



**08** | ANNUAL  
REPORT

## LETTER TO THE MINISTER

The Hon. Michael Daley, MP  
Minister for Roads  
Governor Macquarie Tower  
1 Farrer Place  
Sydney NSW 2000

Dear Minister

I have pleasure in submitting the Annual Report and Financial Statements of the Roads and Traffic Authority for presentation to the Parliament of New South Wales for the financial year ended 30 June 2008. It has been prepared in accordance with the Annual Reports (Statutory Bodies) Act 1984 and the Public Finance and Audit Act 1983.

Yours sincerely



Les Wielinga | Chief Executive

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Front cover image: Photo taken by RTA staff member Mark Hanson of the Great Western Highway, Kingswood.

This image: Taken by RTA photographer Geoff Ward of refurbish work on the Sydney Harbour Bridge in the early hours of the morning on October 2007.

# Chief Executive's overview

## Highlights in 2007-08

This year has been a crucial year in the history of the RTA, not just because of our concrete achievements but because of the work we have done to prepare for the challenges ahead.

We've developed a new corporate plan for the next four years – our *Blueprint* – which sets out a clear agenda to meet these challenges. It defines our agenda, but it also sets out our attitude and approach. Of course, we must meet community expectations of safe and efficient roads and professional licensing and vehicle services. But to do so we must develop – we must be willing to change and redefine our goals to make sure we have a clear focus and a plan for achieving these outcomes.

What are these outcomes? You can track them through this report, which has been structured to report on the new corporate framework's key result areas of transport, asset (the road network), safety, environment, services and governance. While annual reports are necessarily focused on the achievements of a year's span, the RTA has a clear direction for its long-term planning which includes reducing the road toll, addressing congestion, improving customer services, delivering freight productivity solutions, maintaining roads to appropriate standards, generating investment for the road network and more.

The RTA is identified in the State Plan as the lead agency for road safety. This year was an historic one, with the number of road fatalities per 100,000 people being the lowest figure since records began in 1908. There is never any room for complacency, and the RTA will continue to work to reduce the road toll, with a particular focus on combating speeding – the greatest factor in fatal road crashes.

Beyond this achievement, the RTA also made progress to equip itself for the future challenges in road safety, with the NSW Centre for Road Safety becoming fully operational. The centre, a new focus for policy development, research and strategy within the RTA, is symbolic of the 'mainstreaming' of road safety efforts throughout the authority.

We also made strides towards our goal of making speeding a socially unacceptable behaviour, with our campaign – 'Speeding. No-one thinks big of you.' – gaining industry recognition but also, more importantly, continuing to hit the mark with young male drivers. We continued to show leadership in developing cutting edge technologies to combat speeding and to ensure heavy vehicles can do their important job within safe parameters.

Developing and maintaining the transport system is another crucial RTA role. This year we progressed a series of significant major projects, including delivering more projects on the upgrades of the Pacific Highway, Hume Highway, Princes Highway and Great Western Highway. Stage 2 of the Lane Cove Tunnel was completed and we began construction of a filtration plant for the M5 East tunnel.

Maintaining the flow of traffic is a high priority which only gets more challenging as the population of NSW – particularly in urban areas – continues to grow at a significant pace. We use a combination of the latest technology, the know-how of experienced staff and careful planning to make sure that travel speeds are maintained during peak times. I'm pleased that we've achieved our targets this year, even increasing travel speed during the PM peak. We also faced and met the challenge of huge special events in Sydney, managing traffic for APEC and preparing for the enormity of the Pope's visit for World Youth Day.

Encouraging alternative transport is an important element in reducing congestion on the roads. This year we increased the length of bus and transit lanes to nearly 200km and increased the total length of off-road cycleways to almost 1500km.

Managing the environmental impacts of the RTA's activities continues to be a high priority. This year the RTA developed a 'Green Plan' with a strong focus on managing the important challenges of climate change and environmental sustainability for our activities. The RTA is working to reduce its own environmental footprint by minimising the energy and resources it uses.

To meet our statutory requirements on major infrastructure projects, the RTA has continued its work to protect plants and animals potentially affected by the projects. For example, on the Hume Highway duplication, project ecologists have been monitoring and managing the response of local threatened species populations, such as squirrel gliders, to the construction of the highway. See page 83 for more information on the Green Plan.

The RTA is also the custodian of significant heritage items, from historic timber bridges to the Sydney Harbour Bridge. Our staff have developed considerable expertise in protecting these items, which were evident again in 2007-08 in such projects as the restoration of the 1892 Junction Bridge which spans the Tumut River.

The RTA made big steps to ensure we develop and retain the skills needed in our workforce to carry out our role for the NSW community. For example, engineering skills are so important to us, we've developed a range of measures to both attract the brightest minds to the RTA and to foster engineering as a crucial profession for our State's future. Occupational Health and Safety is very important in our work, and we have performed well above most of the NSW Government's 'Working Together' injury prevention and management targets.

Finally, I'd like to acknowledge the hard work and diligence of RTA staff across NSW who have all contributed to the achievements outlined in this report. We have much to do, but their work over the past year has put us in an excellent position to deliver many more positive outcomes for the community in the years ahead.

