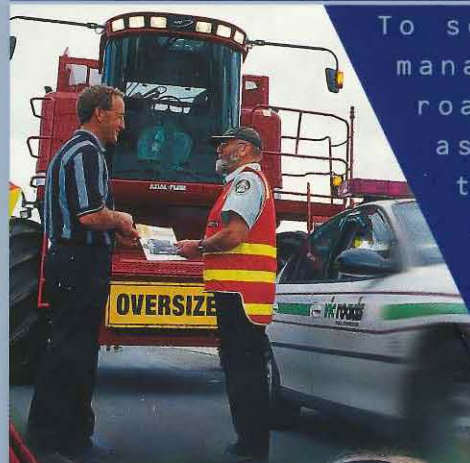


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# VicRoads Annual Report

# 1999-2000

To serve the community by  
managing the Victorian  
road network and its use  
as an integral part of  
the overall transport  
system

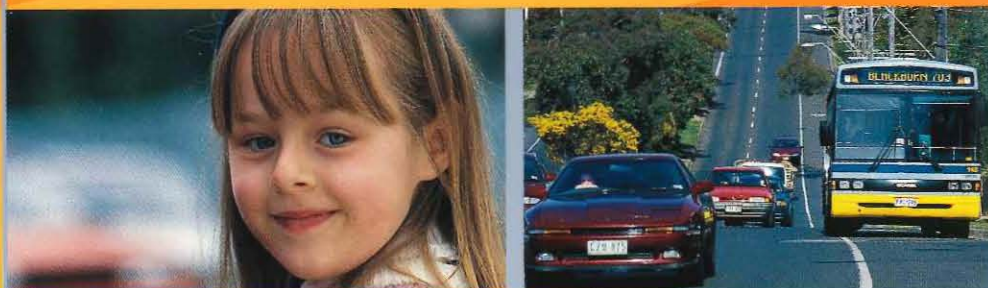


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Photography throughout this report is by Michael McLeod and Geoff Wright. The cover photography is by Michael McLeod.

The editorial pages of this annual report have been printed on Chorus Silk paper, which has the 'Nordic Environmental Label' for environmental friendliness. The financial section has been printed on Freelifa Smooth recycled paper.



# Purpose, aims and values

## Purpose, aims and values

### Purpose

To serve the community by managing the Victorian road network and its use as an integral part of the overall transport system.

VicRoads, in partnership with other State and Federal Government agencies, local government and the private sector contributes to the social and economic development of Victoria and Australia through its role in management of the transport system.

### Aims

- To assist economic and regional development by improving the effectiveness and efficiency of the transport system
- To assist the efficient movement of people and freight and improve access to services for all transport system users
- To achieve a substantial reduction in the number and severity of road crashes and the resultant cost of road trauma
- To be sensitive to the environment through responsible management of the transport network
- To provide efficient and effective, nationally consistent, customer-oriented driver licensing, vehicle registration, revenue collection, and driver and vehicle information services

### Values

- We put our customers' and stakeholders' needs first
- We develop as individuals and contribute as members of a team
- We are open, honest and fair
- We take pride in our success and continuous improvement
- We take responsibility for our actions
- We take a commercial approach to our service delivery

# 1999-2000



VicRoads serves the community by managing the Victorian road network and its use as an integral part of the overall transport system.

ARRB Transport Research Ltd.



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# Minister

## Letter to the Minister

The Honourable Peter Batchelor MP  
Minister for Transport  
Level 26, Nauru House  
80 Collins Street  
Melbourne VIC 3000

Dear Minister,

*VicRoads 1999–2000 Annual Report*

I have much pleasure in submitting to you, for presentation to Parliament, the Annual Report of the Roads Corporation (VicRoads) for the period 1 July 1999 to 30 June 2000.

Yours sincerely,



*Colin Jordan*  
Chief Executive



Above: (left and right): Peter Batchelor, Minister for Transport, is pictured at the opening of the new bridge over North Arm on Princes Highway East at Lakes Entrance in May 2000. A new entrance is now provided to the town and boat access into the North Arm is improved.

## Who we are

The Roads Corporation is a Victorian statutory corporation operating under the registered business name VicRoads.

VicRoads serves the community by managing the Victorian road system and its use as an integral part of the overall transport network.

The organisation has an annual program expenditure (both capital and recurrent) of \$790m and collects approximately \$1.633bn for the Victorian Government and Transport Accident Commission (TAC) through licensing, registration and other fees.

VicRoads has 2245 staff members who work in partnership with other government agencies, local government and the private sector to provide cost-effective products and services to the community.

VicRoads has four core businesses — Road System Management, Traffic and Road Use Management, Road Safety, and Registration and Licensing — which provide a clear focus for service delivery.

VicRoads is structured around four divisions:

- Business Operations comprises the four core business departments and three departments that provide corporate-wide services in finance, human resources, information technology and telecommunications. It is responsible for developing policy recommendations, program strategies, annual program recommendations and a range of corporate support services.
- Regional Services is responsible for delivering the annual programs and for managing services provided on a regional basis. Programs are delivered through seven regions and one support group, using contractors and in-house service providers.
- Major Projects is responsible for managing implementation of designated major infrastructure projects; managing acquisition, leasing and disposal of properties required for road developments; developing environment management policies, project strategies and solutions for identified strategic road infrastructure needs; and securing the necessary planning and environmental approvals.

- Commercial Services provides technical, information and engineering services to VicRoads and other organisations on a fully commercial basis. These services include land information and survey, materials technology, road and bridge design services, information services, bituminous-surfacing services, and international project services. The division also provides corporate services, including legal counsel, executive services, corporate secretariat, building and facilities management, printing, and business-information services.

A group of business areas that report to the Deputy Chief Executive provides functions that support management of the corporation as a whole. The areas include contract services, corporate planning, public relations and electronic service delivery.

VicRoads delivers its services to the Victorian community through a statewide network of offices and agencies. The network comprises seven regional offices, located in Burwood East and Sunshine in metropolitan Melbourne, and in Ballarat, Benalla, Bendigo, Geelong and Traralgon in rural Victoria; 38 Registration and Licensing offices; seven project offices, Telephone Information Services (located in Kew and Ballarat); and the Traffic Control and Communication Centre.

Registration and licensing services are also provided at selected locations through agents such as local government, the Royal Automobile Club of Victoria (RACV), Australia Post, Westpac bank, and pharmacies.

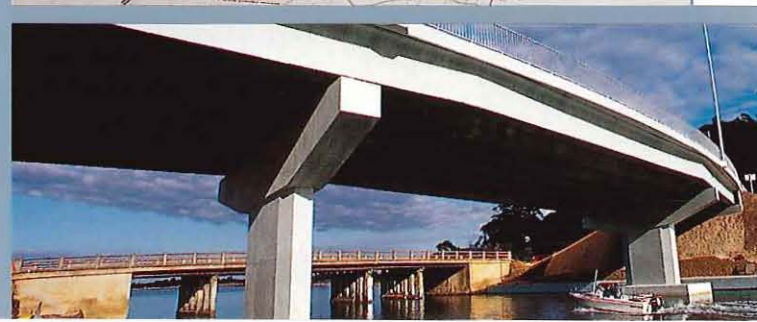
## Who we are

VicRoads serves the community by managing the Victorian road system and its use as an integral part of the overall transport network.



Above: Councillor Irene Goonan of the City of Manningham (left), and VicRoads Manager of Environment and Communications, Eastern Projects, Tracey Gosby (right), are pictured at a meeting of the Community Liaison Group at the Eastern Freeway project office.

Right: The North Arm Bridge on Princes Highway East at Lakes Entrance was opened in May 2000.



# Key

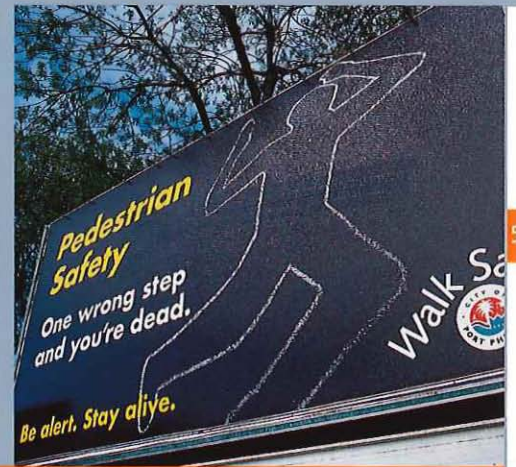


## Key highlights

- Using recycled plastic (in noise walls) and light-emitting diode (LED) technology (in traffic lights) provided VicRoads with new opportunities for conserving resources.
- The Black Forest section of the Calder Highway (M79) was officially opened in March 2000. The project included planting about 220,000 native trees, construction of koala and kangaroo-resistant fences and construction of two wildlife tunnels.
- The Principal Bicycle Network was completed in Melbourne's inner eastern suburbs (Richmond, Burnley, Abbotsford, Hawthorn and Kew).
- The final section of the Western Ring Road (M80) was opened to traffic in August 1999. This is one of the most important projects in Victoria's road system, because it provides key links between Melbourne and major transport corridors throughout the State.
- The West Gate Freeway was widened to provide four lanes of traffic each way between the West Gate Bridge and Laverton.
- Preparation for the Olympic Torch Relay was one of the special events for which VicRoads coordinated traffic-management plans.

**Left to right:** The new light-emitting diode technology is being trialled at traffic signals at the intersection of Burke and Barkers Roads in Camberwell. VicRoads Manager of Bicycle Programs Alistair Cumming and VicRoads Traffic Engineer Peter Williamson together inspect a newly completed bicycle lane in Yarraville. This view is of the Metropolitan Ring Road, showing the Blaxland Avenue shared bicycle and pedestrian bridge. VicRoads Senior Traffic Engineer Peter Velcek (right) is pictured on-site at the Olympic Torch Relay on Maroondah Highway, near Healesville. Traffic management on the Geelong Road at Corio. This is a WalkSafe outdoor advertisement on City Road in Southbank.

# highlights 1999-2000



- Work commenced on upgrading Geelong Road. New standards have been implemented to provide the safest possible environment and to minimise traffic disruption during construction works on the Geelong Road project, which started in February 2000.
- Seed funding was provided to 14 municipalities to develop local road safety strategies as part of the SafeRoads initiative, launched in October 1999. In this initiative of the Municipal Association of Victoria and the Local Government Professionals (LGPro), the aim is to increase safety on roads managed by local government.
- VicRoads achieved Australia's lowest annual cost of servicing vehicle registration and driver licences for the third year in succession.
- Work began on implementing the Victorian Government's \$240m Statewide Blackspot Program, through which 30 lives are expected to be saved each year.
- The 92 computer systems that are crucial to VicRoads moved into Y2K without a glitch.
- VicRoads Chief Executive Colin Jordan was elected Vice President of the World Road Association, PIARC.
- The *Discussion Paper on Victoria's Road Safety Strategy 2000-2005* was developed and distributed for public comment.
- Through its sponsorship of the VicRoads Great Victorian Bike Ride, VicRoads encouraged cyclists to become safer and more proficient, by challenging them with the slogan 'More skills. Fewer spills'.
- Following a successful pilot of the VicRoads WalkSafe program in the City of Stonnington, WalkSafe is being implemented in the City of Port Phillip.

VicRoads coordinated traffic-management plans for the Olympic Torch Relay and other special events.

## Key highlights

## Chief Executive's statement



VicRoads has a key role in contributing to the economic and social development of Victoria by ensuring that a high standard of roads and road-related transport systems and services are provided for Victoria's road users.

During 1999–2000, VicRoads continued to make significant safety and efficiency improvements to Victoria's transport network.

Work commenced on four major metropolitan links — redevelopment of Geelong Road (M1); construction of the Hallam Bypass section of the Monash Freeway (M1) between Doveton and Berwick; extension of the Eastern Freeway from Springvale Road to Ringwood; and upgrading of Westall Road in Westall, including provision of a railway overpass. In these projects, key deficiencies in Victoria's regional and outer suburban road networks are targeted.

A major achievement was completion of the final section of the Metropolitan Ring Road (M80) between the Hume Highway at Campbellfield and Edgars Road at Thomastown, which was opened ahead of time and below budget. This road now provides a 42 km freeway-standard link between Greensborough and Laverton North. It connects with the major highways to Geelong, Ballarat, Bendigo and north-east Victoria, and provides much better access to Melbourne Airport and important freight centres. The opening of the new road has stimulated nearby industrial development.

The Black Forest section of the Calder Freeway (M79) was also opened. It represented another milestone in the plan to provide a divided-highway link between Melbourne and Bendigo: a strategic transport corridor linking Melbourne with north-west Victoria and Mildura. Significant progress was also achieved on the adjoining Woodend Bypass.

Good progress was made on the Goulburn Valley Highway (M39), a project to upgrade the road to a four-lane, divided highway between the Hume Freeway and Nagambie. This project will enhance road safety, and reduce travel times and associated costs for users of this important national-highway corridor, between Melbourne and Shepparton, and beyond to Brisbane.

Projects to enhance travel conditions at 28 locations in outer metropolitan Melbourne were undertaken to respond to urban-development and travel demands. Major achievements included widening of Heatherton Road in Springvale South, of Thompson Road in Carrum Downs, and of Boundary Road in Braeside. The following roads were also upgraded to four-lane, divided roads: Swansea Road in Lilydale, Berwick–Cranbourne Road in Berwick, Dorset Road in Bayswater North, Mount Dandenong Road in Boronia, and Williamsons Road in Templestowe.

Victoria continues to receive an inadequate share of federal funding to develop and maintain roads classified as a national highway or a Road of National Importance. In 1999–2000, Victoria received only 12 per cent of funds allocated to such roads, despite the fact it accounted for 25 per cent of total national travel and provided 25 per cent of the Federal Government's fuel-excise revenue. As a consequence, Victorian motorists are in effect funding road improvements in New South Wales. More than \$120m a year is lost to Victorians in this way.

### Road safety initiatives

Victoria has made significant reductions in its annual road toll over the past 30 years. Road deaths have decreased from about 1000 in 1970 to 403 in 1999–2000, and Victoria's fatality rate of 1.2 per 10,000 registered vehicles is among the lowest in the developed world. Nevertheless, this is an unacceptable toll that entails enormous human suffering and cost.

During 1999–2000, 174 accident-blackspot or black-length locations were treated as part of our regular blackspot program. It is estimated casualty crashes will thereby be reduced by about 26 per cent at these sites. VicRoads welcomes the Victorian Government's strong commitment to continuing to reduce the road toll, as demonstrated in the \$240m Statewide Blackspot Program. Implementation of this program began in March 2000.

VicRoads continued its successful, long-term partnership with the Victoria Police and the Transport Accident Commission for addressing road safety issues. In June 2000, the Victorian Government launched the *Discussion Paper on Victoria's Road Safety Strategy 2000–2005* to seek community feedback about future directions for road safety initiatives. VicRoads also provided road safety programs to communities throughout Victoria, directed towards enhancing the safety of vulnerable road users and other people considered to be at high risk on Victoria's roads.

Chief Executive:  
Colin Jordan



## Road-freight efficiency

Victoria is a leader in national reforms for enhancing productivity of the road-transport system for the benefit of industry and consumers. It was the first State to introduce all approved national heavy-vehicle reforms. As part of these national reforms, the mass-limits increase for heavy vehicles that have road-friendly suspension was introduced on schedule, on 1 July 1999. Approximately 60 per cent (13,000 km) of Victoria's arterial-road network can now be used by heavier, modern vehicles. Last year, 20 bridges were upgraded to extend the network of approved routes.

## Integrated-transport projects

VicRoads continued to manage important projects on behalf of other Victorian Government agencies. It completed the Exhibition Street extension (now Batman Avenue) bridge, and achieved significant progress in key elements of transport infrastructure for the Docklands Authority, including realignment of the Charles Grimes Bridge. These were integrated transport projects, involving sections of tramline works as well as road works on both the Exhibition Street extension bridge and Docklands projects.

## Intelligent-transport systems

More advances were made in intelligent-transport systems. VicRoads commissioned the Drive Time motorist information system on the West Gate Freeway between Kingsway and Grieve Parade. Links between the Drive Time system and the VicRoads Web site were updated to provide motorists with improved real-time information to help them plan their journey.

## Statewide Route Numbering Scheme

The Statewide Route Numbering Scheme is now nearing completion. All M, A, B and most C-class routes have been signed. Having these signs will make navigation easier for community members and tourists when they are travelling on Victoria's rural arterial roads.

## Registration and licensing efficiency

VicRoads remained Australia's lowest cost provider of high-quality vehicle-registration and driver-licensing services, according to the Austroads national performance indicators. It also delivered improved services through the metropolitan and rural call centres, which are now available from Monday to Saturday.

As part of the new driver-licensing system, the payment-collection system was implemented in VicRoads offices during May-June 2000. The new system provides an improved service to customers, because it has removed the need for customers to queue separately for different types of transactions.

Victoria was the first State to use the national exchange of vehicle and driver information system (NEVDIS) to provide easy and secure transfer of interstate registration. VicRoads connected to the system for driver licensing in October 1999.

The number of organ donors registering monthly has increased four-fold (representing more than 20,000 new donors) since a donor-registration form was introduced with driver-licence renewals in February 2000.

Internet access to the vehicle-securities register was introduced this year. The system allows financiers and car dealers to record and query financial interest, registration status and other information against a nominated vehicle in real time. This system is part of an overall strategy to deliver improved services to the public and to lower costs through use of Internet-based electronic-service delivery.

All of VicRoads computer systems made a successful transition through Y2K, following extensive testing for compliance of critical applications vital to everyday operations, including systems for traffic signals, vehicle registration and driver licensing.

## International recognition

A number of VicRoads staff members are making contributions internationally as official Australian representatives to the World Road Association PIARC, for which I am Australia's first delegate.

Our expertise was in demand internationally to assist agencies in other nations to improve their road system. VicRoads provided three governments — the Hong Kong Special Administrative Region, Thailand and Laos — with road safety advice. We worked with the Indian State of Orissa on a major organisational improvement project, and helped the Singapore Land Transport Authority upgrade its traffic-control systems. We also assisted the Fiji Land Transport Authority in developing and implementing a new business system for vehicle registration and driver licensing.

## Community and stakeholder consultation

Ongoing consultation with stakeholder representatives continued to be a vitally important part of how VicRoads approaches business. VicRoads played an active part in the Victorian Road Freight Advisory Council, the Victorian Bicycle Advisory Council and the Victorian Motorcycle Advisory Council. Community consultation also continued to be a vital and effective part of planning and managing major road projects.

I extend my thanks to all our staff members for their contributions during the past year, and commend them on the excellent results VicRoads has delivered. VicRoads will continue to provide opportunities for each of its staff members to develop the skills and capabilities needed to meet the challenges of the future. I particularly thank the members of the Advisory Board and the Corporate Management Group for their substantial contributions and advice during the past year.

**Colin Jordan**  
Chief Executive

Our expertise was in demand internationally to assist agencies in other nations to improve their road systems.

# Summary of operations

## Summary of operations



### Road System Management

#### Profile

VicRoads maintains and improves the condition and performance of Victoria's 22,240 km of arterial roads, and manages 4924 bridges and major culverts on arterial roads. This enhances economic development and social amenity by improving accessibility, reducing travel costs and providing safe and efficient road conditions.

#### Results

- A total of 50,480 lane kilometres of road pavement and surfacing were maintained at a cost \$144 million.
- A total of 4847 bridges and major culverts were maintained at a cost of \$11 million.
- The condition of 10,600 km of arterial roads and 1460 bridges was surveyed.
- A total of 23,950 km of roadside were maintained.
- A total of \$1.5m was spent on disaster relief, including \$1m spent on the ongoing program to restore local roads in East Gippsland following the June 1998 floods.
- A total of \$26m was spent on projects to improve road infrastructure in outer metropolitan Melbourne.
- More than \$163m was spent on Better Roads Victoria projects. The amount provided since the program's inception therefore totals almost \$1.5 billion.
- Smooth travel has been achieved on 90 per cent of roads, compared with the 1999–2000 target of 89 per cent.
- The Black Forest section of the Calder Highway (M79) and the final section of the Metropolitan Ring Road (M80) were completed.

### Traffic and Road Use Management

#### Profile

VicRoads is responsible for achieving efficient movement of road users and road freight by way of improved traffic flow and reduced traffic congestion.

#### Results

- Monitoring of Melbourne's overall road network shows a minimal increase of 0.2 per cent in travel time over the whole day, despite a 2.5 per cent increase in vehicle kilometres travelled during the year.
- Intersection and traffic-improvement works were completed on principal traffic routes in Ballarat, Shepparton, Geelong and Bendigo.
- Signage was installed on 6000 km of the road network under the Statewide Route Numbering Scheme. All M, A, B and most C routes have now been signed.
- The Traffic Control and Communication Centre handled 240,000 calls from customers, emergency services and the media.
- The VicRoads Incident Management Team attended 1932 traffic incidents on Melbourne's freeways and selected highways.
- A further 2000 km of highways and main roads were opened to heavy vehicles that have road-friendly suspension and are operating under the higher mass limits that came into effect on 1 July 1999. Heavier vehicles can now use more than 60 per cent of Victoria's arterial-road network.
- Operating conditions for large agricultural machinery using the road network were simplified to reflect current farming practices and increase efficiency.
- VicRoads and the Cities of Yarra and Boroondara implemented the Yarra Cycling Precinct Project, whereby the Principal Bike Network in Richmond, Burnley, Abbotsford, Hawthorn and Kew was completed.
- VicRoads developed a strategy for ensuring facilities on new and existing declared roads comply with the Commonwealth *Disability Discrimination Act 1992*.



## Road Safety

### Profile

VicRoads aims to achieve a sustainable reduction in the number and severity of road crashes, and the cost of road trauma, by delivering road safety programs in which all road users, including drivers, motorcycle riders, cyclists and pedestrians, are targeted.

### Results

- A total of 403 road users were killed, which represents an increase of one fatality compared with the previous year.
- A total of 174 blackspot or black-length locations were improved at a cost of \$12.7 million.
- The 24 hour Road Safety Telephone Information Service received more than 2700 calls each month. The service provides information about vehicle safety design and child restraints.
- VicRoads conducted 24 *Safe Routes to School* programs for young people 5–16 years old, 13 *Go Safe* programs for young people 13–18 years old, and 81 bus safety workshops (for school-bus coordinators, school-bus drivers, students and parents) and bus-safety transition programs (for children starting to use buses).
- VicRoads contributed to development of legislation related to driving while impaired by a drug and, in conjunction with Victoria Police, developed a CD-ROM based self-training program to assist police in detecting drug-impaired drivers.
- A total of 166 *Keys Please* parent learner-driver information sessions were organised across Victoria for approximately 16,000 participants. VicRoads has distributed more than 150,000 *Getting There: From Ls to Ps* booklets to new learner drivers since the program was launched in 1998.
- VicRoads produced the *Victorian Older Drivers' Handbook*, which early in 2000–2001 will be available free of charge to this increasing group of road users. Nine *Walk with Care* programs for older pedestrians were conducted.
- VicRoads allocated seed funding to 14 municipalities to develop road safety strategies as part of the SafeRoads initiative to improve safety on roads managed by local government.

## Registration and Licensing

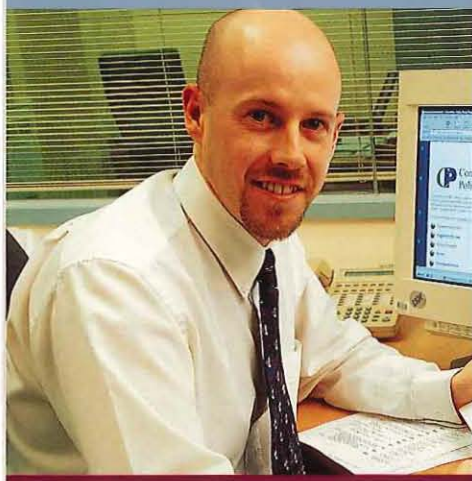
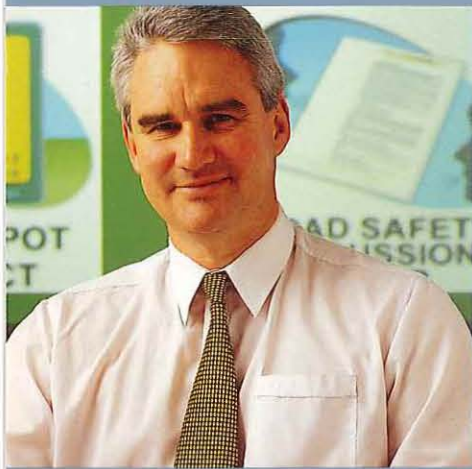
### Profile

VicRoads provides services for vehicle registration, driver licensing and revenue collection for 3.4 million Victorian motorists operating 3.7 million vehicles. It also provides information about driver licences and vehicle registration for Victoria's road users.

### Results

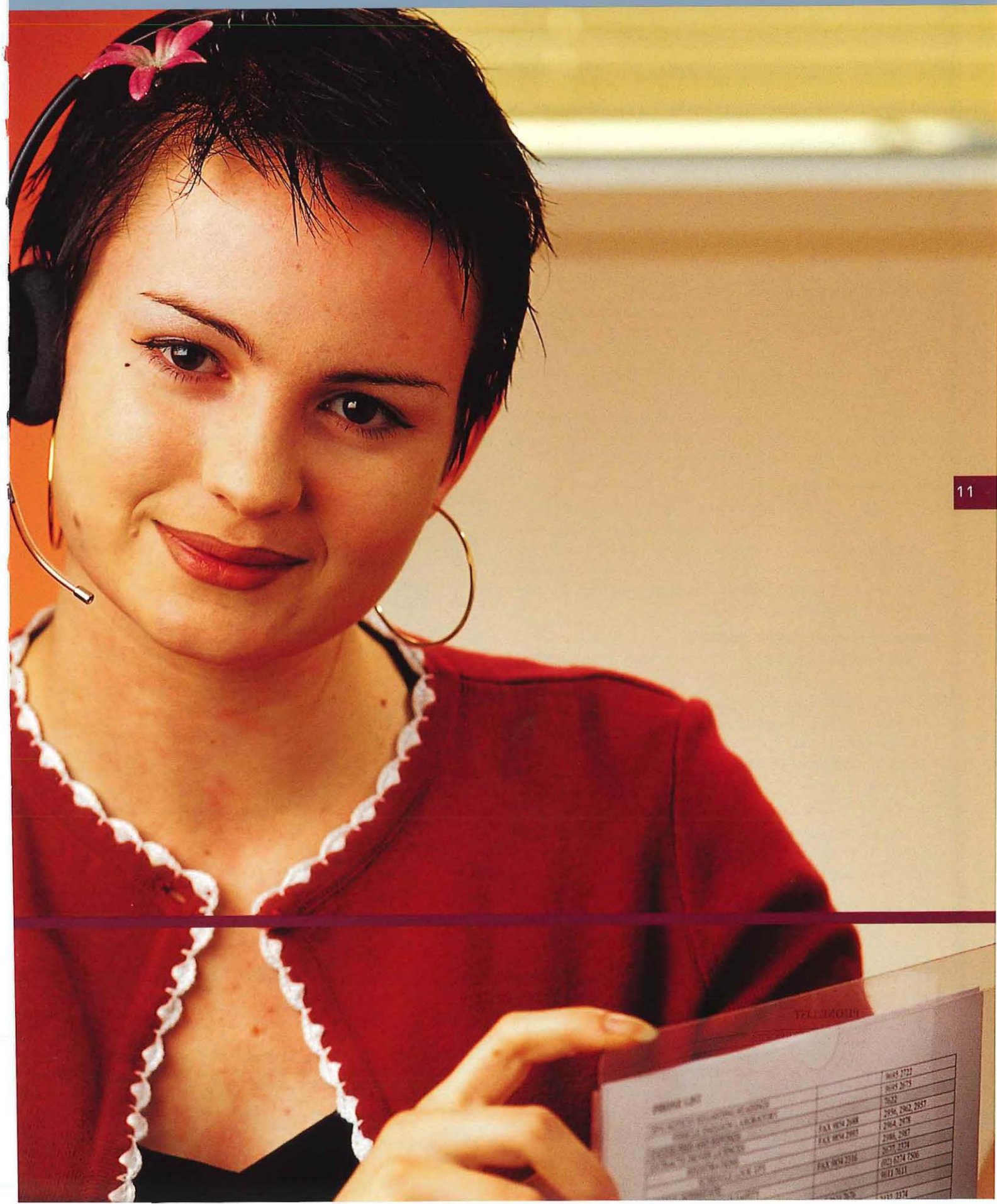
- VicRoads achieved the lowest cost of servicing vehicle registration and driver licences in Australia for the third year in succession.
- A new payment-collection system was introduced in VicRoads Registration and Licensing offices as part of the redevelopment of the driver-licensing system.
- Victoria implemented the licensing component of the national exchange of vehicle and driver information system (NEVDIS). Using NEVDIS, registration and licensing authorities around Australia can exchange vehicle and driver information by computer.
- The Organ Donor Initiative was implemented. An organ-donor registration form is now included as part of the driver licence renewal notice. More than 20,000 new organ donors have registered since the form was introduced.
- A total of 3636 interpreter-assisted driving tests and more than 15,000 computerised licence tests were conducted in languages other than English.
- The Vehicle Securities Register was made available online, and so was made more accessible for customers.
- The VicRoads metropolitan call centre handled more than 2.3 million transactions. The rural call centre, in which all rural and interstate calls are answered, handled more than 450,000 transactions.
- Thirty-six per cent of customers opted to use the new registration-renewal service available at 1100 metropolitan and country Australia Post offices.
- The service-delivery target of serving 80 per cent of customers within ten minutes was exceeded on average in all offices except in June (79 per cent).
- The service-delivery target of supplying customers with high-standard, instant-photo driver licences within two minutes was achieved.

