

2008 TO 2012
RTA CORPORATE PLAN



BLUEPRINT

“

We must meet the community's expectations, continue to develop and be willing to change. I want the RTA to lead the way in the Public Sector.

”

LES WIELINGA
CHIEF EXECUTIVE

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*Front Cover Image:
The Lane Cove Tunnel just prior
to opening to traffic, March 2007.*

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2008 TO 2012
CORPORATE PLAN



MESSAGE

FROM THE CHIEF EXECUTIVE

CHIEF EXECUTIVE'S MESSAGE

The New South Wales Roads and Traffic Authority (RTA) is determined to achieve its goals over the next four years and beyond.

We must meet the community's expectations of providing safe and efficient roads, and professional licensing and vehicle services.

We must continue to develop. We must assess our performance, define and redefine our goals and be willing to change. We need to focus on outcomes for the community.

This Corporate Plan sets a short term agenda and the direction for our long term planning. We must:

- Reduce the road toll as directed by government under the State Plan.
- With other parts of government, do more to address congestion.
- Improve customer service, especially by increasing electronic transactions.
- Meet appropriate road maintenance standards.
- Deliver freight productivity solutions meeting the needs of our growing economy.
- Pursue business opportunities to improve services and generate investment for the road network.
- Ensure the highest environmental standards are met and continue our push for cleaner vehicles; and
- Invest in our workforce to help our people achieve their own career goals.

I am proud that we have completed the 110 km Sydney Orbital Motorway network with the opening of the Lane Cove Tunnel and celebrated the 75th anniversary of the Sydney Harbour Bridge in such grand style. These achievements reflect well on us all.

The four years ahead could not be more important, and because of this I want the RTA to lead the way in the public sector.

Les Wielinga
Chief Executive

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2008 TO 2012
CORPORATE PLAN

VISION & VALUES



The RTA manages Australia's most famous icon.

VISION

A safe, sustainable and efficient road transport system.

KEY RESULT AREAS

The RTA's Corporate Framework (see page 53) provides a comprehensive view of the RTA Vision, RTA Values and key result areas:

| | |
|--------------------|---|
| Transport | The road transport system supports reliable and efficient movement of people and goods. |
| Asset | The condition and value of the road network meets acceptable standards. |
| Safety | The safety of the road environment, vehicles and road user behaviour is maximised. |
| Environment | Impacts on the natural, cultural and built environments are minimised. |
| Services | Meeting community needs. |
| Governance | Aligning our investment and people to our vision. |

VALUES

The RTA has for so long been a leader in many fields, including road safety, customer service, engineering, maintenance, accounting and workforce development. Our values should reflect this. That is why our values are:

| | |
|----------------------------|--|
| L... learning | committed to improving our business through developing our staff and our technical and professional capabilities. |
| E... expertise | using our extensive experience to deliver quality results. |
| A... accountability | being financially, environmentally and socially accountable. |
| D... dynamic | striving to be an organisation that is innovative in its approach to all business activities and adaptive to change. |
| E... equity | being open, honest, ethical and fair in all our dealings. |
| R... responsiveness | achieving effective results through flexibility, efficiency and continuous improvement. |
| S... safety | ensuring the community and our workforce are safe. |



ABOUT THE RTA

The RTA's state of the art Transport Management Centre.

The RTA manages assets valued at more than \$75 billion and has nearly 7000 employees. The RTA exists to serve the community in:

- Testing and licensing motorists.
- Inspecting and registering vehicles.
- Improving road safety.
- Upgrading the road network.
- Maintaining efficient traffic flow; and
- Preserving the condition and value of the community's road infrastructure.

ASSETS

The RTA has numerous assets including our employees working from 180 offices around the State, with 129 motor registries. The RTA manages 20,082 km of roads, including 17,912 km of State roads. The Australian Government provides financial assistance for 4268 km of State roads.

The RTA also manages 2946 km of regional roads and local roads in areas where there are no local councils. It provides financial assistance to local councils to manage 18,474 km of regional roads and, to a lesser extent, local roads, through funding and other support.

RTA also manages 4998 bridges, including major culverts, 3630 traffic signal sites and nine vehicular ferries.

REGISTRATION AND LICENSING

The RTA has core responsibility to provide driver and rider licence and vehicle registration services. As at 30 June 2007, there were:

- 4.58 million licensed NSW drivers.
- 5.08 million NSW registered vehicles; and
- 19 million annual registration and licensing transactions.

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2008 TO 2012
CORPORATE PLAN

An aerial photograph showing a winding river with a large loop in the center, surrounded by dense green forest and rolling hills. A multi-lane highway runs parallel to the river on the right side. In the background, there are more hills and a clear blue sky.

NSW STATE PLAN

Pacific Highway from Brunswick Heads to Yelgun.

“

This will be a Plan for the future of NSW that unites all of our work in individual agencies under a single guiding direction.

”

MORRIS IEMMA
NSW PREMIER – NOVEMBER 2006

The NSW State Plan is the key focus for the RTA's activities. The State Plan was launched by the Premier in November 2006 after extensive community consultation. The State Plan provides the vision for NSW for the next ten years. The plan sets goals and provides direction for delivery of priorities and targets.

The State Plan is performance based and divided into 34 priorities for building accountability and achieving results. Priorities have been allocated across NSW agencies and each lead agency will work with key partners to achieve priorities. All lead agencies will be required to deliver, measure and report on their success.

Under the direction of the State Plan, the RTA is the lead agency for:

S7 Safer roads.

and a partner agency for:

E3 Cleaner air and progress on greenhouse gas reductions.

E7 Improving the efficiency of the road network.

S6 Increasing share of peak hour journeys on a safe and reliable public transport system.

P2 Maintaining and investing in infrastructure.

S8 Increased customer satisfaction with government services.

In addition, the RTA has a key role in contributing to the implementation of other State Government plans, priorities and strategies, including the State Infrastructure Strategy, the Premier's Urban Transport Statement, the Metropolitan Strategy, Action for Air, and other announced government commitments.

This Blueprint directs our organisation in achieving these priorities.

PLANNING FOR THE FUTURE

“

Not many people know we're one of Australia's largest asset managers and service providers. With that responsibility comes big challenges. That's why I enjoy working in the RTA.

”

JOSEPHINE CLARKE
CORPORATE PLANNING & PERFORMANCE



To effectively plan for the future we need to understand important trends and community needs, and have a clear agenda for the infrastructure and services we provide.