“

We've developed a new corporate plan for the next four years – our *Blueprint* – which sets out a clear agenda to meet these challenges. It defines our agenda, but it also sets out our attitude and approach.”

## About this report

The annual report records the full range of achievements of the RTA in the past financial year. Importantly, the annual report is also a tool of accountability, through which the community can track our performance throughout the year and examine details of projects that concern them. The report also provides a window on the internal management of the RTA, with details of our financial arrangements, workforce management, community consultation programs and many other details.

A performance summary at the beginning of the report is backed by detailed reporting on every area of the RTA's operations. It has been colour coded to make it easy to navigate. A compliance index on page 278 demonstrates how statutory reporting requirements have been met.

This report includes many projects and other initiatives which have subsequently been completed and delivered. These post 30 June 2008 events (such as road openings) will be included in next year's report.



Les Wielinga | Chief Executive



# RTA at a glance

## Responsibilities

The RTA is a NSW statutory authority established in 1989 under the *Transport Administration Act 1988*. It is an amalgamation of the former Department of Main Roads, Department of Motor Transport and the Traffic Authority.

The RTA's primary responsibilities are to:

- Manage the road network to maintain travel times.
- Provide road capacity and maintenance solutions.
- Test and license drivers and register and inspect vehicles.
- Improve road safety.

### Vision:

A safe, sustainable and efficient road transport system.

## Activities

The RTA's activities are diverse and extensive. Engineering expertise is used to design and construct new roads and bridges and to maintain and enhance existing infrastructure. Scientific expertise is used to test and develop superior road surfaces. Traffic management is a complex task, with significance for road design and construction, signaling and signage, and requires technological expertise to manage the Sydney Coordinated Adaptive Traffic System (SCATS) – the RTA-designed, world-leading traffic coordination system.

Effective network management and planning require knowledge of population trends, consumer and industry patterns and government policies and priorities. It is critical that road planning is undertaken as part of an integrated transport plan developed with other government departments. The respective needs of motorists, public transport, freight, commuters and pedestrians need to be balanced.

The RTA reviews international practices in road safety, maintenance and network management to complement its knowledge and practice. Maintenance involves scheduled periodic programs and day-to-day actions. Emergency response crews and traffic modifications are imperative to the efficient running of the network.

Sustainable practices and environmental management are intrinsic to the way the RTA works. The environmental impacts of construction, maintenance, road travel and congestion need to be managed. Urban design activities and other actions are aimed at minimising the impact of road construction on the living landscape.

Road safety is integral to the RTA's activities. The new 'Safe System' approach which recognises human error is inevitable and requires roads and roadside environments that are forgiving of driver error; is seeing traditional areas of engineering and network management geared towards safer outcomes. Behaviour management remains an effective safety tool through marketing and promotion, advertising campaigns, testing, training and education to develop safer driving practices. Enforcement is another dimension of road safety and the RTA works closely with NSW Police. Licensing and registration are a key part of the RTA's regulatory and enforcement role, and can be invaluable tools in molding driver practice and road user behaviour.

## Key dimensions

### Assets and funding

The RTA manages a road network that includes:

- 17,932km of State roads (including 4269km of AusLink network and 161km of privately-funded toll roads).
- 2946km of Regional and local roads in the unincorporated area of NSW.
- 5051 bridges, major culverts and tunnels, and nine vehicular ferries.
- 3690 traffic signal sites, as well as other traffic facilities, systems and corridor assets.

The RTA's non-road assets include:

- 180 offices including 129 motor registries.
- Purpose-built facilities including RTA Crashlab, the Transport Management Centre, Document Management Centre and the RTA Contact Centre.
- Other facilities including work depots, motorcycle rider training centres, fleet workshops, mobile service units, laboratories and inspection stations.

The RTA holds road, bridge and traffic infrastructure with a written down value of \$80 billion including land under roads. It also holds property, plant and equipment, private sector-provided infrastructure and other non-current assets with a written-down value of \$4 billion. The RTA owns assets which are held for road projects including heritage-listed properties which are tenanted, maintained and managed by RTA property staff.

The RTA Roads Program was worth \$3.8 billion (\$3,834 million) this year including contributions from State and Federal governments, and revenue raised directly by the RTA from road user charges and other generated revenue such as number plate sales, contributions to works from third parties, and sales of surplus properties.

The RTA provides financial assistance to local councils to manage 18,490km of Regional Roads. The RTA also provides funding and support to the 144,750km of council-managed local access roads which are funded by local ratepayers and federal road assistance grants.

For more information on asset and funding please see the Asset and Transport chapters.

### Licensing and registration

At 30 June 2008, there were 4.64 million NSW licensed drivers and 5.2 million NSW registered vehicles. In 2007-08 the RTA managed just over 19 million of registration and licensing transactions.

For more information on licensing and registration please see the Services chapter.

## Employees

The RTA has 6929 equivalent full time employees located across NSW. About 48 per cent are employed in country locations.