## Our people



our people

VicRoads promotes personal and professional development of its people in order to achieve ongoing improvements in service delivery and create satisfying career paths for staff members. In the organisation's policies and programs, safe work practices, balanced lifestyles and creation of a friendly, non-discriminatory working environment are actively promoted.



INTERNET LIST

INTERNET SERVICE PROVIDER	PHONE NUMBER
NETSCAPE	800 477 222
INTERNET	800 925 2673
INTERNET	703 2
INTERNET	2036 2962 2857
INTERNET	2064 2978
INTERNET	2086 2987
INTERNET	2677 2574
INTERNET	0121 6274 7506
INTERNET	011 7011
INTERNET	011 1174

# Our people

VicRoads promotes the personal and professional development of its people in order to achieve ongoing improvements in service delivery and create satisfying career paths for staff members. In the organisation's policies and programs, safe work practices, balanced lifestyles and creation of a friendly, non-discriminatory working environment are actively promoted.

## Staff development

During 1999–2000, VicRoads offered a wide range of programs in order to ensure staff are equipped with the knowledge and skills required in today's dynamic working environment. The year's investment of \$2.1m in training and development is expected to yield a substantial return in the form of both enhanced performance and greater satisfaction among staff.

## Personal development

- Some 300 staff members attended 36 personal-development courses. Fourteen topics were covered, including communication and presentation skills, customer service, financial management, health and environment, sales and marketing, and quality assurance.
- Work began on a new program entitled *Me Incorporated*, which is designed to help staff members manage their personal and career development. The program will be implemented in 2000–2001.

## Information technology

- VicRoads is preparing to change its basic suite of word-processing, presentation and spreadsheet programs from WordPerfect, Lotus Freelance and Lotus 123 to Microsoft Word, PowerPoint and Excel. In 1999–2000, a 33 per cent increase in attendance at training sessions was generated, whereby 1164 staff members attended 302 sessions.

## Management-development programs

In conducting these programs, VicRoads ensures it has confident and capable leaders. During 1999–2000:

- 40 staff members attended the *Frontline Leadership* program, in which management training is provided for first-level supervisors and other staff members who have the potential to move into a supervisory role
- 18 staff members completed the next step, an *Advanced Leadership* program for middle-level managers
- 15 senior managers completed the *Executive Development* program, in which the aim is to enhance the skills and personal attributes required for executive leadership.

## External development opportunities

To sustain the organisation's high standard of technical and managerial capability, staff members are encouraged to continue their tertiary education in relevant fields of study.

- This year, VicRoads provided assistance for 12 staff members undertaking their Bachelor degree, and 39 staff members working towards achieving a postgraduate degree.
- Senior managers and executives are encouraged to attend postgraduate management courses offered by tertiary institutions. Twenty-three senior-executive staff members completed these courses in 1999–2000.

Staff members can also extend their professional skills and knowledge by participating in seminars, conferences and workshops both in Australia and overseas. This year, 570 staff members attended these programs.

## The Graduate Recruitment and Development program

Thirty-five new graduates were recruited for this program in 1999–2000, 25 of whom had a degree in engineering and ten of whom had a business or commerce degree. It is planned to increase the intake of new graduates to 56 next year, to allow for a larger program of works and anticipated retirements.

## Recognising special achievements

In the VicRoads *Staff Achievement* program, staff who have made an outstanding contribution to improving the organisation's business performance are recognised. During 1999–2000, 34 team awards were presented and 83 staff members received an individual award.

Level of award	Number in 1999–2000
Excellent Service Team Award	8
Excellent Service Individual Award	9
Commendation Team Award	14
Commendation Individual Award	41
Meritorious Service Team Award	12
Meritorious Individual Award	33

## Managing structural change

Because of new approaches to service delivery, business effectiveness and efficiency have increased but some positions have become redundant. Every effort is made to re-deploy staff members within VicRoads, and eight staff members were placed in alternative positions in 1999–2000. Other redeployed staff members are helped to find a temporary placement, in which they can increase their skills, and have more training as well as career counselling.

Sixty staff members separated from the organisation and took a redundancy package in 1999–2000. There were 115 retirements or resignations, and 92 new staff members were recruited to fill vacancies, in addition to the people recruited for the Graduate Development program.

### Previous page

**Main picture:** Fiona Fitzgerald, a trainee customer-service representative in VicRoads Telephone Information Services, was employed through the youth-employment scheme. In 1999–2000, the metropolitan call centre handled more than 2.3 million transactions.

**Side insets:** (Top to bottom): VicRoads Road Safety Marketing and Information Manager Greg Rowe led a number of road safety education initiatives in 1999–2000, including the SafeRoads local government road safety initiative and a multicultural campaign promoting the use of child restraints.

Penny Sharples (centre) is the new Human Resources Development Manager for VicRoads. She has been involved in implementing the new performance-management program and a review of the executive-development program.

Jarrod Guiney joined the VicRoads graduate program in May 1995. He is now Manager, Commercialisation, in the Commercial Services division.

Michelle Walker (left) joined the VicRoads graduate program in December 1999. She is involved in overseeing construction and maintenance works on main roads, and is pictured observing works on the Geelong Road project.

### Opposite page

(Left) VicRoads Principal OH&S Consultant John Smith (right) of the Human Resources department and Business Improvement Officer Regina Phillips worked together to implement the new Hazard and Risk Management (HARM) database. It was developed to facilitate electronic management, recording and monitoring of workplace and job hazards, and specific work processes, particularly those associated with high risk.

(Right) Margaret Durack, Motor Vehicle Coordinator, was involved with a major project to upgrade the fleet of 530 VicRoads vehicles, which comprises sedans, wagons and commercial vehicles.

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### Employee relations

The third enterprise agreement was completed in December 1999, following staff consultations that began in April of the same year, and negotiation with unions, which began in July. In the agreement, salary increases of 3 per cent per year are provided over the three-year life of the agreement, and substantial productivity gains are made.

A new performance-management scheme was introduced, whereby VicRoads is able to recognise and reward staff members who exceed performance targets or contribute beyond the normal scope of responsibility for their position. To ensure all staff members were prepared for introduction of the scheme on 1 July 2000, workshops were conducted with staff members throughout VicRoads, and follow-up training will continue in 2000–2001.

### Occupational Health and Safety (OH&S)

VicRoads provides programs in which the human and financial costs of occupational injury and illness to staff members are reduced, including improvement of safety for contractors.

New initiatives introduced in 1999–2000 to help reduce injury and illness in the workplace included:

- adoption of a policy that all staff members attend OH&S refresher training every two years. The courses include hazard identification, assessment and control, and the OH&S responsibilities of management and staff
- provision of subsidised influenza immunisation. Three hundred staff members were immunised, and it is anticipated this rate will rise as staff members come to recognise the health benefits.

Following the success of the inaugural VicRoads Health Expo last year, an expanded Health and Well-being Expo was held in 1999–2000, in which emphasis was placed on problem prevention. More than 300 staff attended the Health and Well-being Expo organised by VicRoads in conjunction with CWS Health Management. Blood-pressure and cholesterol checks were popular, as were the QUIT stand and the healthy-cooking demonstrations.

### WorkCover

WorkCover administration was centralised at head office during the year, to improve efficiency and provide greater consistency in claims management. An increased emphasis on claims management resulted in 75 claims being closed. Because an 18 per cent reduction in standard WorkCover claims was achieved during 1999–2000, the increase in VicRoads WorkCover premiums following introduction of the GST will be minimised. However, minor claims rose by 12 per cent during the same period, and although these claims do not affect WorkCover premiums, they entail pain and discomfort for staff members and loss in productivity for VicRoads.

### Supporting young people in the community

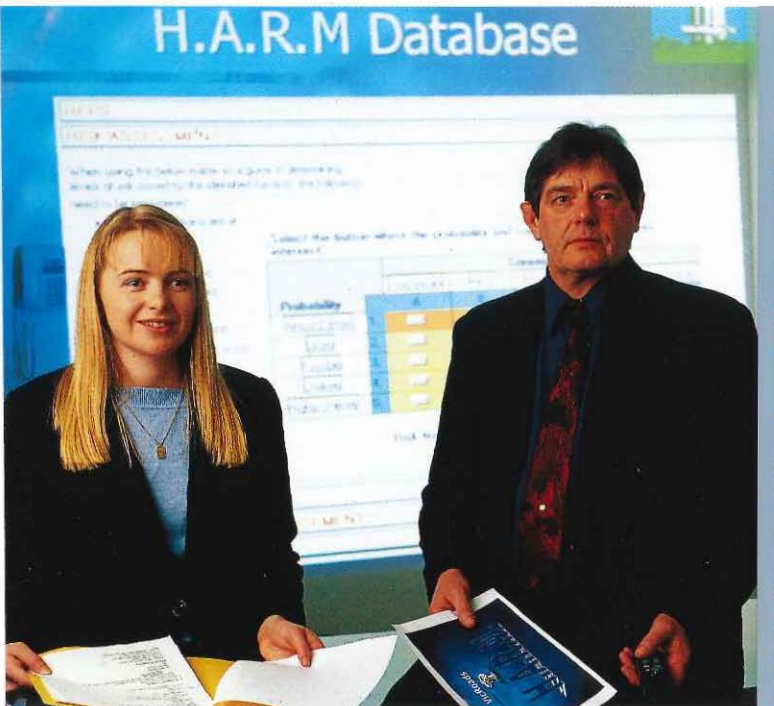
Work experience in a range of administrative and customer-service positions was provided for 16 young people participating in the Victorian Government's job-training program this year. In the program, 12 months' work experience is combined with one day of classroom training each week.

VicRoads also sponsored three university places under the Hollingworth Cadetship Scheme conducted by the DOXA Foundation. In the scheme, talented young people from disadvantaged backgrounds are helped to pursue a university education.

### Staffing trends

Year	Number of staff members
1995–1996	2835
1996–1997	2465
1997–1998	2413
1998–1999	2296
1999–2000	2245

Workforce data	Number of staff members
Executive officers	65
Engineers and professionals	712
Administrative officers	909
Technical officers	220
Field officers	339
<b>Total:</b>	<b>2245</b>



# Environment

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environment

VicRoads works in partnership with environment specialists, other government agencies and the community to optimise the environmental impacts of road projects.

## Environment

VicRoads works in partnership with environment specialists, other government agencies and the community to optimise the environmental impacts of road projects. VicRoads also participates in a range of community activities aimed at enhancing the environment. In its day-to-day operations, the organisation pursues the 'reduce, re-use, recycle' policy for conservation of finite resources. During 1999–2000, the following documents were published to assist VicRoads staff members and contractors to observe the organisation's environment-protection obligations and provide information for the community:

- *Guidelines for the Conduct of Biological Surveys (Flora and Fauna)*
- *Project Management Guidelines – Environment.*

*Operational Contaminated Material* was published in-house in electronic form, and the document will also be included on the VicRoads Web site.

### Supporting community initiatives

#### World Environment Day

Australia was the international host for this year's World Environment Day, held on 5 June 2000. VicRoads joined with community groups and schoolchildren to plant native trees as part of World Environment Day celebrations. The three sites chosen were Beveridge, Seville and the Goulburn Valley Highway, near Nagambie.

In Beveridge, VicRoads was joined by the Better Beveridge Group and children from the Beveridge Primary School to plant trees at a significant landmark in the town. The landmark was the remnants of a chimney from the old Roads Board office, constructed in 1865.

Seville Primary School children planted about 500 trees on a road reserve next to their school, on the Warburton Highway. The reserve had to be cleared of noxious weeds and old plants before the children could plant their native trees.

Students from St Joseph's School and Nagambie Primary School teamed up to plant native trees in a rest area on the Goulburn Valley Highway duplication, near Nagambie. In all, the students helped plant 200 trees.

#### Keep Australia Beautiful

VicRoads is a long-time colleague and supporter of Keep Australia Beautiful (Victoria) and its Rural Pride and City Pride Awards, in which community ownership and pride in managing streetscapes and associated landscapes are promoted.

At the 1999 Rural Pride celebrations, Gary Knight from VicRoads presented the Adopt-a-Highway Awards, which are sponsored by VicRoads. The Adopt-a-Highway concept has spread throughout Victoria, and about 150 community groups now participate. Much of the rubbish collected by these voluntary groups is plastic, which is recycled and then used to make the signs that identify Adopt-a-Highway areas.

*Guidelines for Man...*



#### Previous page

**Main picture:** VicRoads Senior Construction Engineer Stuart Clark is pictured at the Slaty Creek wildlife underpass on the Calder Freeway Black Forest section, near Macedon.

**Insets (left to right):** Noise walls made of recycled plastic are being trialled on the Monash Freeway at Mulgrave. VicRoads is a leader in use of crumbed rubber in hot bitumen used for sprayed road-sealing works. SprayLine, a commercial VicRoads business, is pictured on the job in Altona North.



VicRoads joined with community groups and schoolchildren to plant native trees as part of World Environment Day celebrations.

### Greening Australia

In 1999, VicRoads participated in Greening Australia's annual Spring Planting Festival, in which the work of about 150 community conservation groups is supported throughout Melbourne.

- At the Koonung Creek wetlands at Doncaster East, VicRoads worked with Greening Australia and Greenlink Box Hill to establish 700 trees, shrubs and grasses to link remnant melaleuca stands with more recent landscaping.
- On the South Gippsland Highway Reserve at Cranbourne, VicRoads teamed with Greening Australia, the City of Casey's Growing a Green Web program and Roscbank Primary School to link areas of remnant roadside vegetation with 500 indigenous trees, shrubs and grasses. For many of the children, this was their first planting experience.

### Geelong Boulevard

VicRoads provided funding of \$162,000 to support the visionary Geelong Boulevard Project created by the City of Greater Geelong. The 13 km project has been designed to create a greater feeling of place, by way of developing three distinct landscape images on the approaches to the city. Both the local residents and the Geelong business community enthusiastically support the project.

### Maintaining the landscape

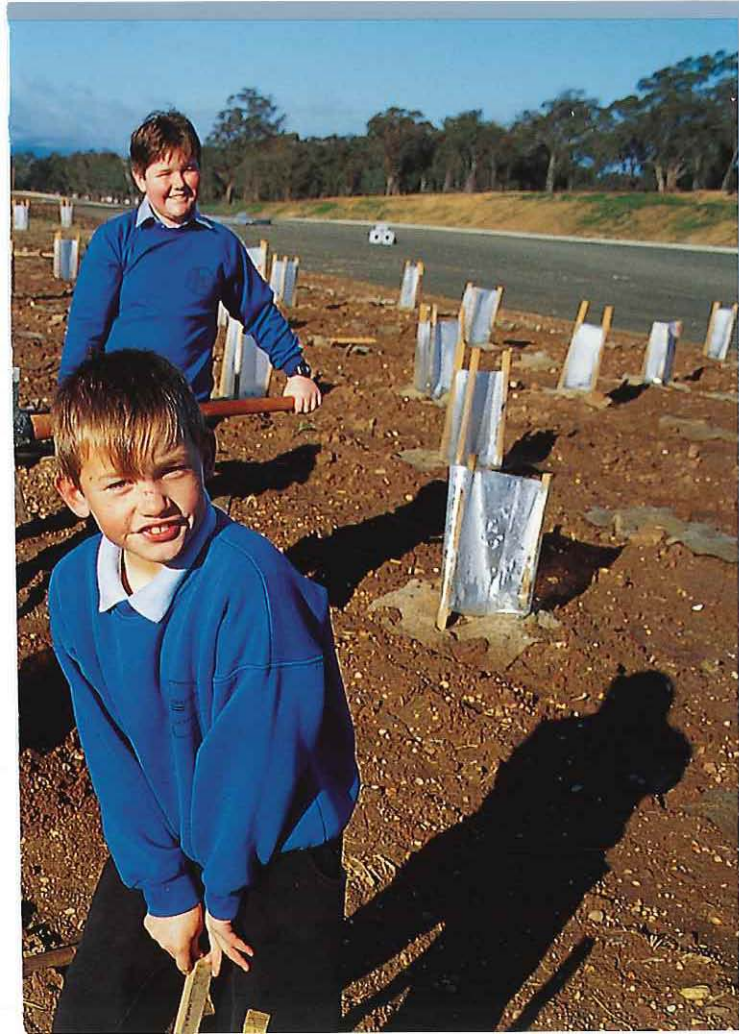
Routine maintenance activities are crucial to preventing environmental degradation. During 1999–2000, VicRoads undertook three important maintenance projects, as follows.

- Removal of *Hedera helix* (English Ivy) from mature eucalypts on Mount Dandenong Tourist Road. Unless the ivy is removed, it eventually kills mature trees.
- Implementation of a rabbit-control program on land reserved for the future Frankston Freeway in order to eliminate over-grazing and promote regeneration. Consideration will also be given to partially flooding the redgum grassy woodland to stimulate regeneration on the reserve, which contains significant vegetation.
- Establishment of more than 29,000 plants for landscaping along Moorooduc Highway, the Yarra River bridge deviation at Yarra Glen, the Eastern Freeway, and the noise barriers on the Monash Freeway and Nepean Highway.

### Eastern Freeway vegetation management

Eastern Freeway project staff members have been working closely with local residents and Greenlink Box Hill to manage weed control in the Chaim Court bushland area, including removing the highly invasive *Pittosporum undulatum* (sweet pittosporum). This bushland is within the freeway reservation but will not be affected by the freeway construction.

VicRoads is also working with another local group, the Hillcrest Association, which has been involved in managing weeds near the freeway reservation. With Eastern Freeway project staff members, the group is working on vegetation along drainage lines in a replanting program to manage the erosion.



This page (left to right): VicRoads Environmental Officer Melinda Collinson was responsible for producing *Guidelines for the Conduct of Biological Surveys (Flora and Fauna)*, released in June 2000. As a zoologist, Melinda has played a key part in the way VicRoads manages native vegetation.

Children of St Joseph's School in Nagambie are pictured maintaining native trees planted along Goulburn Valley Highway, near Nagambie, in a joint project with VicRoads for World Environment Day.

VicRoads Community Liaison Officer, Eastern Projects, Wendy Goad (foreground) is pictured at the Mullum Mullum Creek on a platypus-monitoring expedition supervised by the Australian Platypus Conservancy.

## Environment

### Protecting wildlife

#### Eastern Freeway Platypus Conservancy

For the past five years, the VicRoads Eastern Freeway project team has been working with the Australian Platypus Conservancy to monitor the platypuses in Mullum Mullum Creek. In a survey conducted in April 2000, it was found that the platypus population remains confined to the creek's lower reaches, a section that will not be affected by construction of the Eastern Freeway extension.

Measures for ensuring the platypus habitat is not harmed during the freeway construction include minimising the extent of mechanical compaction of the creek banks, ensuring that all new structures and landscaping along Mullum Mullum Creek are 'platypus friendly' and introducing strict controls to limit erosion of the creek bank.

The completed freeway will include measures for ensuring polluted stormwater run-off does not enter the creek, and erection of barriers to minimise the impact of traffic noise and artificial lighting on the platypus.

#### Wildlife crossings

Two wildlife crossings were incorporated in construction of the Black Forest section of the Calder Freeway, in order to enable wildlife to cross the freeway in a natural environment well clear of all traffic. During construction of the crossings, special care was taken to minimise the disturbance to trees and vegetation in order to ensure a natural environment was retained.

### Managing air quality

#### Air-pollution monitoring at Harcourt

As part of the planning study for the Calder Highway upgrade from Kyneton to Ravenswood, air quality was monitored at Harcourt during the winter months. Wind speed and direction, temperature and fine-particle matter were measured.

Fine particles were recently identified as being a public-health issue. Sources in the Harcourt area include open fireplaces, motor vehicles (especially diesel trucks) and roadside dust. So far, according to the data, there are a few hours in which the airborne particle levels are high but the levels do not exceed the State's environment-protection limits.

VicRoads will try to identify the sources of this pollution and will determine any impacts likely to arise from upgrading of the highway.

#### Responsible use of resources

VicRoads continues to promote use of recycled materials in order to reduce use of virgin materials in road construction. The organisation also encourages contractors to re-use on-site soil and rock excavated as part of the building process in order to avoid having to cart them away to land-fill sites.

#### Evaluation of Recycled Asphalt Pavement (RAP)

Although VicRoads promotes recycling whenever possible, recycled products must meet specified performance standards. During 1999–2000, the organisation completed a project to evaluate the performance of Recycled Asphalt Pavement (RAP). The researchers found asphalt that included up to 20 per cent RAP performed equally as well as asphalt made from new materials. When RAP is used, the drain on new materials is decreased and the potential exists to reduce construction costs by some \$600,000 per year.

#### Crumbed-rubber recycling

VicRoads is a leader in use of crumbed rubber in the hot bitumen used for sprayed road-sealing works. The process was developed by VicRoads and has been enhanced by the organisation's off-budget business SprayLine. The crumbed rubber is made from discarded tyres or the buffings and off-cuts from tyre manufacture, and when it is used, the need for landfill is reduced by some 525 tonnes per year.

#### New life for plastic waste

During 1999–2000, VicRoads trialled use of recycled plastic in manufacture of noise walls. A 350 m stretch was installed on the Monash Freeway and is being monitored for its ability to stand up to a variety of weather conditions. The new material is made of plastic waste, including milk containers, other drink containers and broken wheeled bins.

#### Conserving power

VicRoads is currently trialling use of light-emitting diode (LED) technology for traffic lights. LED lanterns consume less than 20 per cent of the power used by conventional lanterns, last longer and cost less to maintain. More details about the project are contained in the Traffic and Road Use Management section of this annual report.

#### Incident management

Since the VicRoads Environmental and Archaeological Incident Reporting System was introduced in 1998, some 30 incidents have been recorded.

VicRoads works closely with Environment Protection Authority (EPA) officers to manage incidents, and especially focuses on better managing water-quality issues.

The *Operational Guidelines for Managing Contaminated Sites and Contaminated Material* were developed in response to reported incidents.

### Breakdown of environmental and archaeological incidents, by category

Category	Percentage of total incidents
Water quality: erosion and sediment control	53
Water quality: road-scaling related	14
Contaminated sites	14
Tanker spills	7
Water quality: bridge debris	3
Line marking: paint disposal	3
Dust	3
Water quality: detergent	3
<b>Total</b>	<b>100</b>

### Measuring environmental performance

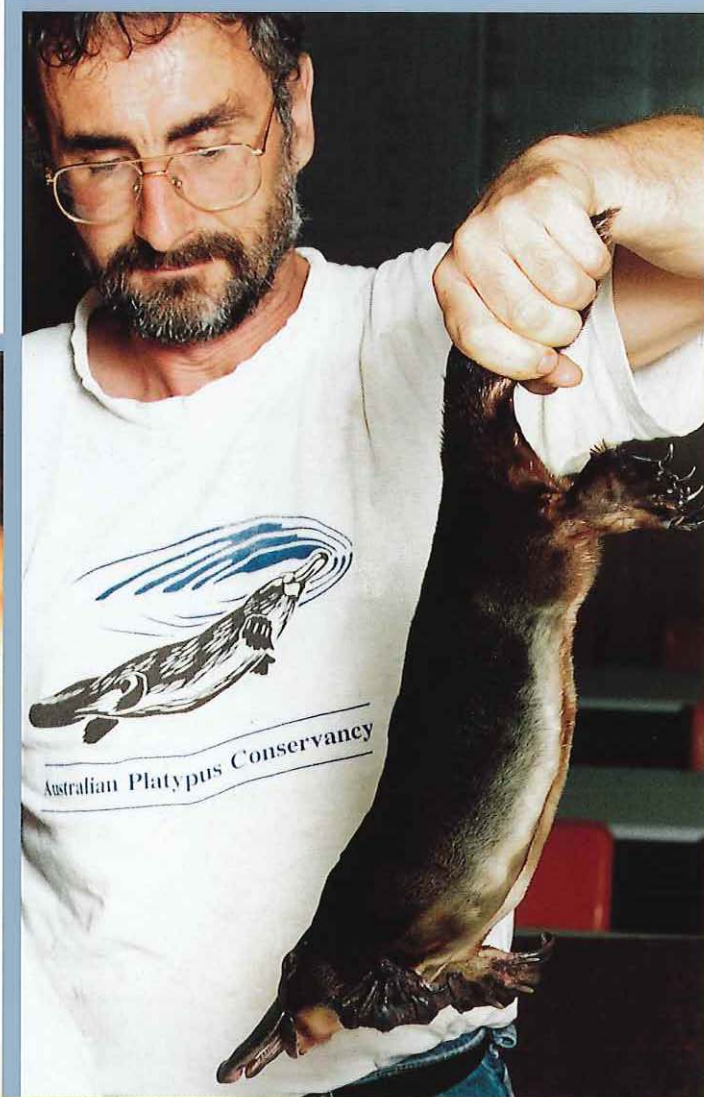
During 1999–2000, work was completed on establishing preliminary performance indicators for key areas of environment management. The areas covered are:

- roadside management
- environment planning
- amenity, cultural and social measures
- energy conservation.