The State Plan requires us to improve the delivery of these services and do more to meet the challenges facing NSW.

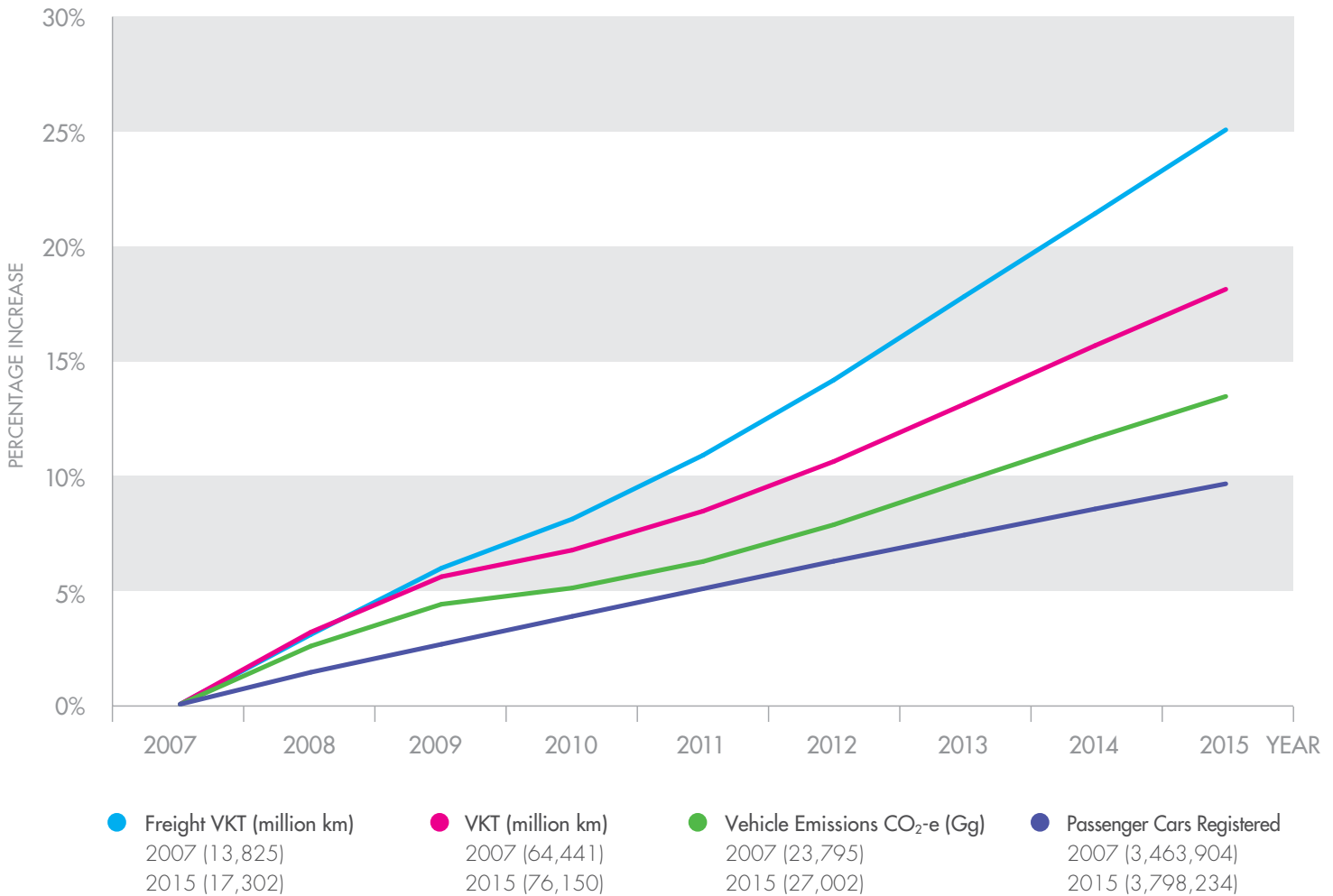
And these are the reasons why:

- In the next 25 years the population across NSW will grow from 6.9 to 8.5 million people. Sydney's population will grow from the current 4.2 to 5.3 million.
- Vehicle ownership will increase from 4.3 to 4.9 million by 2015.
- Annual freight movements from Port Botany will double to 3 million container units by 2021.
- Passenger movements through Sydney Airport will increase from the 24 million experienced in 2002 to 68 million in 2024.
- It is expected that over the next 25-30 years, 60 to 70 per cent of the household growth will be in the established areas of Sydney – areas with less scope for road network development, especially on the surface.
- Vehicle movements are expected to increase annually along the Pacific Highway by 3 per cent, the Hume Highway by 3-4 per cent and cars on the Great Western Highway by 1 per cent and trucks by 3 per cent.
- Transactions with the RTA will increase from 19 million per annum to 26 million per annum from 2007 to 2032; and
- As the NSW population ages, increasing numbers of older drivers will require a licensing system that maintains their mobility and promotes road safety.

The increase in traffic volumes expected over the next two to three decades demands that road and public transport efficiency and capacity be enhanced.

A recent report produced by Apelbaum Consulting Group suggests that in the next decade there will be considerable increases in the total number of passenger vehicles, vehicle kilometres travelled (vkt) and the freight task. There will also be an accompanying increase in the volume of Carbon Dioxide equivalent (CO₂-e) emissions across NSW.

PROJECTED INCREASES IN VEHICLES, DISTANCE TRAVELLED AND EMISSIONS ACROSS NSW



“

The Pacific Highway Upgrade provides significant benefits for safety and traffic management. It preserves local amenity and protects sensitive environments.

”

ROBERT HIGGINS
GENERAL MANAGER, PACIFIC HIGHWAY OFFICE

The RTA understands its responsibility is to put in place the right structure operating within sound policy settings to contribute to a strong NSW economy, a secure road/rail balance for freight movements, stable and improved travel times, better public transport, reduced vehicle emissions and enhanced road safety.

In summary, what we believe must be achieved over the next 10 years includes:

- Delivery of the government's road infrastructure commitments – including the M4 extension and a link from the F3 to the M2.
- A cashless Sydney Orbital Motorway network.
- Sustainable productivity solutions for the road freight industry through the reform of heavy vehicle road charges.
- Increasing the share of trips on public transport.
- Driving safely must become standard motoring behaviour and in particular driving to the speed limit.
- Putting in place world leading maintenance practices across the network.
- Conducting most transactional business with the public electronically.
- Finding the right mix of skills within the RTA to meet new challenges.
- Ongoing reduction of vehicle emissions; and
- Providing real time travel information to the motoring public as a matter of course.

