	4.2	<5.32	4.16
Boating serious injuries per 100,000 registered vessels	23.2	32.8	16.5	23.3	23.2

Improving safety on the water

NSW has 2140 kilometres of coastline and 12,000 square kilometres of navigable waterways ranging from coastal waters and estuaries to rivers, lakes and dams.

Each year more than two million people take to the water in NSW in 240,000 recreationally registered vessels or unregistered vessels such as dinghies, off-the-beach sailing boats, canoes and kayaks. There are about 460,000 general boat driving licence holders across the State and more than 60,000 personal watercraft licence holders.

In addition, each year there are 10,000 commercial vessels on NSW waterways, 16 million ferry journeys, more than 6000 on-water freight movements, and 340 cruise ship visits to Sydney Harbour.

Roads and Maritime regulates recreational vessels and partners with the national regulator – Australian Maritime Safety Authority – for commercial vessel compliance across NSW. We help to keep boaters and the public safe through a range of activities. In 2018-19 they included:

- implementing initiatives in the *Maritime Safety Plan 2017-2021*
- undertaking three Statewide and six region-based recreational vessel safety campaigns, as well as two Statewide domestic commercial vessel campaigns
- facilitating 16 inflatable lifejacket servicing clinics
- allocating 1478 mooring and 346 aquatic licences
- inspecting 44,394 recreational vessels

¹³ The data for 2018-19 is for the 12-month period ending December 2018, data for the 2018-19 financial year was unavailable at the time this report was published. Information on serious injuries on NSW roads can be found on the [Centre for Road Safety's website](#).

¹⁴ Boating fatalities in 2018-19 show the number of fatalities per 100,000 recreational and personal watercraft vessels. Previous years' figures included commercial vessels. However the responsibility for commercial vessel safety, was transferred to the Australian Maritime Safety Authority in 2018 along with the monitoring and recording of incidents.



Boating Safety Officer performs a safety check on Lake Macquarie.

- informing and educating the public including more than 11,000 school students
- inspecting 1020 domestic commercial vessels and facilitating an additional 1682 domestic commercial vessel safety interactions
- removing 2086 cubic metres of rubbish from Sydney Harbour and the navigable waters of the Parramatta and Lane Cove rivers through daily clean-ups
- pumping 13.5 million litres of sewage from public pump-out facilities in Sydney Harbour
- installing and maintaining 4016 maritime navigational aids and removing 3121 hazards from Sydney Harbour
- funding of \$8.4 million was provided to councils and community groups through the [NSW Boating Now](#) program to improve boating facilities
- managing a number of major aquatic events including the Invictus Games, Sydney to Hobart Yacht Race start, Opera in the Park, SailGP, Vivid, New Year's Eve and Australia Day on Sydney Harbour
- issuing real-time maritime conditions and alerts.

3.3 KEEP SAFETY AT THE HEART



Boating Education Officer and a customer at the 2019 Sydney Royal Easter Show.

Boating Education Officers deliver safety information

Boating Education Officers provided boating safety information and education to the public via a range of programs and events. Partnering with the Marine Teachers Association of NSW, they also delivered boat driving licence training to high school students and water safety education to primary and high school students.

This financial year, the boating education team participated in a new Caring for Sea Country and Catchments project with Local Aboriginal Land Councils which was led by the Department of Primary Industries. The project delivered boat driving licence training to Aboriginal students and trainee sea rangers at several locations.

Campaigns to save lives on country roads

Roads and Maritime is responsible for delivering the [Saving Lives on Country Roads](#) and Liveable Urban Communities programs as part of the NSW Government's [Road Safety Plan 2021](#).

In 2018-19 about \$100 million was spent on the Saving Lives on Country Roads program to deliver road safety infrastructure improvements including installing safety barriers, rumble strips, and widening centre lines to prevent run-off road and head-on crashes.

Other road safety programs focused on information and education targeting regional drivers and rider behaviour. The reason for this lies in the fact that, even though regional residents make up only one third of the NSW population, two thirds of all fatalities occur on country roads.

While there are a number of unique factors contributing to greater risks on country roads – higher speeds, roadside hazards such as trees and embankments, longer travel distances and people driving older vehicles – research shows that driver behaviour remains a significant factor in crashes.

In recent years, men aged between 30 and 59 made up the majority of fatalities on country roads. The key contributors to these crashes have been speed, fatigue and drink driving.

NSW has adopted a 'safe system' approach for preventing crashes and minimising deaths and injuries when crashes do occur. This focuses on all elements of the system – our roads, vehicles, speeds and the behaviour of drivers – working together to keep people safe.

Worker safety

Project SafeR, our unique initiative to partner with industry and improve the safety of workers on road construction projects, continued its success.

It is aiming for zero incidents on the job, ensuring all 10,000 road construction workers go home safely every day.

Project SafeR has been running for almost four years and has involved the collection, analysis and reporting of more than 40 million worker hours of operations. The data includes details of injuries, near misses and hazards and has facilitated valuable insights into the work health and safety risk profile of more than 75 road construction projects.

A voluntary and unprecedented agreement was reached between Roads and Maritime and our road construction partners to share hazard and near-miss reporting rates to help drive further safety improvements.

We have already implemented trials across six major Roads and Maritime road construction projects, including innovative technology solutions to detect people entering into warning and danger zones around mobile plants and equipment. This provides an additional layer of protection to keep people safe and captures information on the effectiveness of our Separate Yourself safe system of work to enable review and revision of site arrangements.



Sharing hazard and near-miss reporting rates is helping to drive further safety improvements.

3.4 Respect our community and the environment

We have continued to make NSW a better place to live for the community, and our commitment to the environment is an integral part of this priority.

We are developing liveable places and using our infrastructure to bring people together. We have been minimising the environmental impact of our construction and operations by ensuring environmental standards are met, managing flora and fauna, cleaning roads and waterways, and increasing our use of recycled material.

Table 7: Key performance indicators on access and the environment

Measure	2015-16	2016-17	2017-18	2018-19 target	2018-19 actual
Accessible Sydney Harbour commuter wharves (%)	59	68	74	N/A	75
Red environmental inspections across our projects (%) ¹⁵	4.9	3.6	4.3	<6	2.9
Waste removed from Sydney Harbour (cubic metres)	2053	2277	2055	N/A	2086

Riverbank remediation using logs from Pacific Highway upgrade

We worked with regulatory and community stakeholders to facilitate and provide logs and root-balls, cleared from the Woolgoolga to Ballina Pacific Highway upgrade, to reduce bank erosion and restore aquatic habitat in local rivers. The logs and root-balls are pinned to the river banks for stabilisation and placed in streams to re-establish fish habitat areas.

In addition, we have been coordinating the Clarence River erosion management project to help mitigate the impact of high-wash boating as well as land use, flooding, loss of vegetation, stock and natural factors. This project involves growing a large number of saplings to form the foundation of the revegetation work and cultivation of a tough aquatic grass as an adjunct to the land work. Boating restrictions have already been introduced on sensitive sections of the upper Clarence River.



Oxley River with severe riverbank erosion.



Oxley River following riverbank remediation.

¹⁵ The “traffic light” status (red, amber, green) of the site is determined by Roads and Maritime Environment employees at the end of an inspection, and indicates the overall environmental performance of the site on the day of the inspection and is non-negotiable. The status is derived from the issues raised during an inspection and their level of risk.



Biodiversity protection: releasing captive bred Green and Golden Bell Frog tadpoles.

Environmental sustainability forms part of our projects

Our environment branch has played a key role in capacity building this financial year, undertaking more than 40 training sessions involving 420 Roads and Maritime staff and contractors. The sessions build environmental awareness and capacity to implement environmental controls.

Our environment officers have carried out about 1580 environmental inspections to support project delivery and provide assurance that environmental commitments are being implemented.

Our environmental sustainability work covers a range of projects:

- Throughout February, we released up to 3000 captive bred Green and Golden Bell Frog tadpoles into a newly constructed habitat area in Arncliffe. The tadpoles were

bred as part of the WestConnex New M5 project due to potential impacts to their habitat in and around Kogarah Golf Course.

- In partnership with Southern Cross University we reviewed our nest box program and will implement measures to improve it. Over the past 10 years, Roads and Maritime has installed more than 1865 nest boxes, which have proved successful for arboreal mammals including threatened species such as the squirrel glider.
- In partnership with the NSW Office of Environment and Heritage, and as part of the NSW Koala Strategy, we installed about nine kilometres of fencing along two koala vehicle strike hotspots along Picton Road at Allens Creek and Cascade Creek, east of Wilton in Wollondilly Shire. The fencing aims to channel koalas to crossings under Picton Road.

3.4 RESPECT OUR COMMUNITY AND THE ENVIRONMENT

Drought-relief effort supports farmers

NSW has been experiencing one of the worst droughts on record with 100 per cent of the State in drought at the end of July 2018. To support the [Government's drought-relief program](#), Roads and Maritime rapidly developed and delivered initiatives to support farmers and communities, particularly transporting food, water and livestock to and from drought-affected areas.

Initiatives included:

- as at 30 June, 3113 eligible farming vehicles received registration waivers
- a NSW Class 3 Drought Assistance Dimension Exemption Notice - under the notice, heavy vehicles travelling on the approved 4.6 metre high network can transport hay up to 2.83 metres wide and 4.6 metres high. This increased hay capacity by 21 per cent compared with a general access heavy vehicle, and provided an increase of 4.8 per cent compared with the Baled Hay Notice

- priority processing of drought-permit (heavy vehicle road access) applications and refund of the \$73 application fee for all drought-relief applications
- dedicated free phone hotline and a Drought Freight website for questions from transport operators or farmers
- \$15 million [Drought Relief Heavy Vehicle Access Program](#) established to contribute to the cost of maintenance and minor improvement work on council roads and roadsides to improve heavy vehicle access.



Drought relief: help for farmers included increasing hay capacity on vehicles.

Access for all to the Sydney Harbour Bridge

Lifts on southern and northern ends of the Sydney Harbour Bridge gave people who have difficulty climbing stairs – including those with disability or prams – easy access to the footpath of the bridge.

The \$15 million glass and steel lifts are 15 metres high and took less than eight months to construct. More than 3000 people cross the bridge daily.

They were opened in time for the Invictus Games which involved many people with disability visiting Sydney. The Games were launched by Prince Harry, Duke of Sussex, with some competitors climbing the bridge and raising the Invictus Games flag.

Licensing program empowers people

The Aboriginal engagement team work closely with Aboriginal people and disadvantaged communities to help remove barriers preventing many from getting, and keeping, their licenses – helping our customers to become safe and confident drivers.

The [Driver Licencing Access Program](#) involves supervising, mentoring and supporting people to gain a Learner or Provisional driver licence. Since the program's inception in 2015, 3700 people have gained a learner or provisional license in over 150 communities.

Obtaining a licence has assisted people to access education, training and employment.



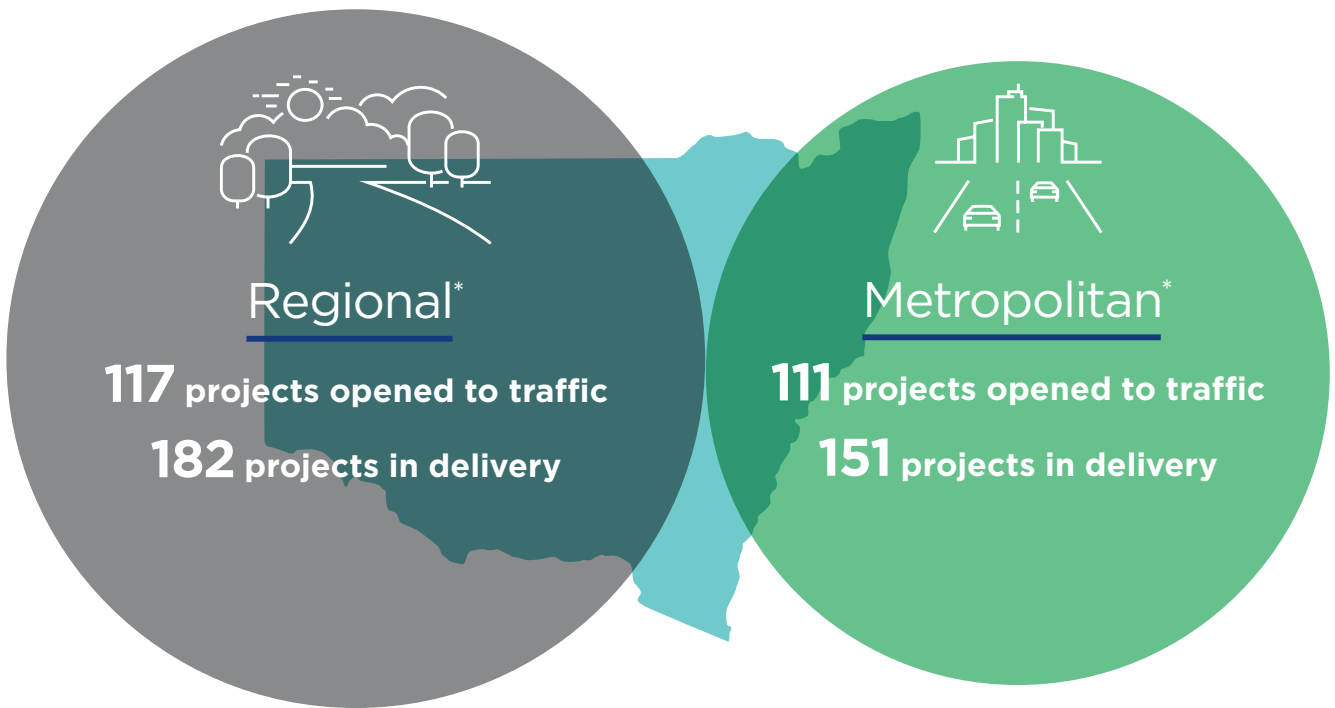
The new lift on the south side of the Sydney Harbour Bridge being used by a member of the public.

3.5

Deliver the Government’s program

In 2018–19 we were responsible for supporting economic growth in NSW and contributing to the delivery of the most ambitious transport infrastructure program in the history of the State. Over the past decade we have delivered \$46.3 billion of investment on the road and maritime networks across NSW, with \$6.5 billion delivered in 2018–19. Effective management of this program has ensured we delivered projects to schedule that provide value for money for the people of NSW.

The infrastructure projects we delivered this year are realising the Government’s vision of three Sydney cities, in [Future Transport 2056](#). They are connecting motorists with transport hubs, returning local streets to communities and creating more opportunities for cycling and walking. In regional NSW work continued to connect regional centres and to provide people and businesses with smoother, more reliable journeys. Our focus on freight continues to ensure the safer and reliable movement of freight across NSW.



*projects ≥ \$500,000



Work on the New M4 Tunnels ahead of their opening in mid-July 2019.

WestConnex final stages underway

Significant progress was made on the final stage of [WestConnex](#), the M4-M5 Link, with design and construction contracts awarded for the M4-M5 Link Tunnels and Rozelle Interchange.

In June 2018 the design and construction contract was awarded for the M4-M5 Link Tunnels. The contract was awarded to the Lendlease Samsung Bouygues Joint Venture. The M4-M5 Link Tunnels project features twin 7.5-kilometre tunnels between the New M4 at Haberfield and the New M5 at St Peters and will provide about 2.5 hectares of public open space in St Peters. Construction started in late 2018 and the tunnels are scheduled to open to traffic in 2023.

In December 2018 the \$3.9 billion Rozelle Interchange design and construction contract was awarded. The Rozelle Interchange will provide an underground motorway interchange

to City West Link and an underground bypass of Victoria Road between Iron Cove Bridge and Anzac Bridge. It will also link to the future Western Harbour Tunnel. It will deliver active transport options in Rozelle and transform the old Rozelle Rail Yards by creating nearly 10 hectares of new open space.

The \$3.8 billion New M4 Tunnels opened to traffic in mid-July 2019. The New M4 Tunnels connect to the widened M4 and continue from Homebush to Haberfield bypassing 22 sets of traffic lights. The New M4 Tunnels Legacy Projects will deliver an increase in public open spaces for communities in Strathfield, Canada Bay and Haberfield.

All stages of WestConnex will provide up to 18 hectares of open space and around 23 kilometres of new and improved cycleways and walkways.

3.5 DELIVER THE GOVERNMENT'S PROGRAM

NorthConnex tunnelling completed

[NorthConnex](#) will link the M1 Pacific Motorway at Wahroonga to the M2 Motorway at West Pennant Hills. The \$3 billion tunnel is expected to open in 2020 and will remove up to 5000 trucks a day from Pennant Hills Road, bypass up to 21 sets of traffic lights and save drivers up to 15 minutes travel time.

NorthConnex tunnel excavation is complete, with trenching for stormwater drainage and in-ground services expected to be completed by mid-2019. More than 60 per cent of paving has been completed, with about 230,000 cubic metres of concrete expected to be used to pave the nine kilometre twin tunnels.

Preparations continued at Hornsby Quarry to hand the legacy site back to Hornsby Shire Council in mid-2019.

Work progressed to build more than four kilometres of new and improved cycleways across the project.

Princes Highway Upgrade – Berry to Bomaderry upgrade and Albion Park Rail bypass

The Princes Highway upgrade will improve safety, boost regional economies, increase traffic capacity and improve travel efficiency on one of NSW's main routes. Progress continued this year on the upgrade with the start of construction on two major projects – the [Berry to Bomaderry upgrade](#) and the [Albion Park Rail bypass](#). Both projects are now well underway.

The Berry to Bomaderry upgrade will provide about 10.5 kilometres of four-lane highway between Mullers Lane, Berry and Cambewarra roads, Bomaderry. When completed in 2022, it will be the final piece of more than 30 kilometres of highway upgraded between Gerringong and Bomaderry since work started in 2012.

The Albion Park Rail bypass is another significant feature of the highway upgrade and will extend the M1 Princes Motorway between Yallah and Oak Flats to bypass Albion Park Rail. Construction started in early 2019 and we expect the bypass to be open to traffic in 2022.



NorthConnex: final lining and waterproofing.

Local people gain skills and jobs

As part of the [Infrastructure Skills Legacy Program](#), employment and training hubs are being delivered in partnership with industry, vocational education and training providers and non-government organisations.

Our training hubs aim to upskill under-represented or disadvantaged groups, such as young people, Aboriginal and Torres Strait Islander people, women in construction, and those in regional areas.

Since October, when the Berry to Bomaderry Infrastructure Skills Legacy Training Hub opened, 14 participants have secured employment as trainees in the Certificate II in Civil Construction. The remaining participants have been registered with a local labour hire company, and will complete further training through the training hub.

Other training hubs have been set up to support the Batemans Bay Bridge Replacement with a target of 24 per cent, or about 50 employees, to be engaged as a learning worker, including trainees and apprentices.

In addition at Batemans Bay, we partnered with the NSW Department of Industry – Training Services NSW, to provide job readiness training for more than 20 local Aboriginal people, including five women.

A training hub for the Albion Park Rail upgrade opened in June 2019, with 16 trainees enrolled in job readiness training.



Pre-employment training underway for the Batemans Bay Bridge Replacement.

3.6

Partner to improve services

We have been working collaboratively across the Transport cluster and across Government to achieve the vision of *Future Transport 2056* and provide increased integration across the transport system to enable more seamless door-to-door journeys for our customers.

We have also established new ways of partnering with the construction industry to improve the quality of construction and maintenance, introduce new technology and innovation, and become more cost effective.

Supporting Western Sydney Airport

The Australian and NSW governments are jointly funding \$4.1 billion for road investments to support the opening of the Western Sydney International (Nancy-Bird Walton) Airport.

Over nine kilometres of new roads have been completed as part of upgrades to [The Northern Road](#) and [Bringelly Road](#). Construction has commenced on the remaining 35 kilometres, with the progressive opening of new sections. Bringelly Road between Camden Valley Way and King Street opened to traffic in December 2018. A major milestone was achieved on The Northern Road project between Glenmore Parkway, Glenmore Park and Jamison Road, South Penrith, with the opening of a new bridge in April 2019 and removal of the former bridge in June 2019.

The Northern Road and Bringelly Road are being upgraded to a minimum two lanes each way, with signalised intersections to improve travel time and road safety.

The new [M12 Motorway](#) will provide a fast and direct connection to Western Sydney Airport. Planning is continuing with the environmental impact assessment expected to be displayed later in 2019. Construction will be completed in time for the opening of the Western Sydney Airport in 2026.