### Future directions

Key environment initiatives that VicRoads will undertake during the next 12 months include:

- implementing the first two modules of an Environment Training program throughout VicRoads
- continuing to develop procedures for addressing the organisation's responsibilities in relation to Native Title and the new *Environment Protection and Biodiversity Conservation Act*
- developing a VicRoads Roadside Management strategy
- trialling the key environmental performance indicators developed in 1999–2000.



**Left:** This young male platypus was found in the Werribee River in a platypus survey conducted by the Australian Platypus Conservancy.

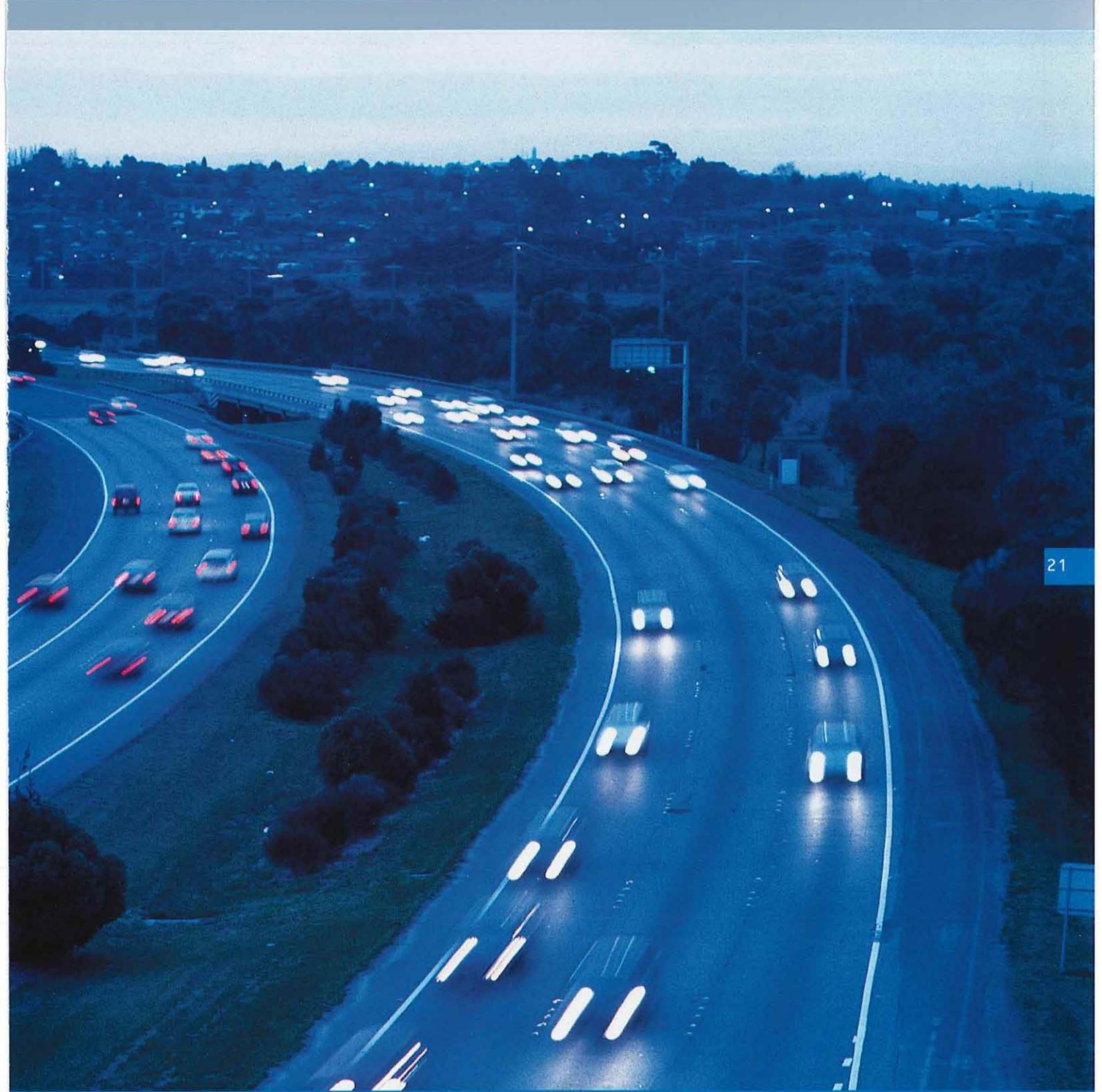
**Right:** Australian Platypus Conservancy biologist Geoff Williams holds up a platypus.

## The future

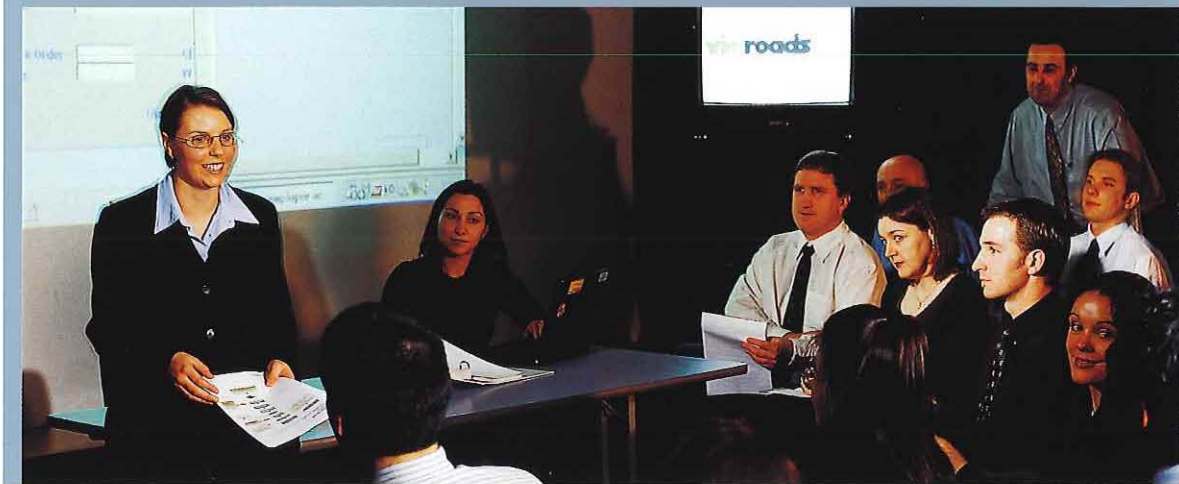
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the future

During 1999–2000, a series of five Directors' workshops was held in which 180 staff members from throughout the State were involved. The aim was to enable a broad range of staff members to participate directly in the organisation's future development by identifying actions VicRoads should take to enhance its performance during the years ahead. Each workshop produced its own set of recommendations for improvements.



## The future



During 1999–2000, a series of five Directors' workshops was held in which 180 staff members from throughout the State were involved. The aim was to enable a broad range of staff members to participate directly in the organisation's future development by identifying actions VicRoads should take to enhance its performance during the years ahead. Each workshop produced its own set of recommendations for improvements.

As a result, a number of important new actions, and other actions that have to be undertaken within relevant business areas, were identified. Some of the major actions are as follows.

- Provide a more responsive and integrated approach to customer service.
- Provide a stronger focus on the needs of rural communities.
- Ensure that our strategy for managing the metropolitan arterial-road network is consistent with integrated-transport and land-use strategies.
- Make our programs more transparent for the community.
- Help our staff members manage their personal development and career.
- Ensure that key skills and expertise are developed and sustained.
- Improve our occupational health and safety performance.
- Broaden our staff members' understanding of current issues and provide them with better access to information.
- Continue to strengthen our commercial focus.

A similar series of workshops is planned for 2000–2001, whereby staff members will be able to provide input for developing the next corporate plan for VicRoads.

### Electronic channels for service delivery

In the VicRoads *Electronic Service Delivery Strategy*, published in November 1999, the key objectives and 29 specific actions are outlined for placing transactions and specific information online.

Essentially, the objectives are:

- to promote and coordinate placement of major transactions and information services online
- to establish the technical infrastructure for supporting placement of these transactions and services online
- to maintain a leadership role in use of modern Internet and other technology as a means of transaction and service delivery.

The aim is to take advantage of e-commerce on the Internet and other computerised interface technology (such as interactive voice response and intranet–extranet technology) to provide a better service for VicRoads customers and achieve a 30 per cent reduction in transaction costs by 2010.

### Strategic initiatives

VicRoads will continue to implement major programs in 2000–2001 in order to lower transport costs for Victorian industry and aid promotion of regional and outer suburban development and employment.

In metropolitan Melbourne, VicRoads will continue to develop and upgrade strategic routes in order to provide an efficient and interconnected principal-road network. It will also provide a complementary network of major regional roads in order to improve regional access, and will manage existing roads in order to ensure they operate effectively, efficiently and safely.

#### Previous page

**Main picture:** The new Hallam Bypass, currently under construction, will link the Monash Freeway (pictured) with the Princes Freeway at Berwick.

**Inset:** Staff members undertaking the VicRoads graduate program are pictured observing works on the Geelong Road project. Left to right: Katie Eskdale, Daniel Cassar and Michelle Walker.

**Above:** Kirstyn Sansom is currently undertaking the VicRoads graduate program. She is pictured leading a training session for the new electronic system developed to manage, report and record workplace incidents.



VicRoads will continue to implement major programs in 2000-2001 in order to lower transport costs for Victorian industry and aid promotion of regional and outer suburban development and employment.

## The future

The key initiatives for reducing traffic congestion and improving road safety will be:

- continuation of works on the Hallam Bypass (M1), Eastern Freeway extension to Ringwood, and addition of an extra lane in each direction along the Western Port Highway (M780) and Westall Road
- addition of another lane in each direction along Pascoe Vale Road in Broadmeadows and Meadow Heights, along Cooper Street in Epping, and along Narre Warren North Road in Narre Warren
- planning and land acquisition for upgrading Narre Warren-Cranbourne Road and addition of another lane in each direction, and extension of Edgars Road in Lalor and Epping
- widening and realigning Eltham-Yarra Glen Road (C726) at Kangaroo Ground.

In regional and rural Victoria, VicRoads will implement programs for enabling people and goods to move around Victoria more easily, and to support State and regional economic development.

The key initiatives will be:

- continuation of works for upgrading Geelong Road (M1), the Calder Highway (M79) duplication to Bendigo, and addition of another lane in each direction on the Goulburn Valley Highway (M39) to Shepparton
- continuation of road-improvement projects on the South Gippsland Highway (B440), Princes Highway East (A1), Sunraysia Highway (B220) and Northern Highway (B75), according to relevant corridor strategies
- replacement of the Howlong Bridge over the Murray River
- widening and improvement of the Wimmera Highway (B240) between Horsham and St Arnaud
- sealing of the final section of the Mansfield-Whitfield Road (C521).

Other initiatives from which statewide benefits will flow include the following.

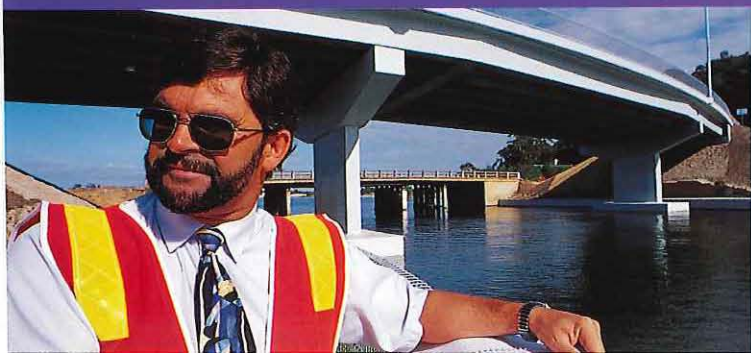
- Through the combined State-funded and Better Roads-funded pavement-maintenance allocations, an average annual resurfacing rate of 10 per cent will be maintained on chip-sealed pavements for main roads within each region.
- A total of \$240m will be provided during the next three years to help remove accident blackspots throughout Victoria, including ones on local roads.
- Partnerships will be formed with key road safety players and the vehicle industry to champion incorporation of key safety systems.
- Local government programs will receive additional support, and ten more municipalities will receive funding for developing road safety strategies.
- Provision of effective and efficient registration and licensing services will be improved by way of:
  - identifying more opportunities for improving customers' access to services via accredited providers and agency arrangements
  - redeveloping the systems for driver licensing and computerised licence testing in order to make them more responsive and more efficient
  - continuing to develop the hazard-perception test
  - implementing a new novice-driver kit, which will replace the current *Victorian Traffic Handbook*; and
  - underpinning planning and business case development for redeveloping the systems for vehicle registration and information.

# Road System Management

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## road system management

“VicRoads has consulted with the community over many meetings in relation to issues such as road safety, fire safety, access to property and disturbance to wildlife during construction. These topics were fully discussed until everyone was satisfied with the outcome. The landscaping works, which included planting of native shrubs and trees and provisions for wildlife, have created a road environment that is attractive but not a distraction to the motorist. Every effort has been made to achieve a quality result.” —Ron Smith, Member Community Liaison Group, Calder Black Forest section



# Road System Management

Victoria's arterial-road network provides the principal routes for connecting communities and maximising economic development throughout the State. The network comprises 22,240 km of roads valued at about \$14.6 billion. The roads include freeways, highways, tourist roads and forest roads that are directly managed by VicRoads, as well as main roads that are usually managed by local government on behalf of VicRoads. The arterial-road system includes 4924 bridges and major culverts.

## Maintaining the road network

VicRoads is committed to establishing the most cost-effective maintenance programs for existing roads in order to maximise the community's return on its investment in road infrastructure.

### Maintenance strategies

Road and bridge maintenance continued to be driven by the *Stitch in Time* and *Victoria's Bridges* strategies. Since the strategies were implemented in 1993-1994 and 1995, respectively, the percentage of rough roads in the network has been reduced from 14 per cent to 11 per cent. More than 140 bridges that were either in poor condition or unable to carry large freight vehicles have been upgraded.

### Road and bridge maintenance

During 1999-2000, VicRoads maintained 18,990 lane kilometres of highway, 4058 lane kilometres of tourist and forest roads, and 27,231 lane kilometres of main roads. The total cost of State-funded arterial-road maintenance for the year was \$179 million. The following results were achieved using this funding.

- Maintenance of road pavements and surfacing to the value of \$144 million. This amount provided for 4090 lane kilometres of resurfacing, including 9.9 per cent of rural arterial roads and 7.3 per cent of urban roads, and 520 lane kilometres of rehabilitation by way of reconstruction or major patching. The result was a 1 per cent decrease in the amount of travel on rough roads.
- Maintenance works on 4924 bridges and major culverts, including significant repairs to 370 bridges at a cost of \$11 million.
- Maintenance of road reserves at a cost of \$20m, including protection and improvement of roadside plantations, collection of litter, and control of vermin and noxious weeds.
- A financial contribution towards maintaining Murray River bridges, roads in national parks and snow clearing in alpine areas, at a cost of \$3.4 million.

VicRoads continued to benchmark its costs between regions, municipal councils and interstate authorities in order to improve overall performance.

## Monitoring road and bridge conditions

VicRoads monitors the condition of arterial roads and bridges to assess the effectiveness of its programs and ensure that funds for maintenance and rehabilitation are targeted at the areas of greatest need. Busy freight routes have been targeted, and the result has been lower vehicle operating costs, whereby benefits have ensued to the whole community.

During 1999-2000, in monitoring 10,600 km of roads, it was confirmed that the increasing roughness evident in the early 1990s has been halted. Although metropolitan roads remain rougher than other roads, the situation is being addressed in the rehabilitation program, and each year during the past four years, results for metropolitan main roads have improved by 3 per cent.

A total of 1460 bridges were inspected during the year, and detailed inspections of road-over-rail structures were conducted. VicRoads has used this information to guide the bridge-maintenance program.

### Natural-disaster damage

VicRoads helps the Department of Treasury and Finance to assess local government claims for relief for natural-disaster damage to local roads. During 1999-2000, the relief amounted to \$1.5m, which included \$1m spent on the ongoing program to restore local roads following the East Gippsland floods of June 1998.

## Road-network development

The Victorian Government is committed to developing an integrated principal-road network in metropolitan Melbourne and country Victoria in order to achieve its economic and social objectives. During 1999-2000, \$208m was invested in projects that will contribute significantly toward this goal.

### Geelong Road (M1)

Redevelopment of Geelong Road (Princes Freeway M1) to provide a high-standard, safer route between Melbourne and Geelong commenced in January 2000, when the first of four major contracts was awarded. The project is being jointly funded by the Victorian Government and the Federal Government as a Road of National Importance, at a cost of more than \$250 million.

The upgraded freeway is scheduled for completion in mid-2002. Four lanes will be provided in each direction from Laverton North to the eastern interchange of the Maltby Bypass at Werribee. Three lanes will be provided in each direction from Werribee to Corio. Smoother and more efficient travel will be facilitated by way of locating wide, sealed road shoulders and central median barriers along most of the route. A new off-road recreational path known as the Federation Trail will be provided from the Western Ring Path at Altona North through to the Werribee River.

### Previous page

Main picture: The final section of the Metropolitan Ring Road, between the Hume Highway at Campbellfield and Edgars Road at Thomastown, was opened in August 1999, completing a 42 km freeway standard link between Greensborough and Laverton North. This view is of the Metropolitan Ring Road, showing the Blaxland Avenue shared-bicycle and pedestrian bridge.

Insets: (Left) VicRoads Highway Construction Engineer John Clinch was in charge of the project to construct the North Arm Bridge on Princes Highway East at Lakes Entrance. The bridge was officially opened in May 2000.

(Right) VicRoads has increased the amount of work it contracts to private service providers. Pictured is VicRoads Supervising Engineer Matt Walsh (right) with Standard Roads contractors at the Eastern Freeway project.

### Opposite page

Left: VicRoads Senior Construction Engineers Andrew White (left) and Stuart Clark were closely involved in completion and opening of the Calder Freeway Black Forest section, near Macedon.

Right: Construction works under way for a new freeway interchange on the Princes Highway at Nilma, east of Warragul.

VicRoads monitors the condition of arterial roads and bridges to assess the effectiveness of its programs and ensure that funds for maintenance and rehabilitation are targeted at the areas of greatest need.

Leighton Contractors is building the Corio and Little River sections, and the Walter Construction Group has been awarded the contract for the Maltby section. By August 2000, all four major construction contracts for the 50 km project will be under way.

#### **Calder Freeway-Highway (M79, A79)**

The Calder Highway is the principal road link between Melbourne, Bendigo and Mildura. It serves the northern and central areas of Victoria and southern New South Wales, and carries substantial freight, commuter and tourist traffic. The Federal Government has declared the Calder Highway a Road of National Importance, reflecting the highway's importance.

During 1999-2000, work continued on two major developments along the route: the Black Forest section and the Woodend Bypass. Attention has specifically been given to minimising disturbance to wildlife during construction and landscaping works. In view of the cold weather experienced in the area, the project design has incorporated heated bridge surfaces to prevent formation of black ice, and the existing system for detecting black ice will be extended on to the new Woodend Bypass.

#### **Black Forest section**

This 6.8 km section has been constructed to freeway standard at a total cost of \$51 million. A \$32.5m contract was awarded to Cook's Construction Pty Ltd, and work commenced in January 1998. The Minister for Transport officially opened the section to traffic on 17 March 2000.

The project involved approximately 1.5 million cubic metres of earthworks through the Black Forest. All the removed trees were mulched and used in landscaping works. Some 220,000 native trees and shrubs have been planted, and koala-kangaroo fences have been provided on both sides along critical areas of the freeway in order to protect wildlife.

Care has been taken to relocate wildlife and retain specific vegetation in order to maintain habitat. Measures have also been undertaken to protect the water quality in adjacent creeks.

#### **Woodend Bypass**

Construction continued on the 13.5 km Woodend Bypass in order to provide a complete bypass to the east of the township. This project is estimated to cost a total of \$90 million. A \$58.5m contract was awarded to John Holland Construction Engineering Pty Ltd on 30 October 1999. The work is proceeding and is on schedule for completion in autumn 2001.

The bypass will provide significant benefits. Crashes will be reduced to about 25 per cent of those that occur on the existing highway, and improvements in the Woodend township will include reduction of through-traffic as well as improved access and safety for local traffic.

#### **Kyneton-to-Faraday and Faraday-to-Ravenswood planning studies**

Planning for future upgrading of the Calder Highway (A79) between Kyneton and Ravenswood is well advanced, and two separate studies are being undertaken. Environment Effects Statements for the preferred option/s are being finalised for exhibition in mid-2000 for the Kyneton-to-Faraday study and in late 2000 for the Faraday-to-Ravenswood study.

#### **Monash Freeway-Hallam Bypass (M1)**

In 1999-2000, construction of the \$175m Monash Freeway (M1) Hallam Bypass project commenced. This project is funded by the Better Roads Victoria program and is part of the Bracks Government's \$1.5bn *Linking Victoria* program. The bypass will be a 7.5 km extension of the Monash Freeway at Doveton through to the Princes Freeway at Berwick. Current funding provides for completion of the road and opening to traffic by the end of 2004.

The first contract for the bypass, valued at \$7.3m, was awarded to Standard Roads for construction of the overpass at Narre Warren North Road and widening of Narre Warren North Road from Magid Drive to the Princes Highway.

As for all major projects, a Community Liaison Group was formed to ensure that effective communication arrangements are established with residents, community groups and special-interest groups, business groups and relevant government agencies. It will give individuals and groups affected by the bypass the opportunity to participate in the project's development.

#### **Princes Freeway-Nilma (M1)**

A freeway interchange estimated to cost \$11m is being constructed on the Princes Highway at Nilma, east of Warragul. Construction of the interchange is part of progressive upgrading of the Princes Highway (M1) to freeway standard. The project is being constructed by Abigroup Contractors Pty Ltd, and is due to be finished by December 2000.

#### **Metropolitan Ring Road (M80)**

The Metropolitan Ring Road extends for 13 km from the Western Ring Road at the Hume Highway at Campbellfield to the Greensborough Highway at Greensborough.

During 1999-2000, work was completed on the \$140m, 6 km section that extends from the Hume Highway to the existing Metropolitan Ring Road at Dalton Road. The final section was opened to traffic on 20 August 1999.

The Federal Government funded the section between the Hume Highway and Edgars Road, and the Victorian Government funded the section between Edgars Road and Dalton Road.



# Road System Management

The contractors for the project were Abigroup Contractors (Hume Highway to Edgars Road), Leighton Contractors (Edgars Road to Dalton Road) and Negri Contractors (Edgars Road overpass).

## **Goulburn Valley Highway (M39, A39)**

The Goulburn Valley Highway is a vital transport link in the national highway system, particularly for the fruit-export industry. During 1999–2000, work continued on the following strategic priorities that have been identified for development of this key route.

- **Development of a four-lane, divided highway between the Hume Freeway and Nagambie, to replace the existing two-lane, two-way road**

Work on this 16 km section of new highway began in January 1999, after a \$34m contract was awarded to Cut and Fill Pty Ltd. The project is being funded by the Federal Government at a total cost of \$53m and is scheduled to be completed in February 2001. Its features include an additional lane in each direction, generally east of the existing highway; realignment in the vicinity of Hughes Creek; and creation of a rest area on the east side near Mangalore Reserve. Access is restricted to three at-grade intersections from a system of approximately 26 km of new frontage roads over most of the project's length.

- **Development of a four-lane, divided highway from north of Nagambie to south of Shepparton, to replace the existing two-lane, two-way road**

Through this project, length of the route will be reduced by more than 4 km, and a sub-standard right-angle intersection and the rail level crossing at Murchison East will be removed. The new route will generally follow the line of the main irrigation channel between Warring and Violet Town–Murchison Road at Moorilim. The 19 km project will cost about \$93 million. Pre-construction activity, including design and some land acquisition, has progressed, and tenders will be called in late 2000, when the Federal Government has approved funding of the dual-carriageway proposal in 2000–2001.

- **Completion of a planning study for a Shepparton bypass**

The Environment Effects Statement (EES), in which three potential alignments for a Shepparton bypass are covered, was completed and exhibited in August 1998. A panel for hearing community submissions was convened during February 1999 and submitted its report to the Minister for Planning and Local Government. In January 2000, the Minister for Planning released the panel's report and a statement that indicated that at this stage the Victorian Government was not satisfied with the recommendations for an eastern route.

The Victorian Government requested VicRoads continue to investigate possible variations to the western route in order to resolve community and environmental issues. The investigations are in progress, and VicRoads has held several public information days for the community in order to identify route options that might be included in the report, which was scheduled to be exhibited in August 2000. A panel review will be held so the community can have an input before early 2001, when the Victorian Government will decide the final route.

- **Planning study for the Strathmerton Deviation**

A planning study continued for determining the new alignment for the highway deviation between the Murray Valley Highway at Strathmerton and the New South Wales Tocumwal bridge. The Environment Effects Statement, including details of the extensive investigations and the various route options, will be exhibited in July 2000. A decision about the route to be adopted was to be available by the end of 2000, and the Planning Scheme Amendment was to be in place in early 2001.

## **Aiding freight movement**

During 1999–2000, VicRoads made considerable advances in opening up the rural arterial-road network to enable some trucks and buses that have road-friendly suspension to operate at a higher mass limit.

Improvements were targeted so that 2000 km of highway and main road were to be made available. As a result, 20 bridges were upgraded, and improvement of several others was almost completed. The completed bridges, and bridges on which substantial progress was made, are as follows:

- Midland Highway over the Loddon River at Guildford
- Bendigo–Maryborough Road over the Loddon River at Eddington
- Bendigo–Murchison Road over the Campaspe River
- Rokewood–Skipton Road over Little Woody River.

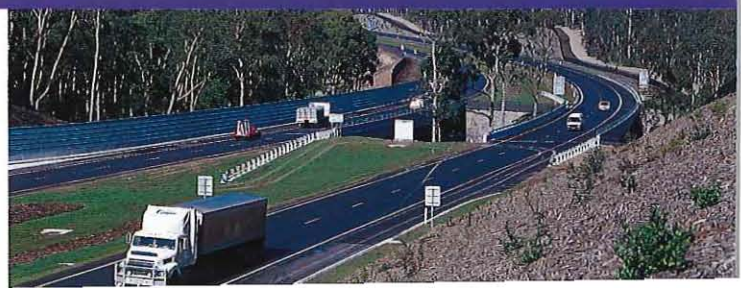
Also, 40 other bridges were surveyed.

## **Improving roads in outer metropolitan areas**

VicRoads undertook vital improvements to road infrastructure in outer metropolitan Melbourne during 1999–2000.

Valued at a total cost of \$26m, these improvements will benefit the whole community by reduction of congestion, exhaust emissions and travel times, and promotion of road safety, freight efficiency, urban amenity and business development in these rapidly growing areas.

**Right:** The 6.8 km Calder Freeway Black Forest section has been constructed to freeway standard and was officially opened to traffic in March 2000.



The key road improvements achieved in 1999–2000 are as follows.