For these objectives to be achieved, a shorter term agenda must be in place to begin the task.

The remainder of this Blueprint explains this agenda.



THE BLUEPRINT AGENDA

The RTA's Blueprint Agenda sets the priorities and milestones for the short term. The Blueprint Agenda does not cover all aspects of the RTA's operations, but clearly demonstrates our focus areas. These are the tasks we have set ourselves to achieve in the shorter term.

- Managing Sydney Roads.
- Managing Rural & Regional Roads.
- Transporting Freight.
- Improving Maintenance.
- Advancing Business Opportunities.
- Improving Road Safety.
- Improving Services.
- Developing Careers; and
- The Green Plan.

MANAGING SYDNEY ROADS



“

Traffic management is getting harder with so much growth in car usage. That's why we readily promote public transport as part of traffic management and road building. It's a new direction for the RTA, but one we pursue with vigour.

”

MICHAEL BUSHBY
DIRECTOR, NETWORK MANAGEMENT

Sydney's population is continuing to grow. Managing the number of vehicles using the road network requires policy development and investment in a range of practical improvements. Without these, the increased number of vehicles on our roads in the years ahead has the potential to impact upon the economy, the environment and our quality of life.

ROAD BUILDING AND UPGRADES

The government has made commitments to further develop and upgrade the Sydney road network as detailed in the State Infrastructure Strategy, Urban Transport Statement, the Metropolitan Strategy, and other announcements. The RTA is committed to achieving positive environmental and urban design outcomes from all of our infrastructure projects. To assist in easing congestion on Sydney roads, we will:

- Develop potential designs and route options for an M4 extension for consideration by the community as part of an integrated public transport plan.
- Assist the Australian Government on studying the link from the F3 to the M2 and communicate the preferred option.
- Enhance the capacity of the Sydney Orbital Motorway network through planning the next stages of expansion.
- Make recommendations to the State Government and stakeholder agencies on the future of Sydney's road network.
- Plan for road network expansion to support Sydney's growth areas; and
- Deliver the \$100 million pinch point program at selected locations across the network.

PUBLIC TRANSPORT PARTNERSHIPS

The RTA has become more active in developing technology and policy as it applies to the relationship between public and private transport. We support and implement road based public transport initiatives by:

- Working towards the State Plan goal to increase the proportion of public transport trips.
- Continuing consultation for the duplication of the Iron Cove Bridge and improvements to Victoria Road to improve bus services.
- Continuing to improve bus facilities, and bus priority on strategic bus corridors.
- Installing 112 km of bus lanes by the end of 2008.
- Rolling out the Public Transport Information and Priority System (PTIPS) to one third of the total Sydney metropolitan bus fleet by December 2008.
- Expanding bus priority measures to achieve 30 per cent of the length of strategic bus corridors in Sydney through a range of engineering options by June 2008.
- Continuing to provide facilities for pedestrians and cyclists.
- Continuing to advance technological solutions by enhancing the Sydney Coordinated Adaptive Traffic System (SCATS), incident management systems and Transport Management Centre.
- Contributing to a review of the Metropolitan Parking Plan to generate incentives for greater use of alternative transport modes; and
- Providing additional Traffic Emergency Patrol (TEP) crews at nights and on weekends to improve RTA incident response.

INCREASING FLEXIBILITY

The RTA will continue to support initiatives that promote flexible work arrangements and encourage behaviour change, including:

- Providing advice and assistance on teleworking and car pooling and working with trip generators on travel planning strategies.
- Conducting Transport Access Guide workshops with government, councils, community and corporate groups to promote flexible work arrangements and sustainable transport strategies; and
- Supporting teleworking within the RTA, through the provision of telecentres, hot desks, home office arrangements and flexible working hours.

“

Public interest in what we do has never been higher. The RTA is involved in so many aspects of our daily lives. That means providing information to the community 24/7.

”

HUDSON BAWDEN
MEDIA UNIT



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2008 TO 2012
CORPORATE PLAN

MANAGING RURAL & REGIONAL ROADS



Newell Highway, Dubbo.

“

Rural communities rely on the road network for social, cultural, sporting and economic vitality. Our job is to keep the network sound so this strong country fabric is sustained.

”

LEW LAING
REGIONAL MANAGER, WESTERN REGION

The NSW population and economy are growing. Significant population growth is expected, particularly in coastal regions. Managing increasing numbers of vehicles on our rural and regional roads will be a challenge over the next few years – especially in terms of maintenance of the road network and achieving road safety targets.

NSW works closely with the Australian Government through the AusLink bilateral agreement, which provides federal funding to NSW for the upgrade, expansion and maintenance of the National Network. A substantial financial input is required from NSW to deliver the agreed projects and works under AusLink. The first AusLink program from 2004 to 2009 includes \$3.4 billion for the National Network in NSW. The second AusLink program is currently being developed for 2009 to 2014.

Our commitment is to the whole of rural and regional NSW. Some of the key projects in our regional areas are:

NORTHERN REGION

Pacific Highway upgrades, including the Bonville and Ballina Bypasses, are under construction and additional works are being planned. Harwood and Wardell bridges on the Pacific Highway will receive electrical and mechanical system upgrades. Incident management plans for the Bruxner and Gwydir Highways will be completed by June 2008.

SOUTHERN REGION

The Princes Highway is being upgraded between Oak Flats and Dunmore to complete four lanes to Kiama. The Northern Distributor extension is under construction and due for completion in 2009.

A new bridge and approaches on the Princes Highway at Pambula are due to be completed by mid 2008. Development of the route between Nowra and Nerriga is scheduled for completion in 2010.

WESTERN REGION

Renewal work on the Castlereagh Highway will continue through 2008 and the Newell Highway Moree Bypass will be constructed. Work is also planned on the Castlereagh Highway at Tabrabucca.

SOUTH WEST REGION

Across the State, the RTA is investing \$60 million over three years in partnership with councils and shires to upgrade timber bridges. A replacement of the timber bridges at Adelong Creek is one of these partnerships.

We are undertaking an accelerated program under AusLink to duplicate 67 km of the single carriageway of the Hume Highway between the Sturt Highway and Albury by December 2009 and planning for the final 20 km, comprising the bypasses of Tarcutta, Holbrook and Woomargama.