Tweed Heads Marine Centre opens

In September a purpose-built facility in Tweed Heads was opened to foster better collaboration and information sharing between marine based compliance staff.

The Tweed Heads Marine Centre is a collective home for Roads and Maritime Services Boating Safety Officers, officers from the NSW Police Marine Area Command, and Fisheries Officers from the Department of Primary Industries.

Roads and Maritime Services led the process to design the shared headquarters on the Tweed River. The \$3 million facility includes an open plan workspace, meeting rooms, interview room, seized evidence room, secure weapons room, boat ramp and two jetties.



Shared headquarters for water-based compliance teams.



Newell Highway: using an alliance model for new overtaking lanes provides flexibility and faster delivery.

3D printing robot could extend life of bridges

We collaborated with the University of Technology Sydney and industry partner RUAG Australia to develop a 3D printing robot that scans rust and metal conditions on bridges and autonomously repairs affected sections. The result will potentially revolutionise how we manage the State's 5970 bridges and extend their life.

Alliance contract delivers for Newell Highway upgrade

Roads and Maritime entered into the [Newell Highway Program Alliance](#) to deliver at least 30 new overtaking lanes that will improve safety, travel times and freight productivity.

The program is anticipated to be delivered in about four years rather than the likely eight years under a traditional contracting model. Alliance contracts provide flexibility to adapt to changing circumstances within agreed parameters.

The Newell Highway is the longest highway in the State, stretching almost 1060 kilometres from Victoria to Queensland, and is the freight backbone of NSW.

4

Our organisation and people

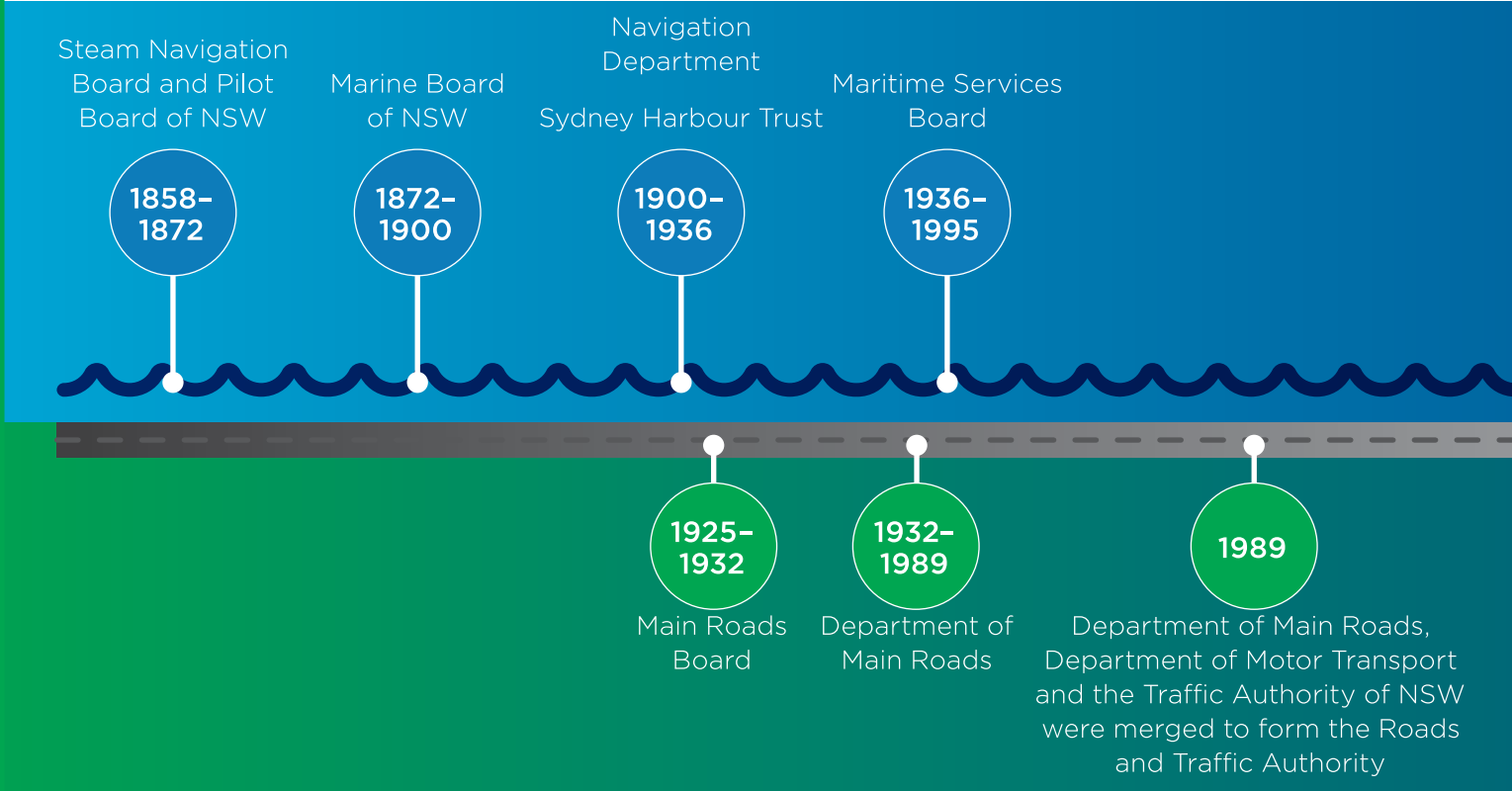


A NSW Maritime Boating Safety Officer helping customers.

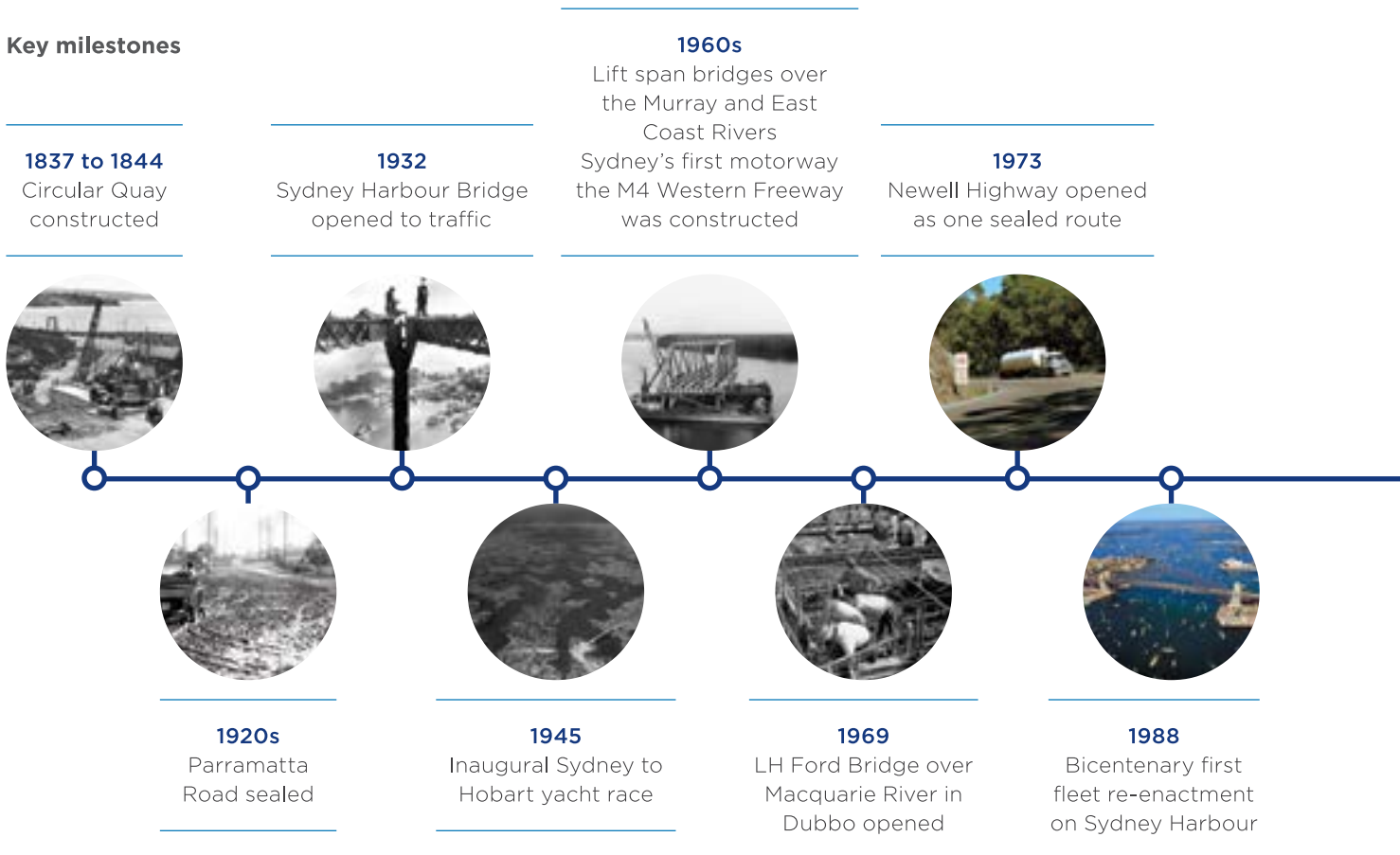


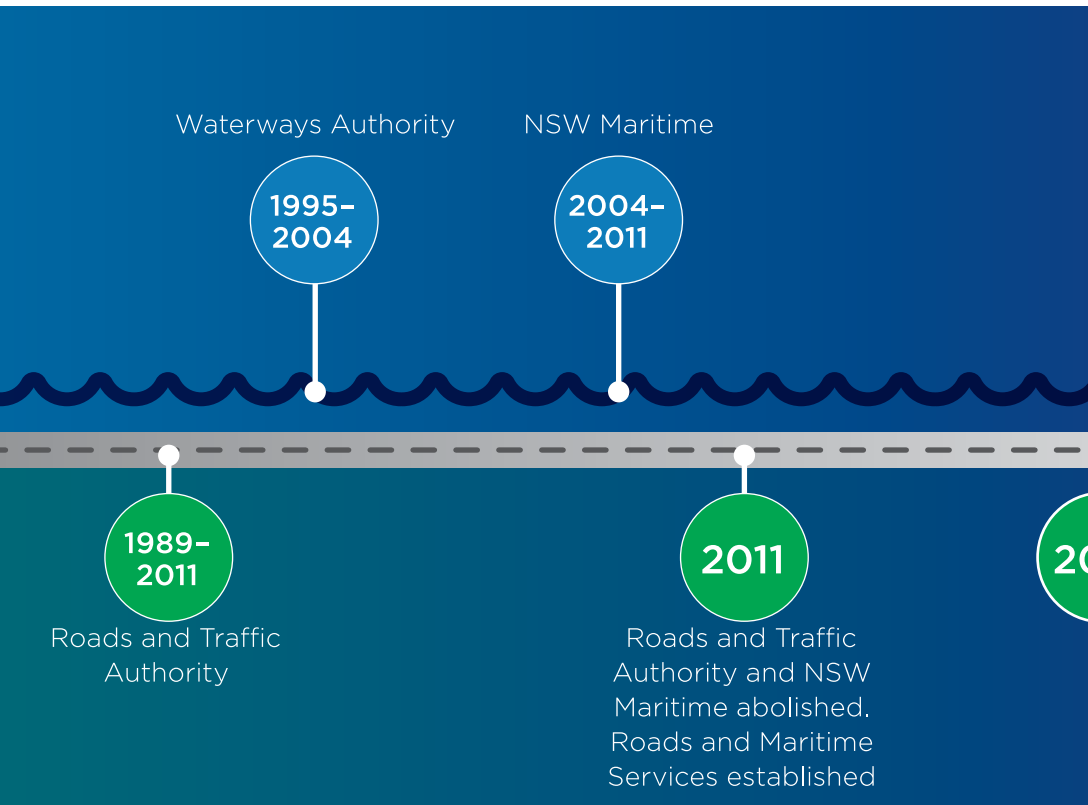
4.1 Our evolution

Figure 6: Timeline of roads and maritime agencies

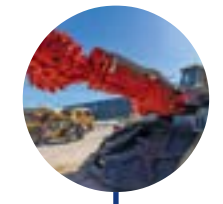



Key milestones





Roads and Maritime and Transport for NSW were integrated to provide improved customer and community outcomes for the people of NSW

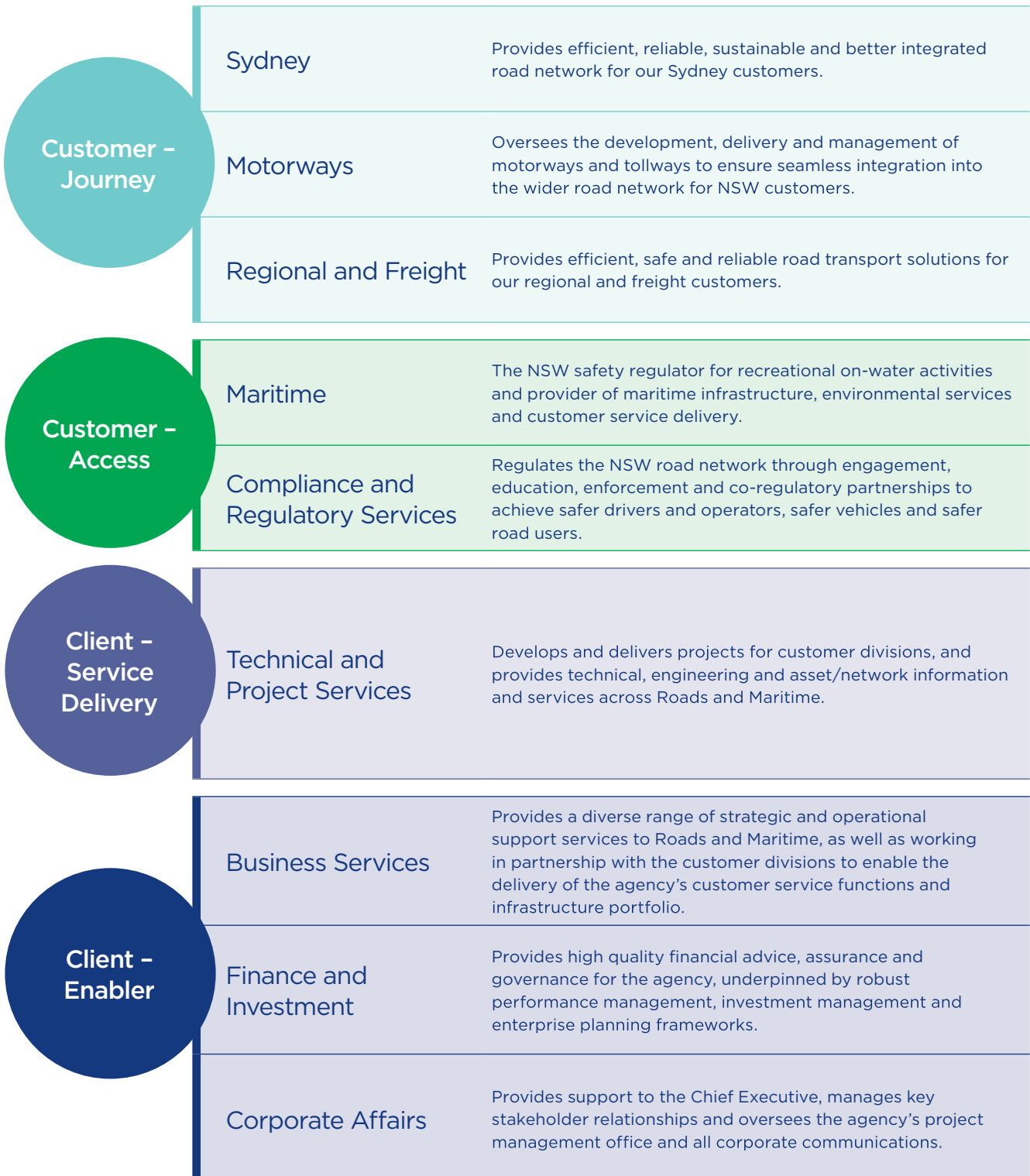
<p>1992 Sydney Harbour Bridge tunnel opened to traffic</p>	<p>1996 Work starts on Pacific Highway upgrade</p>	<p>2005 Sea Cliff Bridge in Clifton opened to traffic</p>	<p>2015 Work commences on WestConnex and NorthConnex</p>
			
			
<p>1993 The Maritime Services Board relinquished control of Goat Island</p>	<p>2000 Waterways Authority supported Sydney 2000 Olympic events</p>	<p>2014 Hunter Expressway opened</p>	<p>2019 Over 80 per cent of the Pacific Highway now complete</p>

4.2 Our organisational structure

In 2018-19 Roads and Maritime had a workforce of more than 6100 full time equivalent positions across the State, with approximately 2902 employees working in regional NSW.

Our structure focused on the customer facing divisions being supported by high quality technical, project and corporate services, and stakeholder engagement and communications expertise.

Figure 7: Roads and Maritime’s organisational structure



4.3 Our executives

Name	Position	Period	Qualifications
Fiona Trussell	Acting Chief Executive Chief Financial Officer	15 April 2019 – 30 June 2019 1 July 2018 – 13 April 2019	Bachelor of Economics (Accounting) Chartered Accountant Graduate Member of the Australian Institute of Company Directors
Ken Kanofski	Chief Executive	1 July 2018 – 13 April 2019	Bachelor of Business (Hons) Master of Business Administration Fellow of Certified Practising Accountants Australia Graduate Member of the Australian Institute of Company Directors
Kathy Roil	Chief of Staff	1 July 2018 – 30 June 2019	
Sandra Roocke	Acting Chief Financial Officer	15 April 2019 – 30 June 2019	Bachelor of Business (Accounting) Certified Practising Accountant Australia
John Hardwick	Executive Director Sydney	1 July 2018 – 30 June 2019	Executive Master of Business Administration Certified Fellow of Asset Management Graduate Member of the Australian Institute of Company Directors
Camilla Drover	Executive Director Motorways	1 July 2018 – 30 June 2019	Bachelor of Engineering Graduate Member of the Australian Institute of Company Directors
Roy Wakelin-King	Executive Director Regional and Freight	1 July 2018 – 30 June 2019	Graduate Diploma Business Administration Bachelor of Professional Studies Member of the Australian Institute of Company Directors
Mark Hutchings	Acting Executive Director NSW Maritime	11 March 2019 – 30 June 2019	Bachelor of Social Science in Justice Studies Associate Diploma of Policing Studies Australian Police Medal
Angus Mitchell	Executive Director NSW Maritime	1 July 2018 – 8 March 2019	Bachelor of Education (Hons)
Melinda Bailey	Executive Director Compliance and Regulatory Services	1 July 2018 – 30 June 2019	Bachelor of Commerce (Hons) Fellow of Certified Practising Accountants Australia Fellow of the Australian Institute of Company Directors
Jeff McCarthy	Executive Director Technical and Project Services (Chief Engineer)	1 July 2018 – 30 June 2019	Bachelor of Engineering (Electrical) (Hons) Master of Commerce Graduate Member of the Australian Institute of Company Directors

4.3 OUR EXECUTIVES

Name	Position	Period	Qualifications
Andrew Graham	Acting Executive Director Business Services	15 May 2019 – 30 June 2019	Bachelor of Social Science (Political Science) Master of Administrative Law and Policy
Matthew Fuller	Executive Director Business Services	1 July 2018 – 14 May 2019	Diploma in Corporate Finance Graduate Member of the Australian Institute of Company Directors

Senior executive remuneration GSE Bands 1 to 3

In 2018-19, the percentage of total employee expenditure relating to senior executives was 6.3 per cent compared with 5.8 per cent in 2017-18.

Table 8: Numbers and remuneration of senior executives

Transport Senior Service Level ¹⁶	Female	Male	Total	Average total remuneration package ¹⁷
TSSE Band 1 or equivalent				
2018-19	53	86	139	\$261,427
2017-18	47	84	131	\$255,600
2016-17	27	70	97	\$246,131
TSSE Band 2 or equivalent				
2018-19	4	13	17	\$380,496
2017-18	4	10	14	\$378,314
2016-17	5	9	14	\$364,998
TSSE Band 3 or equivalent				
2018-19	1	1	2	\$523,344
2017-18	0	1	1	\$512,601
2016-17	0	1	1	\$500,098
2018-19 total	58	100	158	\$277,553
2017-18 total	51	95	146	\$268,793
2016-17 total	32	80	112	\$215,233

¹⁶ Senior executives of Roads and Maritime are senior employees of the Transport Service of NSW.