- Widening of Heatherton Road between Tootal Road and Boundary Road in Springvale South
- Widening of Thompson Road between Mornington Peninsula Freeway and Dandenong Valley Highway in Carrum Downs
- Addition of another lane in each direction on Swansea Road between Hull Road and Birmingham Road in Lilydale
- Widening of Boundary Road between Centre Dandenong Road and Governor Road in Braeside
- Addition of another lane in each direction on Berwick–Cranbourne Road between Centre Road and Princes Freeway in Berwick
- Addition of another lane in each direction on Dorset Road between Mountain Highway and Canterbury Road
- Addition of another lane in each direction on Mount Dandenong Road between Dorset Road and Colchester Road
- Addition of another lane in each direction on Williamsons Road between George and Foote Streets in Templestowe

#### Better Roads Victoria program

More than \$163m was spent on Better Roads Victoria projects in 1999–2000. The total value of projects funded under the Better Roads Victoria program is almost \$1.5bn since the program began in 1993. During the past seven years, 73 projects were approved for the Melbourne area, and 560 projects were approved for regional and rural areas.

The major Better Roads Victoria projects undertaken in 1999–2000 were as follows.

- Continuation of works on the Calder Freeway (M79).
- Works for upgrading Westall Road between Heatherton and Centre Roads, at a total cost of \$37m, in order to complete the Springvale Bypass between Springvale and Dandenong Roads. Through this project, congestion on Springvale Road through the Springvale shopping centre will be relieved, and access and road safety for residential, commercial and industrial development along Westall Road will be improved. An overpass of the railway lines near Westall station is being built. A contract for detailed design and construction was awarded to Leighton Contractors Pty Ltd in August 1999, and the project is scheduled to be completed by mid-2001.
- Work to construct another lane in each direction along 4 km of Western Port Highway (M780) between South Gippsland Freeway and Thompsons Road. This heavily congested section of the highway has a very high crash record. The project includes an overpass of the Cranbourne railway line, and Cut and Fill Pty Ltd is undertaking the construction. The project is valued at a total cost of \$30.5m and is scheduled to be completed at the end of 2000.
- Commencement of work for upgrading the South Gippsland Highway (B440) from Lang Lang to Sale. Work commenced on widening the highway east of Lang Lang and on construction of a bridge on a new alignment at Longford. The historical Longford Swing Bridge will be restored.
- Opening of a new bridge on Princes Highway East (A1) over the North Arm at Lakes Entrance, thereby providing a new entrance to the town and improving boat access into the North Arm.
- Realignment of the Great Ocean Road (B100) at Lace Curtains.
- Widening of the West Gate Freeway to provide four lanes in each direction between the West Gate Bridge and Laverton.
- Continuation of work for upgrading the Bass Highway (M420) in order to provide an additional lane in each direction from south of the South Gippsland Highway interchange through to Grantville.
- Construction of a new bridge to Gunbower Island at Koondrook.
- Continuation of works on the Bruthen–Nowa Nowa Road (C620) in order to provide an improved route for traffic to bypass the Gippsland Lakes.
- Upgrading or restoration of 21 bridges.

#### Below

**Left:** Construction works in progress for widening of Narre Warren North Road from Magid Drive to the Princes Highway, part of the Hallam Bypass (Monash Freeway M1) project.

**Right:** Heatherton Road was widened between Tootal Road and Boundary Road in Springvale South.



**Above:** Construction works in progress for the Narre Warren North Road bridge, part of the Hallam Bypass (Monash Freeway M1) project.



## Road System Management

### Federal funding

In 1999-2000, Victoria received \$85.1m in federal funding to develop and maintain roads classified as either a national highway or a Road of National Importance. This figure is only 12 per cent of the funds the Federal Government has allocated for such roads, despite the fact that Victoria's road network carries 25 per cent of total national travel and the Federal Government earns 25 per cent of its fuel-excite revenue from it.

This inequity was again highlighted in the Victorian Government's annual submission for federal funding. The submission's authors also:

- nominated key priorities on the national highway network as being construction of a freeway-standard connection between the Hume Freeway (M31) at Craigieburn and the Metropolitan Ring Road (M80); development of a new link from the Western Freeway (M8) at Deer Park to the Ring Road (M80) at Ardeer; and commencement of the Murchison East deviation as the next stage in upgrading of the Goulburn Valley Highway (M39) to Shepparton
- sought to commence upgrading of the Carlsruhe section of the Calder Highway (M79) to Bendigo
- continued to argue the case that Princes Highway West (A1), Princes Highway East (A1), and the rest of the Metropolitan Ring Road should be recognised as Roads of National Importance
- continued to push for work on the Scoresby Freeway to be started early.

During the year, VicRoads and the New South Wales Roads and Traffic Authority (RTA) continued to plan work for new bridges across the Murray River at Corowa, Echuca and Robinvale. The Federal Government is funding these projects by providing \$44m from the Federation Fund.

### Planning for the future

#### An integrated approach to transport

VicRoads applies a strategic approach to developing Victoria's arterial-road network. Its key strategies are *Linking Melbourne* and the *Rural Arterial Road Network Strategy* (previously known as *Linking Victoria*, which is now the title of the Victorian Government's overall transport program). In these strategies, future land use, population change and travel requirements are considered, and a basis is provided for projects' detailed development.

During 1999-2000, VicRoads contributed to several of the Victorian Government's ongoing strategic studies, including the *Metropolitan Strategy*, and studies in Whittlesea and in the outer western suburbs. Studies also commenced at St Albans and Reservoir in order to identify improvement options for the two suburbs' railway stations.

VicRoads continued to be involved in developing CityLink and the Docklands area.

#### The Rural Arterial Road Network Strategy

VicRoads continued to implement the *Rural Arterial Road Network Strategy*, and released detailed strategies for Western Highway (M8, A8) and Bass Highway (M420, A420, B460). In the *Rural Arterial Road Network Strategy*, a framework is provided for long-term management of Victoria's rural freeways, highways, main roads and tourist roads.

#### Other planning studies

Several other significant planning studies commenced during 1999-2000, including a review of the existing planning scheme for Dingley Freeway between Warrigal Road and the South Gippsland Freeway, as well as a study for a future bypass of Yarra Glen.



Above: VicRoads Forward Program Support Officer Rob Whalan of the Road System Management department worked on an important bridge-improvement program for opening the road network to commercial vehicles that have a higher mass limit. Pictured are Rob Whalan (left) and supervising engineer Mark Wozniak in front of the Buckeye Creek bridge over the Calder Alternate Highway, near Bendigo.



# System Management

Work continued on three studies.

- A future Hume Freeway (M31) link from Craigieburn to the Western Ring Road.
- The Western Highway (M8) east of Ballarat.
- The Western Highway (M8) from Rockbank to the Western Ring Road (M80).

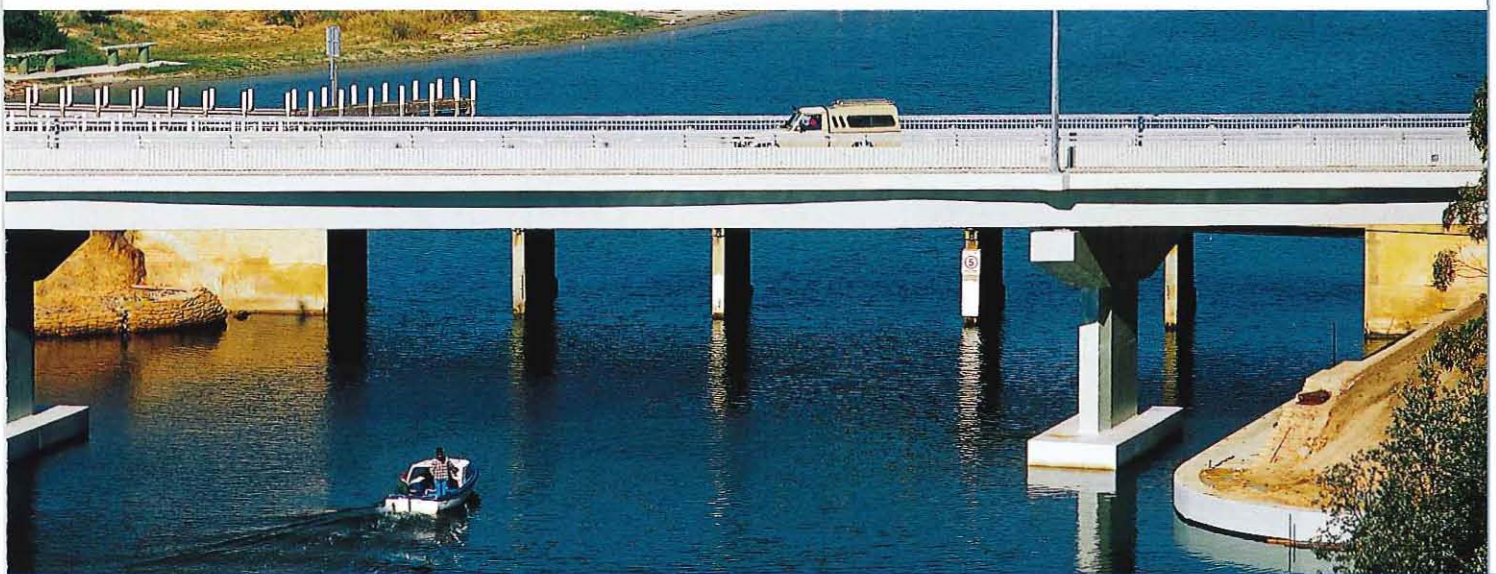
## Road System Management Program Performance in 1999–2000

The Road System Management program provided a strategic and systematic approach to the development and maintenance of Victoria's road network. The table below describes the program's outputs in terms of a number of key performance indicators.

Performance measure	Unit of measurement	1999–2000: target	1999–2000: actual
<b>Item</b>			
Road pavement	Lane kilometre	50,500	50,480
Structures	Number of structures	4810	4924*
Roadside	Carriageway kilometre	23,950	23,950
Length resurfaced	Lane kilometre	4150	4090
Pavement rehabilitated	Lane kilometre	505	520
<b>Quality</b>			
Smooth travel	Percentage	89	90
Structure deficiencies	Number of structures	189	94**
<b>Timeliness</b>			
Programmed maintenance	Percentage	100	99
<b>Cost</b>			
Total output maintenance	Dollar	331,709,074	335,268,168
Total output development	Dollar	234,237,857	234,873,055

\*Increased to include new structures on the Calder Freeway and the Metropolitan Ring Road

\*\*Decreased after bridge monitoring and load-capacity assessment



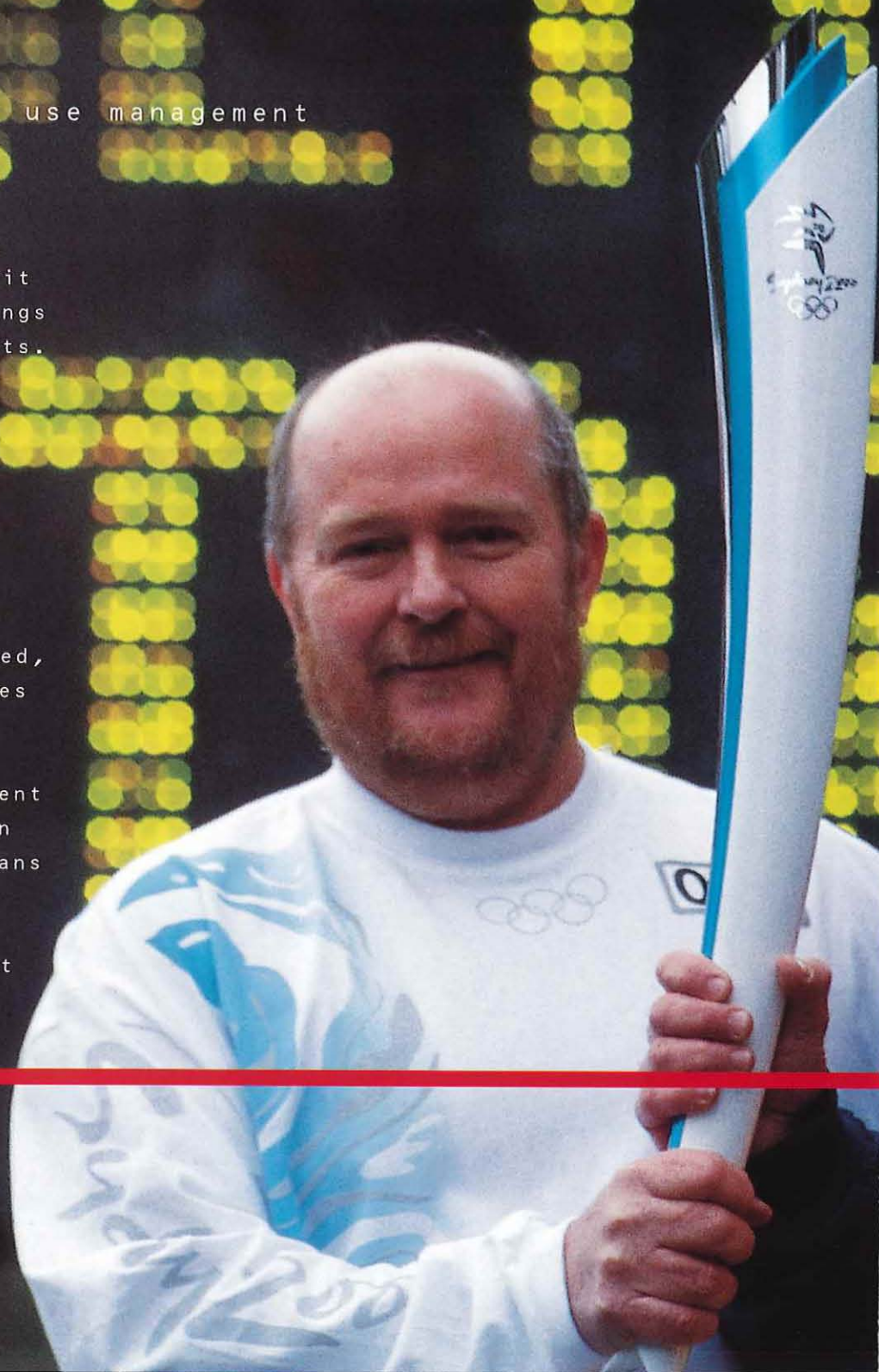
Above: A new bridge over North Arm on Princes Highway East at Lakes Entrance was opened in May 2000, so a new entrance to the town is provided and boat access into the North Arm is improved.

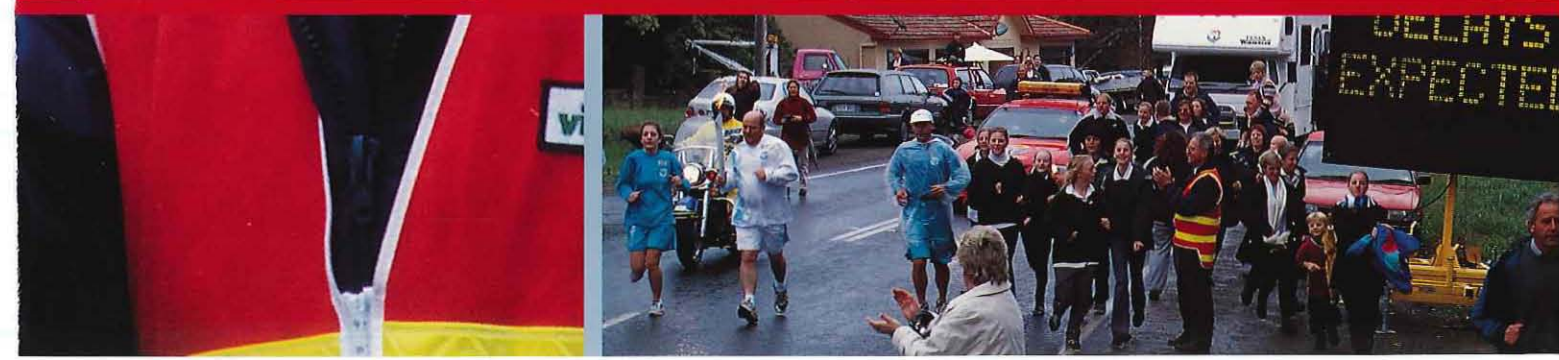
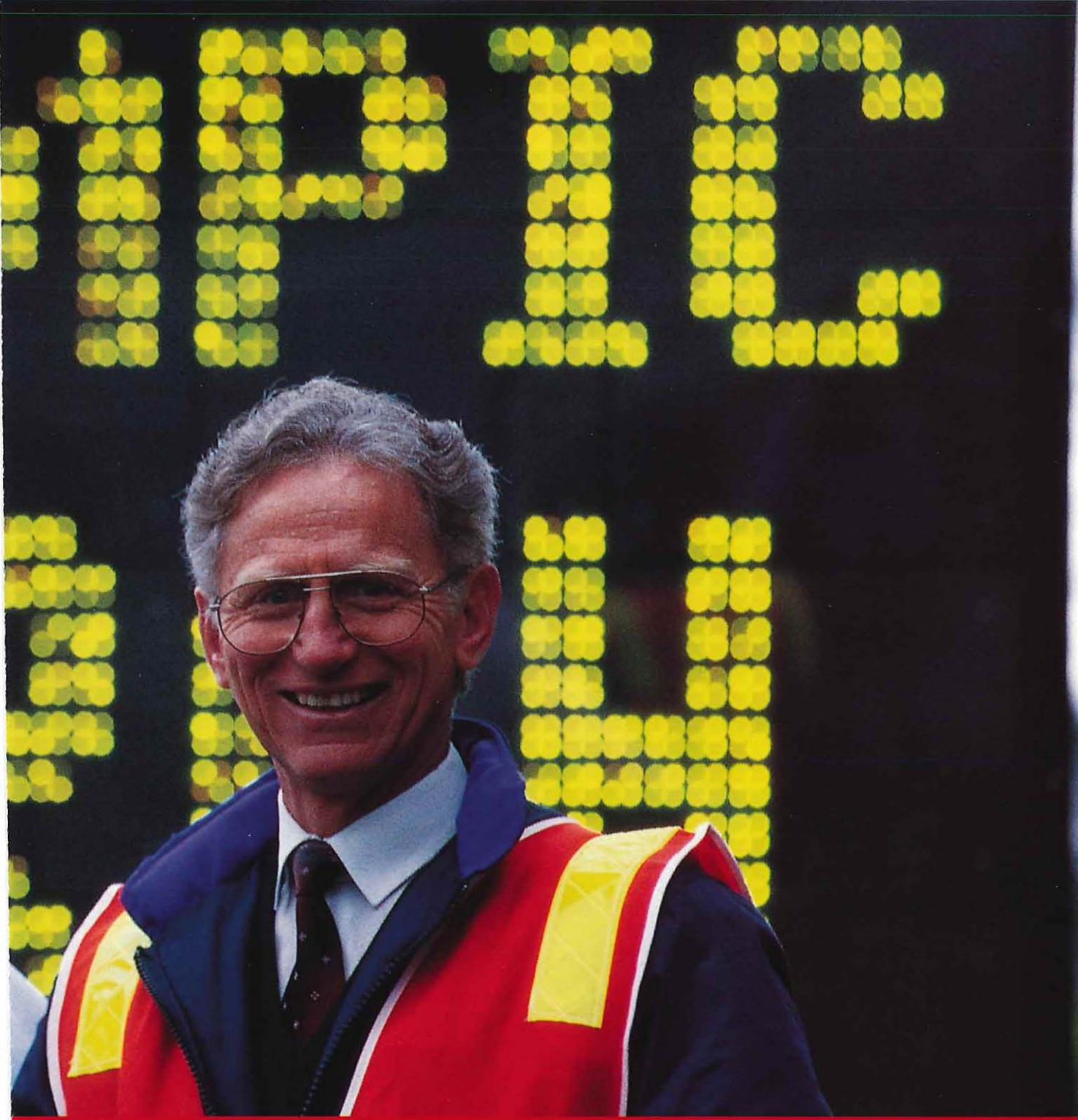
## Traffic and Road Use Management

### traffic and road use management

“The standout thing about VicRoads, among all the national road authorities, is that it is addressing the things that matter to cyclists. The network is being built in a systematic and effective manner that has strong community support. We have observed increased use of bicycles where bike lanes have been created, and preliminary studies suggest that crashes have been reduced. This year's announcement of increased Victorian Government funding means the bike network can reach more cyclists sooner and we will get more people cycling more often.”

— Harry Barber,  
General Manager,  
Bicycle Victoria





## Traffic and Road Use Management

Efficient, orderly and safe movement of road traffic is essential for Victoria's development and the community's quality of life. VicRoads implements a range of programs for optimising traffic flow and creating benefits such as lower vehicle operating costs, predictable travel times, and safer and more comfortable travel for all road users.

### Optimising traffic flow

By monitoring travel times on an ongoing basis, VicRoads is able to identify where resources are most needed in order to improve traffic flow.

In the overall results for Melbourne's road network, it is shown that a minimal increase of 0.2 per cent occurred in travel times over the whole day in 1999–2000, despite a 2.5 per cent increase in vehicle kilometres travelled between 1998–1999 and 1999–2000.

### Principal Traffic Routes program

In the Principal Traffic Routes program (PTR), locations are identified in which traffic flow on major metropolitan and country arterial roads will be improved, particularly during business hours, as a result of low-cost works. In 1999–2000, PTR reviews were undertaken for 70 km of roads in the metropolitan area.

As a result of previous reviews, 17 km of low-cost works were completed along sections of Blackburn Road and Racecourse Road –Princes Street. The works on Blackburn Road will complement the Smart Bus project for improving cross-town bus travel. Works were also completed along Warrigal Highway.

In country Victoria, intersection and traffic-improvement works were completed in Ballarat, Shepparton, Geelong and Bendigo.

### Supporting tram operations

VicRoads is working with private tram operators to develop proposals for improving tram operations without adversely affecting motor traffic, and for ensuring that the requirements of the *Disability Discrimination Act* are met. The first joint proposal is expected to be implemented by December 2000.

### Communications with CityLink

VicRoads and CityLink exchange traffic information via two dedicated communication links between their respective traffic-control centres. In the first link, real-time traffic and text information is transmitted, and in the second link, video images from surveillance cameras are transmitted. The two organisations can therefore coordinate their on-road traffic management, and joint responses to major incidents affecting both VicRoads and CityLink road networks are thereby facilitated.

### Statewide Route Numbering Scheme

Six thousand more kilometres of routes were signed under the Statewide Route Numbering scheme during 1999–2000, and the figure exceeded the year's target of 5900 km. All M, A, B and most C routes in the State have now been signed, and the remaining C routes will be signed in 2000–2001. Through using the new signs, the community and visitors are able to navigate more easily and safely when travelling on Victoria's rural arterial roads.

### Traffic management for special events

VicRoads continued to coordinate development of traffic-management plans for special events, including the Australian Formula One Grand Prix, the Phillip Island Motorcycle Grand Prix, and on-road sporting and community events. A specific challenge was to work with Victoria Police to help municipal councils prepare traffic-management plans for the Olympic Torch Relay as it passed through Victoria. Special traffic-control measures and variable-message signs were used to provide motorists with advance warning about the event.

### Traffic-information systems

#### Traffic Control and Communication Centre

Through the VicRoads Traffic Control and Communication Centre (TCCC), people are provided with a range of information to enable them to make informed decisions about when to travel and which routes to use. The information is available throughout Victoria 24 hours a day.

During 1999–2000, the TCCC handled 240,000 calls from the public, emergency services and the media.

#### Incident management

The VicRoads Incident Management Team (IMT) patrols Melbourne's freeways and selected highways between 6.30 am and 10.45 pm on weekdays in order to aid traffic management during incidents on the roads.

During the past 12 months, the IMT attended 1932 traffic incidents, 82 per cent of which it attended within 50 minutes.

### New traffic-light technology

#### Light-emitting diode (LED) traffic signals

VicRoads continued to work with manufacturers to develop the potential of light-emitting diode (LED) technology for traffic signals. Specifications for the signals are nearing completion, and an Australian Standard is being developed.

In LED lanterns, a brighter display is provided than that of conventional traffic signals, less than 20 per cent of the power is used and less maintenance is required. Using the LED technology could result in cost savings of up to 75 per cent compared with lanterns in which conventional globes are used. VicRoads has installed LED equipment at two busy suburban intersections in order to monitor and evaluate them.

#### Previous page

**Main picture:** VicRoads Senior Traffic Engineer Peter Velcek (right) pictured is on-site at the Olympic Torch Relay on the Maroondah Highway at Healesville.

**Inset:** The VicRoads Traffic and Road Use Management department had a key role in devising traffic-management plans associated with the Olympic Torch Relay in order to minimise disruption to motorists. Electronic message signs were used to provide road users with advance notice.

#### This page

**(Left)** Facilities for aiding people who have a disability will be incorporated in all new road infrastructure and traffic facilities provided by VicRoads.

**(Right)** VicRoads Transport Safety Officer Darryl Brown delivers a Smart Drive training session at the Bendigo office. The program is designed to improve the knowledge and skills of local heavy-vehicle drivers.

Efficient, orderly and safe movement of road traffic is essential for Victoria's development and the community's quality of life.

## Road-freight efficiency

### Mass-limits increases

The mass-limits increase for heavy vehicles that have road-friendly suspension took effect on 1 July 1999. Through this reform, productivity for the road transport industry will increase, but wear on roads will not. The number of trucks required for the same freight task will also be reduced. This outcome is especially important in view of the increases continually occurring in freight transportation by road.

More than 60 per cent of Victoria's arterial-road network is now available for trucks operating at the higher mass limits; this includes the Melba (B300), Henty (A200) and Calder Highways (A79) and most of the Murray Valley Highway (B400). Bridge improvements for extending the available network continued, and an additional 2000 km was opened to heavier vehicles by mid-2000.

### Movement of agricultural machinery

In consultation with the Victorian Farmers Federation, VicRoads has been making it easier for large agricultural machinery to use the road network. For pilot vehicles, travel-time restrictions and requirements that apply to large tractors and harvesters are being reduced. Provided they comply with the new rules, farmers in the broad-acre areas in north-west Victoria can now move these vehicles without having a permit.

## Bicycle programs

### Yarra Cycling Precinct

During the year, VicRoads and the Cities of Yarra and Boroondara implemented the Yarra Cycling Precinct project, and thereby completed the principal bicycle network in Richmond, Burnley, Abbotsford, Hawthorn and Kew. In the project, visible and connected bicycle facilities are provided on the major roads in the area.

Common improvements include introduction of bicycle lanes, shared bicycle and car-parking lanes, a new method for marking wide kerbside lanes, and designated spaces for cyclists to stop at signalised intersections. Linkages to the Main Yarra Trail have also been improved, by way of adding access signs and kerb ramps in order to enable cyclists to move smoothly from the on-road bicycle facilities to the off-road paths.

### Cycling routes on the Internet

Cyclists can now access information about bicycle routes in the Melbourne metropolitan area by using the VicRoads Web site. At present, the site shows off-road paths, on-road lanes and wide kerbside lanes on routes in the principal bicycle network, as well as local routes nominated by four participating municipal councils: Melbourne, Bayside, Moreland and Port Phillip. Work is now under way to add to the Web site similar information for Melbourne's remaining municipalities.

## Motorcycle programs

### Victorian Motorcycle Advisory Council (VMAC)

VicRoads is represented on VMAC, which provides the Minister for Transport with strategic advice about management, regulation and development of motorcycle riding in Victoria.

In 1999–2000, VMAC acted on several matters that arose from the Motorcycling and the Road Environment workshop that was held in June 1999.

VMAC also:

- recommended the Victorian Government introduce an approved motorcycle scheme for learners
- reviewed and submitted comments about how the *Australian Road Rules* affect motorcycle riding
- made a submission to the Parliamentary Road Safety Committee Inquiry into Vehicle Roadworthiness
- initiated a major study for determining and documenting the role of motorcycles and motor scooters in the transport system.