Given the diversity of the RTA's activities, these employees work in a vast array of disciplines across many trades and professions. Staff including engineers, vehicle regulations inspectors, surveyors, environmental managers, traffic technicians, bridge workers, laboratory assistants, policy specialists, administration staff, emergency breakdown officers, motor registry officers and construction and maintenance staff of all varieties are performing functions that keep our road and transport system safe, sustainable and efficient.

For more information on 'Our staff' please see the Governance chapter.

## Stakeholders and the community

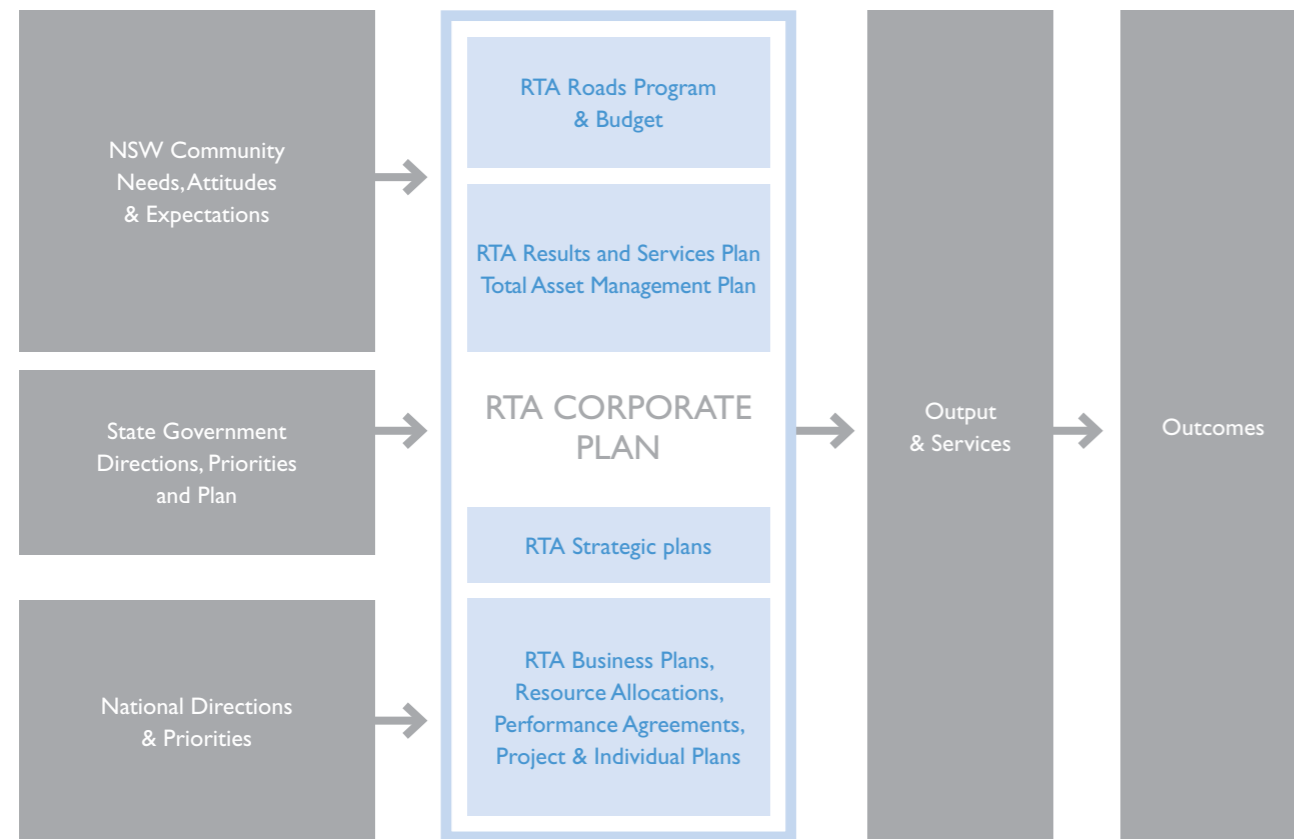
The RTA values its role in the community and undertakes significant stakeholder consultation. Its external customers and stakeholders include motorists, commuters, pedestrians, private organisations, community and road transport groups, business groups, local councils and State and Federal government agencies.

In 2007-08, local communities were involved in more than 200 different construction and maintenance projects. This involvement included community focus or liaison groups, community meetings, community display and information sessions, distribution of community updates and household letters, community events and regular meetings between RTA staff and individuals.

The NSW State Plan has provided priorities to guide RTA actions as the lead NSW agency for roads. The strategic management framework (Figure 1) within which the RTA works to meet stakeholder priorities and expectations is set out on the following page.

# Organisational chart

**FIGURE 1. RTA STRATEGIC MANAGEMENT FRAMEWORK**



The RTA participates in a wide range of significant advisory groups and committees, as set out in Appendix 3. The RTA uses these and other avenues to remain informed about reports, reviews, impact statements and inquiries relevant to its operations and operating environment. Where appropriate, the RTA provides input into these documents or responds directly to any findings or recommendations. In the case of the NSW Auditor-General's report, Condition of State Roads, the RTA has developed a series of projects to address the report's recommendations. For details see the Asset chapter.