¹⁷ The average total remuneration package is based on the contracted annual salary as at 30 June 2019.

4.4 Our employees

We value our people and know that having a capable, adaptable and diverse workforce is critical to delivering our strategic priorities. Our focus on strong values ensures we uphold an inclusive culture and that all our people are supported, challenged and given opportunities to learn and grow. Over the past 12 months we have been working to enhance the capability and engagement of our people, and have made good progress towards ensuring that our workforce reflects the community that it serves.

Our employee profile

Table 9: Total full time equivalent (FTE) employees by category

Year	Salaried employees	Wages employees	Casual employees	Total FTE
As at 30 June 2019	4 681	1 359	83	6 123
As at 30 June 2018	4 390	1 318	82	5 789
As at 30 June 2017	4 370	1 362	85	5 817
As at 30 June 2016	4 502	1 410	18 ¹⁸	5 930
As at 30 June 2015	4 793	1 010	249	6 052

Capable people, great culture, strong values

Capability building

To improve the capability of our employees, we provided a range of formal learning offerings, both face to face and online, complemented by a range of development opportunities. These included transfers and secondments, formal and informal mentoring, and access to external professional development and accreditation through recognised associations. This year, our people completed more than 7330 face-to-face learning courses and nearly 28,200 online courses, giving them the skills and capability to deliver on their objectives.

We have also focused on lifting the capability of our current and future leaders, to enable them to effectively and ethically lead their people, while being adaptable and responsive to customer needs. This year, more than 375 employees completed one

or more programs focused on developing their leadership skills and key capabilities for delivering high performance. In addition to this, we have focused on identifying our future leaders and have created cross-functional leadership opportunities.

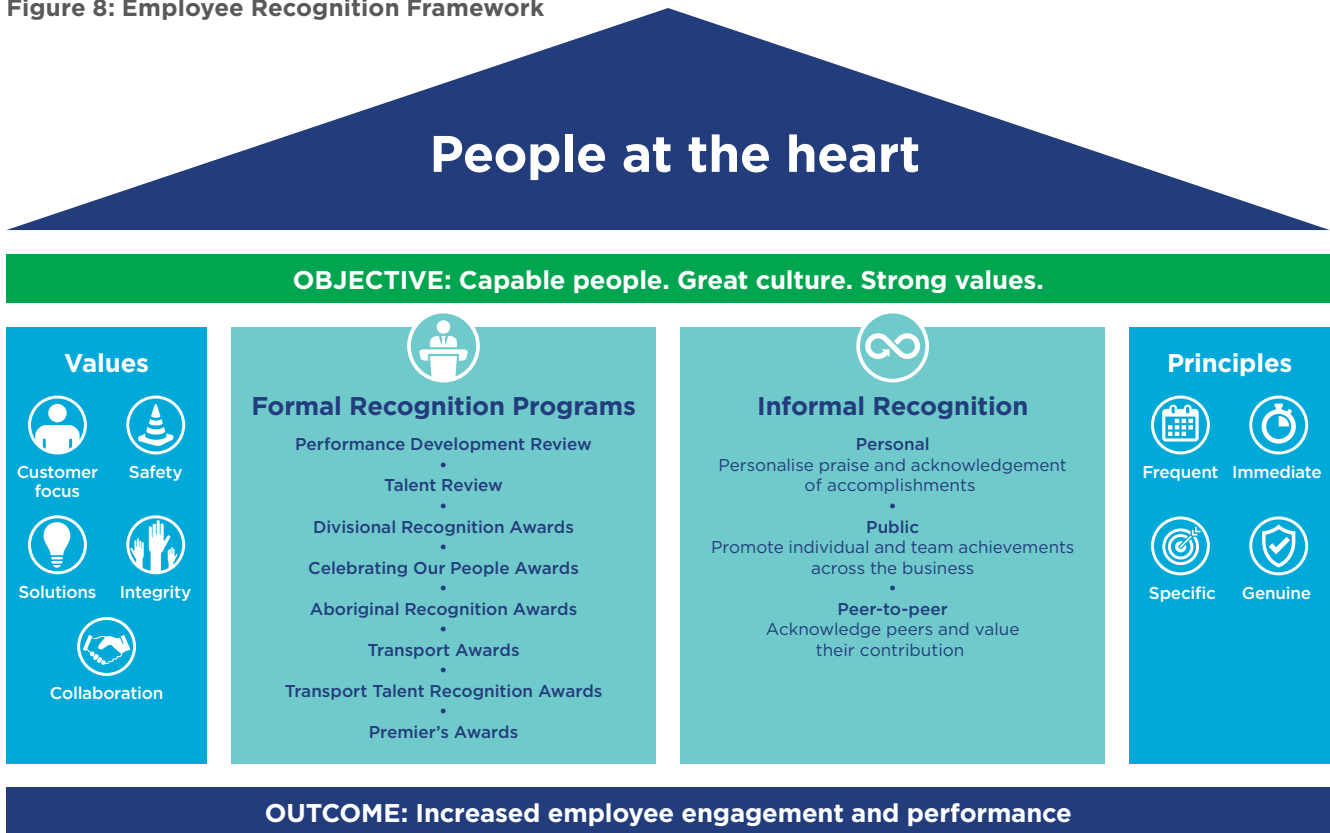
Employee recognition

Roads and Maritime recognised the outstanding work and commitment of our employees by launching the Employee Recognition Framework to ensure we took the time to celebrate each other's achievements and our successes as an agency.

¹⁸ With the transition to new human resources software in 2016 the classification of some employees was impacted.

4.4 OUR EMPLOYEES

Figure 8: Employee Recognition Framework



The Employee Recognition Framework outlined our approach to recognising our people and celebrating our achievements, including a range of formal award programs and informal recognition. As part of the formal program, there were a number of awards that celebrated exceptional individuals and teams who demonstrated our values and delivered outstanding outcomes, these included:

- **Divisional Recognition Awards** – launched in 2018 and run twice a year by the Executive Director of each division, the awards recognised individuals and teams who demonstrated outstanding behaviour which resulted in successful outcomes for the business and/or customers.
- **Roads and Maritime Celebrating our People Awards** – our annual agency awards acknowledged individuals and teams across the agency who made a significant contribution and reflected the true spirit and culture of Roads and Maritime.

- **Transport Awards** – recognised the great work that took place throughout the Transport cluster during the year, and rewarded those who lived our values.
- **Aboriginal Recognition Awards** – each year we recognised employees who made special and exceptional contributions to our agency and the Aboriginal community.

Mobility and Retention

Retaining our critical talent is crucial to being able to deliver on future outcomes. In 2018–19 we introduced the Project Pipeline mobility and retention program to support employees working within infrastructure projects who wanted to extend their career with Roads and Maritime. This initiative supports employees to develop their careers and proactively find their next role within the organisation. Whether it was to relocate or gain different experiences, this enabled us to improve the skills of our people and puts us in the best place to successfully reach the State’s infrastructure development goals.

Diversity and inclusion

[Driving public sector diversity](#) is one of the [NSW Premier's priorities](#) and we have worked extensively with our workforce to make diversity, inclusion, respect and equality a part of who we are. To reinforce this commitment, we established and introduced systems and processes that embedded diversity and inclusion throughout the employee life cycle. Now, 18 months since the launch of our [2020 Diversity and Inclusion Plan](#), we have completed more than 60 per cent of its actions and made significant progress on many more.

In addition to the 2020 Diversity and Inclusion Plan, we continued to work towards the aims and objectives of new strategies to further our commitment to diversity and inclusion. These included the [NSW Mentally Healthy Workplaces Strategy 2018-22](#), the [NSW Aboriginal Employment Strategy](#), the NSW Premier's commitment to make all jobs flexible on an 'if not, why not' basis, and Transport for NSW's [Disability Inclusion Action Plan 2018-2022](#). The additional aims and objectives of these strategies complemented the five focus areas in our Diversity and Inclusion Plan.



4.4 OUR EMPLOYEES

Workforce diversity measures

Table 10: Representation of workforce diversity groups

Equal employment opportunity groups	Target	2014-15 (%)	2015-16 (%)	2016-17 (%)	2017-18 (%)	2018-19 (%)
Women ¹⁹	50% by 2025	35.4	34.6	32.5	32.4	33.2
Women in senior service roles	33.7% by 30 June 2019	20.9	22.4	24.6	27.9	31.6
Aboriginal and Torres Strait Islander people	2.06% by 30 June 2019	1.6	1.8	1.8	2.4	2.9
Employees whose first language is not English	N/A	9.3	10	10.8	1.2	6.7 ²⁰
Employees with disability ²¹	N/A	2.9	2.7	2.9	1.1	1.2
Employees with disability requiring adjustment	1.5%	0.8	0.7	0.9	0.48	0.44

Women in leadership and career development of women

The NSW Premier’s target is to have 50 per cent of women in senior leadership roles by 2025 and while Roads and Maritime fell short of its 2018-19 target to see women represent 33.7 per cent of our senior leaders, we achieved great momentum. Women now represent 33.2 per cent of our leaders with increases throughout 2018-19.

Activities to increase the number of women in senior service roles included continuing to eliminate unconscious bias through the Conscious Inclusion Program for people leaders, and building a diversity lens into our talent review process to better identify high potential and high performing women and ensure we provided them with development opportunities based on merit and potential.

We built a stronger external profile to extend our reach and appeal to a greater number of women. Our mainstream and social media campaigns have raised awareness of the achievements we have made this year and promoted Roads and Maritime as an employer of choice for women.

We held a number of employee workshops to explore how we could increase the number of women in male dominated occupations. From these we identified an opportunity to increase the number of women in construction, which resulted in 50 per cent of our annual intake of road workers being female, an increase of 100 per cent. This trend flowed onto recruiting more female apprentices and trainees in our regional offices. These great achievements in moving toward gender parity in a male dominated area were recognised at the [Asset Management Council Excellence Awards](#), with us receiving the Asset Management Diversity Award earlier this year.

19 We reduced our FTE by 7.1% in 2014-15 and 2% in 2015-16, with the transition of staff to Service NSW being a significant part of the reduction. The former Customer Service Groups that transitioned into Service NSW operated above the gender parity target and of the 1207 people who transitioned to Service NSW between May 2013 and July 2016, 859 (71%) were female. The impact of the transition to Service NSW resulted in a slight downward trend in the representation of women between 2014-15 and 2017-18.

20 It is optional for employees to provide diversity data about themselves; in 2017-18 we undertook a diversity data drive where we asked employees to formally provide diversity data including their cultural and linguistic diversity. The result of improved data collection can be seen in the increased number of people who have identified that their first language is not English.

21 This information is based on self-identification. Due to a new data drive in 2017-18, the information for 2017-18 and 2018-19 does not take into account legacy data.

We have continued to consult our employees who work in male dominated areas to plan our next steps to attract more women into science, technology, engineering, mathematics and construction (STEMC) jobs. In February 2019 we launched the Women in STEMC Employment Network aimed at creating innovative solutions to help achieve gender parity and support women who work in occupations which currently have poor female representation.

Aboriginal representation

We made great progress in increasing Aboriginal representation in our organisation with Aboriginal and Torres Strait Islander people representing 2.9 per cent of Roads and Maritime's workforce as at 30 June 2019. This is a 0.5 percentage point increase from 2017-18. Better data collection, targeted recruitment, entry level talent programs and employee development have helped us achieve this success.

We have also implemented initiatives to achieve the NSW Public Service Commission's target of 1.8 per cent Aboriginal employment for all salary bands by 2021. This target is to overcome the 'pyramid effect' of overall targets which saw the majority of Aboriginal employees in lower level salary bands. At 30 June 2019 Roads and Maritime was well on the way to achieving this goal with only 10 positions to be filled before we exceeded the target of 1.8 per cent Aboriginal representation across all salary bands.



A Roads and Maritime Traffic Emergency Control employee. Our employees are first responders to unplanned traffic accidents and breakdowns with the aim to restore road operating conditions to normal.

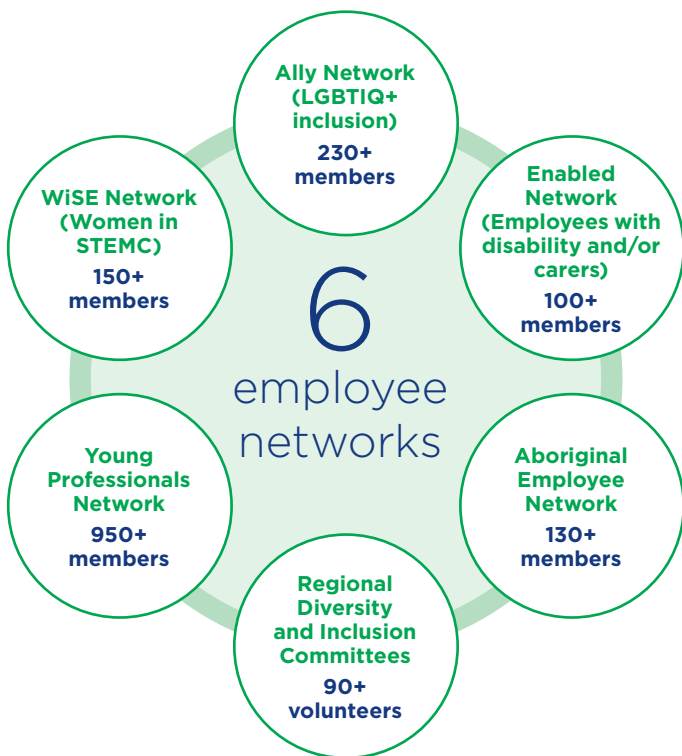
4.4 OUR EMPLOYEES

Roads and Maritime employee networks

In 2017 we established our Regional Diversity and Inclusion Committees which continued throughout 2018-19 to champion diversity and inclusion in regional offices and worksites. Consisting of about 90 volunteers, this network was fundamental to helping us take diversity and inclusion initiatives into every Roads and Maritime workplace in the State, raise awareness, and celebrate building an inclusive culture. Our Diversity and Inclusion Committees hosted events from our Diversity and Inclusion Calendar, and last year we rolled out nearly 30 events to help educate, break down barriers and get everyone on board.

In 2018-19 we also established and embedded six employee networks, outlined in Figure 9. These networks facilitated consultation, innovation and problem solving, tapping into the experiences and knowledge of people most affected by bias and disadvantage.

Figure 9: Roads and Maritime's six employee networks



Diversity and inclusion training

To ensure all our employees understood and demonstrated our agency's values, we offered a range of programs to influence a personal commitment to diversity and inclusion, and ensure managers had the capability to manage diverse teams. These programs educated and built awareness about bias and supported equal opportunity in our workplace. Nearly 20 per cent of our employees completed these programs this year, including:

- **Aboriginal Cultural Education Program** – provided an opportunity to build an understanding of Aboriginal history and culture so that our people could work effectively with our Aboriginal customers and colleagues.
- **Conscious Inclusion Program** – aimed to improve our leaders' understanding of unconscious bias and how to drive an inclusive culture in their teams, with a focus on Aboriginal employees and women in leadership, and building a flexible workplace.
- **Unconscious Bias e-Learn Program** – allowed our people to understand and identify unconscious bias and develop strategies to reframe approaches and minimise biases.
- **Bullying and Harassment e-Learn Program** – raised awareness of bullying and harassment and promoted discussions within teams. This was the most commonly completed diversity and inclusion course.

4.5

Industrial and workplace relations and policy

Communication and consultation

Communication and consultation in relation to employee and industrial-related matters took place on a monthly basis with the Peak Consultative Committee being the primary point of consultation between our agency and the salaried employees' associations and unions. Communication and consultation took place on a quarterly basis through the Single Bargaining Unit which is the peak negotiation forum for wages employees.

Regular forums with professional associations and unions representing salaried and wages employees were also held throughout the year.

Human resources policies

During 2018-19, we continued to work with our Transport cluster partners, including TfNSW, to coordinate and align policies and processes.

Aligning our documents to the employee life cycle, we improved online navigation of policies, procedures, guides and forms and continued to update documents to a more user-friendly format using plain English and instructional design techniques. We ensured documents were compliant with Web Content Accessibility Guidelines 2.0 for people with accessibility needs.

Awards and movements in salaries and wages

In 2018-19, the following industrial instruments applied to the agency:

- Roads and Maritime Services (Wages Staff) Award 2017
- Roads and Maritime Services (Traffic Signal Staff) Award 2017
- Roads and Maritime Services School Crossing Supervisors Award 2017
- Roads and Maritime Services Consolidated Salaried Award 2017.

Our people employed under these awards received an annual increase of 2.5 per cent from 1 July 2018.

The awards provided for increases of 2.5 per cent each year for the periods 2017-18 and 2018-19, expiring on 30 June 2019.

Participation in industrial action

Nil days were lost due to employee participation in industrial action for 2018-19.

5

Work health and safety



A trainee contractor learning about work health and safety on a Roads and Maritime worksite.



5.1

Work health and safety performance

There is nothing more important than the safety and wellbeing of our people and the customers who access our networks across NSW. We keep safety at the heart of our operations by tailoring our safety initiatives to systematically reduce all injuries and eliminate life-changing events.

Our strategic approach to safety is built on five pillars:

- **Safe systems of work** – implementing safe systems of work enabling better practice and continuous health and safety improvements.
- **Manage risk** – critical controls are in place and operate effectively to prevent fatal and life-changing events.
- **Safety assurance** – assurance that our assets, operations and projects are safe for our people and our customers.
- **Safety leadership** – visible safety leadership influences positive safety behaviour.
- **Mature reporting culture** – strengthening organisational safety resilience.

Table 11: Work health and safety performance

Performance indicator	2014-15	2015-16	2016-17	2017-18	2018-19
Near misses and hazards reported	2380	3742	3890	4975	3706
Total recordable injuries (including lost time and medical treatment injuries)	N/A	163	150	84	78
Other occurrences reported (including asset or property damage)	789	875	1038	1104	1706
Total occurrences reported (including hazards)	4043	5498	5805	7088	5412
Compensable workplace injuries	292	245	252	305	438
Total claim costs (\$ millions)	4.3	3.1	2.0	3.4	4.3

There was a significant and sustained improvement in our safety performance including:

- 11 per cent improvement in our hazard identification reporting
- 11 per cent reduction in the total recordable injury frequency rate (TRIFR) from 7.85 to 6.97 this year.

Although this was the best result for the agency on record, we have progressively improved our TRIFR year on year, with an overall reduction of 68 per cent since 2015.

This progress is due in part to the implementation of a targeted early intervention and injury management allied health and medical service. The service immediately triages psychological and physical injuries, to support and prioritise our people's access to timely medical advice and treatment where necessary.

In April 2019, Roads and Maritime achieved no recordable injuries for the month. This result demonstrates it is possible to achieve zero recordable injuries – our target every month.

Our work health and safety objectives

During 2018–19, we made it our priority to promote safety leadership and positive safety behaviours. These will help influence the safety maturity of our workforce.

Our leadership has been committed to achieving these priorities through developing and embedding personal Work Health and Safety Due Diligence Plans. The plans guide transformational safety leadership behaviours that promote continuous improvement and innovation. We care about our people and our customers, and our leaders are demonstrating this through their daily interactions and behaviours, building a positive organisational safety culture.

Our tailored safety initiatives and positive safety behaviours have led to us almost halving the number of people who were injured in 2018–19 compared with the previous financial year. Of those who were injured, the nature and severity was significantly reduced.

Some of our key safety initiatives in 2018–19 included:

- **Safety Risk Information Management System**

The introduction of the Safety Risk Information Management System (SRIMS) in May 2018, combined with the agency's focus on Network Fatal Risks, contributed to an 11 per cent improvement in the number of hazards reported over the past 12 months by our people.

- **Network Fatal Risk Program**

The Network Fatal Risk Program was established in 2018 using a robust evidence-based approach to identify the critical risks within Roads and Maritime that may result in permanent disability or fatality. The program identified 12 network fatal risks. The identification and communication of these risks increased our employees' focus on our most critical risks instead of treating all risks equally.