### Disability Discrimination Act

During 1999–2000, VicRoads developed a strategy for meeting the objectives of the Commonwealth *Disability Discrimination Act 1992 (DDA)* in relation to declared roads\*. When this strategy is implemented, people who have a disability will be aided in using road infrastructure, buildings and public transport services.

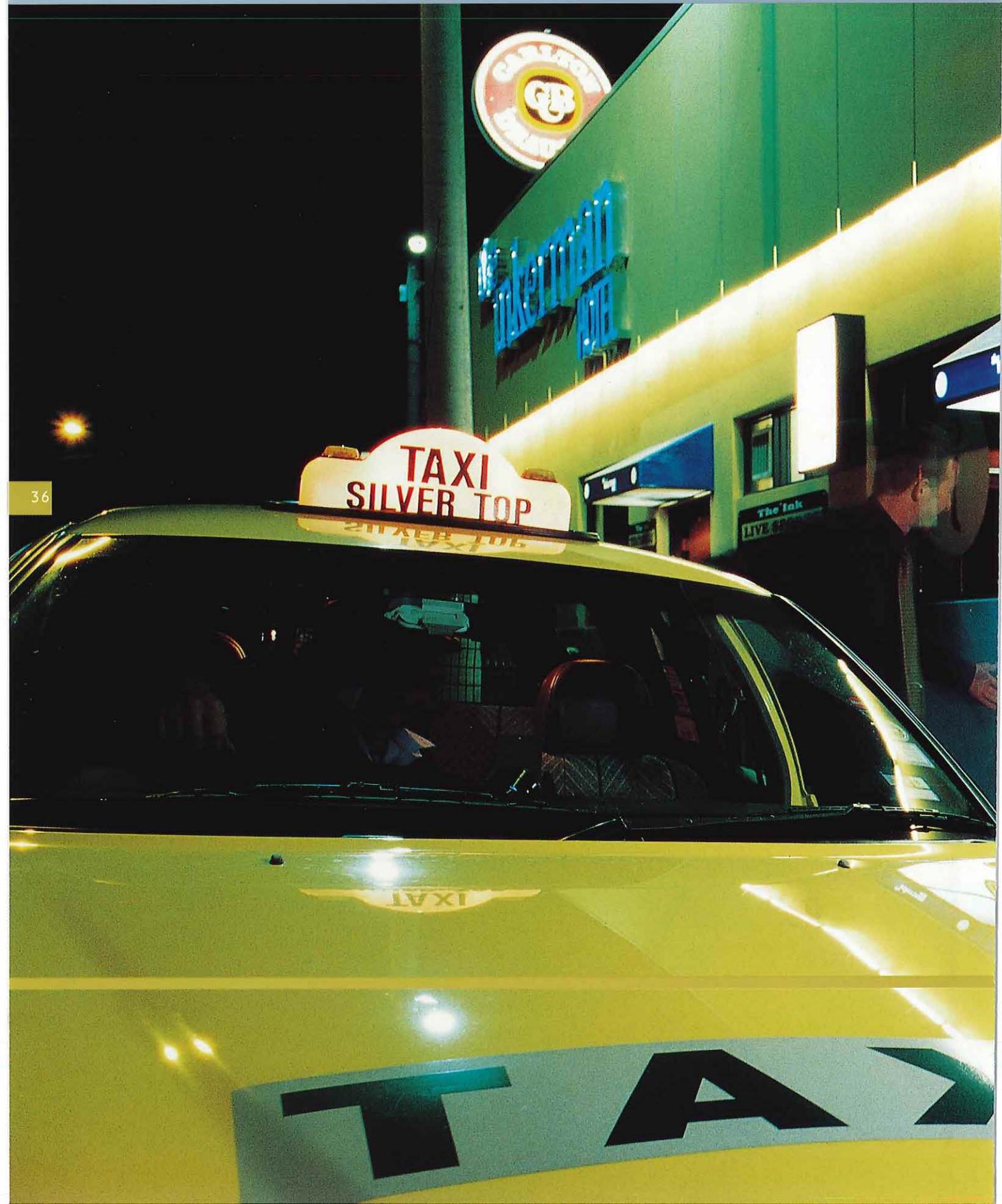
Facilities for aiding people who have a disability will be incorporated in all new road infrastructure and traffic provided by VicRoads from 1 July 2000. Modification of existing facilities on declared roads will take place over a 20-year timeframe and is being programmed to reflect priorities set by people who have special needs.

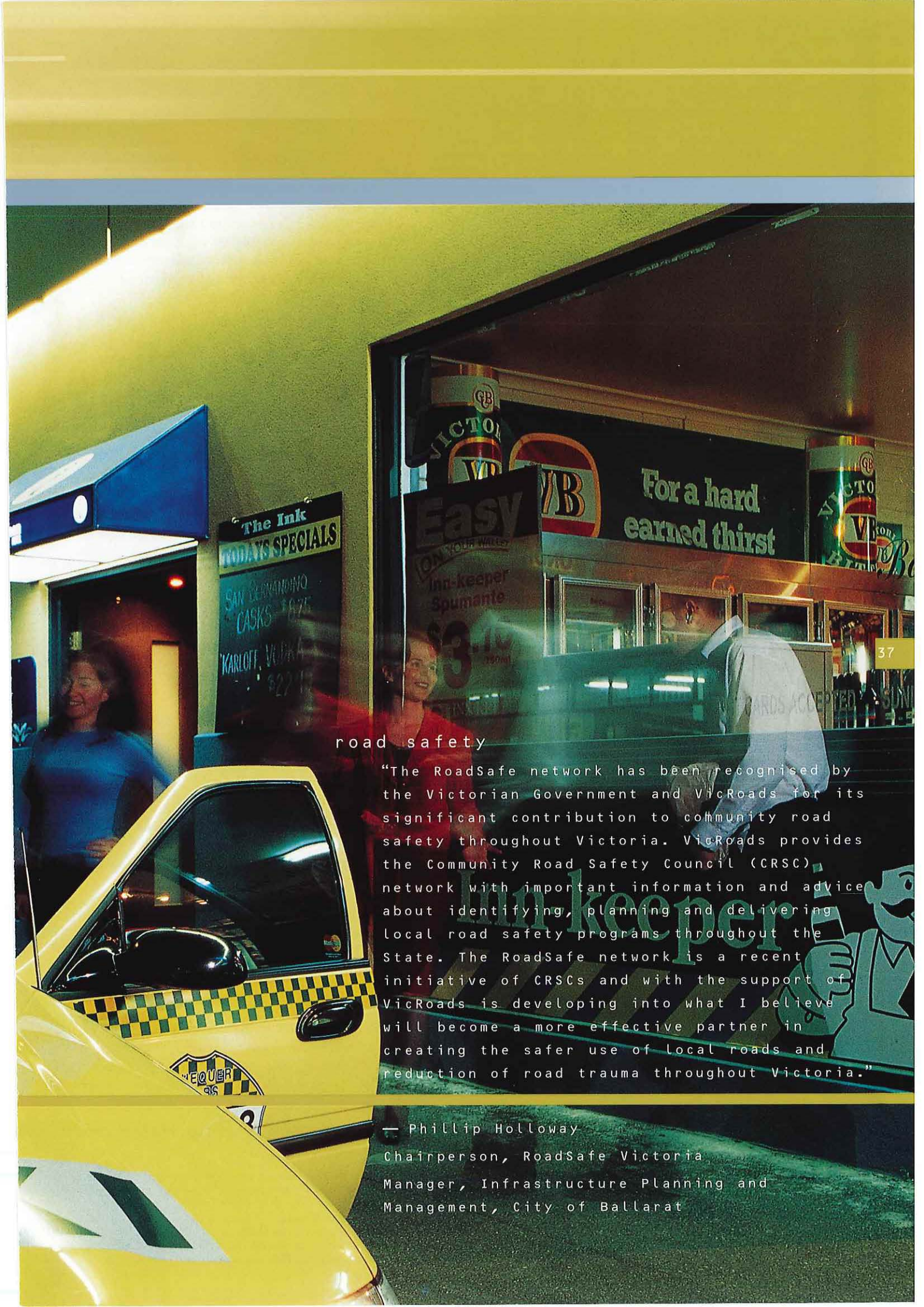
\*Roads can be declared under the *Transport Act* as forming part of the arterial-road network. The classifications include those of freeway, State highway, main road, tourist road and forest road.



# Road Safety

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road safety

“The RoadSafe network has been recognised by the Victorian Government and VicRoads for its significant contribution to community road safety throughout Victoria. VicRoads provides the Community Road Safety Council (CRSC) network with important information and advice about identifying, planning and delivering local road safety programs throughout the State. The RoadSafe network is a recent initiative of CRSCs and with the support of VicRoads is developing into what I believe will become a more effective partner in creating the safer use of local roads and reduction of road trauma throughout Victoria.”

— Phillip Holloway  
Chairperson, RoadSafe Victoria  
Manager, Infrastructure Planning and  
Management, City of Ballarat

## Road Safety

VicRoads, together with the Victoria Police and the Transport Accident Commission (TAC), developed the *Discussion Paper on Victoria's Road Safety Strategy 2000-2005* for the Victorian Government.



Since the early 1990s, Victoria's decline in road trauma has been levelling out. It is proving to be very difficult to continue to achieve major reductions in the level of fatalities to fewer than 400 per year. This fact is reflected in the most recent figures whereby 403 people died on Victoria's roads during 1999-2000 compared with 402 in 1998-1999 and 373 in 1997-1998.

VicRoads is meeting this challenge by developing and implementing programs targeted at people who are identified as being in a high-risk category, and by extending its range of road safety partners. The SafeRoads local government initiative, discussed in this section, is particularly important, as is the Statewide Blackspot Program announced by the Victorian Government in February 2000.

Through both these developments and the *Discussion Paper on Victoria's Road Safety Strategy 2000-2005*, the community is encouraged to take more ownership of road safety issues: an important element in continuing to reduce the carnage on our roads.

### Strategic directions

During 1999-2000, the Victorian Government committed itself to achieving a 20 per cent reduction in annual deaths and injuries arising from crashes on Victorian roads by the end of the next five-year period. To support this commitment, and following completion of the previous five-year strategy *Safety First*, VicRoads, together with the Victoria Police and the Transport Accident Commission (TAC), developed the *Discussion Paper on Victoria's Road Safety Strategy 2000-2005* for the Victorian Government.

In the discussion paper, 16 road safety challenges are outlined and a series of suggested options is put forward. In June 2000, the Minister for Transport launched the discussion paper and circulated it for community feedback.

### Safer road users

VicRoads continued to promote safer road use by delivering a range of information and education services, and supported the educational and enforcement activities of Victoria Police and the TAC.

### Information for road users

By using the VicRoads Web site, regional offices, bookshop and video library, the Victorian community is provided with ready access to a wide range of road safety materials. All the materials were updated to reflect changes that resulted from introduction of the *Australian Road Rules* in December 1999.

### Road Safety Telephone Information Service

VicRoads 24 hour Road Safety Telephone Information Service (ph 1300 360 745) received about 2700 calls per month during 1999-2000. Pre-recorded or specialised information related to vehicle safety design standards and child restraints is provided.

#### Previous page

Main picture: Drink driving remains a major road safety issue. VicRoads continued to work with the Transport Accident Commission and Victoria Police to provide the public with information about how to limit alcohol consumption when planning to drive. People who plan to drink are encouraged to use public transport.

#### This page

Above: Vehicle-roadworthiness testing in Victoria is provided in the Licensed Vehicle Testers (LVT) scheme, which is monitored by VicRoads. David Lowe of Abay Motors inspects a vehicle on a hoist at the Kew East premises.

Below: Driver Reviver, previously known as Operation Coffee Break, is designed to alert motorists to the hazards of suffering fatigue on the road. Free tea and coffee are provided at strategic locations on major roads. Pictured is a Driver Reviver station in action at Colac during the 1999-2000 Christmas-New Year season.



### Traffic-safety education programs

During 1999–2000, VicRoads provided the following specialised road safety education programs for schoolchildren.

- *Safe Routes to School*, which is aimed at young people between five and 16, and in which safer routes for children who walk or ride to school are identified. During 1999–2000, 24 programs, which included education and infrastructure components, were implemented throughout Victoria.
- *Go Safe*, which is targeted at secondary-school communities, and in which young people between 13 and 18 are helped to identify and address local traffic issues that affect them. Thirteen *Go Safe* programs were conducted this year.

### Bus safety

VicRoads conducted 81 bus safety workshops and bus safety transition programs during 1999–2000. The workshops involved school-bus coordinators, school-bus drivers, students and parents, and in the transition program, children just starting to use bus transport were targeted. VicRoads contributed to development of a bus-safety video for all Victorian schools, that was jointly released in May 2000 by the Department of Education, Employment and Training and the Department of Infrastructure.

### Drugs and driving

VicRoads helped prepare and introduce legislation for creating the offence of driving while impaired by a drug, and consulted with stakeholders to develop plans for implementing the legislation. In association with Victoria Police, VicRoads developed a CD-ROM based, self-paced training program to help police in detecting drug-impaired drivers. The legislation will come into effect on 1 December, 2000.

### Drink driving

Drink driving remains a major road safety issue. VicRoads continued to work with the Transport Accident Commission and Victoria Police to:

- provide the public with information about how to limit alcohol consumption when planning to drive
- promote responsible serving of alcohol on licensed premises.

### Young drivers

Drivers and motorcycle riders between 18 and 25 continue to be over-represented in road crashes: in 1999–2000, they accounted for about 16 per cent of the road toll. VicRoads implemented the following programs to address the problem.

### ■ Keys Please information sessions for parents and learner drivers

In 1999–2000, this program was expanded: 166 sessions were held throughout Victoria for about 16,000 participants. The sessions were organised by VicRoads in conjunction with schools, Victoria Police and Community Road Safety Councils. Trained facilitators guided the audiences through a 100 minute program, using a newly developed interactive digital-video disk (DVD). VicRoads recently licensed the road safety branch of the Department of Infrastructure, Energy and Resources to deliver the program in Tasmania.

### ■ Getting There: From Ls to Ps package

VicRoads continued to encourage learner drivers to undertake more supervised driving practice by distributing this logbook and supporting booklet for learners and their supervisor. Researchers have revealed that learners can reduce their risk of being involved in a crash by up to one-third if they have a minimum of 120 hours' driving practice before they become licensed. More than 150,000 new learners have received the package since the program was launched in June 1998.

### ■ Survival on the Roads program

In this interactive group-discussion program, the aim is to improve the safety of young drivers and passengers who engage in, or are exposed to, high-risk driving behaviour. During 1999–2000, VicRoads developed a resource package for youth workers and agencies, and conducted a training program to help youth workers conduct *Survival on the Roads*.

This year's program, in which probationary drivers in workplace and training settings are targeted, will be evaluated over the next two years.

### Older drivers

In comparison with the general driving population, drivers who are 60 years or more have a higher risk of being involved in a casualty road crash on the basis of the distance travelled.

The number of older people licensed to drive will increase significantly over the next decade. To address the situation, VicRoads implemented the following initiatives in 1999–2000.

- It appointed a private provider to deliver Safe Drive seminars for older drivers in order to make this type of seminar more widely available.
- It produced the *Victorian Older Drivers' Handbook*, which will be available free of charge for older drivers early in the 2000–2001 financial year.
- VicRoads played a major part in developing a second edition of the medical guidelines used by Australian health professionals for assessing their patients' fitness to drive. The new edition will be distributed early in the 2000–2001 financial year.

# Road Safety

## Multicultural communications

This year, a publicity campaign promoting use of child restraints and pedestrian road safety was implemented among Victoria's ethnic communities. The campaign comprised media activities, a community-relations program and brochures produced in ten languages.

## Bicycle safety

Schools continued to implement the *Bike Ed* and *Cycle On* programs for students in years 4 to 6 and years 7 to 10, respectively. VicRoads coordinated the Bike Ed Challenge, in which school students compete in a range of bicycle-safety activities. Sponsored by BP, the event has become a statewide competition in which 60 schools compete. It has helped to revitalise *Bike Ed* within the busy school curriculum.

VicRoads sponsored the 1999 VicRoads Great Victorian Bike Ride, in which it promoted the road safety message 'More skills. Fewer spills' in order to encourage cyclists to become safer and more proficient. Other bicycle-safety activities VicRoads supported during the year included distribution of information about bicycle safety, police-training courses and Victoria Police's Safe Cycle initiatives, in which motorists and cyclists are encouraged to share the road safely.

## Pedestrian safety

In 1999-2000, pedestrians accounted for about 19 per cent of fatalities and 11 per cent of people seriously injured in road crashes. VicRoads supported the following programs in its drive to reduce this trauma.

### ■ School Crossing Supervisors' Scheme

VicRoads provided municipalities with subsidies of \$5.6m to support this scheme, which this year celebrated its twenty-fifth anniversary.

### ■ WalkSafe

Following completion of a two-year pilot program undertaken in the City of Stonnington in 1999, this multi-action program is now being implemented in the City of Port Phillip. WalkSafe was developed by VicRoads and is supported by Victoria Police and the Transport Accident Commission. It includes several innovative engineering treatments, education programs and publicity campaigns, in which 'at-risk' groups and pedestrian behaviours are targeted, and its enforcement is supported by police.

### ■ Parliamentary Road Safety Committee Pedestrian Inquiry

VicRoads prepared the Victorian Government's response to the recommendations of the Parliamentary Road Safety Committee's report about the Inquiry into the Incidence and Prevention of Pedestrian Accidents, which was tabled in Parliament in June 2000.

### ■ Walk with Care

Local government, community groups and VicRoads continued to work together to identify and reduce hazards for older pedestrians through a combination of engineering, advocacy and education activities. Nine *Walk with Care* programs were conducted during 1999-2000.

## Safer roads

Road-design, construction and maintenance standards have an important role in road safety. During 1999-2000, VicRoads implemented the following programs to maximise these factors' contribution to the safety of all road users.

### Road safety audits

VicRoads continued to work in partnership with local government to promote use of road safety audit as part of the process for road design and review. During the year, VicRoads hosted two road safety audit-training workshops in conjunction with Local Government Professionals (LGPro).

### Blackspot programs

The State and Federal Government allocated \$12.7m to road-accident blackspot programs in 1999-2000. Improvements were made at 174 sites that had a high incidence of crashes.

In February 2000, the Victorian Premier announced a four-year, \$240m program for reducing accident blackspots throughout the State. Funding will be shared equally between metropolitan and country roads. Blackspot treatments for local roads will also be funded, and a total of \$60m will be divided equally between metropolitan and country areas. The community was encouraged to contribute to the program's effectiveness by nominating sites for blackspot treatment.

Researchers have confirmed that blackspot treatments are effective. For every dollar spent, up to \$4 is returned by way of reduced costs of crashes.

### 50 km/h speed limit in residential streets

In May 2000, the Minister for Transport announced the Victorian Government proposed to introduce a 50 km/h speed limit for Victorian urban residential streets. About 2000 crashes that involve casualties occur in these streets each year. Researchers in other Australian States and overseas have indicated that if the speed limit is lowered to 50km/h, at least 200 casualty crashes could be prevented each year in Victoria. A Regulatory Impact Statement will be advertised, in which submissions about the proposal will be invited.

### Rail level-crossing improvements

VicRoads continued to work closely with VicTrack on a \$3m program to upgrade the standard and safety of rail level crossings. In 1999-2000, work was undertaken at eight sites.

## Safer vehicles

### Vehicle roadworthiness

In Victoria, vehicle-roadworthiness testing is provided in the Licensed Vehicle Testers (LVT) scheme, which is monitored by VicRoads. During 1999–2000, VicRoads undertook more than 1200 routine audits and more than 360 investigations of LVTs. As a result, 88 testers were required to show why action should not be taken against them. Following are the results.

Licence suspended	53
Licence cancelled	7
Licence surrendered	4
Awaiting decision	24
<b>Total</b>	<b>88</b>

During the year, 147 new LVT licences were issued, raising the State's total LVT network to more than 2500 testers.

### LVT accreditation

VicRoads continued to develop the licensed vehicle-tester accreditation program in conjunction with Kangan and Box Hill Institutes of TAFE. Training modules for bus and motorcycle testers are being developed.

### Parliamentary Inquiry into Vehicle Roadworthiness

VicRoads re-lodged its submission to this Inquiry, following the reforming of the Parliamentary Road Safety Committee after the 1999 State election. As part of the Inquiry, VicRoads arranged for members of the Parliamentary Road Safety Committee to observe vehicles being tested and examined for roadworthiness.

## Promoting partnerships

### Transport Industry Safety Group

During 1999–2000, VicRoads continued to support the Transport Industry Safety Group, which facilitates close cooperation between Victoria Police, the Victorian Road Transport Association, the Transport Workers Union, the Victorian WorkCover Authority and the Bus Association of Victoria.



Above: In road projects, plants are selected not only for their aesthetic and environmental value, but also for their potential to minimise injury to motorists and passengers who inadvertently leave the road. Pictured are flowering Callistemon shrubs on the Monash Freeway in Mulgrave.

## SafeRoads local government road safety initiative

SafeRoads is an initiative of the Municipal Association of Victoria (MAV) and Local Government Professionals (LGPro) working in partnership with VicRoads, Victoria Police, the Transport Accident Commission and the RACV. The aim is to improve safety on local roads for all road users, and the initiative was officially launched at the MAV's October 1999 annual conference.

During 1999–2000, 14 Victorian municipalities were allocated seed funding by VicRoads to help them develop local road safety strategies. The total number of participating municipalities was raised to forty-three. Many of the municipalities are now implementing their strategy. The municipalities also receive specialist training, customised road-crash data and marketing expertise.

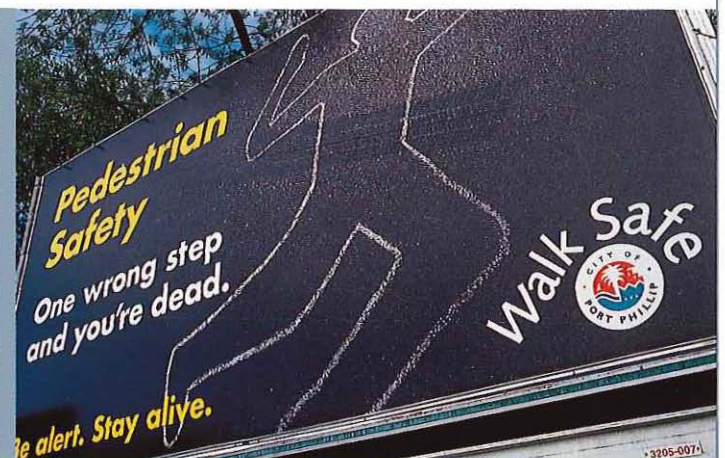
## Community Road Safety Councils

VicRoads continued to support Victoria's 23 Community Road Safety Councils (CRSCs) by providing information, funding and professional-development opportunities. CRSCs are key advocates for road safety in local communities, and in 1999–2000 conducted more than 150 local road safety programs. A key initiative this year was development of a peak body called RoadSafe, which will coordinate CRSCs' efforts throughout Victoria to improve the quality and consistency of local road safety programs.

## Australian Road Rules

The new *Australian Road Rules* were introduced throughout Australia in December 1999, providing greater national consistency for road users, and therefore a safer road environment.

Introduction of the new road rules was supported by extensive publicity and education campaigns that included resources for people from a non-English speaking background.



Above: The multi-action WalkSafe program is under way in the City of Port Phillip. In the program, engineering measures, enforcement, education programs and publicity are combined. Pictured is a WalkSafe outdoor advertisement on City Road in Southbank.

# Road Safety performance indicators

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	1998-1999	1999-2000
<b>Road Safety strategies and coordination</b>		
Number of annual fatalities	402	403
Number of serious casualties	6,476	6,791*
Number of casualties	24,693	25,641*
Casualties per 100 million vehicle-kilometres	54.6	51.5*
Number of serious casualty crashes per 100,000 population	113.2	116.9*
Number of serious casualty crashes per 100 million vehicle-kilometres	11.7	11.1*
Number of people killed per 100,000 population	8.6	8.5
Number of people killed per 100 million vehicle-kilometres	0.9	0.8
Number of people hospitalised per 100,000 population	129.5	134.7*
Number of people hospitalised per 100 million vehicle-kilometres	13.4	12.8*
Social cost of serious casualty crashes per 100,000 population	\$25.4m	\$26.2m*
Social cost of serious casualty crashes per 100 million vehicle-kilometres	\$2.6m	\$2.5m*

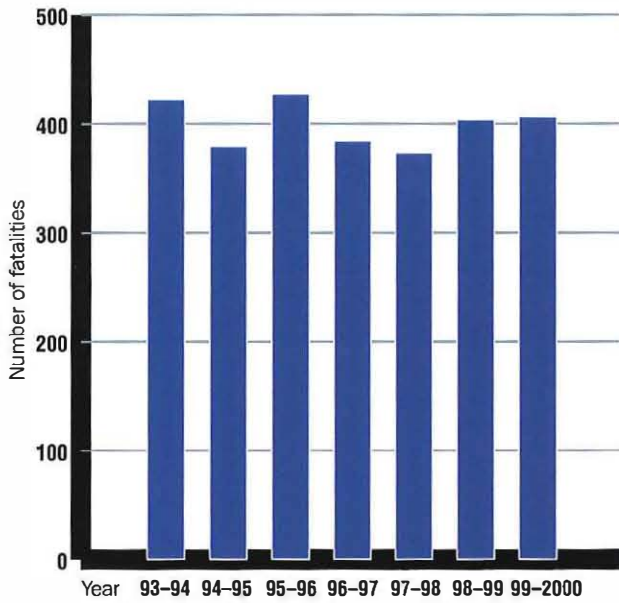
	1998-1999	1999-2000
<b>Safer roads</b>		
Estimated percentage reduction in accidents at treated blackspots and black-length sites:	26%	26%
Number of blackspots and black-lengths treated	107	174
Number of accidents in which fixed objects were hit	2824	2915
Number of accidents that involved trains at level crossings (including pedestrians)	12	13*

	1998-1999	1999-2000
<b>Safer road users</b>		
Number of motorcycle fatalities per 10,000 motorcycles	6.6	5.0
Number of pedestrian fatalities per 100,000 population	1.7	1.6
Number of truck fatalities per 100 million vehicle-kilometres (truck)	2.7	2.9
Number of drivers (and motorcycle riders) killed who had a BAC greater than .05	48	61
Number of pedestrians killed who had a BAC greater than .05	27	19
Percentage of drivers detected to have an illegal BAC	0.20%	0.34%
Young drivers (and motorcycle riders) killed or seriously injured, as a percentage of all drivers	32.1%*	29.1%*
Older drivers (and motorcycle riders) killed or seriously injured, as a percentage of all drivers	12.1%*	11.3%*

	1998-1999	1999-2000
<b>Safer vehicles</b>		
Percentage of vehicles submitted for a roadworthy-certificate inspection that passed on the first test	20%	36%
Percentage of fatal crashes in which a vehicle defect was a factor	0.3%	0.5%

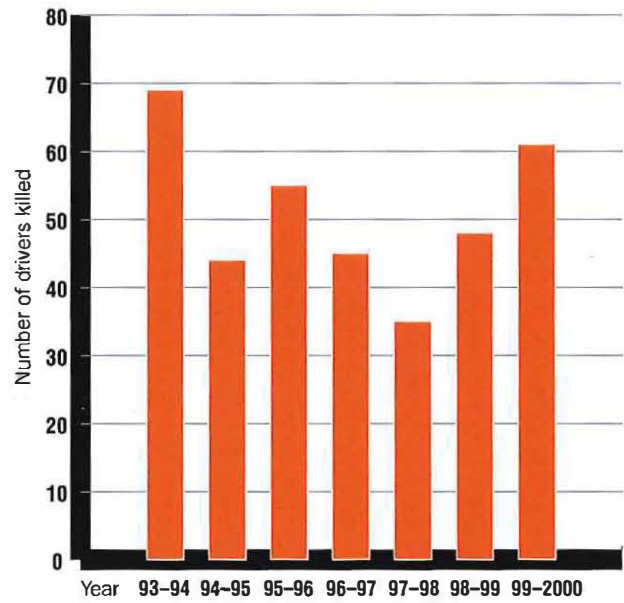
\* Estimate only, based on latest available data

### Fatalities on Victoria's roads



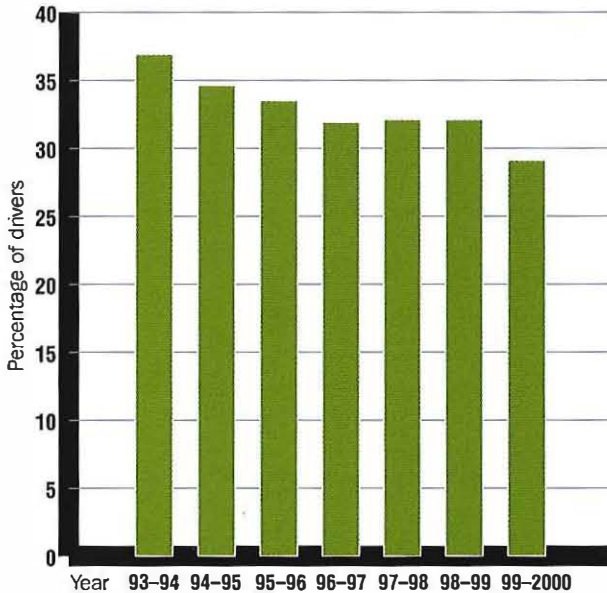
In 1999-2000, 403 people died in road crashes in Victoria: one more than in the previous year. The decline in road trauma in Victoria has been levelling out since the early 1990s.