HUNTER REGION

The NSW and Australian Governments have together committed \$1.28 billion for the Pacific Highway upgrade between 2006 and 2009. Upgrades between Karuah and Bulahdelah, and Cooperook and Herons Creek are under construction.

Our upgrade of key routes on the Central Coast is continuing with projects on the Pacific Highway, Central Coast Highway and Avoca Drive. The construction of a third Hunter River crossing is due for completion in 2011.

“

48 per cent of our team work in country locations. That means we have country people taking care of country roads and country services. It's a case of developing local solutions for local needs.

”

PETER COLLINS
DIRECTOR, REGIONAL OPERATIONS
& ENGINEERING SERVICES



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CORPORATE PLAN

TRANSPORTING FREIGHT

Pacific Highway.

“

The reality is that NSW is Australia's gateway. And we're getting busier. Transporting freight will be our State's biggest transport challenge over the next 30 years. There's no doubt about that.

”

PHILIP HALTON
GENERAL MANAGER, COMPLIANCE & FREIGHT STRATEGY

The national freight task is expected to double in the period from 2000 to 2020. This growth will result in an increased concentration of the nation's road freight flows on the East Coast, particularly in and through NSW.

NSW roads carry over 53 billion tonne-kilometres of freight each year. Three quarters of all interstate road freight in Australia is moved through NSW for part of its journey.

The volume of freight within Sydney is growing at a considerable rate, with 86 per cent of these movements on roads. For Port Botany, the freight task will double to 3,000,000 container units a year by 2021.

UNDERSTANDING INDUSTRY NEEDS

Industry is attempting to reduce the cost of inventories through a number of strategies including:

- The consolidation of warehousing.
- Just in time trading; and
- Scan based trading.

As a result of these trends there is a need for more frequent shipments of smaller quantities of freight on short notice. There is a growing trend towards a greater use of light commercial vehicles in urban areas and larger articulated heavy vehicles for long haul freight. With these changes comes a need for improved flexibility. That's why road based transport is in such demand.

TECHNOLOGY, REGULATION AND ENFORCEMENT

A mix of technology, regulation and enforcement initiatives can provide the economic, environmental and safety outcomes the community expects. To achieve this we will:

- Implement the Intelligent Access Program (IAP) to manage access and compliance through satellite tracking.
- Extend Chain of Responsibility strategies to key safety issues and drive improved safety and risk management in the road freight and logistics sector.
- Support COAG (Council of Australian Governments) reforms to enhance the efficiency, productivity and sustainability of road and rail freight infrastructure through the reform of heavy vehicle road user charges, and contribute to the national debate on user access.
- Commence pilots of 'Incremental Pricing' and innovative higher productivity vehicles to improve freight movements.
- Promote the use of performance based standards and other higher productivity vehicles; and
- Research and investigate the impact of time-of-day pricing on freight movements.

ROAD UPGRADES

The AusLink agreement between the NSW Government and the Australian Government has economic productivity and the movement of freight as a key priority for the development of the National Network. The Hume Highway is the largest freight corridor in the State. The upgrades of the Hume and Pacific Highways will provide a significant benefit to road-based freight movements. Other rural and regional road developments and upgrades will also improve freight movements.

Within Sydney, the M4 Extension would be a massive undertaking for the NSW Government and the RTA. It would be one of the largest urban infrastructure projects in Australian history. We are assisting the Office of the Coordinator General and the Ministry of Transport to develop a public discussion paper.

“

We increasingly make use of cutting edge technology to reach our goals more efficiently. The Intelligent Access Program uses satellite-based tracking to better manage road freight movements. This is the future of freight management being implemented now.

”

GAVIN HILL
MANAGER, INTELLIGENT ACCESS PROGRAM





IMPROVING MAINTENANCE

“

Maintaining 20,000 kilometres of road, 5000 bridges and 3600 traffic signals is core business for us. That's why we invest so heavily in it and why we recruit and train the best maintenance expertise we can find.

”

RICHARD WOODBURN
INFRASTRUCTURE MAINTENANCE

Managing the network means taking into account what each road was originally designed for, and the factors impacting on the road over its life, including weather conditions, traffic volume, heavy vehicles and the decline of construction materials over time. The condition of the road network has serious implications for road safety and the NSW economy. That's why we spend over \$900 million a year on road maintenance.

STANDARDS

The NSW Auditor-General's 2006 report on the *Condition of State Roads* challenged us to develop standards for road maintenance that could be applied consistently throughout the road network. We have been working to respond to the report and will continue to focus on improvements in the coming years. We need to:

- Develop clear standards for road condition and maintenance by completing the 10 year Road Network Management Plan.
- Align our maintenance standards with the latest in technological improvements.
- Communicate improvements in maintenance methodology through our annual report; and
- Ensure designated service and technical standards are implemented effectively to provide value for money.

PROCESS

To ensure efficient allocation of funds to road maintenance we must:

- Set appropriate condition standards for roads and bridges based on the pavement type and its intended use.
- Regularly inspect the structural conditions of roads and bridges.
- Develop and efficiently implement annual maintenance plans; and
- Determine the maintenance requirements, identifying appropriate budget allocations and alternative funding scenarios for the road network.

TECHNOLOGY

In developing standards and planning maintenance we need to ensure we are engaging the best technology to retain the value and life of the road asset. To do this we must:

- Develop a methodology for determining the 'remaining life' of the road asset.
- Continue research and development in pavement technology; and
- Ensure we have the right technical skills in our maintenance areas.



“

There's a strong culture of technical excellence in the RTA. That means we take pride in our work and set high standards for each other.

”

JAI REDDY
SURVEYING



ADVANCING BUSINESS OPPORTUNITIES

Examples of the RTA's range of special number plates.

“

There are great opportunities for the RTA to grow our business. This generates greater investment in our roads and services for the community. This must be a new focus for us and I'm determined to pursue it.

”

GEOFFREY DRUMMOND
GENERAL MANAGER, COMMERCIAL STRATEGY & DEVELOPMENT

As a leading road management authority, the RTA investigates opportunities to capitalise on our technical and professional expertise to deliver improved services for the NSW community.

Unknown to most of the community is that the RTA operates many highly successful businesses. We currently sell technology solutions to more than 93 cities in 21 countries around the world. These generate funding invested back into roads, road safety programs and vehicle and licensing services. Marketing SCATS technology around the world has generated more than \$6 million over the last 3 years. Road and Fleet Services generated \$28 million in external income in 2006-07. And the auction of special number plates raised more than \$4 million for road safety.