The RTA liaises with government departments and local communities in relation to environmental assessments, the development of noise abatement solutions, licensing and registration policy changes, infrastructure development proposals and road safety. Further information about this is in the Environment chapter.

The RTA is made up of nine directorates which work closely together to achieve results in all key areas. These business areas and their key tasks are outlined below.



# Executive profiles



## **Les Wielinga | Chief Executive**

BE (Civil), Grad.Dip Mgmt (Technology Management)

Les has more than 35 years experience in infrastructure development and delivery, program and project management, and transport issues management. Major projects include overseeing delivery of the Westlink M7 and managing the Pacific Highway upgrade from its inception. Les developed the M5 East Air Quality Improvement Plan, designed the Cross City Tunnel road modifications to improve traffic flow and chaired the Lane Cove Tunnel Integration Group.



## **Jack Whelan | Director Business Coordination, Road Safety and Policy**

BEd (Hons)

Jack has worked in the State and Commonwealth public sector for over 12 years, recently in NSW as Director of Local and Community Transport in the Ministry of Transport. His government policy background has enabled him to bring an integrated approach to his current role including setting up the NSW Centre for Road Safety and successfully implementing communication and corporate planning projects.



## **David Stuart-Watt | Director Licensing, Registration and Freight**

BE, MEngSc, MBus.Admin in Australia and France

David has over 30 years experience in project management; civil, traffic, transport and environmental engineering as well as policy, planning and commercial service delivery in Australia and the UK. He has managed the RTA's Statewide network of regional services, engineering technology and project offices as well as commercial services. He has a wide range of responsibilities including licensing and educating drivers and riders, managing compliance and enforcement programs, reducing vehicle emissions and regulating the heavy vehicle and tow truck industries.



## **Michael Bushby, Director Network Management**

BE, BBus, MEng (Project and Construction Management), FAICD, MIE(Aust)

Michael has more than 25 years experience in the construction and management of road networks in both NSW and Tasmania. His varied experience includes road construction, pavement management systems, acting as a company director and regulation of licensing, registration and freight. Michael has a wide range of responsibilities ranging from operational traffic management to long-term network planning.



## **Brian Watters, Director Major Infrastructure**

BSc (Civil), MEngSc (Transport), Dip TCP

Brian has more than 35 years experience in transport planning, infrastructure development and program management. He has been involved in the planning of most major road projects in NSW over the past 24 years, and has worked closely with other government agencies. Notable projects have included the planning and procurement of the Sydney Harbour Tunnel as NSW's first Public Private Partnership and planning of the Eastern Distributor, M5 and Westlink M7 motorways and the Lane Cove Tunnel.



## **Peter Collins, Director Regional Operations and Engineering Services**

BE (Civil)

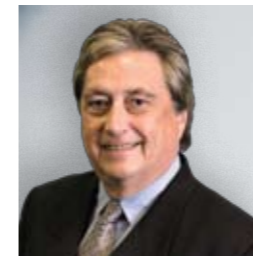
Peter has more than 37 years of experience with the RTA. He has progressed through the engineering ranks since commencing as an RTA cadet and has held positions all over the State including Regional Manager, Northern Region. Peter has worked on a range of major road projects including the upgrade of the Pacific Highway. Peter is responsible for regional asset and network management and delivering regional construction and maintenance programs. He is also responsible for providing specialist engineering and technical support across the RTA.



## **Brett Skinner | Director Finance and Commercial Development**

BFin.Admin, Fellow Aus. Soc. CPAs, Fellow TIA

Brett has broad commercial experience providing strategic and financial advice, driving efficiencies and improving productivity in large organisations. Brett served in the electricity, water and waste water industries during a period of great change and the creation of a national electricity trading market. He has also worked for CPH Limited and PriceWaterhouse providing business improvement services and auditing for diverse clients. Brett finished his position with the RTA at the end of March 2008.



## **Rod Tout | Director Corporate Services and Reform**

Dip.Pub.Admin, BBus, MAdminLaw & Policy, Fellow AIM

Rod has worked in seven government organisations at State and Commonwealth level, including a central government agency, the Federal courts, commercialised business and direct public service-delivery agencies. Rod manages a range of services including human resources, technology, business reform and RTA shared services.



## **Erica Adamson, General Manager Environment**

BSc, MSc (Hons), LLB

Erica has extensive environmental management experience in the private and government sectors. This has included planning and assessment delivery of some of NSW's largest transport infrastructure projects – the Airport Railway Line, Chatswood to Epping Railway and the Lane Cove Tunnel. Erica has responsibility for environmental direction, improving procedures and environmental outcomes.



## **Anne Terry, General Counsel**

Bachelor of Business (Accounting), Bachelor of Laws, Master of Laws (International Business and Construction) (Hons), MBA (MGSM)

Anne worked with Bankers Trust, PWC, Blake Dawson, Waldron and Anderson before joining the public service. She has 10 years of legal experience in commercial law, property and infrastructure (including airports, mining, rail, water and ports).