### Number of drivers and motorcycle riders killed who had a blood alcohol concentration (BAC) that exceeded .05



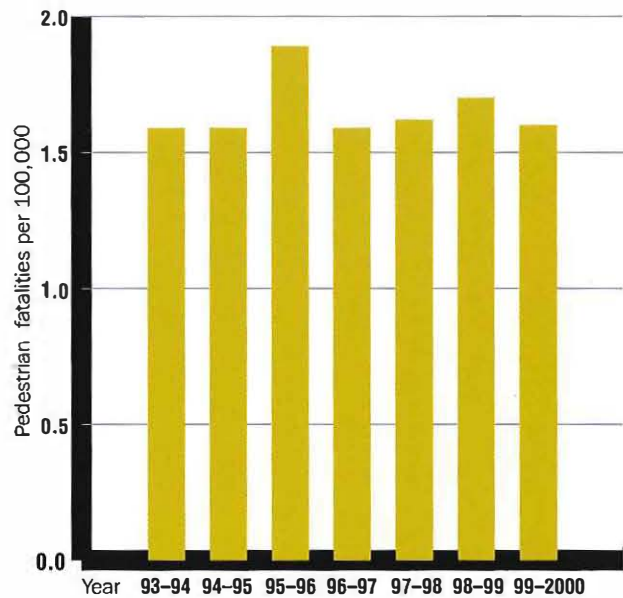
In 1999-2000, the number of drivers and motorcycle riders killed who had a BAC that exceeded .05 was 61: an increase of 13 from the previous year.

### Young drivers and motorcycle riders killed or seriously injured as a percentage of all drivers



The number of young drivers and motorcycle riders killed or seriously injured, as a percentage of all drivers, was 29.1 per cent: a 3 per cent decrease from the previous year.

### Number of pedestrian fatalities per 100,000 population



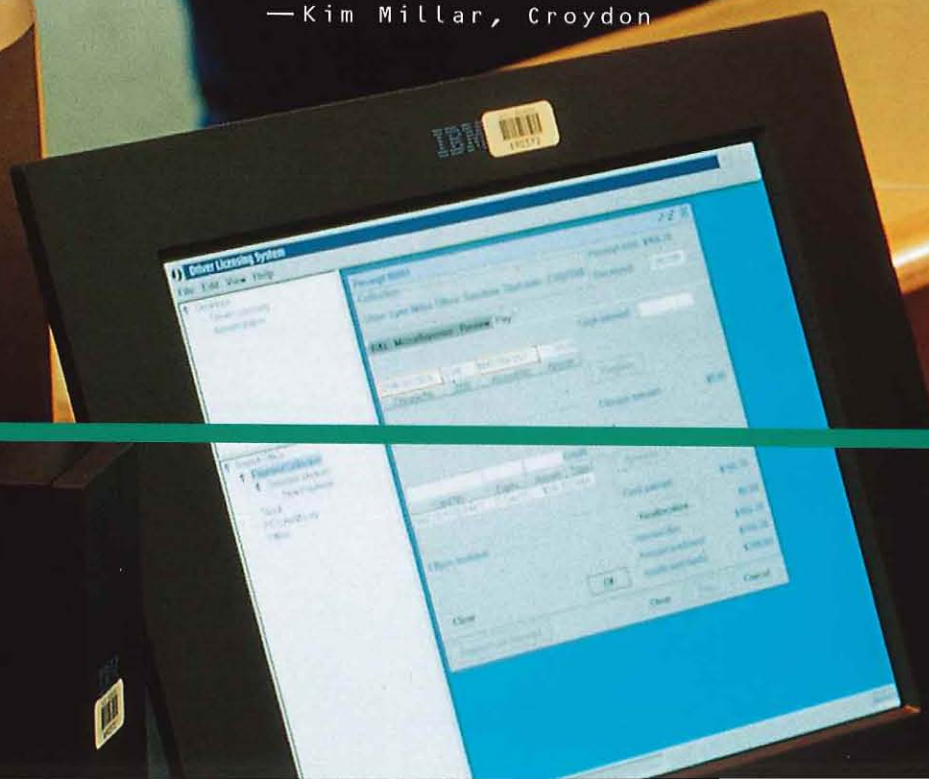
The number of pedestrian fatalities per 100,000 population decreased from 1.7 in 1998-1999 to 1.6 in 1999-2000.

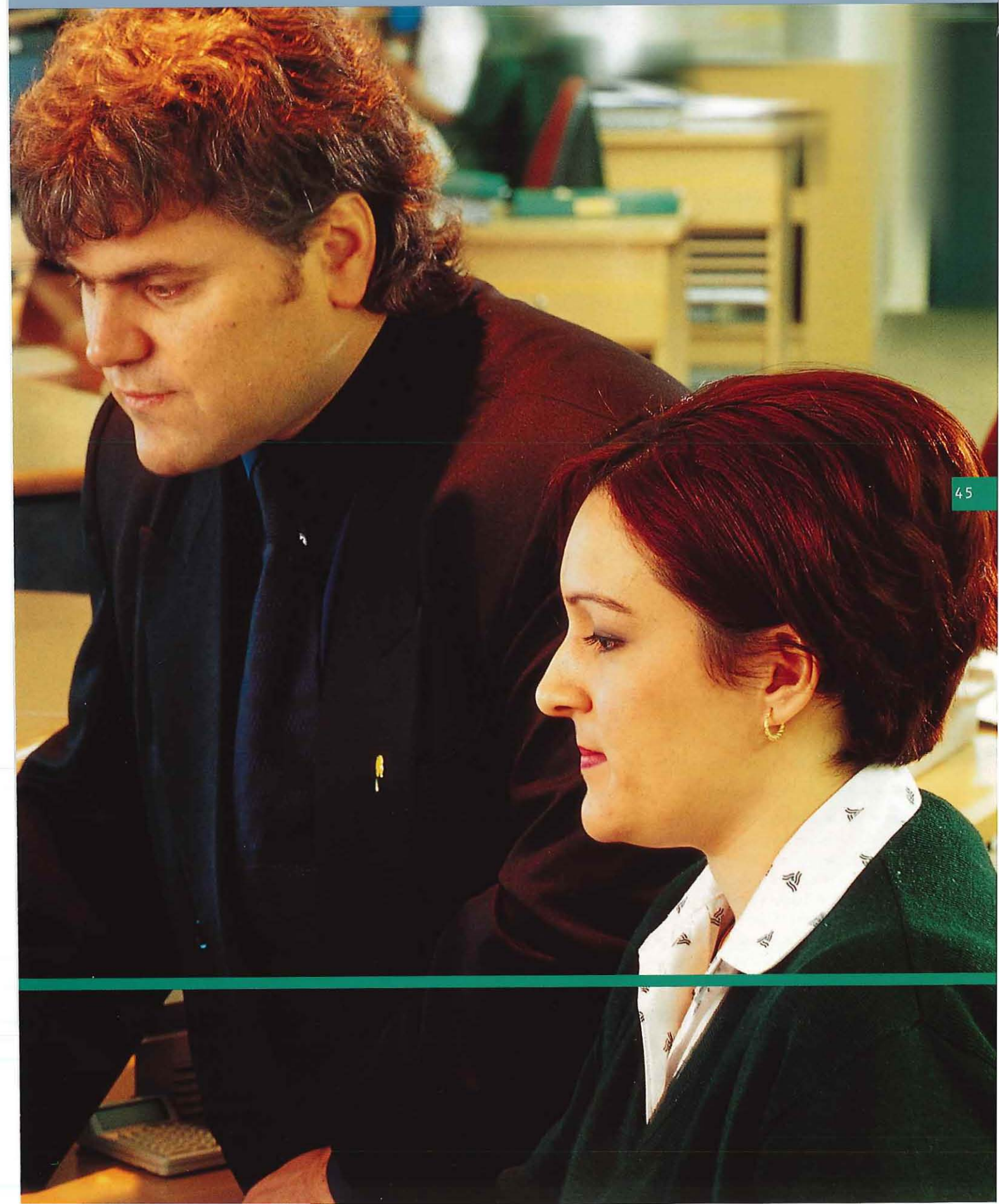
## Registration and Licensing

### registration and licensing

“I am an American living in Australia, and I have just taken my driving test. I have been driving for 30 years, so the test was not a problem, but I do want to compliment VicRoads. From the very first phone call asking for information until the actual driving test, every person I came into contact with was incredibly pleasant and extremely helpful with all the correct information.”

—Kim Millar, Croydon





# Registration and Licensing

## Registration and Licensing

VicRoads provides registration and licensing services for Victoria's motorists, who in 1999–2000 comprised more than 3.4 million drivers operating 3.7 million vehicles.

During the year, 11.5 million registration and licensing transactions were processed via a range of channels. Several initiatives were implemented in order to improve customer access and convenience, increase the organisation's range of products and services, and ensure efficient service delivery. On a national basis, VicRoads continued to record the lowest annual cost for servicing vehicle registration and driver licences, as measured by using national performance indicators.

### New and revitalised products

#### Redevelopment of Driver Licensing System (DLS)

The existing driver-licensing, cash-management and appointment-booking systems, which have been in use since the early 1980s, are being redeveloped into one system. Customer service and exchange of information with external organisations will thereby be improved.

The project's first stage was implemented in May 2000, when the new payment-collection system was introduced in VicRoads Registration and Licensing offices and agencies. The driver-licensing system is scheduled to be completed in late 2000, and the new appointment-management system will be ready in early 2001.

In the new DLS, improved data for road safety research will be provided. This information will be used to develop and target publicity and education programs that are designed to influence road safety attitudes and behaviours of drivers who are identified as being in a high-risk group. Also, enforcement agencies will be helped in both detecting crime and recovering unpaid fines.

#### Improvements in driver assessment

##### ■ Computerised Licence Testing (CLT)

VicRoads CLT technology, which is used for conducting knowledge tests for learner permits and driver licensing, is being redeveloped. Presently available only at VicRoads Registration and Licensing offices, the upgraded CLT will be available through a wide network of agencies. Remaining paper-based tests will thereby be eliminated and services will be made more accessible and convenient.

##### ■ Hazard Perception Test

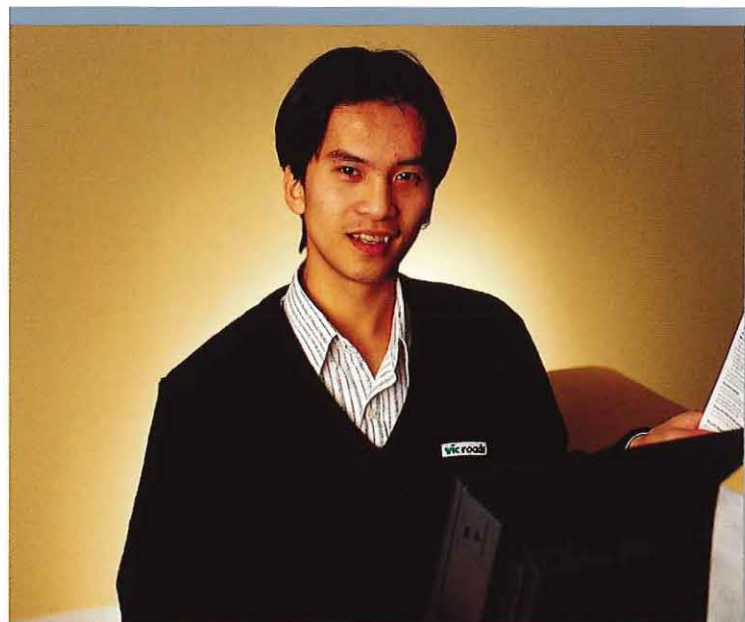
Undertaken at the probationary licence testing stage, the Hazard Perception Test (HPT) is being improved so novice drivers who have an increased risk of being involved in a crash can be identified with more precision. In the HPT, how well an applicant can observe the whole road environment and anticipate potential hazards are assessed. Researchers with the Australian Council for Educational Research have revealed that the HPT has a high road safety predictive value. The new HPT will be available in 2000–2001.

##### ■ Novice Driver Kit

A Novice Driver Kit has been developed to replace the *Victorian Traffic Handbook*. The kit includes all the critical road safety and road-law knowledge, and new drivers who use it will be prepared for safe, independent driving.

#### Organ Donor Initiative

In February 2000, the Organ Donor Initiative was launched to boost Victoria's low rate of organ donation. An organ-donor registration form is now included as part of the driver licence renewal notice. The initiative has been very successful: it has resulted in a four-fold increase in the monthly donor-registration rate, or more than 20,000 new donors.



#### Previous page

Main picture: Manoll Loukas, VicRoads Implementation Manager for the Driver Licensing System (left), is pictured demonstrating the new payment-collection system to VicRoads Customer Service Officer Sonia Fernandes at the VicRoads Registration and Licensing office in Sunshine.

Above: Between 1998–1999 and 1999–2000, staff productivity increased by 14 per cent. Pictured is Minh Nguyen, who is working as a trainee customer-service representative at the VicRoads Registration and Licensing office in Sunshine. He was employed through the youth-employment scheme.



## Serving the whole community

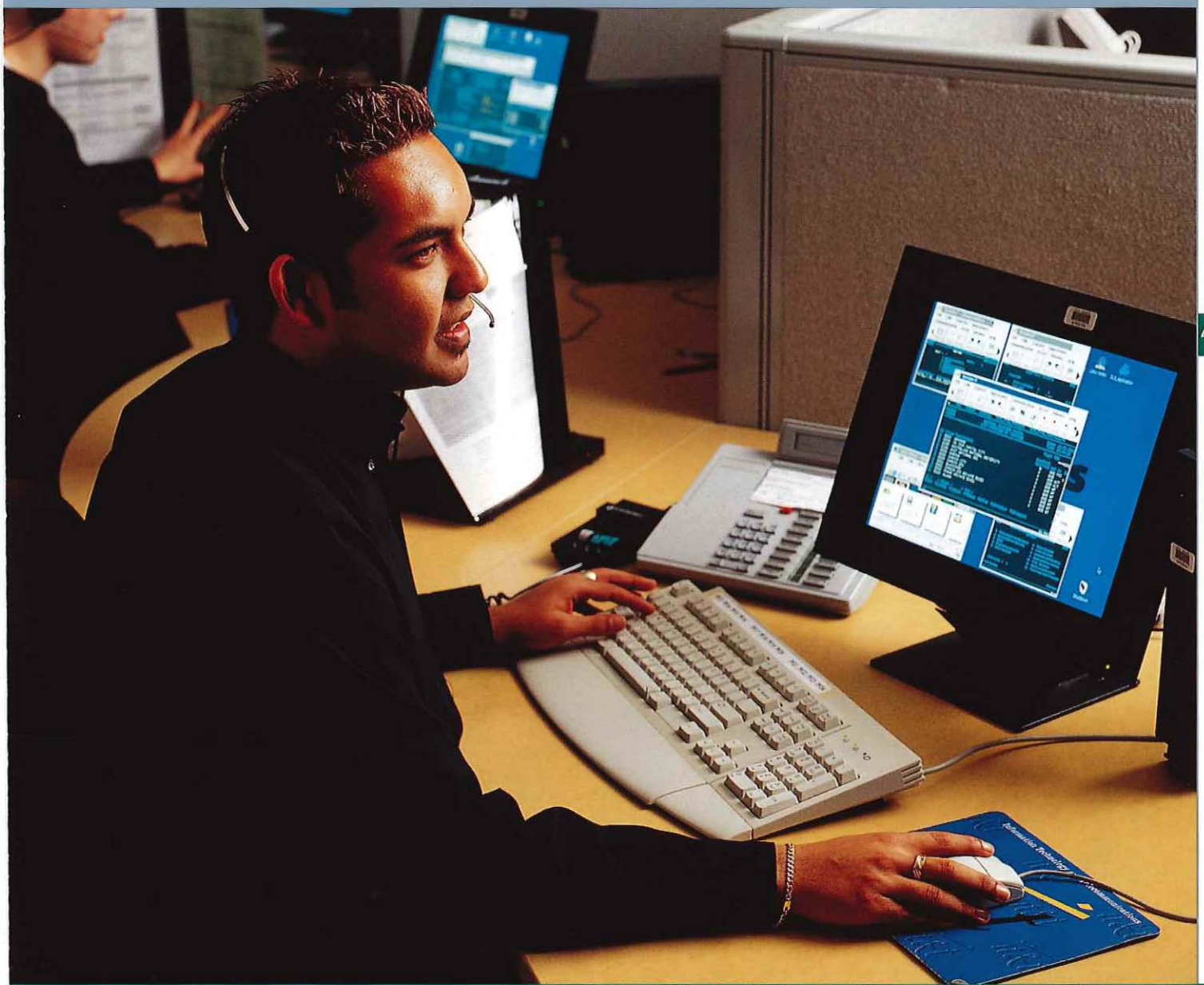
### Multicultural communications

VicRoads provides interpretation and translation services in order to help customers from a non-English speaking background. During 1999–2000, 3636 interpreter-assisted driving tests were conducted in 59 languages, and more than 15,000 computerised licence tests were conducted in 16 languages other than English.

At present, the *Victorian Traffic Handbook* is available in 12 languages, including English, and the new Novice Driver Kit will be translated into these languages.

### Services for the Deaf community

VicRoads provides the Deaf community with access to the full range of VicRoads services by maintaining a tele-typewriter service. A video, in which how to obtain a driver licence is explained, is also available in AUSLAN (Australian sign language). Special provision is made for providing deaf children and adults with road safety training and information.



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VicRoads continued to record the lowest annual cost for servicing vehicle registration and driver licences, as measured by using national performance indicators.

**Above:** VicRoads Customer Service Representative Dean Nayna is pictured on the job at VicRoads Telephone Information Services. Located in Kew, the metropolitan call centre handled more than 2.3 million transactions in 1999–2000.

# Registration and Licensing

## National Exchange of Vehicle and Driver Information System (NEVDIS)

VicRoads continued to take an active role in implementing NEVDIS, through which Australia's registration and licensing authorities are able to exchange information about vehicles and drivers electronically. Victoria connected to NEVDIS for driver licensing in October 1999, and was the first State to use it to facilitate transfer of interstate registration in 1998.

Through NEVDIS, interstate registration and licensing transfers are made easier and more efficient. NEVDIS also contributes to road safety via better management of drivers who have a history of interstate offences, as well as reductions in driver licence fraud and stolen vehicles.

## Vehicle Securities Register (VSR) Online system

In September 1999, VicRoads launched the VSR Online system, through which the general public, financiers and dealers are able to use the Internet to check the financial-interest, registration-status and other information recorded against a nominated vehicle. The system can be accessed 24 hours a day and provides real-time information. The VSR can also be accessed by telephone and over the counter at VicRoads head office, located in the Melbourne suburb of Kew.

The new system provides clients such as financial institutions, car dealers and auction houses with a significantly improved service. More than 350 registered clients use the online system, which processes more than 73,000 transactions per month. A member of the public can order a VSR certificate by accessing the VSR system through the Victorian Government's Maxi network.

## Telephone information services

VicRoads telephone call centres operate from Monday to Saturday and provide a range of services, including registration and licence renewals, licence bookings, orders for customised and duplicate numberplates, and registered-vehicle permits. During the past year, the metropolitan call centre handled more than 2.3 million transactions, and the rural call centre (RCC), which answers all rural and interstate calls, handled more than 450,000 calls.

During the year, the range of services provided by the RCC was extended to include the Vehicle Securities Register 1800 telephone service for interstate callers, and responses to email enquiries about registration and licensing. The RCC also introduced a 'priority line service' for car dealers and authorised agencies.

## Australia Post contract

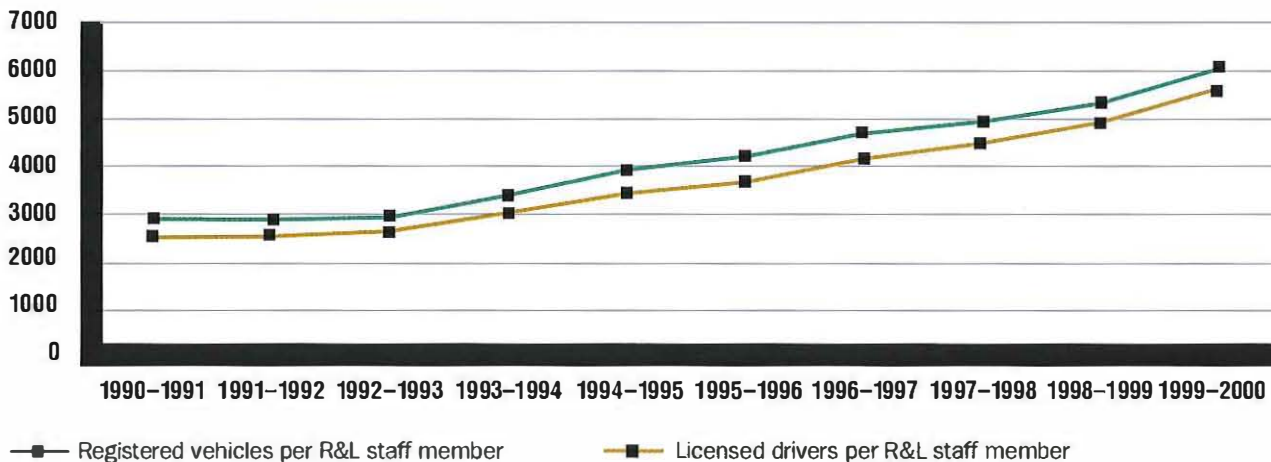
Customers have responded positively to the new registration-renewal service now available through Australia Post and 36 per cent of customers have now opted to pay by this method. Customers now have an additional 600 country and 50 metropolitan registration-renewal points, so access to services, particularly in country Victoria, has greatly increased. Australia Post accepts most forms of payment, and many offices are open at weekends.

## Y2K compliance

Significant reviews of the vehicle registration and licensing systems were undertaken, and the systems were modified to cater for the changeover to Y2K. It was ensured there would be no disruption to providing customers with registration and licensing services.

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## Staff productivity



Above: Between 1998-1999 and 1999-2000, a 14 per cent increase occurred in staff productivity.

### Efficient customer service

The customer-queuing facilities that now operate in all larger Registration and Licensing offices continued to contribute to improved customer service. During 1999–2000, the service-delivery target of serving 80 per cent of customers within 10 minutes was exceeded, on average, in all offices, except in June (79 per cent).

The service-delivery target of sending customers their vehicle-registration renewal notice before the due date for payment is one month. During the year, 96.4 per cent of registration renewals were mailed within the target period; the remaining registration renewals did not meet the target due to Y2K-compliance testing and system changes for GST.

### Instant-photo driver licences

The service-delivery target for supplying customers with high-standard, instant-photo driver licences is two minutes. This target was achieved throughout 1999–2000.

### Customer telephone services

The service-delivery target for the metropolitan and rural call centres is to answer telephone calls within 30 seconds. During 1999–2000, the rural call centre met this target in all but three months, and the metropolitan call centre met the target for five months.

### Privacy

Through the *Road Safety Act 1986*, the confidentiality of customers' information is protected. Except for law-enforcement purposes, administration of the Act and other specific exemptions, the Act prevents VicRoads from disclosing any information of a personal nature or that has commercial sensitivity. During 1999–2000, VicRoads received ten complaints from the public, of which two were found to constitute improper access. Appropriate action was taken against the offenders.

### Lowest annual cost for registration and licensing

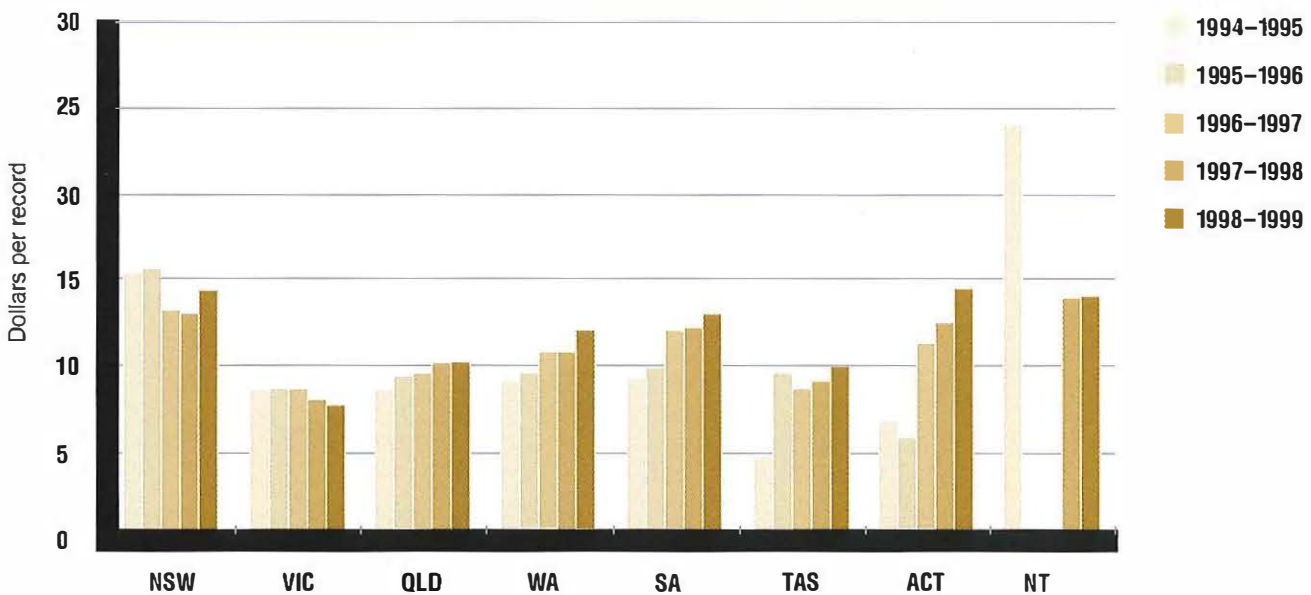
VicRoads compares its performance from year to year and against other State road authorities, using the national performance indicators published annually by Austroads.