The RTA intends to develop business models to generate more funding.

We need to explore further marketing of new tolling products, travel information, traffic management technology and greater value from the RTA asset base. We will investigate opportunities steadily and sensibly to capitalise on our technical innovation and leadership to deliver better products and services.

STRATEGIC OPPORTUNITIES

The RTA will:

- Explore 'joint commercial ventures' especially when considering marketing new products.
- Develop business models allowing the true commercial potential of projects to be realised.
- Explore possibilities to advance business opportunities from our significant investment in real estate, including sales or commercial development; and
- Ensure the RTA has the most appropriate structure to pursue business opportunities.

DEVELOPING AND MARKETING WORLD LEADING TECHNOLOGY

The RTA is a world leader in several areas of traffic management technology already in operation in NSW. We need to take a commercial approach to the development and marketing of these products. We will:

- Continue to sell and develop SCATS technology globally and explore new market opportunities.
- Examine the business model for SCATS for use in other marketable products.
- Develop partnerships to deliver the next generation of E-Toll products.
- Develop marketing strategies for new products and services including the RTA number plate business.
- Drive a greater awareness of the availability of myRTA.com features such as BPAY as a way for the public and other organisations to conduct business with the RTA; and
- Facilitate 'travel information products' to be considered for commercial application.



“

As one of the biggest service providers in Australia, we're always on the lookout for improvements. We have a strong culture of innovation and so the question we must always ask is... What's next?

”

VINCENT WONG
DRIVER & VEHICLE SERVICES

IMPROVING ROAD SAFETY



One of approximately 70 crash tests that are conducted each year at RTA Crashlab.

“

We have worked hard with the community to reduce the road toll. But we must never be satisfied. We must innovate to achieve greater reductions and I believe we can.

”

DR SOAMES JOB
NSW CENTRE FOR ROAD SAFETY

As part of the NSW State Plan, the RTA is the lead agency for road safety. Road crashes are one of the major causes of death and injury in our community, especially among young people. Each year approximately 500 people die as a result of crashes on NSW roads.

The RTA recently established the NSW Centre for Road Safety. The Centre focuses on vehicle improvements, behaviour change, safer road environments and improvements in technology. A range of performance measures will be used to monitor progress against the State Plan target of “reducing road fatalities to 0.7 per 100 million vehicle kilometres travelled by 2016.”

REDUCE SPEEDING

Speeding is the biggest single behavioural factor involved in road deaths, causing about 40 per cent of fatalities. A key strategy for reducing the NSW road toll includes a renewed focus on reducing speeding. To achieve this we will:

- Develop speed zoning to be more sensitive to the conditions and crash history of the road.
- Commence new targeted anti-speed campaigns focussed on changing driver behaviour.
- Work with NSW Police Force to increase speed enforcement during holiday periods.
- Operate point to point camera technology for heavy vehicles in suitable locations by mid 2008; and
- Research and evaluate behavioural interventions for recidivist speed offenders.

SAFER ROADS

Significant road safety improvements are also being achieved through major upgrades of rural highways and urban routes, along with intersection and road surface upgrades. The NSW Centre for Road Safety will be responsible for:

- Safety reviews of the Great Western Highway, Mitchell Highway and Mid Western Highway.
- Implementing across the RTA the 'Safer Roads and Roadsides' approach to address high crash zones, areas of low skid resistance, poor alignment, clear zones and hazardous roadside objects and integrate planning across the network; and
- Ensuring the necessary systems are established to achieve the goals of mainstreaming road safety across the RTA.

SAFER VEHICLES

The NSW Centre for Road Safety will develop and promote:

- Safety Ratings for vehicles and an industry award for production of safety aware vehicles.
- Best practice government fleet procurement policy.
- Improvements in technology for Speed Limiting, Curtain Airbags and Electronic Stability Control; and
- Leadership in the field of Intelligent Speed Adaptation.

SAFER PEOPLE

The NSW Centre for Road Safety undertakes a range of initiatives to improve road user behaviour. The NSW Centre for Road Safety will:

- Maximise deterrence by working with the NSW Police Force to refine and promote random breath testing and random drug testing.
- Promote alternative sentencing options for drink drivers, including the Sober Driver Program and breath Alcohol Interlocks; and
- Improve motorcycle safety on corners.

“

We intend the Centre for Road Safety to be the world leader. We're looking forward to getting the Centre up and running with one goal in mind: reducing loss of life.

”

LEANNE GRANT
ROAD SAFETY



IMPROVING SERVICES



“

We are developing the RTA's registry of the future concept and also working hard to increase electronic transactions with the public. Our goal is to make business with the RTA easy. Public feedback suggests we're making good progress.

”

DAVID STUART-WATT
DIRECTOR, LICENSING, REGISTRATION & FREIGHT

The RTA needs input from the community and stakeholders to continually improve our service delivery. Delivering better services comes from understanding and responding to community needs. Key priorities for the RTA include increasing the percentage of electronic transactions along with developing improved communications with our customers.

REGISTRATION AND LICENSING SERVICES

The RTA conducts around 19 million transactions annually. This will grow to 26 million in 2032. The delivery of services must change to increase telephone and internet transactions in order to improve customer access. With this growth in transactions we need to enhance our privacy and data integrity protocols. We will:

- Promote the use of electronic transactions with the RTA to increase the use of myRTA.com and other automated services.
- Provide a range of transactions across the internet via myRTA.com including: myRego, E-Toll sales, e-Safety checks, registration renewal and transfers; and
- Add value in our face to face transactions by expanding our licensing ability and improving security.

Develop best practice security for business applications including:

- A trial into facial recognition technology.
- Promotion of the Proof of Identity (POI) unit as a means of deterring identity fraud; and
- Participation at a national level in the development of registration and licensing reforms.

INFRASTRUCTURE PROJECT INFORMATION

Community consultation and communication are critical components to developing a good faith relationship with the community. To improve our consultation and information provision to the community we will:

- Develop standard practices for website information features including electronic maps, video test-drives and animated drive-throughs to assist the community's understanding of major projects; and
- Develop an online project feedback feature for all major projects to improve communication with the public.

“

Our customers can order E-Toll tags and passes, check or change their account details – all online. Our focus is to make the process as easy as possible.