More than 170 operational subject matter experts representing each of the agency's divisions participated in 12 risk workshops to determine the primary critical controls for network fatal risks.

Following these workshops, smaller working groups were established to review the identified controls, and confirm that they were practical and fit for purpose. A set of critical control standards will be applied to ensure appropriate treatments are in place for high potential risks to eliminate life-changing events and keep our people free from harm.

Prosecutions

Roads and Maritime was not a defendant to any prosecutions either commencing or continuing under the [Work Health and Safety Act 2011](#) during 2018–19.

6

Corporate governance



Pacific Highway looking North towards Tweed Heads.



6.1 Chief Executive

The Secretary of Transport for NSW appointed the Chief Executive of Roads and Maritime with the approval of the Minister for Roads, Maritime and Freight. Under the governance arrangements of the [Transport Administration Act 1988](#), the Chief Executive managed and controlled the affairs of Roads and Maritime, subject to the control and direction of the Minister for Roads, Maritime and Freight,²² and in accordance with any direction of Transport for NSW.

6.2 Governance framework

The Roads and Maritime Executive Committee has been the key governance body for the agency. The committee met weekly to support the Chief Executive in the management and oversight of Roads and Maritime operations and held a monthly meeting on strategic matters. The Chief Executive chaired the committee, which included the Chief Financial Officer and Executive Directors.

The Executive Committee was supported by the following committees:

- Asset Management Committee
- Audit and Risk Committee
- Engineering and Design Committee.

Figure 10: Governance framework



²² In April 2019 the position of Minister Roads, Maritime and Freight was abolished and the ministerial portfolio was split between the newly established Minister for Transport and Roads and Minister for Regional Transport and Roads.

Asset Management Committee

The Asset Management Committee was chaired by the Chief Financial Officer. The Asset Management Committee ensured the agency's asset investment portfolio was prioritised effectively. In addition to setting the strategic direction, and making decisions on asset investment priorities, the committee reviewed assurance activities and progress reports on high-risk and high-value projects. The Chief Financial Officer held accountability for decisions based on the recommendations of the committee, under delegation from the Chief Executive. Membership comprised of the Executive Directors and Chief Financial Officer from Roads and Maritime, as well as Executive Directors from Transport for NSW. The committee met monthly.

Audit and Risk Committee

The Audit and Risk Committee was responsible under the Internal Audit and Risk Management Policy for the NSW Public Sector (TPP15-03) for providing independent assistance to the Chief Executive about the agency's governance processes, risk management and control frameworks, internal and external audits, corruption and fraud prevention, and its external accountability obligations. The committee met every quarter on risk, audit and governance matters.

Engineering and Design Committee

The Engineering and Design Committee's focus was to oversee the agency's input into [Austroads Guides](#)²³ and Transport for NSW requirements, promoting consistency of engineering and technical approaches, and reviewing exceptions to agreed approaches. Membership of the committee comprised of Executive Directors from Roads and Maritime, Executive Directors from Transport for NSW, and two nominated specialist roads and/or bridge engineers. The committee met quarterly and was chaired by the Roads and Maritime Executive Director Regional and Freight.

²³ Austroads is a peak organisation of Australasian road transport and traffic agencies and publishes a range of [Guides](#) which cover design, construction, maintenance and operation of the road network in Australia and New Zealand. All road agencies across Australasia have adopted the Austroads Guides.

6.3

Audit and Risk Management

Internal audit

Internal audits provided independent assurance to the Chief Executive about the controls in place to manage priority risk areas. The Chief Audit and Risk Officer was responsible for overseeing the internal audit function, jointly accountable to the Audit and Risk Committee and the Chief Executive. We completed a number of internal audits during 2018-19, including assessments of our:

- procure-to-pay, purchasing cards and payroll data
- procurement and strategic sourcing compliance (goods and services)
- oversight of the delivery of NorthConnex
- oversight of the operations and maintenance of private motorways
- M4 Smart Motorway procurement management (stages 2 and 3)
- maritime property portfolio lease management
- Motorcycle Rider Training Scheme management
- Authorised Inspection Scheme management
- Gateway to the South Pinch Point Program management
- management of the pavement resurfacing and rehabilitation programs in regional areas
- management of operational and capital expenditure contingency and forecasts.

A rolling three-year internal audit strategy informed the internal audit plan. Both have been reviewed each year to cater for changes in our operating environment. The strategy was reviewed during the year to cover the period to 2021-22. Internal audit plans were endorsed by the Audit and Risk Committee and approved by the Chief Executive.

Risk management

The Chief Audit and Risk Officer was responsible for advising the Chief Executive on the identification, recording, and management of key risk areas across Roads and Maritime, providing regular reports on risk management to the Executive Committee and the Audit and Risk Committee.

The Audit and Assurance branch has worked across the agency to advise on and assess enterprise-wide, strategic, program and project related risks. During the year, the team supported the Roads and Maritime Executive to develop a revised Enterprise Risk Policy for the agency and provided advice on:

- enterprise and operating risks within divisions and branches
- development of crisis and incident management capabilities, and business continuity plans for the agency
- fraud and corruption risk management
- the continued rollout of a governance, risk, and compliance tool.

This work has contributed to improvements in risk management and business practices across the areas assessed. Also, specialist functions operated to coordinate risk management for work health and safety, information technology, commercial contract management and project management.

Corruption and fraud prevention

The Chief Audit and Risk Officer was responsible for overseeing the agency's corruption control framework and for receiving and assessing allegations of corrupt conduct on behalf of the Chief Executive. A Corruption Control Plan was in place to help minimise the likelihood of fraud and corruption across the agency.

During 2018-19, the Corruption Prevention and Investigation team facilitated detailed fraud and corruption risk assessments across high-risk areas within Roads and Maritime. The team delivered corruption prevention and ethical decision-making education sessions across the State to more than 700 employees. This included routine training sessions in high-risk areas as well as presentations as part of Roads and Maritime Corruption Prevention Month in September 2018. Training was also provided to nominated disclosure officers by the NSW Ombudsman's Office. Further information on public interest disclosures can be found in Appendix 11.

6.4

Internal audit and risk management attestation statement

For the 2018–19 financial year for Roads and Maritime Services I, Fiona Trussell, am of the opinion that Roads and Maritime Services has had internal audit and risk management processes in operation that are compliant with the eight core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:


Core requirements	Status
Risk management framework	
1.1 The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal audit function	
2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee	
3.1 An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The chair and members of the Audit and Risk Committee are:

Title	Name	Term Commenced	Term Finishes
Independent Chair	Lyn Baker	1 February 2017	31 January 2020
Independent Member	Brian McGlynn	1 January 2016	31 December 2019
Independent Member	Marcia Doheny	1 November 2018	31 October 2021
Independent Member	Allan Cook	4 December 2013	3 December 2018

These processes demonstrate that Roads and Maritime has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within Roads and Maritime Services.



Fiona Trussell
Acting Chief Executive
Roads and Maritime Services

6.5

NSW Cyber Security Policy attestation statement

Cyber Security Annual Attestation Statement for the 2018–2019 Financial Year for Roads and Maritime Service

I, Fiona Trussell, am of the opinion that Roads and Maritime Services is approaching cyber security in a manner consistent with the mandatory requirements set out in the [NSW Government Cyber Security Policy](#).

In line with the NSW Government Cyber Security Policy, Roads and Maritime has identified its critical assets and has an ongoing program of work to identify and assess the changing security threats, manage new and current risks and implement appropriate controls.

Governance is in place to manage the cyber security maturity and initiatives of Roads and Maritime.

There exists a current cyber incident response plan for Roads and Maritime which has been tested during the reporting period.

A mix of reviews, audits and certifications of the agency's ISMS were undertaken, in addition to reporting against the mandatory requirements of the NSW Government Cyber Security Policy and found to be adequate or findings are being addressed through the program of work as appropriate.



Fiona Trussell

Acting Chief Executive
Roads and Maritime Services

6.6 Insurance

Principal Arranged Insurance

Roads and Maritime has provided Principal Arranged Insurance (PAI) for its capital works contracts via iCare Construction Risk Insurance Fund, as per Treasury Circular TC16/11.

The major focus of PAI is on construction and maintenance work for roads, bridges, associated structures and professional service agreements/contracts. PAI is also available as specific cover for real estate works, ferries that were operated on behalf of Roads and Maritime by external contractors, and various arrangements such as the Vehicle Safety Compliance Certification Scheme. The scope of PAI coverage included contract works, environmental impairment liability, third party liability, material damage and professional indemnity.

Treasury Managed Fund

The Treasury Managed Fund is a NSW Government arranged indemnity scheme, operated by iCare self-insurer. The scheme covers the insurable risks of participating government agencies arising from their own activities. The fund covers agencies for their exposure to loss or damage for workers compensation, motor vehicles, property, legal liability (including cyber liability), fidelity guarantee and travel. In doing so it provides confidence that unforeseen losses and damages can be managed with minimal impact to the State Budget.

Premium details and claim performance on the major insurance categories for the period 1 July 2018 to 30 June 2019 are as follows:

Table 12: Premium details and claim performance on major insurance categories

Insurance type	Premium (\$ million)	Claim performance
Workers compensation	5.4	7.1 claims per 100 employees
Motor vehicle	10.1	10.9 claims per 100 employees
Property	8.4	N/A
Liability	9.9	N/A

7

Appendices



A heavy vehicle using our regional road network.



Appendix 1: Community enquiries

Customer feedback

We are committed to using customer feedback, suggestions and complaints to help us continually improve and deliver customer value.

During 2018–19, we continued to collaborate across agencies and interstate authorities to improve customer outcomes through improvements to policies, transactions and customer communications.

During the reporting period we received 19,908 customer feedback submissions, including 9769 submissions which were self-selected by customers as complaints. Table 13 below shows the nature and number of these complaints.

Table 13: Online customer complaints received in 2018–19²⁴

Nature of online complaint	Number of complaints
Traffic management and congestion	3457
Road maintenance	2740
Waterways management	1113
Licensing or registration	1008
Safety cameras	330
Major highways, regional roads and projects	320
Environment	277
Compliance, enforcement and investigations	159
Road rules	145
Maritime property, products and services	79
Other	75
Tolling	35
Heavy vehicles	21
Websites and apps	10
Total	9769

Ombudsman enquiries

We welcome enquiries from the NSW Ombudsman as part of our commitment to continually improving service delivery to the public.

In 2018–19, we recorded 132 inquiries from the NSW Ombudsman, compared with 140 in 2017–18. The enquiries received include information requests, referral of customer enquiries, and formal enquiries that were made when assessing a complaint. We work closely with the NSW Ombudsman to proactively resolve matters and further improve customer experience.

Table 14: Ombudsman enquiries received by subject

Subject	Number of enquiries
Tolling	34
Registration	32
Licensing	28
Major projects	8
Compliance and enforcement	7
Customer experience	5
Number plates	4
Guidelines and regulations	3
Proof of identity	3
Penalty notices	2
Maintenance	2
Towing	2
Liability claims	2
Total	132

²⁴ Written feedback and complaints received through the offices of the Minister, the Chief Executive and other correspondence are not included in the table.

Appendix 2: Major infrastructure projects

Table 15: Major infrastructure projects 2018-19

Planning – Strategic/concept/detailed design, approvals Pre-construction – Planning complete and in delivery procurement stage Construction – Construction commenced Completed – Project completed (based on open to traffic date)						
Project Description	Location	Status (as at 30 June 2019)	Announced completion date	Announced estimated total cost (\$'000)	2018-19 Actual expenditure (\$'000)	Expenditure in previous years (\$'000)
Established Sydney Roads						
Campbell Road and Euston Road Upgrades	Alexandria	Construction	2020	323,000	94,765	180,970
Heathcote Road, Infantry Parade, Hammondville to The Avenue, Voyager Point	Holsworthy	Planning	2022	N/A	6,389	6,168
Heathcote Road, Woronora River Bridge	Engadine	Planning	N/A	N/A	1,100	0
Henry Lawson Drive Upgrade	Milperra	Planning	N/A	N/A	2,174	0
King Georges Road, Stoney Creek Road to Connells Point Road	Beverly Hills – South Hurstville	Planning	N/A	N/A	4,000	1,380
Mona Vale Road, Manor Road to Foley Street	Mona Vale	Construction	2022	N/A	31,224	17,983
Mona Vale Road, McCarrs Creek Road to Powderworks Road	Ingleside	Planning	N/A	N/A	2,193	13,524
Nepean River Bridge	Penrith	Completed	2018	50,000	6,817	44,555
New Hawkesbury River crossing at Richmond	Richmond	Planning	N/A	N/A	1,820	0
Northern Beaches Hospital, Road Connectivity and Network Enhancements	Frenchs Forest	Construction	2020	700,000	134,516	449,563
Pitt Town Bypass	Pitt Town	Planning	2022	N/A	2,810	5,963
Showground Road, Old Northern Road to Carrington Road	Castle Hill	Construction	2020	N/A	9,014	38,282
Windsor Bridge over Hawkesbury River Replacement	Windsor	Construction	2021	137,000	39,792	34,699
Sydney Airport Area Road Upgrades						
Sydney Airport East, Wentworth Avenue Extension and Joyce Drive Widening (State and Federal Funded)	Mascot	Completed	2019	170,000	48,861	97,873
Sydney Airport North, O’Riordan Street Widening	Mascot	Construction	2021	132,000	31,992	41,980

APPENDIX 2: MAJOR INFRASTRUCTURE PROJECTS

Project Description	Location	Status (as at 30 June 2019)	Announced completion date	Announced estimated total cost (\$'000)	2018-19 Actual expenditure (\$'000)	Expenditure in previous years (\$'000)
Easing Sydney's Congestion						
Bus Priority Infrastructure (including Bus Rapid Transit Planning)	Various	Planning	N/A	N/A	20,127	167,404
Easing Sydney's Congestion, Pinch Points 3 and Clearways Package 2	Various	Construction	N/A	400,000	6,717	280,042
Easing Sydney's Congestion, Pinch Points and Clearways Package 3	Various	Construction	N/A	358,000	72,671	71,707
Gateway to the South Pinch Points	Various	Construction	2021	300,000	50,289	50,660
Intelligent Congestion Management Program (Stage 1)	Various	Construction	N/A	N/A	6,790	17,634
M4 Smart Motorway	Various	Construction	2020	600,000	263,511	126,703
Smart Motorways	Various	Planning	N/A	N/A	4,240	7,310
WestConnex Motorway						
WestConnex (State and Federal Funded)	Various	Construction	2023	16,800,000	967,282	1,593,659
NorthConnex						
NorthConnex, M1 to M2 Motorway Link (State, Federal and Private Sector Funded)	Various	Construction	2020	3,000,000	143,036	756,307
Sydney Motorways						
F6 Extension Stage 1	Arncliffe – Kogarah	Pre-construction	N/A	N/A	28,060	53,452
M4 Motorway, Hill Road Westbound Off Ramp	Lidcombe	Planning	2020	N/A	2,120	12,035
M5 Motorway, Belmore Road Ramps (State and Federal Funded)	Riverwood	Completed	2019	30,000	34,030	10,225
Sydney Gateway	Mascot	Planning	N/A	N/A	41,885	43,042
Western Harbour Tunnel and Beaches Link	Various	Pre-construction	N/A	N/A	154,798	200,946

Project Description	Location	Status (as at 30 June 2019)	Announced completion date	Announced estimated total cost (\$'000)	2018-19 Actual expenditure (\$'000)	Expenditure in previous years (\$'000)
Roads to Support Western Sydney Airport at Badgerys Creek						
Bringelly Road, Camden Valley Way to King Street (State and Federal Funded)	Leppington	Completed	2018	250,000	49,908	218,663
Bringelly Road, King Street to The Northern Road (State and Federal Funded)	Leppington	Construction	2020	259,000	52,257	80,285
M12 Motorway, M7 to The Northern Road (Planning) (State and Federal Funded)	Badgerys Creek	Planning	N/A	N/A	60,182	20,644
The Northern Road, Peter Brock Drive to Mersey Road (State and Federal Funded)	Bringelly	Construction	2020	465,000	130,041	147,535
The Northern Road, Mersey Road to Eaton Road (State and Federal Funded)	Luddenham	Construction	2021	N/A	44,564	41,749
The Northern Road, Eaton Road to Littlefields Road (State and Federal Funded)	Luddenham	Construction	2021	N/A	31,120	32,111
The Northern Road, Littlefields Road to Glenmore Parkway (State and Federal Funded)	Mulgoa	Construction	2023	N/A	43,755	21,907
The Northern Road, Glenmore Parkway to Jamison Road (State and Federal Funded)	Penrith	Construction	2020	295,000	86,293	105,362
Western Sydney Growth Roads						
Appin Road Improvements (Federal Funded)	Appin	Construction	N/A	N/A	2,692	1,808
Bandon Road Link, Windsor Road to Richmond Road	Vineyard	Planning	N/A	N/A	333	3,304
Campbelltown Road Upgrade Stage 1	Edmondson Park	Construction	2020	76,000	26,193	21,387
Jane Street and Mulgoa Road Infrastructure Upgrade (State and Federal Funded)	Penrith	Construction	2020	N/A	27,669	9,525

APPENDIX 2: MAJOR INFRASTRUCTURE PROJECTS

Project Description	Location	Status (as at 30 June 2019)	Announced completion date	Announced estimated total cost (\$'000)	2018-19 Actual expenditure (\$'000)	Expenditure in previous years (\$'000)
Western Sydney Growth Roads						
Memorial Avenue, Old Windsor Road to Windsor Road	Kellyville	Pre-construction	2022	N/A	7,768	42,007
Mulgoa Road, M4 Motorway to Blaikie Road (State and Federal Funded)	Jamisontown	Planning	N/A	N/A	6,215	3,690
Spring Farm Parkway, Stage 1	Menangle Park	Planning	N/A	N/A	2,658	1,895
The Horsley Drive, M7 Motorway to Cowpasture Road	Horsley Park	Planning	N/A	N/A	998	6,008
Central Coast Roads						
Empire Bay Drive, The Scenic Road and Cochrone Street Intersection Upgrade	Kincumber	Construction	2019	20,000	7,901	1,030
Manns Road, Central Coast Highway to Narara Creek Road	West Gosford - Narara	Planning	N/A	N/A	1,500	4,206
Pacific Highway and Manns Road, Narara Creek Road to Parsons Road	Narara - Lisarow	Planning	N/A	N/A	600	22,488
Pacific Highway, Parsons Road to Ourimbah Street	Lisarow	Construction	2023	178,000	11,813	20,114
Pacific Highway, Ourimbah Street to Glen Road	Lisarow - Ourimbah	Completed	2018	70,000	13,605	59,162
Pacific Highway, Wyong Town Centre	Wyong	Planning	N/A	N/A	4,218	25,024
Pacific Motorway Widening and Reconstruction, Wyong Road to Doyalson Link Road (State and Federal Funded)	Tuggerah - Kiar	Construction	2020	245,000	79,898	78,239
Pacific Motorway Widening, Kariong Interchange to Somersby Interchange (State and Federal Funded)	Kariong - Somersby	Construction	2020	113,000	41,135	37,042
Warnervale Link Road, Albert Warner Drive to Pacific Highway	Watanobbi	Planning	N/A	N/A	2,888	2,738

Project Description	Location	Status (as at 30 June 2019)	Announced completion date	Announced estimated total cost (\$'000)	2018-19 Actual expenditure (\$'000)	Expenditure in previous years (\$'000)
Great Western Highway and Bells Line of Road						
Bells Line of Road Stage 2 (Chifley Road)	Bell - Lithgow	Planning	N/A	N/A	7,880	6,276
Katoomba to Mount Victoria Safety Works (State and Federal Funded)	Blackheath, Mount Victoria	Construction	2020	N/A	11,346	52,725
Hunter Roads						
Hunter Pinch Points	Various	Construction	N/A	23,500	4,621	2,749
Nelson Bay Road Improvements	Williamstown	Construction	N/A	70,000	4,056	522
Newcastle Inner City Bypass, Rankin Park to Jesmond	Lambton	Planning	N/A	N/A	5,928	24,950
Pacific Motorway, Extension to Raymond Terrace	Hexham	Planning	N/A	N/A	2,892	30,308
Pacific Motorway, John Renshaw Drive and Weakleys Drive Intersection Upgrade (State and Federal Funded)	Beresfield	Completed	2019	33,600	15,869	12,617
New England Highway						
New England Highway, Belford to Golden Highway Upgrade	Belford	Planning	N/A	N/A	3,474	5,804
New England Highway, Singleton Bypass	Singleton	Planning	N/A	N/A	4,041	6,603
New England Highway, Gowrie Gates, Widen Rail Underpass	Singleton	Construction	2020	29,000	4,684	7,980
New England Highway, Muswellbrook Bypass	Muswellbrook	Planning	N/A	N/A	600	4,388
New England Highway Heavy Duty Pavement	Aberdeen - Willow Tree	Completed	2019	25,000	21	22,627
New England Highway, Scone Bypass (State and Federal Funded)	Scone	Construction	2020	137,000	63,171	22,813
New England Highway, Bolivia Hill Upgrade (State and Federal Funded)	Bolivia	Construction	2021	80,000	22,150	10,284
New England Highway, Tenterfield Heavy Vehicle Bypass (Federal Funded)	Tenterfield	Planning	N/A	N/A	2,785	5,487