# Corporate framework

The RTA's corporate framework, which forms the basis of this report's structure, expresses the alignment between government priorities and the RTA's vision, result areas and strategies.

## Community results

NSW STATE PLAN	Growing prosperity across NSW					Delivering better services			Environment for living		
RTA VISION	A safe, sustainable and efficient road transport system										
RTA RESULTS	<b>Transport</b> PAGE 19 The road transport system supports reliable and efficient movement of people and goods			<b>Asset</b> PAGE 41 The condition and value of the road network meets acceptable standards		<b>Safety</b> PAGE 53 The safety of the road environment, vehicles and road user behavior is maximised			<b>Environment</b> PAGE 71 Impacts on the natural, cultural and built environments are minimised		
INTERMEDIATE RESULTS	<b>Development</b> Network development meets future growth, populations and freight needs	<b>Alternatives</b> Alternative forms of transport are supported	<b>Traffic</b> People and freight movement and incident management are optimised	<b>Access</b> Heavy vehicle access to the road network is sustainable	<b>Maintenance</b> The road network has been maintained to the required condition and value	<b>Roads</b> The safety of the road environment is maximised	<b>Vehicles</b> The safety of vehicles is maximised	<b>Users</b> The safety of road user behavior is maximised	<b>Infrastructure</b> The impact of roadworks on the environment is minimised and positive urban design outcomes produced	<b>Organisational</b> Use less resources, reduce waste and reduce our footprint	<b>Emissions</b> Contribute to a reduction in vehicle emissions

## Business results

NSW STATE PLAN	Delivering better services					Fairness and opportunity						
RTA VALUES	<b>Values</b> Learning – Expertise – Accountability – Dynamic – Equity – Responsiveness – Safety											
RTA RESULTS	<b>Services</b> PAGE 87 Meeting community needs					<b>Governance</b> PAGE 97 Aligning our investment and people to our vision						
INTERMEDIATE RESULTS	<b>Customers</b> High quality: <ul style="list-style-type: none"> <li>• Service delivery</li> <li>• Data integrity</li> <li>• Identity management</li> <li>• Accessibility</li> </ul>			<b>Stakeholders</b> Effective: <ul style="list-style-type: none"> <li>• Consultation</li> <li>• Communication</li> <li>• Partnerships</li> <li>• Leadership in policy</li> </ul>			<b>Financial</b> Advanced: <ul style="list-style-type: none"> <li>• Business opportunities</li> <li>• Accountability</li> <li>• Financial performance</li> </ul>		<b>Organisational</b> High quality: <ul style="list-style-type: none"> <li>• Planning and risk management</li> <li>• Performance management</li> <li>• Operational and information systems</li> <li>• Reporting framework</li> </ul>		<b>Our people</b> Delivering: <ul style="list-style-type: none"> <li>• High performance</li> <li>• Workforce capability</li> <li>• Diversity and equity</li> <li>• Occupational Health and Safety (OHS)</li> </ul>	

# Strategic & business planning

## Strategic and business planning

The RTA uses corporate strategic plans to link results and services with broader government priorities and to align internal business plans to deliver results. The plans used to communicate the RTA's contribution to government priorities are – the corporate plan, results and services plan and total asset management strategy.

The RTA's strategic direction and planning are also promoted through the corporate framework. It aligns the corporate plan, business plans and the strategies employed to achieve the RTA's results.

Planning and performance reporting guidelines have been updated and communicated within the organisation to maintain an effective and consistent planning and performance reporting system.

## Corporate framework

The RTA's corporate framework, which forms the basis of this report's structure, expresses the alignment between government priorities, and the RTA's vision, result areas and strategies. During 2007-08 the framework was updated to capture the priorities set out in the NSW State Plan. The framework clearly sets out the relationship between the services being delivered and the results that the RTA is working towards. The framework provides a basis for integrated performance reporting that is aligned with business plans, the corporate plan and key result areas. The framework is consistent with NSW Treasury's results and services planning and reporting requirements.

Sustainability principles are recognised in the framework's inclusion of economic, social, and environmental results and strategies. The framework enhances the shared responsibility principle where NSW Government agencies work in partnerships with other government agencies, local councils, the private sector and other stakeholders to achieve outcomes.

The framework is a tool used to demonstrate the contribution which the RTA makes to the NSW State Plan and other government priorities and ensures that its strategies are transparent, accountable and fiscally responsible. The framework is presented on pages 10 and 11.

## Blueprint

*Blueprint*, drafted by the RTA Executive, clearly describes the RTA's key focus areas for the next four years:

- Managing Sydney roads.
- Managing rural and regional roads.
- Transporting freight.
- Improving maintenance.
- Advancing business opportunities.
- Improving road safety.
- Improving services.
- Developing careers.
- The Green Plan.

*Blueprint* is aligned with the NSW State Plan, which identifies the RTA as the lead agency for safer roads. As speeding is the biggest single factor involved in fatalities, a key strategy for reducing the NSW road toll includes a renewed focus on reducing speeding. The NSW State Plan challenges the RTA to improve the efficiency of the road network and reduce vehicle emissions, as well as maintaining and investing in infrastructure, and supporting public transport usage.