”

MARIA THEOCHARI
TOLLING BRANCH



45

2008 TO 2012
CORPORATE PLAN



DEVELOPING CAREERS

Graduates on top of the world.

“

We invest heavily in developing our people to ensure they have the skills to meet community expectations today and into the future.

”

ROD TOUT
DIRECTOR, CORPORATE SERVICES & REFORM

To deliver on the Blueprint we need a workforce with the right professional, technical and management skills to ensure success. We recognise and value high performance and the diversity of our people and the communities we serve.

BUILD PROFESSIONAL AND TECHNICAL LEADERSHIP

The RTA is a leading provider of technology, professional, technical and management skills in road safety, traffic management and planning, road building and maintenance. To sustain this we are focused on:

- Developing our people, their industry leading skills and expertise through professional, vocational, engineering and technical skill development initiatives.
- Developing leaders and managers in all spheres of the organisation.
- Managing succession and knowledge within the context of an ageing workforce and increasing competition for our required skills and resources.
- Expanding our internal mentoring and coaching programs; and
- Enabling learning and knowledge sharing across the organisation by setting up the RTA Learning Centre Online.

COMPLETE WORKFORCE FOR THE FUTURE PLAN

To sustain our workforce capability, we need to ensure the development, retention and attraction of identified skills. We will do this by:

- Providing effective and flexible career pathways.
- Offering flexible employment and post retirement options to retain our more experienced people.
- Delivering targeted training and employment opportunities for people in rural, regional and metropolitan areas, through the RTA Graduate, Apprenticeship, Traineeship and Scholarship programs.
- Implementing new recruitment processes and employment branding strategies to enhance our effectiveness in attracting the right talent in skills shortage areas; and
- Fostering innovation, teamwork and contribution in the workplace.

The RTA Values drive behaviour that fosters innovation and teamwork and enables our people to see the results of their personal contributions. We will continuously improve our systems to support our people in achieving their objectives, both personal and professional, including:

- Ensuring collaborative, productive and safe workplace environments by integrating work and development plans and business planning processes to improve productivity.
- Embracing diversity, teamwork, and equitable practices for all our people by implementing targeted initiatives to enhance workplace practices; and
- Fostering innovation across all disciplines.

The RTA's employment programs are designed to address our future workforce capability needs and help participants achieve a broad range of skills and experiences. As at 30 June 2007, the RTA employed 52 apprentices from a range of trades, 108 trainees working towards the attainment of Vocational Educational and Training (VET) qualifications, 104 graduates participating in the GRAD program and 80 undergraduates taking advantage of the RTA's Undergraduate Scholarship Program. Sixty per cent of all scholarships offered by the RTA are awarded to students from regional areas, highlighting the RTA's support of the regional communities in which it operates.

“

The Graduate Program builds on your studies to give you a great start. The focus on improving skills, project management and goal setting is really beneficial.

”

MARLEA GRAY
ENVIRONMENTAL ENGINEER





THE GREEN PLAN

Winner of a NSW Earth Award – the new Woy Woy pedestrian/cycle bridge.

“

We're developing and maintaining the road network in a way which minimises our environmental impact. Right through the planning stage, design and then construction we are very conscious of the RTA's green agenda.

”

BRIAN WATTERS
DIRECTOR, MAJOR INFRASTRUCTURE

Government decisions at all levels can impact on the environment. We will promote positive environmental outcomes in road use and development while working to reduce our own impact on the environment.

GREEN LEADERSHIP IN RESEARCH, POLICY AND COMMUNICATION

The RTA needs to demonstrate leadership in areas we can influence. To do this we need to develop research and create policies showing how we can all reduce our impact on the environment. We will:

- Encourage early adoption of cleaner vehicle technologies through promoting a users guide to reducing vehicle emissions.
- Identify promising green technology for heavy vehicles; and
- Measure the emission performance of the current car fleet and trial new technologies that target high use fleets such as couriers.

DEVELOPING GREEN PARTNERSHIPS

The RTA will work with the NSW Department of Environment and Climate Change (DECC) to deliver environmental results under the State Plan. We will also work in partnership with industry, customers and other government departments on projects to:

- Improve identification of poor performing vehicles for repair.
- Improve the environmental performance of heavy vehicle fleets including government and commercial fleets.
- Develop a joint RTA/NSW Government Green Heavy Vehicle Procurement Policy.
- Expand the program to retrofit pollution control equipment to diesel trucks in the government fleet.
- Promote the Clean Fleet heavy vehicle maintenance program to broaden the participation rate; and
- Protect biodiversity and preserve heritage.

REDUCING OUR FOOTPRINT

The RTA is a large employer with offices throughout NSW. Minimising our own footprint in greenhouse gas emissions and energy use sets an example for others to follow. We will:

- Improve mainstreaming of environmental management into construction and maintenance projects including promoting the use of recycled materials in construction and maintenance.
- Reduce the impact of road projects on the natural and social environment.
- Reduce the environmental impact of the RTA's properties and fleet.
- Examine opportunities to avoid generating waste and reduce the environmental impact of goods and services supplied to the RTA.
- Complete the Oxley Highway compensatory bio-banking pilot with DECC.
- Develop carbon reduction strategies for RTA operations; and
- Develop energy and water savings action plans.



“

Reducing our footprint, driving sustainability initiatives and contributing to a strong climate change response is an exciting challenge that motivates the team.

”

ERICA ADAMSON
GENERAL MANAGER, ENVIRONMENT

CORPORATE FRAMEWORK

The RTA's Corporate Framework aligns the NSW State Plan to the RTA's Vision, Values, and key result areas. The Corporate Framework drives organisational planning and performance management processes.