APPENDIX 2: MAJOR INFRASTRUCTURE PROJECTS

Project Description	Location	Status (as at 30 June 2019)	Announced completion date	Announced estimated total cost (\$'000)	2018-19 Actual expenditure (\$'000)	Expenditure in previous years (\$'000)
Newell Highway						
Newell Highway, Overtaking Lanes	Various	Construction	2023	210,000	19,013	40,334
Newell Highway, Parkes Bypass	Parkes	Planning	N/A	N/A	3,685	5,252
Newell Highway, New Dubbo Bridge	Dubbo	Planning	N/A	N/A	2,925	2,734
Newell Highway, Improvements through Coonabarabran	Coonabarabran	Planning	N/A	N/A	708	1,260
Newell Highway Heavy Vehicle Pavement Upgrades	Various	Planning	N/A	N/A	5,892	4,598
Newell Highway, Mungle Back Creek to Boggabilla Heavy Duty Pavement (State and Federal Funded)	Boggabilla	Construction	2021	122,000	34,558	8,766
Pacific Highway						
Coffs Harbour Bypass (State and Federal Funded)	Coffs Harbour	Planning	N/A	N/A	18,196	75,575
Woolgoolga to Ballina (State and Federal Funded)	Grafton, Maclean	Construction	2020	4,945,000	1,267,712	2,671,196
Princes Highway						
Princes Motorway (M1) Improvements, Bulli Tops to Picton Road (State and Federal Funded)	Cataract	Planning	N/A	N/A	1,471	5,925
Princes Motorway (M1), Mount Ousley Interchange	Mount Ousley	Planning	N/A	N/A	1,571	5,670
Albion Park Rail Bypass	Yallah - Oak Flats	Construction	2022	630,000	145,396	63,103
Berry to Bomaderry Upgrade	Berry - Bomaderry	Construction	2022	450,000	80,981	67,080
Nowra Bridge Replacement over the Shoalhaven River (State and Federal Funded)	Nowra	Planning	N/A	N/A	14,847	9,599
Batemans Bay Bridge Replacement	Batemans Bay	Construction	2023	274,000	56,317	16,367
Dignams Creek Realignment	Dignams Creek	Completed	2019	45,000	21,467	30,436

Project Description	Location	Status (as at 30 June 2019)	Announced completion date	Announced estimated total cost (\$'000)	2018-19 Actual expenditure (\$'000)	Expenditure in previous years (\$'000)
Regional NSW Major Road Upgrades						
Barton Highway Improvements (State and Federal Funded)	ACT - Hume Highway	Construction	2021	100,000	6,692	5,662
Ellerton Drive Extension, Queanbeyan Bypass (State, Federal and Local Government Funded)	Queanbeyan	Construction	2020	86,000	29,378	21,975
Gocup Road Upgrade	Gundagai - Tumut	Completed	2019	70,000	21,078	45,417
Golden Highway Safety and Productivity Works (State and Federal Funded)	Various	Construction	2021	133,000	56,289	52,300
Hume Highway Heavy Duty Pavement Upgrade (State and Federal Funded)	Marulan	Construction	N/A	N/A	850	2,412
Kings Highway, Nelligen Bridge Replacement	Nelligen	Construction	N/A	N/A	6,315	5,271
Mitchell Highway, Guanna Hill Realignment	Molong	Completed	2018	43,000	8,618	34,486
Monaro Highway Overtaking Lanes and Safety Improvements	Williamsdale - Cooma	Construction	N/A	N/A	5,365	2,497
Oxley Highway Safety and Realignment Works	Various	Construction	N/A	50,000	1,571	14,628
Silver City and Cobb Highway Seal Extension	Various	Construction	2023	210,000	32,806	55,833
Summerland Way, Additional Clarence River Crossing	Grafton	Construction	2019	240,000	54,549	143,783

APPENDIX 2: MAJOR INFRASTRUCTURE PROJECTS

Project Description	Location	Status (as at 30 June 2019)	Announced completion date	Announced estimated total cost (\$'000)	2018-19 Actual expenditure (\$'000)	Expenditure in previous years (\$'000)
Bridges for the Bush						
Bruxner Highway, Replacement Bridge over Clarence River	Tabulam	Construction	2020	48,000	14,910	17,676
Cobb Highway, New Murray River Bridge (NSW Contribution)	Moama - Echuca	Construction	2021	87,000	3,062	7,223
Gunnedah Second Road over Rail Bridge	Gunnedah	Construction	2021	61,000	10,685	13,229

Appendix 3: Sustainability and environmental performance

Strategic assessment approval

We are committed to publishing activities assessed as likely to have a significant impact on nationally listed threatened species and ecological communities, and are being undertaken in accordance with the Program Report – Strategic Assessment of Environmental Assessment.

Table 16 reports on the current status of the three determined (approved) projects that have been considered under the [Environment Protection and Biodiversity Conservation Act 1999 \(Cwlth\)](#) strategic assessment approval since its commencement in September 2015.

In the 2018–19 year, no new Review of Environmental Factor projects were exhibited that triggered the strategic assessment approval. One project, Parsons Road to Ourimbah St, Lisarow has commenced construction and another project, the new England Highway between Belford and Golden Highway, was determined (approved) on 10 July 2018.

Environment Protection and Biodiversity Conservation Act (EPBC) bilateral agreement

NSW is signatory to an Environment Protection and Biodiversity Conservation Act 1999 (Cwlth) (EPBC) Act bilateral agreement with the Australian Department of Environment and Energy in relation to environmental assessments. The bilateral agreement commenced in February 2015. This year, the following projects were determined to be controlled actions to be assessed in accordance with the bilateral agreement:

- [Pacific Highway upgrade, Coffs Harbour bypass](#), NSW (EPBC 2017/8005)
- [M1 Motorway Extension to Raymond Terrace](#), NSW (EPBC 2018/8288)
- [M12 Motorway Project](#) NSW (EPBC 2018/8286)

Table 16: Determined (approved) activities identified as likely to have a significant impact on nationally listed threatened species and endangered ecological communities

Likely impacts on matters of national environmental significance	Mitigation and offset measures	Public consultation	Current status
Mona Vale Road West upgrade, McCarrs Creek Road, Terry Hills to Powderworks Road, Ingleside			
<p>Direct:</p> <p><i>Grevillia caleyi</i> – 3.4ha potential habitat including 75 known individuals</p> <p><i>Microtis angusii</i> – 1469 known individuals</p> <p><i>Heleioporus australiacus</i> – 0.22ha of breeding habitat 12.5ha of potential non-breeding habitat</p> <p>Indirect:</p> <ul style="list-style-type: none"> • fragmentation and isolation of individuals and habitats • noise, dust and other construction impacts • hydrological impacts on downstream habitats • fauna collision and mortality. 	<p>Principle mitigation measures are:</p> <ul style="list-style-type: none"> • Implementing the Roads and Maritime Biodiversity Guidelines 2011a) for the pre-clearing process. • Construction of a fauna land bridge to connect Ku-ring-gai Chase and Garigal National Parks. • Two fauna underpasses supported by: <ul style="list-style-type: none"> – fauna-proof fencing and rehabilitation – weed management. <p>All residual impacts to nationally listed threatened species will be offset through the purchase of “biodiversity credits” in accordance with the Framework for Biodiversity Assessment. Offsetting for one species, <i>Microtis angusii</i> is subject to taxonomic and conservation status review.</p>	<p>A Review of Environmental Factors and Species Impact Statement was exhibited from 10 February 2017 – 13 March 2017.</p>	<p>Project determined (approved) by Roads and Maritime with Concurrence from NSW Office of Environment and Heritage – 14 November 2017.</p> <p>As at 30 June 2019, construction had not commenced.</p>

APPENDIX 3: SUSTAINABILITY AND ENVIRONMENTAL PERFORMANCE

Likely impacts on matters of national environmental significance	Mitigation and offset measures	Public consultation	Current status
Pacific Highway upgrade, Parsons Road to Ourimbah Street, Lisarow			
<p>Direct: <i>Melaleuca biconvexa</i> – 2.61ha with estimated 2153 mature stems</p> <p>Indirect: <i>Melaleuca biconvexa</i> – 0.73ha with an estimated 2575 mature stems</p>	<p>Principle mitigation measures are:</p> <ul style="list-style-type: none"> Implementing the Roads and Maritime Biodiversity Guidelines (2011a) for the pre-clearing process. Management of water quality and hydrology through a wetland management plan and soil management plan. <p>All residual direct and indirect impacts to <i>Melaleuca biconvexa</i> will be offset through the purchase of “biodiversity credits” in accordance with the Framework for Biodiversity Assessment.</p>	<p>A Review of Environmental Factors and Species Impact Statement was exhibited from 18 July 2016–19 August 2016.</p>	<p>Project determined (approved) by Roads and Maritime with concurrence from NSW Office of Environment and Heritage – 21 February 2017. Construction commenced in February 2019.</p>
New England Highway upgrade between Belford and the Golden Highway, Belford			
<p>Direct: Reduce extent of Central Hunter valley eucalypt forest and woodland* by 8.2ha</p> <p>Indirect: Fragmentation/degradation of remaining Critically Endangered Ecological Communities (CEEC). This CEEC is equivalent to NSW PCT 1601 – Spotted-Gum, Narrow-leaved Ironbark, Red Ironbark, shrub-grass open forest of the central and lower Hunter.</p>	<p>Principle mitigation measures for CEEC are:</p> <ul style="list-style-type: none"> Implementing the Roads and Maritime Biodiversity Guidelines (2011a) for the pre-clearing process including preparation of a Flora and Fauna Management Plan. <p>All residual impacts to nationally listed matters are to be offset in accordance with the Framework for Biodiversity Assessment. Subject to final design, 410 PCT 1601 credits are required.</p>	<p>A Review of Environmental Factors including biodiversity assessment was exhibited from 30 June to 28 July 2017.</p>	<p>Project determined (approved) by Roads and Maritime on 10 July 2018. As at 30 June 2018, construction had not commenced.</p>

Appendix 4: Driver, vehicle and maritime statistics

NSW Maritime

Table 17: NSW Maritime information by year

Outputs	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Number of general boat driving licences (not including personal watercraft licences)	444,141	447,752	458,035	458,024	459,645	458,399
Number of personal watercraft driving licences	44,985	48,341	54,564	58,120	61,294	63,612
Number of recreational vessel registrations (not including personal watercraft registrations)	221,276	221,007	223,081	223,359	223,486	221,990
Number of personal watercraft registrations	10,502	11,234	12,480	13,063	14,174	14,893
Number of aquatic licences	710	811	720	524	617	589
Boating fatalities per 100,000 registered vessels (recreational and commercial)	2.9	6.7	4.6	1.2	4.2	4.66
Safety compliance rate: recreational vessels, including personal watercraft - percentage	90.8%	91.2%	89%	91%	91.7%	84.7%
Safety compliance rate: commercial vessels - percentage	92.6%	85.1%	82%	94.2%	89.6%	88.2%

NSW boat licences

Table 18: NSW boat licences by class

Licence class	Number of licences	% of total
General boat licence	458,399	87.8%
Personal watercraft licence	63,612	12.2%
Total	522,011	

Table 19: Number of maritime licences opted in to a combined licence card

Licence class	Number of licences	% of total
General boat licence	81,976	88.4%
Personal watercraft licence	10,742	11.6%
Total	92,718	

Table 20: NSW boat licence holders by gender

Gender	General boat licences		Personal watercraft licences		Total boat licences	
	Number of Licences	% of total	Number of licences	% of total	Number of licences	% of total
Female	65,165	14.2%	10,636	16.7%	75,801	14.5%
Male	383,785	83.7%	50,433	79.3%	434,218	83.2%
Gender not recorded	9449	2.1%	2543	4.0%	11,992	2.3%

APPENDIX 4: DRIVER, VEHICLE AND MARITIME STATISTICS

Table 21: NSW boat licence holders by age

Age group	General boat licences		Personal watercraft licences		Total boat licences	
	Number of licences	% of total	Number of licences	% of total	Number of licences	% of total
12-16	6513	1.42%	2267	3.56%	8780	1.68%
17-19	7518	1.64%	2781	4.37%	10,299	1.97%
20-24	15,189	3.31%	5536	8.70%	20,725	3.97%
25-29	22,161	4.83%	6894	10.84%	29,055	5.57%
30-34	28,337	6.18%	7256	11.41%	35,593	6.82%
35-39	35,072	7.65%	7512	11.81%	42,584	8.16%
40-44	42,432	9.26%	7824	12.30%	50,256	9.63%
45-49	54,757	11.95%	8436	13.26%	63,193	12.11%
50-54	52,808	11.52%	6261	9.84%	59,069	11.32%
55-59	55,008	12.00%	4425	6.96%	59,433	11.39%
60-64	47,202	10.30%	2361	3.71%	49,563	9.49%
65-69	38,347	8.37%	1140	1.79%	39,487	7.56%
70-74	30,267	6.60%	651	1.02%	30,918	5.92%
75-79	14,842	3.24%	205	0.32%	15,047	2.88%
80-84	5821	1.27%	45	0.07%	5866	1.12%
85+	2125	0.46%	18	0.03%	2143	0.41%
Total	458,399	100%	63,612	100%	522,011	100%

NSW drivers and riders

Table 22: Number of licences by licence class

Licence class	Number of licences	% of total	Female	Male	Gender not specified
Car	5,031,641	80.88	2,689,124	2,342,403	114
Heavy combination	102,046	1.64	1605	100,431	10
Heavy rigid	209,857	3.37	10,804	199,030	23
Light rigid	92,921	1.49	26,668	66,248	5
Medium rigid	136,102	2.19	12,429	123,665	8
Multi combination	27,953	0.45	283	27,665	5
Rider	620,763	9.98	78,686	542,025	52
Total	6,221,283	100	2,819,599	3,401,467	217

Table 23: Number of licences by age group

Age group	Number of licences	% of total	Female	Male	Gender not specified
16-19	301,274	4.84	146,763	154,511	
20-24	435,543	7.01	207,315	228,227	1
25-29	514,773	8.27	239,709	275,062	2
30-34	576,530	9.27	269,060	307,469	1
35-39	590,382	9.49	271,284	319,098	-
40-44	548,052	8.81	250,398	297,652	2
45-49	577,561	9.28	262,329	315,216	16
50-54	524,952	8.44	235,444	289,458	50
55-59	543,082	8.73	238,533	304,492	57
60-64	481,792	7.74	210,397	271,352	43
65-69	412,735	6.63	179,647	233,068	20
70-74	336,471	5.41	146,374	190,085	12
75-79	201,024	3.23	86,965	114,050	9
80-84	115,204	1.85	49,314	65,886	4
85+	61,908	1.00	26,067	35,841	-
Total	6,221,283	100	2,819,599	3,401,467	217

NSW registered vehicles

Table 24: NSW vehicles registered by usage

Vehicle usage	Number of vehicles
Bus – public vehicle	10,150
Business general	950,380
Taxi	6,535
Pensioner concession	835,805
Primary producer concession	119,809
General private	4,677,780
Vehicle held for resale by a dealer	43,473
Others	470
Total	6,644,402

APPENDIX 4: DRIVER, VEHICLE AND MARITIME STATISTICS

Table 25: NSW vehicle registrations by type

Group	Vehicle type	Number of vehicles
Heavy	Bus	14,121
	Domestic trailers	2201
	Goods vehicle - rigid truck	101,122
	Other trailers	48,054
	Panel van with windows and seats/side windows	20
	Passenger vehicles	10
	Plant	7148
	Prime mover	22,442
	Heavy total	195,118
Light	Bus	10,702
	Domestic trailers	891,573
	Goods vehicle - rigid truck	934,634
	Motorcycle	242,294
	Other trailers	55,797
	Panel van with windows and seats/side windows	484,959
	Passenger vehicles	3,827,820
	Plant	1505
Light total	6,449,284	
Combined total	6,644,402	

Table 26: NSW vehicles registered by manufacture year

Year of manufacture	Number of vehicles
1900-1949	3013
1950-1959	4196
1960-1969	16,973
1970-1979	88,802
1980-1989	242,829
1990-1999	501,284
2000	125,474
2001	134,378
2002	163,826
2003	199,942
2004	222,690
2005	245,400
2006	251,243
2007	286,214
2008	289,552
2009	276,203
2010	319,776
2011	313,683
2012	356,614
2013	375,756
2014	374,147
2015	419,591
2016	441,456
2017	447,682
2018	409,977
2019	133,484
Unknown	217
Total	6,644,402

Table 27: NSW vehicles registered by motive power

Motive power ²⁵	Number of vehicles	% of Total
Diesel	1,342,005	20.19
Electricity	2418	0.04
Electricity and petrol (hybrid)	37,807	0.57
Hydrogen	60	0.00
Liquefied petroleum gas (LPG)	17,195	0.26
Natural gas (compressed/liquid)	471	0.01
Petrol	4,195,955	63.15
Steam	188	0.00
Uncategorised ²⁵	1,048,303	15.78
Total	6,644,402	100

25 Motive power refers to fuel type used by vehicles. Uncategorised refers to vehicles with unknown fuel types and registered trailers as part of the registered fleet.

Appendix 5: Research and development

In 2018–19 we undertook the following research and development.