According to these indicators for 1998–1999 (the latest figures available) VicRoads achieved Australia's lowest annual cost of both servicing vehicle registration and driver licences, and also reduced this cost to Victorians, for the third year in succession.

### Productivity improvement

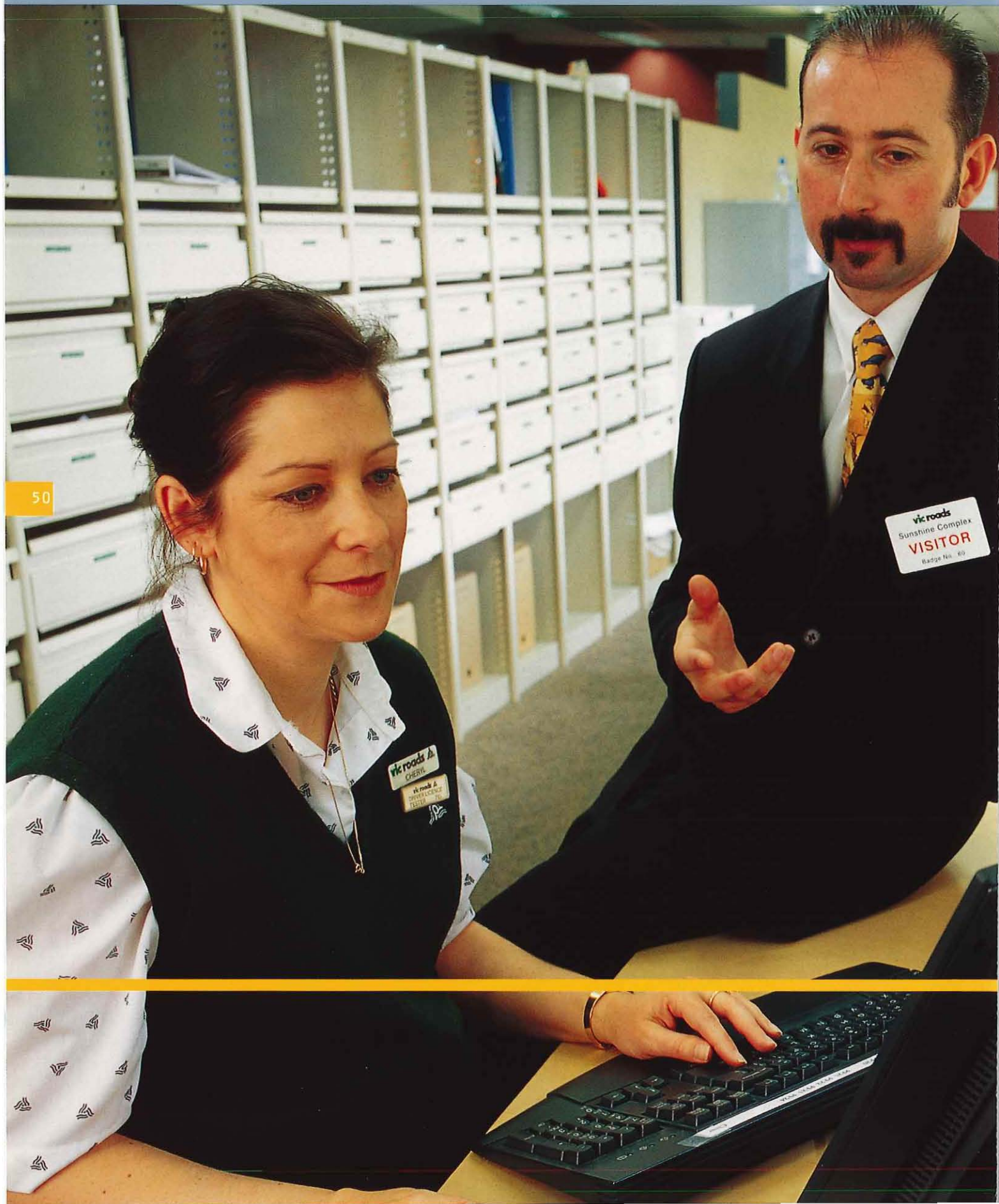
Over the past seven years, the number of registered vehicles and licensed drivers for each registration and licensing staff member has increased by more than 83 per cent. Between 1998–1999 and 1999–2000, there was a 14 per cent increase in staff productivity.

### User-transaction efficiency for driver licences and vehicle registration



Above: For 1998–1999 (the latest figures available), VicRoads achieved the lowest annual cost for servicing vehicle registration and driver licences.

## Corporate performance





Corporate performance

VicRoads continued to improve its corporate performance by applying a strategic and commercial focus to its operations.



## Corporate performance

VicRoads continued to improve its corporate performance by applying a strategic and commercial focus to its operations. The community benefits from this approach, because customers receive effective and efficient services at the best costs.

Through a comprehensive Y2K-compliance strategy, it was ensured that the organisation entered the new millennium without disruption to customers. Through other information-technology strategies implemented during the year, it was also ensured that VicRoads continued to be a leader in a business environment in which electronic service delivery is increasingly being emphasised.

The organisation's extensive research and development program reflects its commitment to finding better ways of serving the Victorian community. The expertise of VicRoads staff was in demand, both nationally and internationally, for a range of projects aimed at improving the convenience, comfort and safety of road travel.

### Commercial focus

All direct costs and overheads are attributed to their services and products and, with the exception of a limited number of corporate-support functions, business areas are required to adopt a pricing structure that includes a return on assets or a margin on turnover.

Formal service-level agreements are established between purchasers and suppliers within the organisation to ensure clear accountability for specification of requirements and delivery according to the specifications.

During 1999–2000, within VicRoads Commercial Services division, five 'off-budget' businesses — GeoPave, Information Services, SprayLine, Land Information and Survey, and VicRoads Design — returned an aggregate profit of \$4.9m, or 8 per cent return on expenditure. Each off-budget unit has developed a three-year strategic business plan and operates to an approved 12-month business plan in which each business's agreed profit targets are set out.

In 1999–2000, another off-budget unit business, the Metropolitan Works Group, reduced the cost of routine maintenance by 10 per cent for the roads and bridges it maintains.

Regional Services provider groups and Registration and Licensing offices report their performance using commercially-based methods to help increase the businesses' commercial focus. Regional provider groups provided an aggregate return of 11 per cent of total expenditure for the financial year.

### Contracting of work

During the year, VicRoads awarded 135 contracts valued at approximately \$383m, which is an 18 per cent increase in value compared with the previous year. Projects undertaken by the private sector comprised a significant proportion of work in many areas of VicRoads business.

The highest value contracts were in the areas of new roadworks, sealing, road maintenance, temporary staff, new bridge works, asphalt and numberplates. Other important contract areas included noise barriers, roadside amenities, traffic-control services and bridge maintenance. External service providers that were not VicRoads contractors also performed work valued at approximately \$4 million.

### Commercialisation of intellectual assets

During 1999–2000, a pilot project was conducted to identify opportunities for commercialising VicRoads intellectual assets and for facilitating the commercialisation process. Several products that have potential for commercialisation were identified, as were best practice commercialisation procedures and a management model.

As a result of this work, market potential for the following products will be investigated as part of the VicRoads Research and Development program for 2000–2001:

- Driver licensing system
- Hazard Perception Test
- Generic registration and licensing information
- Contract-management system
- Contract-specification documentation
- CrashStats.

### Property, building and facilities management

#### Intra-VISTA property-management tool

VicRoads Land Information and Survey (LI&S) has developed a new geographic-information system, entitled Intra-VISTA, to improve management of the organisation's large portfolio of properties associated with the road network. Intra-VISTA provides more comprehensive property data than was previously available by combining the following features:

- Victorian digital property data sourced from the Department of Natural Resources and Energy
- Planning Scheme Amendment data sourced from the Department of Infrastructure
- Land data held by VicRoads.

Intra-VISTA links these layers of data and presents them on computer screen in a map format. It provides users across Victoria with online access to up-to-date information about all properties of interest to VicRoads, including full title details, location, value, ownership history, survey-plan information and, when available, photographs of the property and assets.

The Department of Infrastructure and the Department of Natural Resources and Energy also benefit from the data exchange by regularly receiving updated data related to the VicRoads road network, which they can integrate into their systems.

#### Previous page

**Main picture:** VicRoads Enhanced Desktop Portfolio Manager Bruno Condello is pictured with VicRoads Customer Service Officer Cheryl Kiebek at the Registration and Licensing office at Sunshine. Bruno is demonstrating the new 'thin client' network computers, which form the basis of the new driver licensing system.

**Side insets:** The VicRoads Geographic Information Systems team developed an interactive Internet map browser for cycling routes in Victoria on behalf of the VicRoads Traffic and Road Use Management department. Pictured are members of the project team: Brad Fisher (seated); Team Leader Tony O'Brien; and Project Officer, Bicycle Programs, Anthony Barton (centre).

VicRoads Senior Property Consultant Nicole Glynn managed the acquisition of land required for the Geelong Road project, including handling of discussions with landowners, formal correspondence and negotiations for compensation.

# performance

## **Building and facilities management**

During the year, contractors were appointed to provide new integrated customer-service regional offices in Geelong and Ballarat. Both projects will be completed in 2000–2001.

Work commenced on a major refurbishment of the Registration and Licensing office at Carlton, which will significantly improve facilities for customers at this key service point.

## **Maintenance and compliance audits**

As part of VicRoads ongoing preventive maintenance program, standards and condition audits were conducted at operational depots during 1999–2000. These audits complement those already undertaken on customer service and regional operational properties. The information was used as the basis for developing the maintenance program, and all identified high-priority works were undertaken during the year.

During 1999–2000, a compliance audit was conducted to ensure that all VicRoads offices meet the requirements of the *Disability Discrimination Act*. Several works were identified as being required, and will be implemented in 2000–2001.

## **Property sales**

Fifteen surplus properties were sold during the year, and realised \$3.1 million.

## **Approaches to best practice and quality management**

VicRoads continued to use quality-management principles for improvement initiatives during 1999–2000. The initiatives included the improvement opportunities highlighted during the organisational self-assessment undertaken in 1998–1999.

In Directors' workshops held during 1999, more opportunities were created for VicRoads management and staff to work together to initiate business-improvement actions.

VicRoads integrated its corporate-governance framework and business-planning and performance-management processes into its corporate-quality system. The documentation for these processes will therefore be current and readily available for staff.

## **Electronic Service Delivery strategy**

VicRoads has been a key player in the whole-of-government initiatives for providing electronic access to a wide range of government services via the Internet and kiosks.

VicRoads is in its first year of implementing its *Electronic Service Delivery* (ESD) strategy, a key change project that is designed to improve customer service and business efficiency.

In addition to the customer and business transactions that VicRoads now has available online (as detailed in the Registration and Licensing section), VicRoads also provides most high-volume

publications on its Web site. VicRoads has also made substantial progress towards achieving its dual aims of purchasing exclusively online and facilitating online access to all transactions by December 2001.

The infrastructure is being carefully designed so VicRoads can continue to take advantage of developments in e-commerce and related technology.

## **VicRoads Web site**

Customers can now renew their registration, obtain their demerit-point record and conviction history, obtain a Vehicle Securities Register certificate, book a licence test or learner permit test, and change their address, 24 hours a day by using the Internet.

Using the VicRoads Web site <<http://www.vicroads.vic.gov.au>>, customers can also obtain real-time traffic information, give feedback and ask questions via email, download VicRoads forms, request publications and obtain accident data. They can also refer directly to the VicRoads Registration and Licensing policy-information system, and to therefore sort out various queries, rather than have to call VicRoads or attend a Registration and Licensing office during business hours.

The Web site has grown substantially in size and usage during the past 12 months. The site receives more than 35,000 user sessions per month, and user sessions have steadily increased since 1998–1999. Visitors currently spend an average of five minutes on the VicRoads Web site. Site usage is expected to continue to grow as other online transactions are included.

## **Information technology**

### **Y2K**

VicRoads identified 92 systems that are critical to its operations and service delivery. It completed all five stages of its compliance strategy for these items and assessed several additional systems. The systems were tested for compliance and were upgraded, replaced or retired. Contingency plans were created and tested, and remain in place.

All these VicRoads systems were verified. The work undertaken was audited and reported to the Victorian Government through the Department of Infrastructure. The program involved the following VicRoads sectors: Business, Financial, Registration and Licensing, Traffic and Roads (including traffic lights), and Road Safety Systems.

### **Asset Refreshment Program**

VicRoads continued its four-year strategy to upgrade personal computers (PCs) at the rate of approximately 500 per year. When the program commenced, in 1997–1998, the average age of PCs within VicRoads was six years. When the current refreshment of 500 PCs is completed in October 2000, 1500 PCs will have been updated and the average age will have been reduced to fewer than three years. Printers also continued to be replaced and rationalised by way of introduction of a single brand of printer.

VicRoads continued to use quality-management principles for improvement initiatives during 1999–2000.

## Corporate performance

### Thin client computing

Installation of 'thin client' network computers together with point-of-sale (POS) devices was completed throughout VicRoads offices. Through these new terminals, customer service is improved because customer-service staff are able to access key desktop applications.

The new payment-collection system, developed as part of the new driver-licensing system, is accessed via these terminals, which provide POS-transaction capabilities at multiple service points in VicRoads Registration and Licensing offices.

### VicRoads desktop environment

During the year, a number of significant changes were made to VicRoads PCs. These included upgrading of virus-protection facilities and upgrading of Lotus Notes software to the Release 5 (R5) version. The R5 desktop client-component software will be rolled out to the PC fleet in the second half of 2000. Dynamic network addressing was also introduced to improve the mobility of laptop computers throughout VicRoads.

### Remote access

The number of remote-access users within VicRoads is increasing. Home access is being made available to staff, so they are able to access Lotus Notes and the Internet from their home PCs.

Palm devices are becoming more common within the organisation and are being used in a number of field applications such as surveillance audits of road-maintenance projects.

### IT&T Customer Contact Centre

During 1999–2000, the IT frontline-support service centre was moved from the Sydney-based IBM-GSA service centre to the VicRoads metropolitan call centre in Melbourne. Through the move, delivery of this service has been aligned with the new IT&T central support model and has been closely linked with IT&T desktop support. Costs will be saved and staff within VicRoads will be provided with better service. The IBM-GSA service centre will continue to handle any calls that require resolution by IBM-GSA.

### Research and development

VicRoads continued to promote creativity and innovation by way of research and development (R&D) projects which will result in better and more efficient services for customers.

The 1999–2000 R&D program involved commitment of \$2.5m to 41 projects, including a contribution of \$175,000 to the Monash University Accident Research Centre (MUARC). VicRoads also contributed \$460,000 to the national strategic research program managed by Austroads.

### Safer roads and road users

VicRoads coordinated research into a number of strategies for reducing Victoria's road toll, as follows.

- The involvement of drugs and alcohol in pedestrian fatalities was investigated in association with the Victorian Institute of Forensic Medicine. More than 25 per cent of the pedestrian fatalities that were investigated showed a blood alcohol concentration (BAC) of more than .15, and 23 per cent of the casualties had used a psychotropic drug. Of the 8 per cent of pedestrians who had a blood concentration of a drug at a level likely to cause impairment, half had also consumed alcohol. Almost 90 per cent of these cases involved illicit drugs rather than medication. We will use this data to develop our understanding of pedestrian safety.
- VicRoads used techniques developed through previous research to measure the amount and type of practice that learner drivers undertake. This will provide baseline data for measuring the effectiveness of learner driver programs.
- VicRoads conducted a pilot investigation into the relationship between skid-resistance performance and crashes at 200 urban intersections. In the investigation, it was found that crashes are over-represented at intersections at which the approaches have low skid resistance. It was concluded that if higher skid-resistant surfacing materials are used for intersections, crashes can be expected to be reduced by up to 10 per cent.
- The effectiveness of road and roadside markings (called perceptual countermeasures) in reducing inappropriate and unsafe driver behaviour was investigated via a series of demonstration projects. In one project, trial installations included chevron markings on traffic lanes to reduce tailgating. In another project, lane-edge markings at intersection approaches and graded-height guideposts on curve approaches were trialled to reduce excessive speed. Sites in Victoria will be evaluated and compared with similar installations in New South Wales in a cooperative research project involving the Roads and Traffic Authority (New South Wales) and the federal Australian Transport Safety Bureau (ATSB).
- A trial installation was conducted with new-technology, fibre-optic, variable speed-limit signs. Through these signs, speed limits can be varied at different times. For example, reduced speed limits can be applied during school hours. The signs were installed at two outer urban school sites and an urban strip-shopping street. Driver responses to the signs will be evaluated with reference to travel speed and recognition.



- VicRoads was part of an international consortium that tested the interaction between roadside barrier systems, occupant-restraint systems and vehicle crash-worthiness features. Interactions were tested for four barrier systems at crash speeds of both 80 and 110 km/h.

#### Addressing the information needs of our customers

Having improved quality of data will lead to increased community and stakeholder satisfaction with VicRoads service.

- A research project was undertaken to improve the quality of information held in VicRoads registration and licensing databases. Key project components included a review of the needs and concerns of key stakeholders, data-accuracy comparisons, and assessment of the cost effectiveness and feasibility of a number of specific data-accuracy initiatives. During 2000–2001, priority will be given to implementing the data-accuracy initiatives in which address the specific needs of key customers and stakeholders are addressed.

#### Improved performance of bridges, pavements and road surfacing

The community benefits from developments that lower road users' costs and the costs for road agencies in managing the road network. Highlights from VicRoads research in this area were as follows.

- Many of the bridges on Victoria's roads are reinforced-concrete, flat-slab structures that were built in the first half of the twentieth century and do not meet current design standards. In order to minimise the high cost of upgrading or replacing these structures, VicRoads, in collaboration with the University of Melbourne, has developed better methods for analysing the bridges' ability to cope with today's larger vehicles and heavier loads.

Through application of these advanced methods, 60 bridges previously considered to be 'inadequate' have been re-rated as 'adequate', resulting in savings of \$10m for the community. The project findings are being promulgated to consultants to ensure that assessments of flat-slab bridges, including those on local roads, are undertaken using the advanced methods now available.

- Research was undertaken into the longer term properties for reducing noise and water spray of special asphalt surfaces typically used on freeways. This information will be used to determine the cost effectiveness of these surfaces and to establish maintenance strategies for extending their functional life.
- Research into improved modelling and forecasting of Victoria's road-deterioration rates continued. The models produced from this research will be trialled in the Melbourne metropolitan area in 2000–2001. The aims are to achieve better targeting of road-maintenance funds and to optimise costs.

- A set of acceptance criteria for road-rutting levels was developed, based on road-user safety and asset-protection requirements. The findings of this project will also be used to more effectively target road-maintenance funds.
- VicRoads investigated the performance of its resurfacing-maintenance strategy. In the investigation, it was shown that the existing resurfacing-maintenance strategy for the studied highway corridors was effective in maintaining the rate of the pavement's deterioration at a low level. In the study, it was indicated that current maintenance funding for resurfacing is being used effectively and economically.

#### Partnerships with Austroads

VicRoads continued to take a leading role in Austroads, the association of Australian and New Zealand road-transport and traffic authorities. Austroads aims to provide strategic direction for integrated development, management and operation of Australia's and New Zealand's road systems by promoting national uniformity and use of world's best practice.

VicRoads continued to lead development and management of Austroads' national performance indicators. The project team undertook several projects throughout 1999–2000, including development of additional indicators for inter-modal freight and road-based public transport. VicRoads uses Austroads' national performance indicators to compare its performance and the performance of the Victorian road system with other Australian and New Zealand road agencies. As part of this strategy, VicRoads took a lead role in coordinating collection and in reporting travel-time performance indicators.

#### Technology and Environment Program

VicRoads Director of Major Projects Kerry Burke continued as Austroads Technology and Environment (T&E) Program Manager. The aims of the program are to develop and promote technology that is appropriate for the Australasian road-transport industry, and to pursue environmental objectives and practices that are appropriate for Australian and New Zealand conditions.

VicRoads made significant contributions to the *Austroads Spray Sealing Guide* and the revised *Pavement Design Guide*, and to development and validation of the *Austroads Seal Design Method*. VicRoads also made significant contributions to developing the *Guide to the Selection of Road Surfacing*, *Environmental Assessment of Emulsions* and the Austroads internet catalogue *Test Methods and Worktips*.

Kerry Burke and Lance Midgley (Manager, GeoPave) represented VicRoads as board members with the Australian Pavement Studies and Research Centre (APSARC).

## Corporate performance

VicRoads also contributed significantly to developing the *Development of Air Quality Guidelines* document, and to revising the *Geometric Design Guide for Urban Roads* and the *Geometric Design Guide for Rural Roads*. VicRoads also managed a project for investigating dynamic interaction between vehicles and bridges, which will lead to improved accuracy of the existing *Austrroads Bridge Design Code*.

VicRoads made a significant contribution in development and delivery of the national strategy for Intelligent Transport Systems (ITS), entitled *e-transport*, which was adopted by the Australian Transport Council.

### Road Use Management Program (RUM)

VicRoads staff made important contributions in developing RUM projects, including the following documents: *Economic Assessment of On-Road Parking* and the *Guide to Traffic Engineering Practice: Part 7 – Traffic Signals*.

### Road Safety Program

VicRoads staff provided significant input to this program by revising the *Road Safety Audit Guidelines* and developing a Road Safety Engineering Workshop Program.

### Road System Management Program

Significant contributions were made by VicRoads staff in the Road System Management (RSM) area, by contributing reports entitled *Improving Urban Transport Demand Models*, *Road Pricing* and by contributing an update to the *Travel Demand Management Guidelines*.

### Business Systems Program

VicRoads contributed substantially to developing and implementing the project entitled *Estimating Road User Costs for Urban Road Networks* and the project entitled *Update of the Hourly Volume Frequency Distribution for Economic Evaluation*.

### Department of Infrastructure

VicRoads continued to work cooperatively with the Department of Infrastructure (DOI). VicRoads Chief Executive Colin Jordan is on the DOI executive, and a number of other VicRoads staff also meet regularly with the department to coordinate joint activities and contribute to DOI projects.

VicRoads continued to work with the DOI in responding to key State Government inquiries such as the Auditor-General's report entitled *Road Construction in Victoria*. The success of cooperation between VicRoads and the DOI is reflected in this report's sections about road system management, traffic and road use management, registration and licensing, and road safety.

### International projects

VicRoads continued its successful relationship with international clients during the past year by working in partnership with the Overseas Projects Corporation of Victoria (OPCV) and other Australian private-sector companies. Because of the organisation's internationally recognised name, its reputation of being a strong and stable government organisation, and its status as a leader in road-system development, these companies are aided in developing export opportunities. Working on international projects is also an important part of staff development within VicRoads.

During 1999–2000, a total of 13 VicRoads staff members were involved in ten international projects. The projects were located in Fiji, India, Singapore, Laos, Hong Kong, Thailand and China, and covered a diverse range of work, including road safety, institutional strengthening (organisational reform), traffic management, and vehicle registration and licensing systems.

VicRoads also hosted 26 delegations from international road authorities and other government agencies. The major international projects undertaken by VicRoads during 1999–2000 were as follows.

#### Fiji: Registration and licensing project

In conjunction with the OPCV, VicRoads is developing and implementing a new vehicle-registration and driver-licensing business system for Fiji's Land Transport Authority. The new system will replace the current paper-based system and is scheduled to begin operating in 2000, as soon as revised legislation takes effect.

#### Singapore: SCATS consulting

At the request of Philips Singapore, VicRoads undertook a project for upgrading two Singaporean regions to the new SCATS 6 traffic-control system, on behalf of the Singapore Land Transport Authority (LTA). VicRoads also conducted a number of training courses in traffic-control systems for the Singapore LTA.

#### Thailand: Road safety education project

ARRB Transport Research Ltd and VicRoads began undertaking a project for the Ministry of Education in Thailand to develop a road safety curriculum, and associated teaching and training materials, for Thai schools. The ten-month project is scheduled to be completed in February 2001.

#### Laos: Road safety project

Following a previous delegation to Laos in 1998 initiated by the United Nations Development Program (UNDP), in 1999–2000 VicRoads returned to help the Laos Department of Transport develop low-cost, high-benefit road safety initiatives. The work undertaken included a draft national road safety strategy and recommendations for implementing a graduated driver–rider licensing scheme.

### Hong Kong: Road safety audit project

VicRoads provided the Transport Department of the Hong Kong Special Administrative Region with advice about the potential for implementing a road safety audit in Hong Kong. The project involved an international review of implementation of road safety audit, a safety review of current practices in road design, construction and maintenance of major new roads in Hong Kong, and recommendations for establishing an office of road safety audit.

### India: Orissa State Highways institutional strengthening project

VicRoads was approached by SMEC International to assist in an institutional strengthening project in the Indian State of Orissa. Joe Leonardis from the VicRoads IT&T department spent two months in Orissa reviewing that State's existing financial-management systems, and developing recommendations for future improvements and a management-information system.

### PIARC

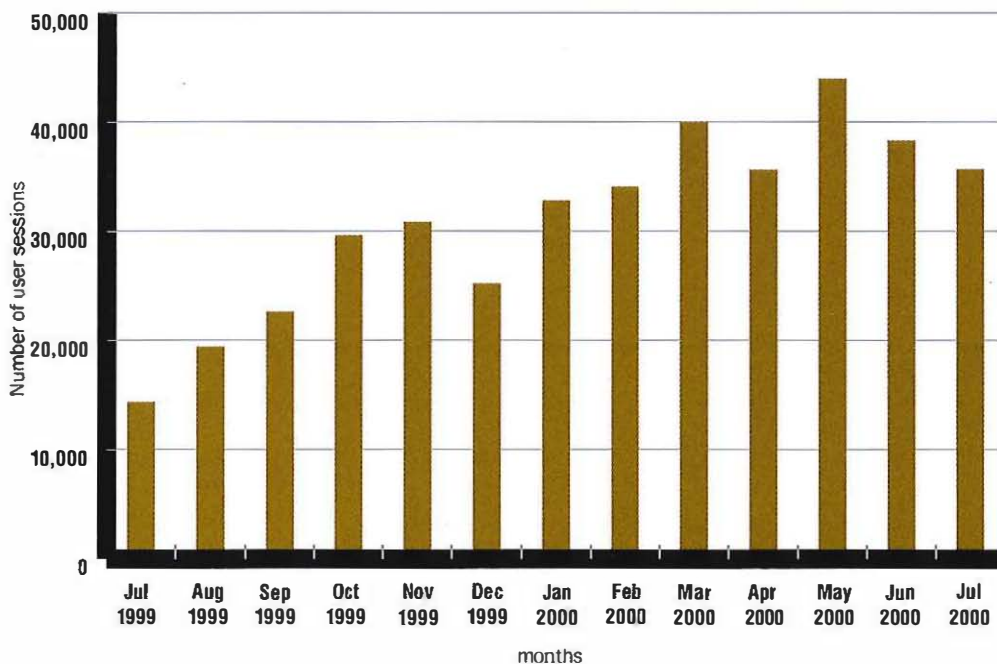
VicRoads has a key role in the Permanent International Association of Roads Congresses (PIARC), also known as the World Road Association. PIARC is the international organisation for roads, and was founded in Paris in 1909 following the first International Road Congress. Its mission is to exchange knowledge about, and techniques for, roads and transportation. PIARC now has 94 government members, 2000 collective or individual members in 129 countries, and more than 750 experts in 20 standing committees and working groups.