*Blueprint* can be viewed in full on the RTA website at [www.rta.nsw.gov.au](http://www.rta.nsw.gov.au).

## Asset management

During 2006-07 the asset strategy was submitted to the Minister for Roads and the Treasurer. The strategy outlines plans for assets including development and maintenance of road infrastructure and associated works, acquisition, maintenance and disposal of real estate and office accommodation. The strategy is fundamental to a more considered approach to physical asset planning and management and requires assets to be clearly aligned to service priorities. The RTA continues to work with NSW Treasury to improve the information provided within the Total Asset Management Strategy.

## Office accommodation

The Office Accommodation Strategy submitted to the NSW Government Asset Management Committee covers leased and owned premises. The current average space density ratio of office space for these sites is approximately 15.5 square metres per person, which complies with the NSW Government accommodation guidelines.

## Property management

The RTA's portfolio consists of property acquired for road construction and operational assets which are used to deliver works and services. The portfolio is reviewed regularly and property that is not required for road construction, operations or related purposes is either disposed of or leased in accordance with government policy.

\* *Blueprint* is aligned with the NSW State Plan, which identifies the RTA as the lead agency for safer roads.



# Performance overview

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. The RTA is committed to reporting a range of performance data in a variety of forms, such as the NSW State Plan and Austroads' National Performance Indicators.

The following tables report RTA performance indicators against the key result areas of the corporate framework. The RTA continually reviews its performance information and where indicators have been changed, the historical figures have been amended for comparative purposes. The notes accompanying the tables provide detail on individual indicators.

**TABLE 1. TRANSPORT** (SEE PAGES 19-40)

Indicator	2004-05	2005-06	2006-07	2007-08	Target 08-09
Change in urban traffic volume (% increase on previous year)	0.2	1.0	-0.2	0.8	0.5
Travel speed: seven major routes AM peak (km/h, urban)	31	32	30	30	30
Travel speed: seven major routes PM peak (km/h, urban)	41	42	41	43	41
Bus lane length (km) <sup>(i)</sup>	78	89	98	112	117
Transit lane length (km) <sup>(i) (ii)</sup>	86	86	81	87	87
Cycleway length (km)					
Off-road cycleways	1210	1310	1395	1466	1509
On-road cycleways	2235	2380	2645	2742	2846

(i) The 2007-08 targets include the lengths associated with the Lane Cove Tunnel work.

(ii) The reduction in transit lane length in 2006-07 is due to the replacement of the northbound Anzac Parade transit lane with bus lane.

**TABLE 2. ASSET** (SEE PAGES 41-52)

Indicator	2004-05	2005-06	2006-07	2007-08	Target 08-09
Ride quality: smoothness of State Roads (% good/% poor) <sup>(iii)</sup>	87.4/4.5	87.5/4.6	87.9/4.4	88.6/4.2	89.0/4.1
Pavement durability: cracking all State Roads (% good/% poor) <sup>(iii)</sup>	79.4/8.8	78.1/9.5	76.5/9.5	78.0/8.5	78.0/8.5
Benefit of development program (\$ million)	2218	2257	3041	4742	5100
Major works completed within planned duration or within 10% over planned duration	83.6	82	75.3	95	90
Number of bridges on State Roads at 30 June limiting legal usage due to structural condition	5	0	0	1	0
Maintenance and reconstruction expenditure on State Roads per km of roadway (\$000) <sup>(iv)</sup>	38	36	40	45	45

(iii) An increase in maintenance funding in 2007-08 has resulted in improved ride quality and pavement durability results.

(iv) Reflects injection of funds into maintenance works in 2007-08 and 2008-09.

**TABLE 3. SAFETY** (SEE PAGES 53-70)

Indicator	2004-05	2005-06	2006-07	2007-08	Target 08-09
Fatalities/100,000 population <sup>(v)</sup>	7.5	7.9	6.4	5.7	N/A
Fatalities/100 million vehicle km travelled <sup>(vi)</sup>	0.82	0.86	0.71	0.62	N/A
% of fatalities where speed was a factor	39	38	37	34	N/A
% of fatalities where illegal levels of alcohol was a factor <sup>(vii)</sup>	17	19	21	19	N/A
% of vehicle occupant fatalities who were not wearing an available restraint	19	16	16	15	N/A
% of fatalities where driver fatigue was a factor	16	19	19	18	N/A
Motor vehicle controllers aged 25 years or under involved in fatal crashes per 10,000 licence holders <sup>(viii)</sup>	2.5	2.3	1.9	1.7	N/A
Fatal crashes involving heavy trucks per 10,000 heavy trucks on register <sup>(viii)</sup>	8.5	7.6	7.4	7.1	N/A
Heavy Vehicle Inspection Scheme: number of inspections	80,427	86,992	94,847	96,482	96,000
Heavy Vehicle Inspection Scheme: percentage of defect free vehicles	56.20	50.76	51.00	56.00	52.00

(v) Fatality and population figures for 2007-08 are provisional and subject to change.