Activity	Status	Partners and collaborators
<p>Mobile phone detection</p> <p>A pilot exercise of a mobile phone detection system was conducted over three months in 2019. The system was deployed at two locations, Anzac Parade, Moore Park and on the M4 Motorway (Clunies Ross Street). From July 2018, legislation has been in place to enable the use of data from camera technology to enforce mobile phone offences. This has placed NSW in a position to test and be an early adopter of emerging road safety technology.</p> <p>A transportable mobile phone detection system trial also subsequently commenced as a result of this pilot.</p>	<p>Mobile phone detection trial completed in April 2019</p> <p>Transportable mobile phone detection trial completed in June 2019</p>	<p>Transport for NSW Centre for Road Safety Acusensus</p>
<p>Optimisation of laser cleaning technology</p> <p>Laser technology was tested to remove paint and rust from steel without damage to the material. This follows successful trials with various lasers on samples of old steel from the Sydney Harbour Bridge. This technology has safety benefits for bridge workers and environmental benefits.</p> <p>This technology may have a major impact on the bridge maintenance industry. The research team will conduct trials using a new-generation cold laser that doesn't generate heat as it chips away at the paint and rust with faster light pulses.</p>	<p>Ongoing</p>	<p>Australian National University Australian Research Council University of Sydney Australian Nuclear Science and Technology Organisation</p>
<p>3D printing robot for repairs and maintenance</p> <p>Roads and Maritime has been developing a 3D printing robot that will remove the need for manual repairs to metal structures. The robot will be able to scan the rust and metal conditions of structures and autonomously repair damage or rusted sections of metal.</p> <p>A test of the 3D printing robot was undertaken in a laboratory on steel bridge components affected by corrosion, or that required strengthening. The robot sprayed metal powder on the rusted section of the bridge structure at extremely high speed to form a solid repair that restored the area to its original condition.</p> <p>The next stage of the project will be to undertake repairs on bridge structures and to build a robotic system that can fit in the small spaces on metal-framed structures.</p>	<p>Ongoing</p>	<p>University of Technology Sydney RUAG (RUAG is a Swiss technology company that specialises in aerospace and defence)</p>
<p>Contract models for maintenance services</p> <p>National and international contracting models for maintenance services were reviewed to identify the best performing models. This review aimed to develop best practice contracting model options for maintenance contracts across Sydney.</p>	<p>Completed in December 2018</p>	<p>JWS Research</p>
<p>Laser scanning remote piloted aircraft for surveys</p> <p>Roads and Maritime worked with Linke & Linke Surveys to undertake a trial of laser scanning remotely piloted aircraft (drone) technology at Cambridge Avenue in Glenfield. The Glenfield site was chosen due to variability of terrain (hard-standing surfaces, vegetation, and greenfield areas) to test whether drones could achieve the level of accuracy required. The trial concluded that drones could be deployed to survey difficult to access, hazardous, and environmentally sensitive areas.</p>	<p>Completed in April 2019</p>	<p>Linke & Linke Surveys</p>

APPENDIX 5: RESEARCH AND DEVELOPMENT

Activity	Status	Partners and collaborators
<p>Using remotely piloted aircraft technology for bridge inspections</p> <p>A three-year research project is being conducted to develop a remotely piloted aircraft (drone) that can safely undertake bridge inspections. Over the next two years the project will focus on enhancement to the accuracy of data acquired using drones as well as artificial intelligence to recognise features which indicate current or possible future damage e.g. cracks or significant movements in a bridge structure.</p>	Ongoing	University of Western Sydney
<p>SCATS Congestion Improvement Program (release 1)</p> <p>This adaptive coordination and queuing management trial intends to reduce congestion costs. The trial includes improved coordination of traffic signals by linking offset times to travel speeds, more confidently measuring and responding to congestion and the needs of heavy vehicles, and the effects of traffic queues, particularly in turn bays.</p>	Ongoing	University of NSW
<p>Yellow Line Marking and Variable Speed Limit Signs</p> <p>This research project looked into the effect of Yellow Line Marking and Variable Speed Limit Signs installed in road work zones to identify improvements in safety for both road workers and road users. The findings will facilitate ongoing innovation, development of guidelines for evaluation, design of future road work zone safety initiatives, and a process for trialling and approving new innovations.</p>	Ongoing	Australian Road Research Board

Appendix 6: Access to government information

Report under the *Government Information (Public Access) Act 2009*

Review of Proactive Release Program

Under section 7 of the [Government Information \(Public Access\) Act 2009](#) (GIPA Act), agencies must review their programs to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

We continue to provide information on the Open Government website, including detailed reports on infrastructure and maintenance projects and statistics. The website also continues to provide a range of publications free of charge, to assist customers wishing to use our services.

Number of access applications received - Clause 7(b)

During the reporting period, our agency received 1705 access applications (including withdrawn applications but not invalid applications).

Number of refused applications for Schedule 1 information - Clause 7(c)

During the reporting period, we refused 10 access applications because the information requested was information referred to in Schedule 1 of the GIPA Act.

Statistical information about access applications - Clause 7(d) and Schedule 2:

Table 28: Number of applications by type of applicant and outcome²⁶

	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	Total
Media	7	3	2	1	0	0		0	13
Members of Parliament	9	5	1	5	0	4		0	24
Private sector businesses	407	550	69	63	5	5		30	1129
Not-for-profit organisations or community groups	3	1	1	2	0	0		0	7
Members of the public (by legal representative)	45	31	11	31	1	2		7	128
Members of the public (other)	175	66	47	69	2	3		44	406
Total	646	656	131	171	8	14		81	1707

26 More than one decision can be made for each access application. If so, a recording must be made in relation to each such decision.

APPENDIX 6: ACCESS TO GOVERNMENT INFORMATION

Table 29: Number of applications by type of application and outcome²⁷

	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	Total
Personal information applications	76	27	8	17	0	1	0	15	144
Access applications (other than personal information applications)	516	583	113	135	7	11	0	54	1419
Access applications that are partly personal information applications and partly other	54	46	10	19	1	2	0	12	144
Total	646	656	131	171	8	14	0	81	1707

Table 30: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	128
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	2
Invalid applications that subsequently became valid applications	73

**Table 31: Conclusive presumption of overriding
public interest against disclosure:
matters listed in Schedule 1 of the Act**

	Number of times consideration used ²⁸
Overriding secrecy laws	0
Cabinet information	6
Executive Council information	0
Contempt	0
Legal professional privilege	3
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
Total	9

²⁷ More than one decision can be made for each access application. If so, a recording must be made in relation to each such decision.

²⁸ More than one public interest consideration may apply for each access application and, if so, each such consideration is to be recorded (but only once per application).

Table 32: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of times when application not successful ²⁹
Responsible and effective government	21
Law enforcement and security	10
Individual rights, judicial processes and natural justice	772
Business interests of agencies and other persons	33
Environment, culture, economy and general matters	4
Secrecy provisions	580
Exempt documents under interstate Freedom of Information legislation	0
Total	1420

Table 33: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	1604
Decided after 35 days (by agreement with applicant)	6
Not decided within time (deemed refusal)	5
Total	1615

Table 34: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	3	12	15
Review by Information Commissioner ³⁰	2	4	6
Internal review following recommendation under section 93 of the Act	0	0	0
Review by the NSW Civil and Administrative Tribunal	1	6	7
Total	6	22	28

Table 35: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	32
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1
Total	33

Table 36: Applications transferred to other agencies

	Number of applications transferred
Agency-initiated transfers	8
Applicant-initiated transfers	0
Total	8

29 More than one public interest consideration may apply for each access application and, if so, each such consideration is to be recorded (but only once per application).

30 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 by the Information Commissioner.

Appendix 7: Overseas travel

Table 37: Overseas travel – paid or partially paid for by Roads and Maritime Services

Officer	Destination	Purpose of visit
Chief Executive	Japan	To present Australia's bid to host the 2023 World Road Congress.
Acting Chief Executive	United Kingdom	To attend the Strategic Leadership Program at the Saïd Business School, University of Oxford. The Public Service Commission covered the cost of the program.
Project Officer (Electronics) and Program Coordinator, Crash Barrier	United Kingdom	To attend training on use of Guided Soft Target vehicles for the testing of Advanced Driver Assistance Systems and autonomous vehicles.
Operating Systems Engineer and Senior Welding Engineer	Germany and Austria	To inspect Manntech's fabrication facilities and key supply chain. Manntech provides innovative products and ideas for facade access and building maintenance requirements.

Appendix 8: Legal change

Acts and subordinate legislation affecting Roads and Maritime Services

Minister for Regional Transport and Roads (1 May 2019 – 30 June 2019)

The Minister for Regional Transport and Roads has joint administration of all Acts listed for the Minister for Transport and Roads.

Minister for Transport and Infrastructure (1 July 2018 – 2 April 2019)

Passenger Transport Act 1990

Passenger Transport (Drug and Alcohol Testing) Regulation 2010

Passenger Transport (General) Regulation 2017

Passenger Transport Act 2014

Passenger Transport Regulation 2014

Point to Point Transport (Taxis and Hire Vehicles) Act 2016

[only relating to matters in the Regulation involving taxi licence record keeping by Roads and Maritime]

Point to Point Transport (Taxis and Hire Vehicles) Regulation 2016

Minister for Roads, Maritime and Freight (1 July 2018 – 2 April 2019)

City of Sydney Act 1988

[Part 4A and Schedule 2, jointly with the Minister for Transport (remainder, the Minister for Local Government)]

Driving Instructors Act 1992

Driving Instructors Regulation 2016

Heavy Vehicle (Adoption of National Law) Act 2013

Heavy Vehicle (Adoption of National Law) Regulation 2013

Heavy Vehicle National Law (NSW)

Heavy Vehicle (Fatigue Management) National Regulation (NSW)

Heavy Vehicle (General) National Regulation (NSW)

Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW)

Heavy Vehicle (Registration) National Regulation (NSW)

Heavy Vehicle (Vehicle Standards) National Regulation (NSW)

Marine Pollution Act 2012

Marine Pollution Regulation 2014

Marine Safety Act 1998

Marine Safety Regulation 2016

Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001

Motor Vehicles Taxation Act 1988

Motor Vehicles Taxation Regulation 2016

Photo Card Act 2005

Photo Card Regulation 2014

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)]

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Minister for Roads, Maritime and Freight (1 July 2018 – 2 April 2019)*Road Transport Act 2013*

Road Rules 2014

Road Transport (Driver Licensing) Regulation 2017

Road Transport (General) Regulation 2013

Road Transport (Vehicle Registration) Regulation 2017

Roads Act 1993

[jointly with the Minister for WestConnex (except parts the Minister for the Environment, the Minister for Local Government and the Minister for Lands and Forestry)]

Roads Regulation 2008 (to 31 August 2018)

Roads Regulation 2018 (from 1 September 2018)

*Sydney Harbour Tunnel (Private Joint Venture) Act 1987**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 and Infrastructure)]

Transport Administration (General) Regulation 2018 (from 31 August 2018)
(provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight)Transport Administration (General) Regulation 2013 (to 31 August 2018)
[provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight]Transport Administration (Staff) Regulation 2012
[provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight]**Minister for WestConnex (1 July 2018 – 2 April 2019)***Roads Act 1993*

[jointly with the Minister for Roads, Maritime and Freight (except parts, the Minister for the Environment, the Minister for Local Government and the Minister for Lands and Forestry)]

Minister for Western Sydney (1 July 2018 – 2 April 2019)

Nil

Minister for Transport and Roads (2 April 2019 – 30 June 2019)*Passenger Transport Act 1990*

Passenger Transport (Drug and Alcohol Testing) Regulation 2010

Passenger Transport (General) Regulation 2017

Passenger Transport Act 2014

Passenger Transport Regulation 2014

Point to Point Transport (Taxis and Hire Vehicles) Act 2016

[only relating to matters in the Regulation involving taxi licence record keeping by Roads and Maritime]

Point to Point Transport (Taxis and Hire Vehicles) Regulation 2016

City of Sydney Act 1988

[Part 4A and Schedule 2, (remainder, the Minister for Local Government)]

Driving Instructors Act 1992

Driving Instructors Regulation 2016

Minister for Transport and Roads (2 April 2019 – 30 June 2019)

Heavy Vehicle (Adoption of National Law) Act 2013

Heavy Vehicle (Adoption of National Law) Regulation 2013

Heavy Vehicle National Law (NSW)

Heavy Vehicle (Fatigue Management) National Regulation (NSW)

Heavy Vehicle (General) National Regulation (NSW)

Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW)

Heavy Vehicle (Registration) National Regulation (NSW)

Heavy Vehicle (Vehicle Standards) National Regulation (NSW)

Marine Pollution Act 2012

Marine Pollution Regulation 2014

Marine Safety Act 1998

Marine Safety Regulation 2016

Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001

Motor Vehicles Taxation Act 1988

Motor Vehicles Taxation Regulation 2016

Photo Card Act 2005

Photo Card Regulation 2014

Ports and Maritime Administration Act 1995

Ports and Maritime Administration Regulation 2012

Recreation Vehicles Act 1983

[Parts 4 and 6 (remainder, the Minister for Energy and Environment)]

Road Transport Act 2013

Road Rules 2014

Road Transport (Driver Licensing) Regulation 2017

Road Transport (General) Regulation 2013

Road Transport (Vehicle Registration) Regulation 2017

Roads Act 1993

(from 02.04.2019 – except parts the Minister for Planning and Public Spaces)

(from 01.05.2019 – except parts the Minister Water, Property and Housing and the Minister for Energy and Environment)

(from 28.06.2019 – except parts, the Minister Water, Property and Housing, the Minister for Energy and Environment and the Minister for Local Government)

Roads Regulation 2018

Sydney Harbour Tunnel (Private Joint Venture) Act 1987

Transport Administration Act 1988

Transport Administration (General) Regulation 2018

Transport Administration (Staff) Regulation 2012

APPENDIX 8: LEGAL CHANGE

New Acts and amendments to Acts affecting Roads and Maritime Services in the portfolio of the Minister for Transport and Roads (including from 01.05.2019 jointly with the Minister for Regional Transport and Roads) (incorporating earlier Ministries during 2018–2019)

(Acts assented to or commenced during 2018–19)

- *Heavy Vehicle National Law and Other Legislation Amendment Act 2016* (Queensland 2016 Act No. 65) (This Queensland Act amended the *Heavy Vehicle National Law* (NSW). Assent 09.12.2016; relevant parts commenced 01.10.2018 and 01.10.2018; see *Heavy Vehicle National Law* (NSW) Historical notes for provisions that were without effect)
- *Road Transport and Related Legislation Amendment Act 2017* (Act 2017 No 61) (Assent 23.11.2017; Sch.1.3 commenced 03.12.2018)
- *Road Transport Legislation Amendment (Road Safety) Act 2018* (Act 2018 No 15) (Assent 09.05.2018; Commenced on 01.07.2018)
- *Transport Administration Amendment (Sydney Metro) Act 2018* (Act 2018 No 18) Commencement Proclamation 2018 No 275 – whole Act commenced 01.07.2018 Amended the *Transport Administration Act 1988* and other legislation to establish Sydney Metro and to facilitate the development, implementation and operation of a metro in Sydney (from long title)
- *Road Transport and Other Legislation Amendment (Digital Driver Licences and Photo Cards) Act 2018* (Act 2018 No 21) (Assent 30.05.2018; Section 3 commenced on assent; otherwise uncommenced)
- *Road Transport Legislation Miscellaneous Amendments Act 2018* (Act 2018 No 23) (Assent 30.05.2018; parts commenced 01.07.2018, 01.10.2018, & 14.12.2018)
- *Heavy Vehicle National Law and Other Legislation Amendment Act 2018* (Queensland 2018 Act No. 10) (This Queensland Act amended the *Heavy Vehicle National Law* (NSW). Assent 18.06.2018; commenced 01.07.2018 and 01.10.2018)
- *Heavy Vehicle (Adoption of National Law) Amendment Regulation 2018* (2018 No 354) (This Regulation is included here as it amended Schedule 1 of the *Heavy Vehicle (Adoption of National Law) Act 2013* (NSW). Published NSW Legislation website 29.06.2018; commenced 01.07.2018 except Sch.1[2]–[5] which commenced 01.10.2018)
- *Heavy Vehicle National Law Amendment Act 2018* (Queensland 2018 Act No. 18) (This Queensland Act amended the *Heavy Vehicle National Law* (NSW). Assent 11.09.2018; relevant parts commenced on 01.10.2018, section 19 was without effect see *Heavy Vehicle National Law* (NSW) historical notes)
- *Road Transport Legislation Amendment (Penalties and Other Sanctions) Act 2018* (Act 2018 No 54) (Assent 05.10.2018; parts commenced 03.12.2018 & 20.05.2019; remainder uncommenced)
- *Emergency Services Legislation Amendment Act 2018* (Act 2018 No 59) (Assent 26.10.2018; relevant parts (Schedule 5.1 & 5.3) commenced on assent)
- *Statute Law (Miscellaneous Provisions) Act (No 2) 2018* (Act 2018 No 68) (Assent 31.10.2018; relevant parts (Schedule 2.24, 2.30, & 2.31) commenced 08.01.2019.
- *Government Sector Finance Legislation (Repeal and Amendment) Act 2018* (Act 2018 No 70) (Assent 22.11.2018; relevant parts amending Transport cluster legislation (Schedule 3.49, 3.61, 3.62 and Sch.4.83) commenced 01.12.2018 & (Schedule 4.50, 4.105, 4.106) uncommenced.
- *Justice Legislation Amendment Act (No 3) 2018* (Act 2018 No 87) (Assent 28.11.2018; relevant part (Schedule 1.23) commenced on 28.11.2018)
- *Road Transport Amendment (National Facial Biometric Matching Capability) Act 2018* (Act 2018 No 91) (Assent 28.11.2018; commenced on assent)
- *Statute Law (Miscellaneous Provisions) Act 2019* (Act 2019 No 1) (Assent 17.06.2019; relevant parts (Sch.1.11, 1.16, 1.17, & 1.18) commenced on 01.07.2019))

New subordinate legislation and amendments to subordinate legislation affecting Roads and Maritime Services in the portfolio of the Minister for Transport and Roads (including from 01.05.2019 jointly with the Minister for Regional Transport and Roads) (incorporating earlier Ministries during 2018–2019)

(Amending Acts, subordinate legislation made or commenced during 2018–19)

- Heavy Vehicle National Amendment Regulation 2017 (2017 No 329) (Queensland Regulation applicable to NSW; NSW Legislation website 30.06.2017; Part 2 which amended the Heavy Vehicle (Fatigue Management) National Regulation (NSW) commenced on 01.10.2018)
- *Smoke-free Environment Amendment Act 2018* (2018 No 13) (Assent 18.04.2018; commenced on 01.07.2018) (Schedule 3 made consequential amendments to the Passenger Transport (General) Regulation 2017)
- Road Transport (General) Amendment (Parking Fines Reduction) Regulation 2018 (2018 No 280) (NSW Legislation website 22.06.2018; commenced 01.07.2018)
- Heavy Vehicle (Registration) National Regulation (2018 No 298) (Queensland Regulation applicable to NSW; NSW Legislation website 22.06.2018; commenced on 01.07.2018)
- Heavy Vehicle National Regulation Amendment Regulation 2018 (2018 No 299) (Queensland Regulation applicable to NSW; NSW Legislation website 22.06.2018; commenced on 01.07.2018)
- Driving Instructors Amendment (Fees) Regulation 2018 (2018 No 318) (NSW Legislation website 29.06.2018; commenced on 01.07.2018)
- Marine Safety Amendment (Fees) Regulation 2018 (2018 No 326) (NSW legislation website 29.06.2018; commenced on 01.07.2018)
- Photo Card Amendment (Fees and Penalty Notice Offences) Regulation 2018 (2018 No 329) (NSW legislation website 29.06.2018; commenced on 01.07.2018)
- Ports and Maritime Administration Amendment (Fees) Regulation 2018 (2018 No 331) (NSW legislation website 29.06.2018; commenced on 01.07.2018)
- Road Amendment (Penalties for Speeding Offences) Rule 2018 (2018 No 333) (NSW legislation website 29.06.2018; commenced on 01.07.2018)
- Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2018 (2018 No 334) (NSW legislation website 29.06.2018; commenced on 01.07.2018)
- Road Transport (Vehicle Registration) Amendment (Heavy Vehicles) Regulation 2018 (2018 No 335) (NSW legislation website 29.06.2018; commenced on 01.07.2018)
- Roads Amendment (Penalty Notice Offences) Regulation 2018 (2018 No 336) (NSW legislation website 29.06.2018; commenced on 01.07.2018)
- Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2018 (2018 No 353) (NSW legislation website 29.06.2018; commenced on 01.07.2018 except Sch.1[2], [3] and [5] which commenced on 01.10.2018)
- Heavy Vehicle (Adoption of National Law) Amendment Regulation 2018 (2018 No 354) (NSW legislation website 29.06.2018; commenced on 01.07.2018 except Schedule 1[2]–[5] which commenced on 01.10.2018)
- Road Amendment (Bicycles on Footpaths) Rule 2018 (2018 No 388) (NSW legislation website 20.07.2018; commenced on 23.07.2018)
- Road Transport (Driver Licensing) Amendment (Rider Competency Assessment) Regulation 2018 (2018 No 410) (NSW legislation website 03.08.2018; commenced on 03.08.2018)
- Road Transport (General) Amendment (Hunter Development Corporation) Regulation 2018 (2018 No 411) (NSW legislation website 03.08.2018; commenced on 03.08.2018)