COMMUNITY RESULTS

| | | | | | | |
|-----------------------------|--|---|---|--|--|--|
| NSW STATE PLAN | Growing Prosperity across NSW | | | | | |
| RTA VISION | A safe, sustainable and efficient road transport system | | | | | |
| RTA RESULTS | Transport The road transport system supports reliable and efficient movement of people and goods | | | Asset The condition and value of the road network meets acceptable standards | | |
| INTERMEDIATE RESULTS | Development Network development meets future growth, population and freight needs | Alternatives Alternative forms of transport are supported | Traffic People and freight movement and incident management are optimised | Access Heavy vehicle access to the road network is sustainable | Maintenance The road network has been maintained to the required condition and value | |

| | | | | | | |
|-----------------------------|--|--|--|--|--|--|
| NSW STATE PLAN | Delivering Better Services | | | Environment for Living | | |
| RTA VISION | A safe, sustainable and efficient road transport system | | | | | |
| RTA RESULTS | Safety The safety of the road environment, vehicles and road user behaviour is maximised | | | Environment Impacts on the natural, cultural and built environments are minimised | | |
| INTERMEDIATE RESULTS | Roads The safety of the road environment is maximised | Vehicles The safety of vehicles is maximised | Users The safety of road user behaviour is maximised | Infrastructure The impact of roadworks on the environment is minimised and positive urban design outcomes produced | Organisational Use less resources, reduce waste and reduce our footprint | Emissions Contribute to a reduction in vehicle emissions |

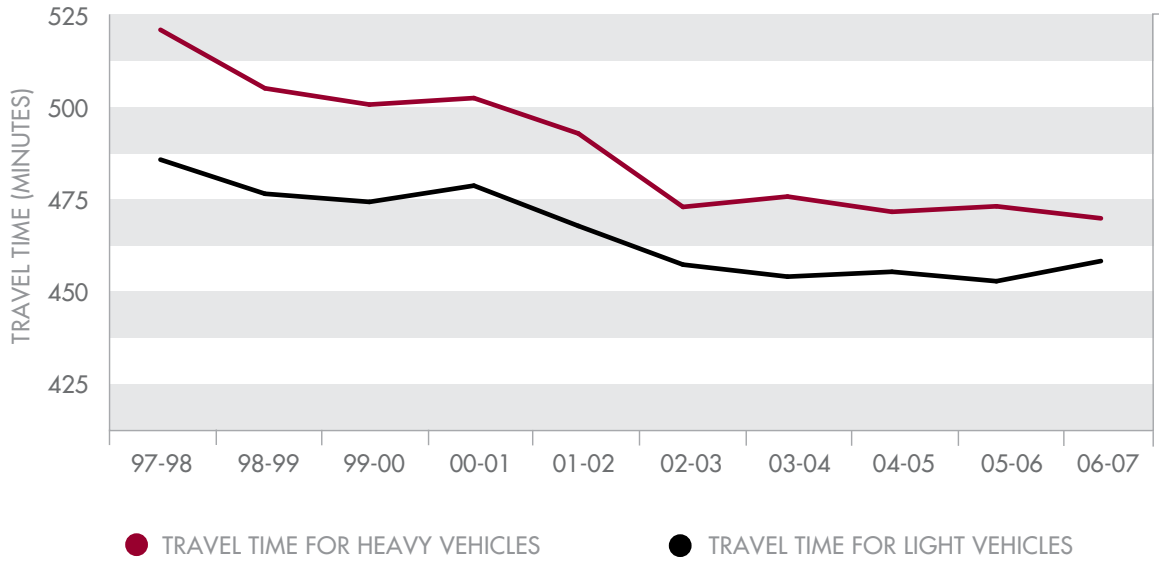
BUSINESS RESULTS

| | | | | | | |
|-----------------------------|---|--|--|--|--|--|
| NSW STATE PLAN | Delivering Better Services | | Fairness and Opportunity | | | |
| RTA VALUES | Values Learning - Expertise - Accountability - Dynamic - Equity - Responsiveness - Safety | | | | | |
| RTA RESULTS | Services Meeting community needs | | | Governance Aligning our investment and people to our vision | | |
| INTERMEDIATE RESULTS | Customers High Quality: - Service delivery - Data integrity - Identity management - Accessibility | Stakeholders Effective: - Consultation - Communication - Partnerships - Leadership in policy | Financial Advanced: - Business opportunities - Accountability - Financial Performance | Organisational High Quality: - Planning & Risk Management - Performance Management - Operational and Information Systems - Reporting Framework | Our People Delivering: - High performance culture - Workforce Capability - Diversity and Equity - Occupational Health and Safety (OHS) | |

PERFORMANCE INDICATORS

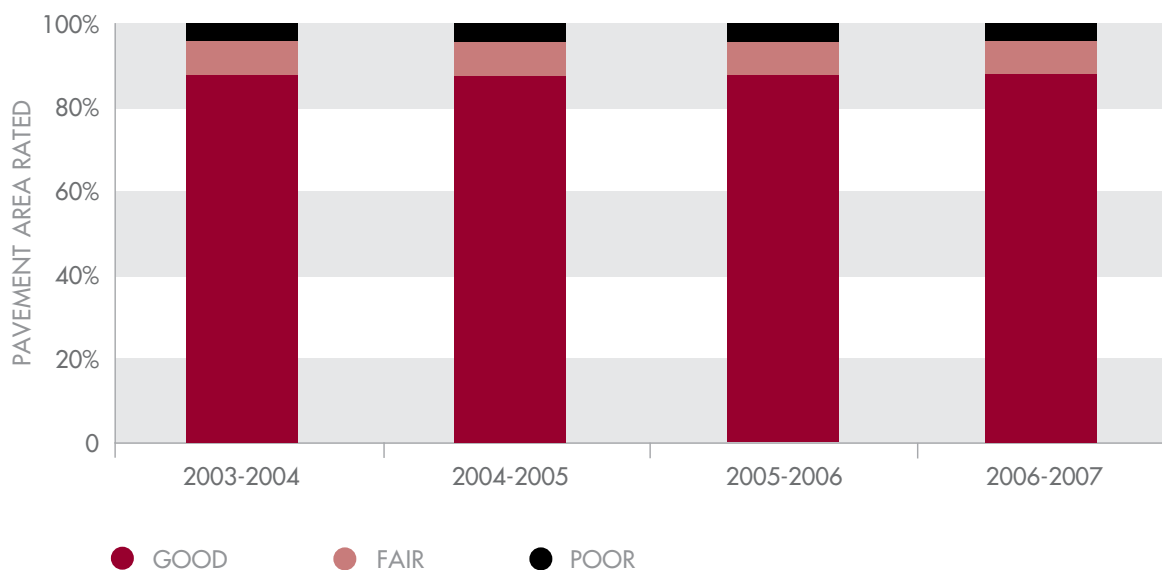
Ongoing monitoring and reporting of performance indicators is a key component of the RTA's performance management framework. A range of performance indicators are used to track progress and drive improvements in service delivery. An example of performance information relating to each of the four RTA Community Results (Transport, Asset, Safety and Environment) is presented in the charts below:

CHART 1 AVERAGE TRAVEL TIME ON THE PACIFIC HIGHWAY



This graph shows the average travel times on the Pacific Highway between Hexham and the Queensland border. Travel times of both light and heavy vehicles have generally improved due to major capital works carried out over the last decade.