(vi) ABS travel estimates not yet published for 2008. Fatality rates for 2007-08 have been calculated using projected estimated travel growth since 2007.

(vii) 2007-08 alcohol data is incomplete at this stage due to the lag in processing alcohol blood samples.

(viii) Licence holder and registration statistics are based on RTA data.

**TABLE 4. ENVIRONMENT** (SEE PAGES 71-86)

Indicator	2004-05	2005-06	2006-07	2007-08
Number of environmental penalty infringement notices issued to the RTA	0	0	2	2
Number of major environmental incidents arising from RTA's direct operations <sup>(ix)</sup>	7	4	9	11
Number of non-compliances with environmental protection licences held by the RTA <sup>(x)</sup>	2	0	0	14
Condition of heritage assets (% good) <sup>(xi)</sup>	45	47	42.5	48
RTA's total greenhouse gas emissions from direct energy consumption (tonnes CO <sub>2</sub> - e) <sup>(xii) (xiii)</sup>	115,150	116,618	118,231	-
RTA's total office energy consumption (GJ) (target of 75,989 GJ) <sup>(xiii)</sup>	77,344	73,203	80,032	-
RTA fleet environment score (target of 10 in 2005-06, 11 in 2006-07, 12 in 2007-08) <sup>(xiv)</sup>	8.1	8.1	8.7	8.8

- Not yet available

(ix) Figure for this year includes three incidents that occurred in 2006-07 but were not included in the numbers reported in 2006-07.

(x) This indicator measures the number of non-compliances recorded with environment protection licenses held by the RTA. In 2007, a detailed compliance audit was undertaken which identified a number of non-compliances. These are being rectified and the forecast is expected to trend towards zero.

(xi) The 2006-07 condition of heritage assets was lower because condition was unable to be assessed for a number of heritage assets due to flooding at that time.

(xii) Historical data has been amended due to changes in the Australian Greenhouse Office method for converting energy use to greenhouse gas emissions.

(xiii) There is a 12 month lag in these figures.

(xiv) 12.07 was the environmental performance score (EPS) of all passenger vehicles in the RTA as at June 2008. The EPS of all light motor vehicles in the RTA was 8.8. This lower figure is explained by the large number of light commercial vehicles, which are required for operational reasons, but which offer less scope for improved environmental performance.

# Financial overview

**TABLE 5. SERVICES (SEE PAGES 87-96)**

Indicator	2004-05	2005-06	2006-07	2007-08
Use of RTA website (million visits)	8.9	11.35	13.97	16.45

**TABLE 6. GOVERNANCE (SEE PAGES 97-116)**

Indicator	2004-05	2005-06	2006-07	2007-08	Target 08-09
Workplace injuries/100 employees (EFT)	7.5	7.0	6.4	6.1	5.6
OHS liability workplace claims costs (\$ million) <sup>(xv)</sup>	2.4	2.4	2.2	2.2	N/A
Separation rate of staff (%) <sup>(xvi)</sup>	5.99	6.29	8.46	8.4	N/A
Customers rating service as 'good or very good' (%)	94	95	93	93	≥ 90

(xv) Excludes journey and recess away claims (those occurring at lunch time away from the workplace). The liability target of \$2.6 million is based on the Working Together pro rata target for 2006-07 of \$6000 per claim and a reported result of 430 claims.

(xvi) Separation rate is the proportion of staff that left the organisation. It includes salaried, wages and casual staff. The actual separation rate for 2005-06 was 9.92%. School Crossing Supervisors (accounted for 3.63% of the separations) were excluded from the annual separation figures resulting in an annual separation rate of 6.29%.

## Underpinning RTA business delivery

In 2007-08, a key focus for the RTA's Finance and Commercial Development Directorate was working in partnership with other business areas to ensure that program delivery and investment decisions are underpinned by solid financial principles.

This focus has been supported by the RTA Finance Strategy Committee which, in its governance role, has provided strong direction for the alignment and allocation of funding to strategic priorities and review and evaluation of budget performance across all RTA programs.

A number of initiatives also supported this approach, including:

- The start of a major upgrade of the Financial Information Management System, which will be implemented in the first half of 2008-09. The upgrade will streamline the collection of financial data and deliver improvements in reporting at all levels of the RTA.
- The enhancement of specialist financial support to the RTA through the establishment of the Corporate Finance Strategy and Commercial Strategy Development teams, both of which directly contribute to the delivery of the RTA corporate plan.
- Partnerships between the Corporate Finance Strategy team and directorates to provide high level fiscal and economic leadership. This allows the RTA to optimise the benefits of public/private partnership road infrastructure projects and deliver sustainable revenue streams to contribute to the RTA roads program.

- Work of the specialist Commercial Strategy and Development team across the RTA to drive a commercial approach to management of businesses and identify and develop commercial opportunities to contribute to the funding of core RTA programs.
- Development of a dedicated management system to track the financial aspects of all public/private partnerships arrangements over the full span of each contract.