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- Road Transport (General) Amendment (Northern NSW Local Health District) Regulation 2018 (2018 No 412) (NSW legislation website 03.08.2018; commenced on 03.08.2018)
- Motor Vehicles Taxation Amendment (Caravans) Regulation 2018 (2018 No 446) (NSW Legislation website 17.08.2018; commenced on 17.08.2018)
- Road Transport (General) Amendment (Restructuring of NSW Police Force) Regulation 2018 (2018 No 448) (NSW Legislation website 17.08.2018; commenced on 17.08.2018)
- Transport Administration (General) Regulation 2018 (2018 No 504) (NSW Legislation website 31.08.2018; commenced on 31.08.2018) [Included repeal of the Transport Administration (General) Regulation 2013]
- Roads Regulation 2018 (2018 No 512) (NSW Legislation website 31.08.2018; commenced on 01.09.2018) [Replaced the Roads Regulation 2008 which was repealed on 01.09.2018]
- Road Amendment (Portable Traffic Light Trailers) Rule 2018 (2018 No 522) (NSW legislation website 07.09.2018; commenced on 08.09.2018)
- Road Transport (Driver Licensing) Amendment (Demerit Points) Regulation 2018 (2018 No 523) (NSW legislation website 07.09.2018; commenced on 17.09.2018)
- Heavy Vehicle (Mass, Dimension and Loading) National Amendment Regulation 2018 (2018 No 554) (Queensland Regulation applicable to NSW; NSW Legislation website 25.09.2018; to commence immediately after the commencement of the *Heavy Vehicle National Law Amendment Act 2018*, section 12, which commenced on 01.10.2018)
- Road Transport Amendment (Written-off Heavy Vehicles Register) Regulation 2018 (2018 No 629) (NSW legislation website 09.11.2018; commenced on 03.12.2018)
- Road Transport (General) Amendment (Parking Fine Flexibility and Grace Period) Regulation 2018 (2018 No 658) (NSW legislation website 23.11.2018; commenced on 23.11.2018)
- Road Transport (Driver Licensing) Amendment (Interstate and International Visitors) Regulation 2018 (2018 No 691) (NSW legislation website 30.11.2018; commenced on 30.11.2018)
- Road Transport Legislation Amendment (Release of Information to Toll Operators) Regulation 2018 (2018 No 692) (NSW legislation website 30.11.2018; commenced on 30.11.2018)
- Transport Administration (General) Amendment (Parramatta Light Rail) Regulation 2018 (2018 No 705) (NSW legislation website 07.12.2018; commenced on 07.12.2018)
- Heavy Vehicle (Adoption of National) Amendment (Penalties) Regulation (No 2) 2018 (2018 No 714) (NSW legislation website 07.12.2018; commenced on 14.12.2018)
- Road Transport (General) Amendment (Further Parking Fine Reductions) Regulation 2018 (2018 No 724) (NSW legislation website 14.12.2018; commenced on 01.01.2019)
- Passenger Transport (General) Amendment (Drivers' Authorities) Regulation 2018 (2018 No 782) (NSW legislation website 21.12.2018; commenced on 21.12.2018)
- Road Transport Legislation Amendment (Light Rail) Regulation 2019 (2019 No 51) (NSW legislation website 01.02.2019; commenced 01.02.2019)
- Road Transport Legislation Amendment (Digital Delivery of Notices) Regulation 2019 (2019 No 61) (NSW legislation website 08.02.2019; commenced 08.02.2019)
- Road Transport (Vehicle Registration) Amendment (Consumer Recalls) Regulation 2019 (2019 No 80) (NSW legislation website 15.02.2019; commenced 15.02.2019)

- Road Transport (General) Amendment (Parking Fine Flexibility) Regulation 2019 (2019 No 89)
(NSW Legislation website 22.02.2019; commenced 28.02.2019)
- Road Transport (General) Amendment (Speed Measuring Devices) Regulation 2019 (2019 No 132)
(NSW Legislation website 28.02.2019; commenced 28.02.2019)
- Motor Vehicles Taxation Amendment (Toll Relief Scheme) Regulation 2019 (2019 No 195)
(NSW Legislation website 17.05.2019; commenced 20.05.2019)
- Road Transport (Vehicle Registration) Amendment (Toll Relief Scheme) Regulation 2019 (2019 No 196)
(NSW Legislation website 17.05.2019; commenced 20.05.2019)
- Roads Amendment (Toll Relief Scheme) Regulation 2019 (2019 No 197)
(NSW Legislation website 17.05.2019; commenced 20.05.2019)
- Driving Instructors Amendment (Fees) Regulation 2019 (2019 No 239)
(NSW legislation website 14.06.2019; to commence on 01.07.2019)
- Marine Safety Amendment (Fees) Regulation 2019 (2019 No 241)
(NSW legislation website 14.06.2019; to commence on 01.07.2019)
- Photo Card Amendment (Fees and Penalty Notice Offences) Regulation 2019 (2019 No 242)
(NSW legislation website 14.06.2019; to commence on 01.07.2019)
- Ports and Maritime Amendment (Fees) Regulation 2019 (2019 No 243)
(NSW legislation website 14.06.2019; to commence on 01.07.2019)
- Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2019 (2019 No 244)
(NSW legislation website 14.06.2019; to commence on 01.07.2019)
- Roads Amendment (Penalty Notice Offences) Regulation 2019 (2019 No 245)
(NSW legislation website 14.06.2019; to commence on 01.07.2019)
- Driving Instructors Amendment (Licences) Regulation 2019 (2019 No 256)
(NSW legislation website 21.06.2019; commenced on 21.06.2019)
- Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2019 (2019 No 258)
(NSW legislation website 21.06.2019; to commence on 01.07.2019)
- Road Transport (Driver Licensing) Amendment (Release of Photographs to ASIO) Regulation 2019 (2019 No 264)
(NSW Legislation website 21.06.2019; commenced on 21.06.2019 except if Schedule 1[4] to the *Road Transport and Other Legislation Amendment (Digital Driver Licences and Photo Cards) Act 2018* (uncommenced as at 30.06.2019) commenced after 21.06.2019 Schedule 1.2 (Other amendments) to this Regulation commenced later that day)
- Road Transport (General) Amendment (Parking Fine Flexibility) Regulation (No 2) 2019 (2019 No 265)
(NSW Legislation website 21.06.2019; to commence on 01.07.2019)

Significant judicial decisions

Roads and Maritime Services v Desane Properties Pty Limited [2018] NSWCA 196

Decision of: Bathurst CJ, Ward JA, Payne JA

The above decision is important because it has implications for the drafting of statutory notices under the *Land Acquisition (Just Terms Compensation) Act 1991* (Just Terms Act). The decision also gives guidance on when compulsory acquisitions may be carried out relative to the timetable for the project to which the acquisition relates. The case clarifies that land may be compulsorily acquired even though it is to be used only temporarily for a purpose falling within the powers of the acquiring authority.

The Court of Appeal held that the proposed acquisition notice issued by Roads and Maritime Services, which was for the proposed acquisition of certain land at Rozelle for the WestConnex M4-M5 Link, did not need to strictly comply with the form approved by the Minister administering the Just Terms Act, despite section 15 of that Act. Substantial compliance was sufficient. The Court

APPENDIX 8: LEGAL CHANGE

also found that the acquisition of an estate in fee simple in the land was legally valid (being for the purposes of the *Roads Act 1993*) even though the surface of the land was intended to be used as a road tunnel construction compound for a few years before being turned into a park, while a permanent tunnel was to be built underneath part of the land. The Court held that the purpose was still valid even though there was a risk that the intended use would not ultimately be realised.

The Court held that the intended use of the land did not need to be identified with precision at the time the proposed acquisition notice was issued, as the Court accepted that the design would continue to evolve over time and that would affect the specific use of the land to be acquired.

Roads and Maritime Services v United Petroleum Pty Limited [2019] NSWCA 41

Decision of: Basten JA, Macfarlan JA, Payne JA, Sackville AJA, Preston CJ of LEC

This decision is important because it clarified the meaning of the expression, “any other financial costs,” in the definition of compensation payable for loss attributable to disturbance in section 59(1)(f) of the *Land Acquisition (Just Terms Compensation) Act 1991* (Just Terms Act). While previously described in earlier cases as a “catch-all” provision, the Court of Appeal held that s 59(1)(f) was more confined in its meaning than previously held, and did not cover loss of future profits arising as a consequence of an acquisition (as held in former cases). The judgment also specified that rent payable to acquiring authorities to remain in situ after the date of acquisition under section 34 of the Just Terms Act is not compensable, overturning a 2014 decision of the Land and Environment Court in so doing.

The facts of the case in short were that Roads and Maritime Services acquired land at Harwood, on which a petrol station was operated, in order to upgrade the Pacific Highway. United Petroleum Pty Limited (United) operated the petrol station on an oral tenancy at will terminable on one month’s notice. The acquisition caused the business to close, and United could not relocate it. The Land and Environment Court awarded United just under \$2 million for loss of future profits arising from the closure of the business due to the acquisition, but a majority of the Court of Appeal held that

the expression, “any other financial costs,” had to be read consistently with the rest of section 59(1) and as such did not provide for “profits” to be compensable as opposed to “financial costs”. It remains to be seen whether lost profits arising from a relocation can be claimed where a business operated on that land is relocated following an acquisition.

United remained trading on the site for some time after the acquisition. It paid rent to Roads and Maritime Services during that period. United claimed the rent paid as compensation for the acquisition, consistent with previous court authority. The Court of Appeal held that the rent was not compensable, as it did not arise from a direct and natural consequence of the acquisition but rather, the decision to stay on the land.

Moloney v Roads and Maritime Services [2018] NSWCA 252

Decision of: Beasley P, Payne JA, Basten JA

This decision is important because it considered the interplay of sections 55(f) and 59(1)(f) of the *Land Acquisition (Just Terms Compensation) Act 1991* in the context of an acquisition affecting rural land used as a working farm and residence.

In this case, part of a sugar cane farm was acquired to upgrade the Pacific Highway. In issue was the amount payable for market value and a number of items of disturbance including the cost of a replacement house, the cost of noise mitigation works, and a claim for a loss of profits.

The Land and Environment Court ruled that awarding the cost of constructing a replacement dwelling would amount to ‘double dipping’ in circumstances where the house was habitable in the ‘after’, albeit the curtilage of the house was affected by noise. The Court held that any loss of amenity due to road noise had been captured in the ‘before and after’ valuation. The Court also declined to award the claim for lost profits.

The landowners appealed these findings. The Court of Appeal (CA) confirmed the decision of the lower court and declined to award the cost of a replacement house. The CA confirmed

that a loss of amenity due to road noise was compensable under section 55(f) of the Just Terms Act (and not the combination of sections 55(d) and 59(1)(f)) because the amenity loss was caused by the carrying out of the public purpose and not the acquisition.

The CA also confirmed that a claim for loss of profits associated with a loss of farmland was not compensable. This was because the income generating capacity of the land was captured in the market value assessment.

Notably, the decision of the lower court in relation to the award of injurious affection of the curtilage of the residence was not appealed. The award was made after the court accepted evidence the exterior of the property was used for recreational purposes by the landowners such as family barbeques and cricket games. Injurious affection for a loss of amenity due to road noise was awarded as a rate of 50 per cent of the market value of the land.

Melino v Roads and Maritime Services [2018] NSWCA 251

Decision of: Beasley P, Payne JA, Basten JA

These proceedings arose from the compulsory acquisition of rural land used to farm cattle and sugarcane. The acquired land contained farm improvements including shedding, stockyards and a cottage. The applicants claimed the cost of replacing these improvements as well as the costs of an abandoned proposal to relocate the cottage. The lower court found against the landowners in respect of these claims, which was appealed.

The Court of Appeal (CA) upheld the decision of the Land and Environment Court, with the exception of the claim for replacement farm structures. The CA held that the claim should have been assessed under section 59(1)(f) by the lower court, and if the requirements of the provision satisfied, the claim awarded.

Landan Development Pty Ltd v Sydney Metro; Opera Australia v Sydney Metro; Altomonte Holdings Pty Ltd v Sydney Metro [2019] NSWLEC 65

Decision of: Moore J

On 20 June 2019 the Land and Environment Court answered a 'separate question' relevant to claims for compensation by Landan Development Pty Ltd (Landan), Opera Australia and Altomonte Holdings Pty Ltd (Altomonte).

The proceedings relate to the entitlement of Landan, Opera Australia and Altomonte (Applicants) to compensation for the compulsory acquisition of substratum land (i.e. land under the surface) by Transport for NSW for the Sydney Metro City & Southwest project. The separate question was whether the circumstances identified in paragraphs (a), (b) or (c) of clause 2 of Sch 6B to the *Transport Administration Act 1988* are limited to circumstances that have occurred after construction of the relevant underground rail facilities. The Court answered in the affirmative, that is, that Applicants must establish that the surface of the overlying soil has actually been disturbed, or the support of the surface has actually been destroyed or injuriously affected by the construction of those facilities, before a gateway is open to the potential for a successful claim for compensation.

The Court held that whether or not the surface of the overlying soil is disturbed, or that the support of that surface is destroyed or injuriously affected by the construction of those facilities, can only be determined after the construction of those facilities.

The decision contemplates the possibility of a second separate question within the proceedings seeking to delineate the scope of the words used in Sch 6B(2)(1)(a) or (b).

Appendix 9: Reporting of contracts with private sector entities

As a requirement of Part 3 of the [Government Information \(Public Access\) Act 2009](#) (GIPA Act), Roads and Maritime has maintained a register of government contracts that records information about each government contract to which Roads and Maritime is a party, and 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 Department of Finance, Services and Innovation's eTender website at tenders.nsw.gov.au

We maintain a separate register of government contracts that is available on Transport for NSW [website](#) and available for view by class of contract: <https://www.transport.nsw.gov.au/industry/contracts-awarded>.

Appendix 10: Privacy Management Plan

In compliance with section 33 of the [Privacy and Personal Information Protection Act 1998](#) (PPIP Act), Roads and Maritime was required to have a [Privacy Management Plan](#). The plan included:

- 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](#)
- 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
- other matters that are considered relevant by Roads and Maritime in relation to the privacy and protection of personal information held by the agency.

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

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

Phone: 02 8202 3768

Email: privacy@transport.nsw.gov.au

Privacy reviews

During 2018-19, three internal reviews were conducted relating to the use, disclosure, security, access and/or steps taken to determine the accuracy of personal and/or health information. The internal reviews determined that no breaches had taken place.

Appendix 11: Public Interest Disclosures Report to Minister

In accordance with section 31 of the [Public Interest Disclosures Act 1994](#), Roads and Maritime is supplying the following information (as stipulated by Clause 4 of Public Interest Disclosures Regulation 2011) to the Minister for Transport and Roads and the Minister for Regional Transport and Roads. The Act came into effect on 1 January 2012 and the reporting period for this report is 1 July 2018 to 30 June 2019.

On 1 January 2014, the following three categories of Public Interest Disclosures (PIDs) 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.

In 2018-19, Roads and Maritime finalised 13 Public Interest Disclosures that were 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 in place.

The Chief Executive has taken action to meet employee awareness obligations

under section 6E(1)(b) of the [Public Interest Disclosures Act 1994](#). The actions taken include:

- providing a policy briefing to senior managers
- publishing a statement of commitment on the agency's intranet site
- online Public Interest Disclosure reporting form established on the intranet
- reinforcing of Public Interest Disclosure reporting processes in the agency's internal newsletter
- September 2018 was nominated as Corruption Prevention Month. Public Interest Disclosure was the focus of this month
- information on Public Interest Disclosures included in the Code of Conduct e-learning module completed by all new employees and discussed at a face-to-face 'on boarding' day
- ongoing Code of Conduct refresher training for staff that had not completed training in the past two years
- Public Interest Disclosure incorporated in fraud and corruption prevention training provided by the Corruption Prevention and Investigation team. During the year, 37 training sessions were delivered at various locations around the State
- NSW Ombudsman's Office presented Public Interest Disclosure presentations to Roads and Maritime Disclosure Officers.

Table 38: Public Interest Disclosures for Roads and Maritime 2018-19³¹

	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	Total Public Interest Disclosures 2018-19
Number of public officials who made Public Interest Disclosures directly	8	0	5	13
Number of Public Interest Disclosures received	8	0	10	18
Of Public Interest Disclosures received, number primarily about:				
Corrupt conduct	8	0	10	18
Maladministration	0	0	0	0
Serious and substantial waste	0	0	0	0
Government information contravention	0	0	0	0
Local government pecuniary interest contravention	0	0	0	0

³¹ The figures in this table include five Public Interest Disclosures referred to Roads and Maritime by the Independent Commission Against Corruption.

Appendix 12: Policies and services that ensure equality of access

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

Roads and Maritime and other agencies across the Transport cluster collaborated with Transport for NSW to develop a draft Multicultural Services Plan (MSP). The MSP will apply to the whole Transport cluster and aligns with the aims and objectives that Multicultural NSW requires the NSW Government to support. Our current multicultural policies and the new MSP provide a strong foundation to respond to the current and future needs of our diverse community.

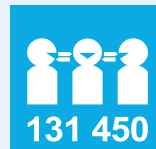
Multicultural NSW

As a requirement of the *Multicultural NSW Act 2000* we have a responsibility to work towards achieving the aims and objectives in Multicultural NSW's Multicultural Policies and Services Program and report on our progress in the follow areas: improving outcomes for women in leadership, provision of language services and services provided for humanitarian entrants into Australia.

Language services

All of our community notifications contain information on how customers can access translation services. Figure 11 is used on all project newsletters and notifications provided to the public. The Translating and Interpreting Service for non-English speakers can be accessed by calling **131 450**.

Figure 11: An example of the contact details for the Translating and Interpreting Service provided on Roads and Maritime's community updates and project notifications



This document contains important information about transport projects in your area. If you need an interpreter, please call the Translating and Interpreting Service on **131 450** and ask them to call the Project Team. The interpreter will help you with translation.

Many of our publications and communications to our customers can be translated into other languages at request. Also depending on demographics and the project, internal and external translators are sometimes used at community information sessions.

Services for humanitarian entrants into Australia

In 2018–19, Roads and Maritime, as part of Transport for NSW, participated in the second intake of the Humanitarian Cadet Program. This program is an employment initiative designed to improve recently settled refugees' employability by providing them with local experience relevant to their existing professional qualifications and helping identify longer-term career opportunities. At the end of the program, Roads and Maritime recruited three participants in project engineer roles, and successfully provided them with long-term employment in their chosen field.

Tailored services to ensure equality of access

Roads and Maritime aims to ensure the people of NSW have equal access to the products and services it provides. Details of some of the initiatives we undertake to ensure equality of access are detailed below.

Driver licensing access program

This program assists Aboriginal and disadvantaged individuals to get and keep their driver licence and remain safe and legal drivers. Getting a driver licence contributes to improved access to education, employment, health services and other community participation.

We deliver driver licensing access programs across NSW that focus on Aboriginal and disadvantaged people in the Northern, Southern, Western, South West, Hunter and Sydney regions.

Service providers across NSW are engaged to deliver a range of driver licensing access services and culturally appropriate support and resources, including:

- literacy, numeracy and computer skills
- licensing enrolment support
- learner driver mentoring and supervision
- access to roadworthy vehicles
- debt negotiation and management
- road safety education and coaching.

Mobility Parking Scheme

The Mobility Parking Scheme provides special parking conditions to eligible people with disability to make their journey as simple and easy as possible. In 2018–19 we reviewed the customer experience of the Mobility Parking Scheme and made improvements to ensure that customers had more accessible and efficient access to the scheme. These improvements included:

- updated website that provides easier access to the Mobility Parking Scheme application forms
- information on photo requirements for first-time applicants (customers no longer need to attend a Service NSW Centre for a photo to be taken)
- removed the minimum age requirement for obtaining an Mobility Parking Scheme permit
- website information on Mobility Parking permits for motorcycles
- all Mobility Parking Scheme permits for individuals sent by priority post.

Safety

As part of Roads and Maritime ongoing commitment to improve safety on NSW roads and waterways, workshops and roadshows are run throughout the year. They are often tailored to road and maritime users that have disability or mobility concerns, with some examples detailed below:

- workshop to the Newcastle Multiple Sclerosis Society, many of whom are wheelchair users. The focus of this workshop was safety as a pedestrian in/with a mobility aid around the light rail, and included information on driving and traffic conditions from the perspective of being a pedestrians with a disability
- older road users' workshops including discussion on mobility scooter safety.

Appendix 13: Disability Inclusion Action Plan

As part of the Transport cluster, Roads and Maritime worked towards achieving the outcomes in Transport for NSW's *Disability Inclusion Action Plan 2018–2022*. The plan outlines practical measures to be implemented across the Transport cluster to meet the objectives and principles of the *Disability Inclusion Act 2014* and obligations under the Disability Standards for Transport.

The plan is part of Transport for NSW's strategy to provide both an inclusive workplace and access to transport services for the whole community. Its strategic objectives are to:

- deliver barrier-free end-to-end journeys for all customers
- build accessibility into our business processes and systems
- provide accessible planning and cutting-edge assistive technology
- ensure people with disability influence the future of transport in NSW
- establish the Transport cluster as an employer of choice for people with disability.