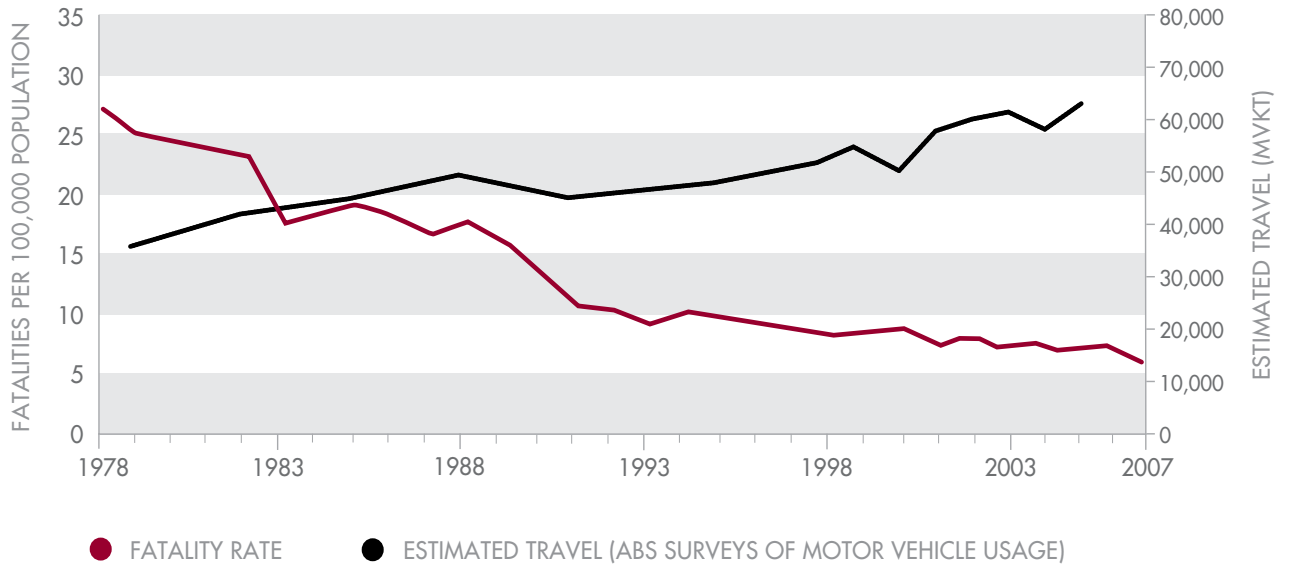
CHART 2 RIDE QUALITY ON STATE ROADS



Ride quality refers to the roughness of State roads in NSW. The percentage of road surface roughness rated as 'Good' on State roads in NSW remains at a high level (ie 87%).

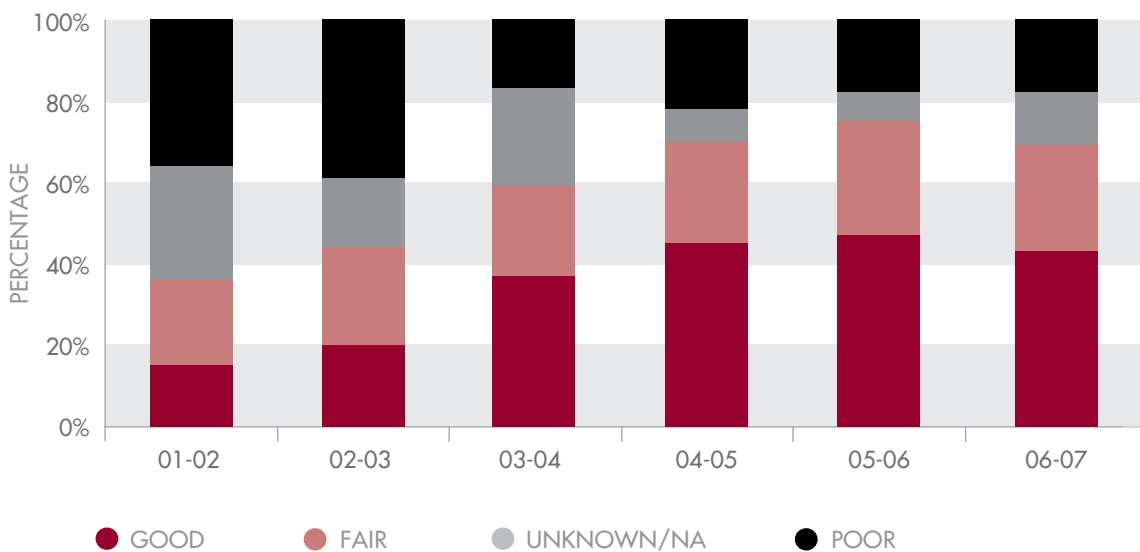
The RTA is committed to reporting and improving the range of performance data provided in a variety of publications such as the RTA's Annual Report, the NSW State Plan, and Austroads' National Performance Indicators.

CHART 3 FATALITIES PER 100,000 POPULATION AND MILLION VEHICLE KILOMETRES TRAVELLED (MVKT)



This graph shows that the NSW fatality rate per 100,000 population in 2006 was 7.3, the lowest figure since records began in 1908. This is despite the increases in vehicle kilometres travelled, showing the benefits of improved technology, road maintenance and construction, education and enforcement.

CHART 4 CONDITION OF HERITAGE ASSETS



The RTA has a responsibility under section 170 of the *Heritage Act 1977* to identify and manage heritage items in its ownership or control. Over time the RTA has managed to increase the proportion of heritage assets identified as being either fair or good.



Sea Cliff Bridge, Lawrence Hargrave Drive.

“

The 2008 to 2012 Blueprint sets the RTA new challenges. New road safety targets, a new focus on public transport works and environmental opportunities, more electronic business, improved maintenance standards and strong planning for the future. These are the important steps we must take.

”

JOHN WHELAN
DIRECTOR, BUSINESS COORDINATION, ROAD SAFETY & POLICY

The RTA would like to acknowledge the contributions of the following publications:

- Apelbaum Consulting Group – NSW 2007 Transport Facts.
- Sydney Airport Corporation Limited – The Master Plan; and
- The AusLink Draft Corridor Strategies.

BLUEPRINT

RTA CORPORATE PLAN

FOR FURTHER INFORMATION

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