## Financial performance

Quantitative examples of the RTA's effective financial management include:

- Management of its \$3.9 billion funding and expenditure program.
- Generation of \$58.1 million gross revenue from the sale of surplus property and leasing of residual property.
- A 21 per cent increase in revenue from advertising to \$10.4 million.
- Evaluation of private sector infrastructure projects and provision of advice on business proposals based on financial and economic viability.
- Management of property information relating to \$2.9 billion of property assets.
- The strategic procurement program achieving \$41 million in savings in the four years of the program to 30 June 2008.

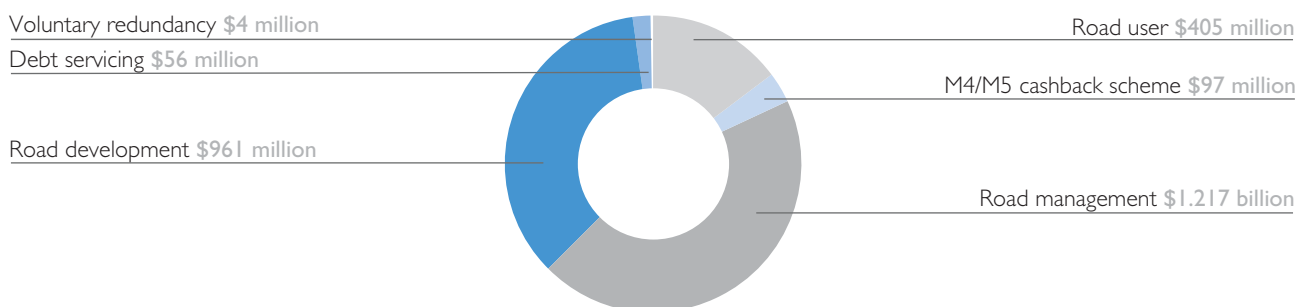
**TABLE 7. FINANCIAL PERFORMANCE**

Financial performance indicators	2004-05	2005-06	2006-07	2007-08 target	2007-08 actual	2008-09 target
Debt servicing cost as a % of roads program	2.3	2.0	2.0	1.6	1.5	1.5
Asset sales	53.2	41.2	24.5	15.0	60.8	28.3

## Roads program

Operating expenditure for the year was \$2.740 billion (up from \$2.263 billion in 2006-07). Expenditure on capital works was \$1.914 billion (up from \$1.528 billion in 2006-07). In achieving this result the RTA met government commitments to specific initiatives including continuation of the Pacific Highway upgrade, the Hume Highway upgrade, railway level crossing upgrades and pavement surfacing and replacement issues identified by the Auditor-General in his report Condition of State Roads.

**FIGURE 2. OPERATING EXPENDITURE 2007-08 \$2.740 BILLION**



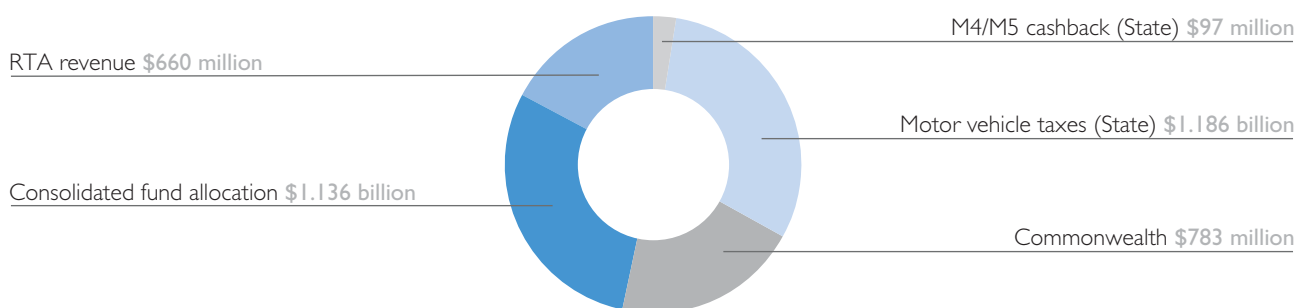
## Revenue sources

In 2007-08 the State Government provided \$2.419 billion or 63 per cent of the revenue received. This compared to \$2.255 billion in 2006-07.

The Federal Government contributed \$783 million of revenue, or 20 per cent, towards the Auslink Network and non-network projects, the Australian Transport Safety Bureau Blackspot program, Pacific Highway Accelerated Program, Strategic Regional Programs and Interstate Vehicle Registration Scheme. This compared to \$706 million in 2006-07.

Additional funding for the RTA roads program was achieved through RTA sourced revenue of \$660 million. RTA sourced revenue in 2006-07 was \$654 million.

**FIGURE 3. REVENUE 2007-08**



## Cashback scheme

The RTA administers the Cashback scheme that allows drivers of NSW privately registered motor vehicles using the M4 and M5 motorways to be eligible for a quarterly refund of tolls paid on these roads. Approximately 250,000 customers lodged 718,000 claims in 2007-08. The total cost of the scheme, including administration, was \$97 million. The scheme is funded from consolidated revenue.