The [*Disability Inclusion Action Plan 2018–2022*](#) supplemented the Roads and Maritime [*2020 Diversity and Inclusion Plan*](#), to address barriers at any stage of the employee life cycle for people with disability and achieve greater representation of people with disability in our workforce. The integration of both plans' actions has enabled a consistent approach with continued momentum toward achieving the Disability Inclusion Action Plan's workforce-based outcomes. This calendar year we completed 35 per cent of the plan's workforce goals.

To build manager and employee disability awareness, we partnered with the NSW Public Service Commission to create Disability Awareness Training. A campaign around the release of this training was used to raise awareness about reasonable adjustments³² and increase take-up of adjustments to support employees with disability. The campaign built upon the foundation laid by our diversity data collection campaigns in 2017–2018.

³² Reasonable adjustments are changes to the work environment that allow people with disability to work safely and productively.

Our work to build an even more flexible and agile working environment has continued with a focus this year on job-sharing as well as improving flexibility for employees who work on rosters or shift arrangements. Eighty-two per cent of Roads and Maritime employees reported in the [People Matter Employee Survey 2018](#) that they use flexible options including the ability to vary start and finish times, work from different locations throughout the Transport cluster, and work from home. To be an employer of choice for people with disability, the Transport cluster needs to provide an even more agile working environment. This means standardising options like job-sharing and part-time work to provide greater accessibility for everyone and reduce some of the need for individual workplace adjustments.

This year we established our Enabled Network so that employees with disability, or who are carers of someone with disability, can connect and be supported. The Enabled Network has more than 100 members. Its launch coincided with the launch of the sector-wide Disability Employee Network which includes most government departments. The goals of Roads and Maritime's Enabled Network were to:

- provide peer support for employees with disability and employees who are carers of someone with disability
- act as a communication and consultation channel with our Executive to ensure the voices of people with lived experience of disability are heard.

A dedicated resource was assigned to create an implementation plan for the broader *Disability Inclusion Action Plan 2018–2022*.

Key outcomes achieved include:

- establishment of the Enabled Network for people with disability
- development and implementation of online disability awareness training in partnership with the Public Service Commission
- creation of the implementation plan for the Disability Inclusion Action Plan.

Appendix 14: Waterways Fund

Financial overview

Roads and Maritime administered the Waterways Fund, which is established under section 42 of the *Ports and Maritime Administration Act 1995*.

It accounts for all revenues and expenditures associated with boating safety, maritime property management, and infrastructure functions delivered in accordance with NSW marine legislation. Approval of expenditure drawn from the Waterways Fund aligns with the approval process for project funding across the Transport cluster.

The fund is subject to financial controls and monitoring to ensure it receives all revenue payable to it and that expenses met by the fund are consistent with the governing legislation. The main sources of revenue are from maritime property, boat driver licensing, vessel registrations and mooring 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 2018-19, Transport for NSW provided the maritime and boating strategic policy agenda and while Roads and Maritime delivered safety and education services and programs. Information relating to the Waterways Fund is aggregated in Volume 2: Financial Statements of this report. Figures 12 and 13 summarise Waterways Fund revenue and expenditure.

Figure 12: Waterways Fund revenue 2018-19

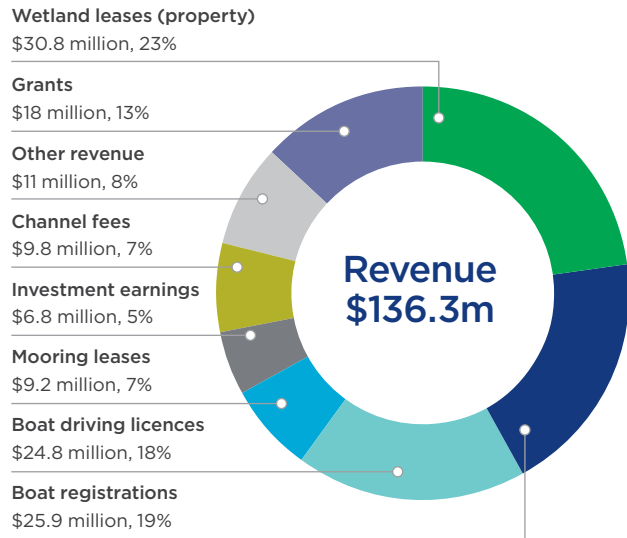
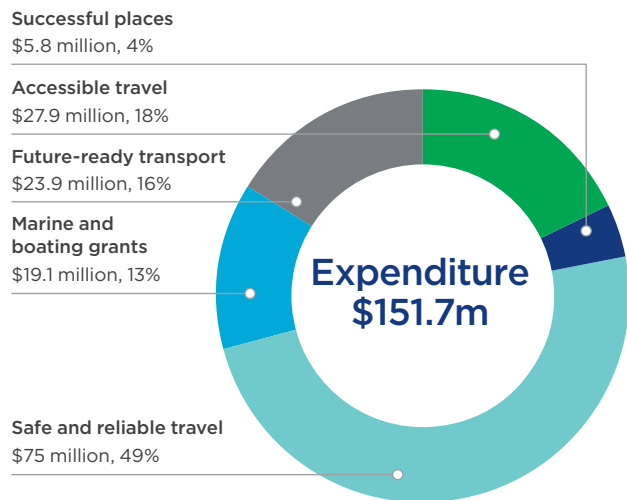


Figure 13: Waterways Fund expenditure 2018-19



Accessible travel

In 2018–19 Roads and Maritime spent \$27.9 million enabling businesses and ensuring people have access to Maritime’s core products and services. Expenditure included:

- \$14.8 million for the management of Maritime’s 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, as well as some adjoining lands
- \$10.3 million for the delivery of Maritime products and services, including aquatic events management, maintaining vessel licencing and registration systems and responding directly to customer enquiries, in conjunction with Service NSW
- \$2.8 million for survey work to enable the delivery of maritime infrastructure projects and other minor works.

Safe and reliable travel

Safe and reliable travel represents the largest part of Waterways Fund expenditure (\$75 million). Expenditure included:

- \$60.1 million for the operations of the Maritime Division which are focused on core boating safety, compliance, mooring management, marine pollution response, and conducting marine investigations.
- \$6.6 million for the renewal of NSW Maritime’s core assets including vessels procurement and associated equipment renewal
- \$8.3 million for functions delivered by Transport for NSW’s Freight, Strategy and Planning Division. This division delivers port safety management and marine pollution strategic capability and policy functions for the State.

Future-ready transport

In 2018–19 Roads and Maritime spent \$23.9 million enhancing maritime infrastructure and asset capacity, which included \$19.4 million on upgrading commuter wharves as part of the Transport Access Program, and \$4.5 million for remediation works at Woollooware Bay.

Successful places

In 2018–19 Roads and Maritime spent \$5.8 million enhancing waterfront areas and better utilising existing assets, which included \$4.3 million for the Stockton Harbour redevelopment and \$1.5 million for initial scoping for Maritime Heritage Precinct works.

Marine and boating grants

We provide grants to support recreational boating infrastructure, safe navigation and volunteer marine rescue services. Grants of \$19.1 million, paid in 2018–19, included:

- \$8.4 million for the NSW Boating Now Program
- \$4.3 million to the Australian Maritime Safety Authority
- \$2.7 million for construction of the Coffs Harbour Slipway
- \$2 million for dredging activities
- \$1.7 million to Marine Rescue NSW to support its operations.

Appendix 15: Land and property disposal

Roads and Maritime owns property for operational and infrastructure purposes. We have also acquired property for the construction of road and maritime assets. Properties that were surplus to requirements were disposed of in accordance with NSW Government policy. We have used proceeds from property sales to support road safety initiatives and support and improve the State's road and maritime infrastructure.

In 2018–19, we brought contracts to account for the sale of 70 properties for a total value of \$40,773,196 (exclusive of GST). Of these, 30 properties were valued at or more than \$500,000 each, totalling \$37,196,588. The majority of properties listed in Table 39 were offered for sale by a publicly contestable process (public auction, public tender or a call for expressions of interest). Those that were not sold by a publicly contestable process were either transferred to another government entity for a public purpose (ie open space or hospital) or provided as whole or part compensation for the acquisition of land as per section 64 of the *Land Acquisition (Just Terms Compensation) Act, 1991*. No properties were sold to people with a family or business connection to the person responsible for approving the disposal. Access to documents relating to the disposal of properties is available under the *Government Information (Public Access) Act 2009*.

Table 39: Land and property disposals in 2018–19

Property	Total (\$)
152 Briens Rd, Northmead	6,320,000
Henry Parkes Dr, Kiama Downs	3,205,000
20–22 Hume Hwy, Warwick Farm	1,720,000
1 Daly Ave, Concord	1,680,000
4 High Valley Cl, Wamberal	1,600,000
35 Woodvale Ave, Epping	1,500,000
6 Lloyd George Ave, Concord	1,425,000
15 Franklyn St, Concord	1,425,000
8 Exeter Rd, Wahroonga	1,300,000
Tarlington Pl, Prospect ¹	1,283,923
280 Bringelly Rd, Austral	1,245,000
A185B Princes Hwy, Berry	1,200,000
33 Woodvale Ave, Epping	1,070,000
9 North St, Berry	1,060,000
1146 The Northern Rd, Bringelly ³	1,038,080
15 Johnston St, Earlwood	982,888
Lot 13 Sullivans Rd, Moonee Beach	955,000
Old Coast Road, Macksville ²	900,000
416 The Entrance Rd, Erina Heights	795,455
50 A'Beckett St, Granville	670,000
75 Lucinda Ave, Wahroonga ¹	663,574
370 The Entrance Rd, Erina Heights	642,000
52 A'Beckett St, Granville	635,000
Diggers Beach Rd, Coffs Harbour ¹	630,000
5 Moonee Beach Rd, Moonee Beach	615,000
20 Gordon St, Campsie ¹	565,668
1/693A The Entrance Rd, Wamberal	530,000
346–350 The Entrance Rd, Erina Heights	520,000
13 Johnston St, Earlwood	520,000
360 The Entrance Rd, Erina Heights	500,000

¹ Transfer to Ministerial Planning Corporation (Department of Planning and Environment) for open space purposes

² Transfer to Health Administration Corporation for the new Macksville Hospital

³ Whole or part compensation for the acquisition of land

Appendix 16:

Accounts payment and grants

Funds granted to non-government community organisations

Table 40: Funds granted to non-government community organisations from 1 July 2018 to 30 June 2019

Grant recipient	Grant	Program area	Project description	Target audience
Macksville Cycling Club	\$3463	Active Transport - NSW Bike Week	Ride Around The River - multi-length community cycling event for families	Community, road users and cyclists
Sustainable Living Armidale	\$1619	Active Transport - NSW Bike Week	Armidale Bike Week Fun Ride to increase local riding for recreation and as a sustainable transport option	Community, road users and cyclists
Wagga Wagga Christian College	\$1145	Active Transport - NSW Bike Week	Deliver local bicycle safety project during Bike Week	Community, road users and cyclists
Bicycle NSW	\$50,000	Bicycle Promotion	Spring Cycle event	Community, road users and cyclists
NSW Wildlife Council	\$25,000	Biodiversity	Support for wildlife carers who help native fauna injured on roads	Regional communities and conservation groups
Escape Boating Ltd	\$157,550	Boating Now	Cockatoo Island boat trailer storage	Recreational boating community
Wee Waa Fishing Club	\$88,850	Boating Now	Install boat ramp and improve boating access at Yellowbanks, Wee Waa	Recreational boating community
Mannering Park Amateur Sailing Club Inc.	\$86,406	Boating Now	Extend Mannering Park Amateur Sailing Club jetty and install pontoon	Recreational boating community
Buckenderra Holiday Village	\$76,670	Boating Now	Upgrade Lake Eucumbene Boat Ramp, Buckenderra	Recreational boating community
South Sydney Amateur Fishing Association	\$61,731	Boating Now	Provision of 15 additional boat trailer storage	Recreational boating community
Woollahra Sailing Club	\$53,561	Boating Now	Upgrade boat ramp, Woollahra Sailing Club	Recreational boating community
Top Lake Sunsets Pty Ltd	\$48,396	Boating Now	Improve disabled access by upgrading existing jetty and installing crane at Top Lake Merimbula	Recreational boating community
Wentworth Angling Club	\$28,943	Boating Now	Fort Courage boat ramp repairs	Recreational boating community
Sailability NSW Inc - Port Macquarie Branch	\$6,896	Boating Now	Improved disabled boating access at McInherney Park, Port Macquarie	Recreational boating community
Wollongong Yacht Club	\$5,354	Boating Now	Install pontoon at Wollongong Harbour for improved safety of access	Recreational boating community
New Italy Museum	\$8,000	Safer People - Driver Reviver program	Funds for maintenance of toilets	Community and road users

APPENDIX 16: ACCOUNTS PAYMENT AND GRANTS

Accounts payment performance

Payment of accounts for goods and services

In 2018-19 Roads and Maritime Services settled 94 per cent of supplier accounts on time.

Accounts due or paid within each quarter

Table 41: Accounts due or paid within each quarter

Measure	September	December	March	June
All suppliers				
Number of accounts due for payment	25,324	26,662	22,341	27,305
Number of accounts paid on time	23,925	25,290	21,002	25,577
Actual percentage of accounts paid on time (based on number of accounts)	94.5%	94.9%	94.0%	93.7%
Dollar amount of accounts due for payment (\$'000)	\$1,888,150	\$1,950,947	\$1,566,653	\$2,125,651
Dollar amount of accounts paid on time (\$'000)	\$1,765,920	\$1,806,819	\$1,383,123	\$1,907,914
Actual percentage of accounts paid on time (based on \$)	93.5%	92.6%	88.3%	89.8%
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid on overdue accounts (\$'000)	-	-	-	-
Small business suppliers				
Number of accounts due for payment to small businesses	221	222	541	888
Number of accounts due to small businesses paid on time	221	215	539	886
Actual percentage of small business accounts paid on time (based on number of accounts)	100.0%	96.8%	99.6%	99.8%
Dollar amount of accounts due for payment to small businesses (\$'000)	\$2577	\$2880	\$10,046	\$13,138
Dollar amount of accounts due to small businesses paid on time (\$'000)	\$2577	\$2744	\$10,016	\$13,112
Actual percentage of small business accounts paid on time (based on \$)	100.0%	95.3%	99.7%	99.8%
Number of payments to small business for interest on overdue accounts	-	-	-	-
Interest paid to small businesses on overdue accounts (\$'000)	-	-	-	-

Aged analysis at the end of each quarter

Table 42: Accounts payment analysis

Quarter	Current (that is within due date)	Less than 30 days overdue	Between 30 and 60 days overdue	Between 61 and 90 days overdue	More than 90 days overdue
All suppliers (net of advances) (\$'000)					
September	-\$44,591	-\$4661	\$416	-\$906	\$630
December	-\$40,201	-\$184	-\$617	\$98	\$952
March	-\$53,478	-\$7816	-\$238	-\$348	\$1146
June	-\$92,420	-\$2237	-\$88	-\$507	\$1102
Advances³³ (\$'000)					
September	\$87,534	\$5,069	\$1	-	\$54,579
December	\$72,365	\$6140	-	-	\$50,012
March	\$53,055	\$3	\$5124	-	\$53,859
June	\$48,800	-	\$532	\$1802	\$51,223
Small business suppliers (\$'000)					
September	-\$1726	-\$7	-\$1	-	\$3
December	-\$960	-\$36	-\$1	-	\$3
March	-\$1910	-\$2	-\$4	-\$4	-\$3
June	-\$3679	-	-	-\$7	-\$3

33 Advances paid to suppliers as part of construction contract negotiations. These are recovered in line with recoupment schedules during the course of the contracts.

APPENDIX 16: ACCOUNTS PAYMENT AND GRANTS

Payments to consultants

NSW Government agencies engage consultants to provide professional advice to inform their decision-making.

Following a co-design approach encompassing all NSW Government agencies, the NSW Procurement Board released a standard definition for consultants to be used by all NSW Government agencies. Roads and Maritime as part of the Transport cluster has committed to align to the newly published definition of a consultant across all procurement spend for annual reporting purposes.

The new definition covers the extensive advisory nature of the work of consultants, which has led to Roads and Maritime categorising spending in a new way. This new definition has affected the total number of engagements being reported, thereby increasing the total consultancy spend. Therefore the information provided this year is not directly comparable with data published in our past Annual Reports.

Table 43: Payments to consultants

Consultant	Project	Cost
Contracts of \$50,000 or more		
Category: Finance, accounting and tax		
KPMG	Asset valuation methodology	\$80,000
Category: Information technology		
Gartner Australasia Pty Ltd	Information and communication advisory services	\$337,400
NGIS Australia Pty Ltd	Web application development	\$118,180
Category: Organisational review		
Hofmeyr Consulting Pty Ltd	Organisational design services	\$218,500
PricewaterhouseCoopers (PWC)	Regulatory services	\$460,798
Category: Management services		
Aecom Australia Pty Ltd	Manly Wharf	\$113,580
Analytics8	Data analytics project	\$92,453
Calcutta Group Pty Ltd	Land use planning services	\$95,225
Connellgriffin Pty Ltd	M12 Motorway project	\$88,125
Corview Group	Congestion Improvement Program	\$136,975
Deloitte Touche Tohmatsu	Project costing framework	\$92,340
Erm Australia Pacific Pty Ltd	Modeling and analysis services	\$70,119
Ernst & Young	Motorways projects	\$802,373
GTA Consultants Pty Ltd	South West Sydney roads	\$73,168

Consultant	Project	Cost
Contracts of \$50,000 or more		
Helmsman Services Pty Ltd	Organisational design services	\$172,725
KPMG	Customer value and economic analysis	\$235,425
KPMG	Regulatory project advice	\$93,804
O'Connor Marsden & Associates Pty Ltd	Motorways	\$495,778
PricewaterhouseCoopers (PWC)	Motorways	\$145,100
Procure Group Pty Ltd	Probity advisory services	\$88,026
ServiceRocket Pty Ltd	Project management framework	\$55,900
Structured Change Pty Ltd	Asset management	\$135,000
Contracts less than \$50,000		
35 contracts	All consultancy payments less than \$50,000 can be categorised as finance, accounting or tax	\$743,462
Total expenditure in 2018-19		\$4,944,456

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Work health and safety performance 58-59
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Contact details

General enquiries

132 213

(7am – 7pm Monday to Friday)

Traffic enquiries

132 701 (24 hours)

To report traffic conditions, incidents and signal faults:

Transport Management Centre
02 8396 1400 (24 hours)

Maritime Contact Centre

131 236

International callers (outside Australia)

+61 2 9132 2115

(8.30am – 5pm Monday to Friday,
and Sat and Sun 8.30am to 4.30pm AEST)

National Relay Service

TTY (Teletypewriter service for hearing and speech-impaired customers): 13 36 77

Speak and Listen users: 1300 555 727

Head office

20–44 Ennis Road Milsons Point 2061
Locked Bag 928, North Sydney 2059
Tel: 131 782
DX 10516

Maritime head office

33 James Craig Road, Rozelle 2039
Locked Bag 5100 Camperdown 1450

Sydney Region

27–31 Argyle Street, Parramatta 2150
PO Box 973, Parramatta CBD 2124
Tel: 131 782
DX 28555 Parramatta

Hunter Region

266 King Street, Newcastle 2300
Locked Bag 2030 Newcastle 2300
Tel: 131 782
DX 7813 Newcastle

Northern Region

76 Victoria Street, Grafton 2460
PO Box 576, Grafton 2460
Tel: 131 782
DX 7610 Grafton

Southern Region

Level 4, 90 Crown Street, Wollongong 2500
PO Box 477, Wollongong 2500
Tel: 131 782
DX 5178 Wollongong

South West Region

193–195 Morgan St, Wagga Wagga 2650
PO Box 484, Wagga Wagga 2650
Tel: 131 782
DX 5407 Wagga Wagga

Western Region

51–55 Currajong Street, Parkes 2870
PO Box 334, Parkes 2870
Tel: 131 782
DX 20256 Parkes

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Workers pose on the newly restored Barham Koondrook Bridge. The bridge is one of the oldest lift span bridges across the Murray River. The restored bridge opened to traffic in December 2018.

Roads and Maritime Services

Locked Bag 928
North Sydney NSW 2059
www.rms.nsw.gov.au

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