VicRoads Chief Executive Colin Jordan was elected Vice President of PIARC during the twenty-first World Conference, held in Kuala Lumpur in 1999. He is Strategic Theme Coordinator for Management and Administration of the Road Transport System, and covers four committees: Road Management; Economic and Financial Evaluation; Roads, Bridges and Other Structures; and Performance of Road Administrations. Colin is also Australia's First Delegate to PIARC and Chairman of the Austroads International Committee.

Other VicRoads staff members who performed important roles in PIARC activities during 1999–2000 were as follows.

- VicRoads Director, Commercial Services Miranda Douglas-Crane, who was elected chair of the Technical Committee on Performance of Road Administrations
- VicRoads General Manager, Road System Management Gary Liddle, who was elected chair of the Technical Committee on Inter-urban Roads and Integrated Inter-urban Transport
- VicRoads General Manager, Registration and Licensing Susan Allen, who was appointed a committee member of the Technical Committee on Road Management

### Use of the VicRoads Web Site: user sessions, July 1999 to July 2000

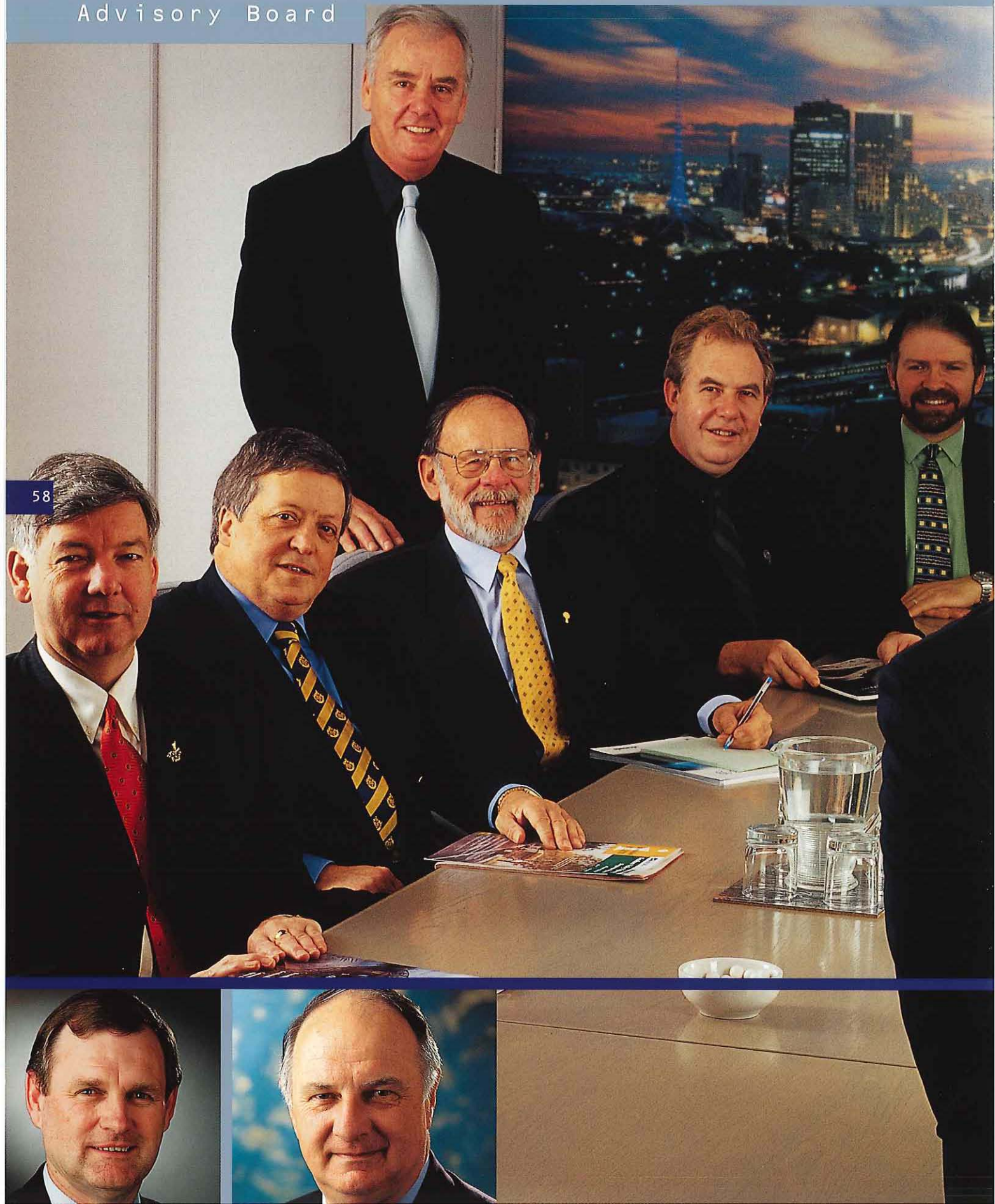


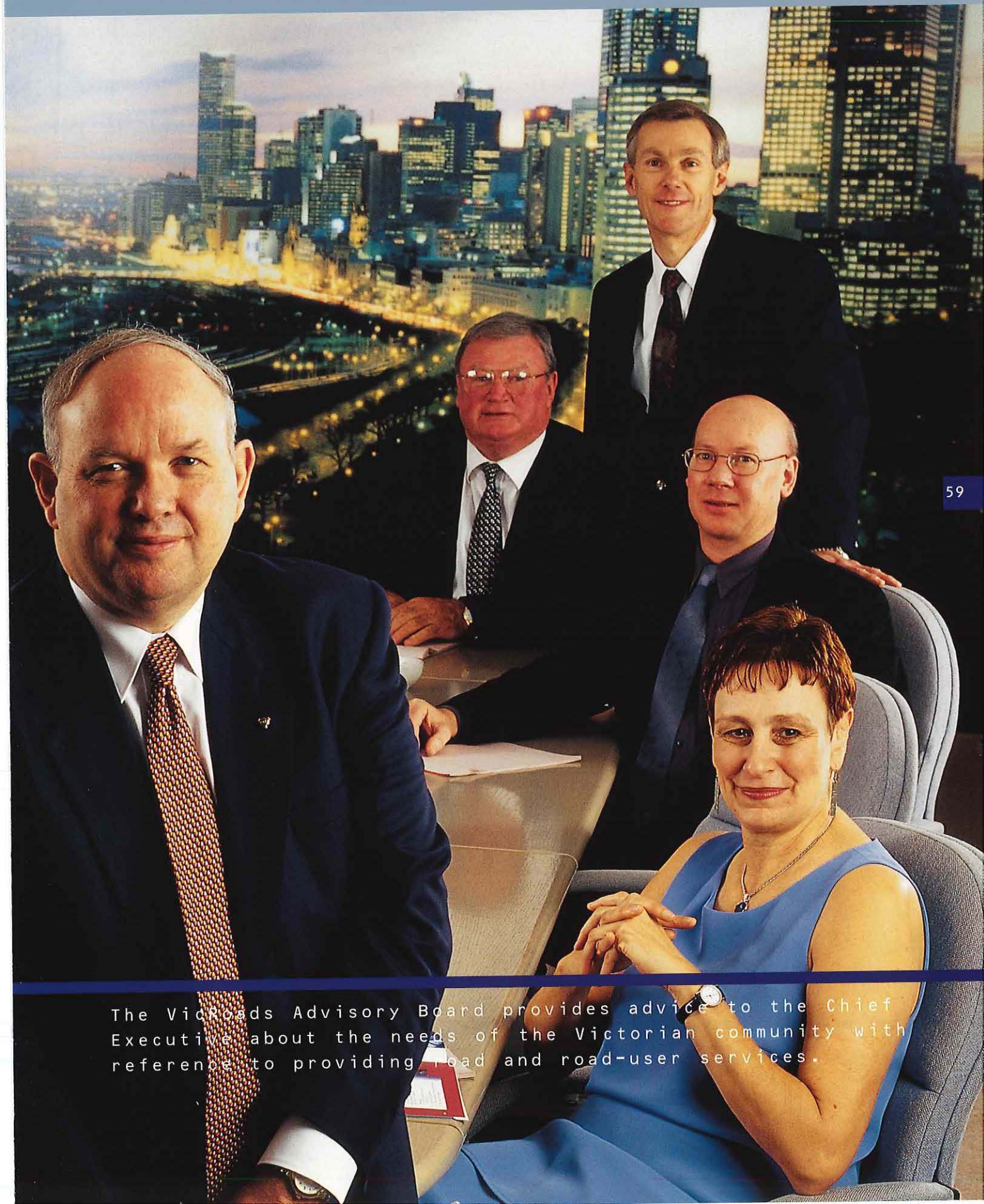
The VicRoads Web site grew substantially in size and use over the past 12 months. The site received about 35,000 user sessions per month, a figure that is forecast to increase as more online transactions are included.

# Corporate structure

## Advisory Board

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The VicRoads Advisory Board provides advice to the Chief Executive about the needs of the Victorian community with reference to providing road and road-user services.

# Corporate structure

Our corporate governance practices are designed to ensure a high standard of accountability throughout the organisation, and to help VicRoads to achieve its aims by delivering cost-effective products and services to the community.

## Statutory framework

The Roads Corporation is a Victorian statutory authority established in the *Transport Act 1983* and operates under the registered business name VicRoads. The Chief Executive is the sole member of the corporation and is responsible for managing its affairs. The corporation has delegated many of its statutory powers in accordance with the legislation.

## Corporate structure

The Chief Executive is assisted in his duties by the VicRoads Advisory Board, the Corporate Management Group, the Management Committee and the Audit Committee. This corporate structure provides for the organisation's effective corporate governance.

## Advisory Board

The Advisory Board, also established in the *Transport Act 1983*, provides the Chief Executive with advice about the following matters.

- The needs of the Victorian community with reference to providing road and road-user services, and developing and maintaining effective policy and strategic responses to these needs
- The impact of government strategies and policies on the programs, operations and future directions of the corporation and its services
- Future needs for road services, including integrated and multi-modal transport services
- Using new technology and improved technology for providing better road services
- Fostering working relationships with user groups throughout the community and industry in developing road services
- Communicating with the public about the corporation's programs
- Any other matters referred to the Board by the Minister, the Secretary to the Department of Infrastructure or the Chief Executive

## Advisory Board Members at 30 June 2000

<b>Colin Jordan (Chairman)</b>	Chief Executive
<b>Terry Laidler</b>	Director, RMIT University Centre for International Research on Communication and Information Technologies (CIRGIT)
<b>Phil Lovel</b>	Executive Director, Victorian Road Transport Association
<b>Maurice Sharkey</b>	Councillor, City of Greater Bendigo
<b>Ray Shuey</b>	Assistant Commissioner Traffic and Operations Support Department, Victoria Police
<b>Brian Baquie</b>	Director, RACV
<b>Garry Bradd</b>	Executive Chairman, Black Cabs Combined; Past President, Victorian Taxi Association
<b>Bill Noonan</b>	Secretary-Treasurer, Transport Workers Union of Australia (Victorian Branch); Member, VicRoads Audit Committee
<b>Jim Hinton</b>	Member, Transport Committee; Grains Councillor, Victorian Farmers Federation; Chairman, Agricultural Engineering Committee, Victorian Farmers Federation
<b>Susan Lightbody</b>	Staff member, VicRoads
<b>David Harris</b>	Staff member, VicRoads
<b>Greg Day</b>	Staff member, VicRoads
<b>Alan Collins</b>	Manager, VicRoads Secretariat; Secretary to the Board

### Previous page:

The VicRoads Advisory Board. (Clockwise from left:) Assistant Commissioner Ray Shuey, Brian Baquie, Jim Hinton, Bill Noonan (standing), Terry Laidler, David Harris, Maurice Sharkey, Alan Collins (standing), Greg Day, Susan Lightbody and Colln Jordan (Chairman).  
Insets: Phil Lovel (left) and Garry Bradd.

## Corporate Management Group

The role of the Corporate Management Group is to assist the Chief Executive in undertaking duties specified under relevant Acts, through having delegated powers and providing advice. This role encompasses:

- monitoring the external environment and identifying significant corporate issues to which VicRoads has to respond
- developing strategic directions for VicRoads businesses, and establishing medium and long-term goals
- providing leadership for the corporation, particularly with reference to VicRoads culture, philosophies and values, and ensuring that personnel within the organisation develop to their maximum potential
- establishing frameworks and targets for annual business plans
- finalising the organisation's consolidated business plans.

## Corporate Management Group at 30 June 1999

<b>Colin Jordan*</b>	Chief Executive
<b>Peter Balfe*</b>	Deputy Chief Executive
<b>David Anderson*</b>	Director, Regional Services
<b>Kerry Burke*</b>	Director, Major Projects (from October 1998)
<b>Doug Thompson*</b>	Director, Finance
<b>Miranda Douglas-Crane*</b>	Director, Commercial Services
<b>Gary Liddle</b>	General Manager, Road System Management
<b>Geoff Kloot</b>	General Manager, 'Traffic and Road Use Management
<b>Susan Allen</b>	General Manager, Registration and Licensing
<b>Eric Howard</b>	General Manager, Road Safety
<b>Bill Collins<sup>1</sup></b>	General Manager, Human Resources (from June 2000)
<b>John McNally</b>	General Manager, Information Technology and Telecommunications

### Notes:

<sup>1</sup> Sue Harris resigned as General Manager, Human Resources in June 2000.

\*At 30 June 2000, the Management Committee comprised the Corporate Management Group members indicated by an asterisk.

Corporate  
structure

# VicRoads Corporate Management Group

Colin Jordan



Peter Balfe



Doug Thompson



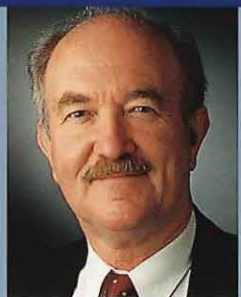
Gary Liddle



Eric Howard



Bill Collins



## Colin Jordan Chief Executive

Colin Jordan has served in several senior transport positions in government. In 1998, he was appointed for five more years as the Chief Executive of VicRoads. He is Vice President of the World Road Association PIARC, as well as Australia's first delegate and Chairman of the Australian national committee. He is a past Chairman and a council member of Austroads, the Australasian organisation of road authorities, as well as President of the Australian chapter of the Road Engineering Association of Asia and Australasia. In 1997, he was named Professional Engineer of the Year by the Institution of Engineers, Australia. Colin is Chairman of the VicRoads Advisory Board, and Chairman of both the Victorian Road Freight Advisory Council and the Victorian Bicycle Advisory Council.

Colin has led the organisation through an exciting period of change. Under his leadership, VicRoads has been recognised as being a leader in its field and has won a number of prestigious awards, including the Prime Minister's Award for Innovation in the Public Sector, presented to VicRoads for the *Safety First* road safety strategy. VicRoads leads Australian road authorities in effectiveness and efficiency benchmarks published nationally, and achieved the highest rating throughout all States in an independent survey of user satisfaction related to road systems and services.

Colin holds degrees in Commerce and Engineering from the University of Melbourne, and is a Fellow of both the Institute of Public Administration Australia and the Institution of Engineers, Australia.

## Peter Balfe Deputy Chief Executive

Peter Balfe has 36 years of service with VicRoads and its predecessors, having joined the organisation in 1964. His previous appointments at VicRoads include those of Director, Major Projects and General Manager, Road System Management. His achievements include a key role in establishing and guiding the business-planning process and establishment of the VicRoads contract-management system and design and construct specifications. He has a Bachelor of Engineering (Civil) and a Master of Engineering Science, and is a Fellow of the Institution of Engineers, Australia.

## Gary Liddle General Manager, Road System Management

Gary Liddle has 29 years of service with VicRoads and its predecessors, having joined the Country Roads Board in 1971 as a cadet. Before his appointment to General Manager, Road System Management, he was the Project Manager for the Eastern Freeway and the Ballarat Bypass major road projects. His achievements include managing integration of land form, landscaping and noise walls for the Eastern Freeway extension (Doncaster to Springvale Roads), which won several architectural awards. Gary has a Bachelor of Civil Engineering and a Graduate Diploma in Management.

## Doug Thompson Director, Finance

Doug Thompson joined the organisation in 1963. Under Doug's direction, the Finance department has adopted full accrual accounting for management and reporting, and a fully integrated financial management system has been developed and implemented. Other achievements in recent years include the introduction of electronic banking, payment of suppliers by electronic funds transfer, electronic commerce and electronic leave and payroll applications. Before his current appointment, Doug was Manager, Resources. He is a member of the Australian Society of Certified Practising Accountants, and a Certified Practising Accountant. He has undertaken studies in accounting, management accounting and electronic data processing.

## Eric Howard General Manager, Road Safety

Eric Howard joined VicRoads in 1998, from the Shire of Yarra Ranges, in which he was Chief Executive Officer from its formation in December 1994. He has introduced and fostered an extensive program of road safety strategy development in many Victorian municipalities.

Before his appointment at the Shire of Yarra Ranges, Eric worked at the City of Melbourne, in which he held the positions of City Engineer, General Manager, Operations, Acting Chief Executive, and Corporate Manager, during a period of considerable reform. A civil engineer by profession, he is a Fellow of the Institution of Engineers, Australia and a Member of the Institute of Company Directors.

## Bill Collins General Manager, Human Resources

Bill Collins joined VicRoads in 1974 from the highways branch of the former Melbourne Metropolitan Board of Works. Before this appointment, he was the Project Manager responsible for developing and implementing new systems and processes required for introduction of the GST. He has spent most of his career in various design positions, and in 1994 was appointed Manager, VicRoads Design. His achievements include successful amalgamation of the disparate design groups into a single, commercially-oriented business and smooth introduction of the GST in VicRoads.

He has a Fellowship Diploma in Civil Engineering from the Royal Melbourne Institute of Technology and a Certificate of Traffic Planning from the University of New South Wales.

VicRoads  
Corporate  
Management  
Group



Miranda Douglas-Crane



Kerry Burke



David Anderson



Geoff Kloot

Susan Allen

John McNally



**Miranda Douglas-Crane**  
Director, Commercial Services

Miranda Douglas-Crane joined VicRoads in 1988 as Manager of Corporate Planning. Before that, she worked in other transport agencies, for the Department of Premier and Cabinet, and in industry and labour-market economics for the Commonwealth Government. In 1994, she became General Manager, Corporate Resources, and in 1998 was appointed to her current position. Miranda facilitated significant organisational change in the early 1990s. She has since managed the introduction of a national performance-management framework for Austroads, and has restructured and refocused the public relations and facilities management functions, as well as SprayLine, VicRoads bitumen spray-sealing business.

She has a Bachelor of Commerce from the University of Melbourne and a Master of Business Administration from RMIT University. She currently chairs the World Road Association Committee on Performance of Road Administrations.

**Kerry Burke**  
Director, Major Projects

Kerry Burke joined the former Country Roads Board (CRB) in 1967 as an engineer. He worked in various divisions of the CRB, and then for the Road Construction Authority (RCA). In 1984, he was appointed Group Manager and Acting General Manager in the Road Design and Traffic Engineering branch of the RCA. In 1989, he became Director of Information Technology, and was responsible for merging the RCA and Road Traffic Authority information technology departments into a single VicRoads IT team. In 1993, he was appointed Director, Production Services, where he managed outsourcing of a number of significant internal services. He established a number of commercial service-delivery units, operating as off-budget business, to form the Production Services division of VicRoads. He moved to the position of Director, Major Projects in October 1998, and at that time was also appointed Austroads Program Manager for Technology and Environment.

**Geoff Kloot**  
General Manager, Traffic and Road Use Management

Geoff Kloot has 32 years' service with VicRoads and its predecessors, spent mainly in the metropolitan regions working in the areas of road construction and maintenance management, traffic engineering, and strategic planning. From 1989-1996, he was Regional Manager for approximately half of metropolitan Melbourne. In 1996, he was appointed General Manager, Traffic and Road Use Management, and was responsible for developing policies and strategies related to the operation of the arterial-road system in Victoria. He is a qualified civil engineer and a member of the Executive Board of Intelligent Transport Systems, Australia.

**Susan Allen**  
General Manager, Registration and Licensing

Susan Allen joined VicRoads in 1996 from the Department of State Development, in which she held a number of positions in the area of regional and industry development. Since joining VicRoads, she has managed a major program of customer service and process improvement in the Registration and Licensing department. This has led to VicRoads being rated as the lowest cost provider of these services nationally, and to its achieving a customer satisfaction rating greater than 90 per cent. She has a Bachelor of Arts and a Bachelor of Economics, awarded by the Australian National University, and a Master of Arts, awarded by the University of Sussex, UK.

The role of the Corporate Management Group is to assist the Chief Executive in undertaking duties specified under relevant Acts, through having delegated powers and providing advice.

**David Anderson**  
Director, Regional Services

David Anderson joined the Country Roads Board in 1967. Before his present appointment, David was General Manager, Road Safety, and before that, Director, Business Services. He has worked in road and bridge design and construction, materials technology, planning and corporate planning, and was Regional Manager at Ballarat. He worked overseas for a consultancy in the UK and at the University of California (USA).

Program Manager for the Austroads Road Use Management Program, then Program Manager for the Austroads Technology and Environment Program.

David leads a division that comprises two metropolitan and five rural regions, the Metropolitan Works Group and the Regional Services Support Group. The division manages delivery of services, including maintenance of Victoria's principal road and bridge network, road and bridge construction, Registration and Licensing offices and the regional traffic-management and road safety programs and representation of VicRoads in regional areas.

**John McNally**  
General Manager, IT&T

John McNally joined the former Road Traffic Authority (Victoria) in 1987, and has held a range of positions, including those of Manager, IT Planning; Manager, IT Business Solutions; and Chief Information Officer (CIO), before his current role of General Manager, Information Technology and Telecommunications. His significant achievements include outsourcing of IT&T services in 1994, merging the former CIO and office systems departments into the present IT&T department, and implementing a reliable, standardised desktop for computers throughout the organisation. He has a Bachelor of Science from Monash University.

# Corporate structure

## Management Committee

The Management Committee assists the Chief Executive to:

- monitor and coordinate the organisation's business performance against agreed targets
- address issues of resource usage in order to maximise efficient and effective service delivery
- review annual business plans.

## Audit

In accordance with the *Financial Management Act 1994*, the Auditor-General inspects and audits the financial position of VicRoads. The Victorian Auditor-General reports annually to the Minister for Transport about the outcome of his audit of the organisation's financial statements.

## Audit Committee

The Audit Committee acts as an advisory body to the Chief Executive about issues related to internal and external audit, and financial and other forms of accountability.

Its objectives are:

- To assist the Chief Executive to make informed decisions about accounting policies, practices and disclosures
- To support measures for improving management performance and internal control within the organisation
- To consider and make recommendations with reference to the analyses, appraisals, recommendations, counsel and information provided by the auditors with reference to the soundness, adequacy and applicability of VicRoads financial and other systems, procedures and controls and their effectiveness in supporting delivery of the organisation's business at a reasonable cost
- To oversee fraud control, security issues and risk management
- To monitor action taken by management to resolve issues raised as a result of internal and external audit
- To make recommendations in relation to developing an appropriate and ethical environment.

## Audit Committee Members at 30 June 2000:

<b>Colin Jordan (Chairman)</b>	Chief Executive
<b>Peter Balfe</b>	Deputy Chief Executive
<b>Roger Banks</b>	Past Member, VicRoads Advisory Board
<b>Bill Noonan</b>	Member, VicRoads Advisory Board
<b>Bob McDonald</b>	Department of Infrastructure

## Internal audit

VicRoads has outsourced its internal-audit function to Arthur Andersen. Its mission is to provide a high-quality, responsive service in which VicRoads business processes and internal control environment are independently evaluated. The aims are to provide quality and cost-effectiveness, and to minimise risk. Arthur Andersen reports the results of its audits to the Audit Committee.

## Integrity of personnel

In 1996, a revised Code of Conduct and Ethics for VicRoads was issued to staff in order to outline how we conduct our business and how we treat our clients and colleagues. In the Code, our continuing commitment to Equal Employment Opportunity and to Occupational Health and Safety principles and practices are referred to, and confidentiality guidelines are provided for dealing with private information. In the Code, we support the objectives of the *Public Sector Management Act 1992*.

## Executive Officer remuneration

VicRoads has an Executive Remuneration Committee to endorse all executive-remuneration proposals and provide quality assurance about the process used for determining pay outcomes.

# 1999-2000

## VicRoads Organisation Chart

<b>Colin Jordan Chief Executive</b>					
<b>Report to Chief Executive</b>	<b>David Anderson Director Regional Services</b>	<b>Peter Balfe Deputy Chief Executive</b>	<b>Kerry Burke Director Major Projects</b>	<b>Miranda Douglas-Crane Director Commercial Services</b>	<b>Doug Thompson Director Finance</b>
<p><b>Gary Liddle*</b> General Manager Road System Management</p> <p><b>Geoff Kloot*</b> General Manager Traffic &amp; Road Use Management</p> <p><b>Susan Allen*</b> General Manager Registration &amp; Licensing</p> <p><b>Eric Howard*</b> General Manager Road Safety</p> <p><b>Bill Collins*</b> General Manager Human Resources</p> <p><b>John McNally*</b> General Manager Information Technology &amp; Telecommunications</p>	<p><b>Brian Negus</b> Regional Manager North West Metro</p> <p><b>Geoff Shanks</b> Regional Manager South East Metro</p> <p><b>Norm Butler</b> Regional Manager Eastern</p> <p><b>Peter McCulloch</b> Regional Manager North Eastern</p> <p><b>Bruce Van Every</b> Regional Manager Northern</p> <p><b>Ted Vincent</b> Regional Manager Western</p> <p><b>John H Wilson</b> Regional Manager South Western</p> <p><b>Bill Hooker</b> Manager Regional Services Support</p>	<p><b>Roger Thorp</b> Manager Contract Services</p> <p><b>Clive Mottram</b> Manager Corporate Planning</p> <p><b>John E Scully</b> Manager Public Relations</p> <p><b>John F Ford</b> Manager Electronic Service Delivery</p>	<p><b>George Mavroyeni</b> Project Manager Hallam Bypass- Western Ring Road</p> <p><b>Trevor Boyd</b> Project Manager Docklands Transport Infrastructure</p> <p><b>Bruce Gidley</b> Project Manager Eastern Freeway</p> <p><b>Bill Peyton</b> Project Manager Hume &amp; Goulburn Valley</p> <p><b>Richard Warwick</b> Project Manager Calder Corridor</p> <p><b>Russell Bittner</b> Project Manager South East Projects</p> <p><b>Peter Sammut</b> Project Manager Geelong Road</p> <p><b>Tim Holden</b> Manager Property Services</p> <p><b>Kerry Willis</b> Manager Environmental Services</p> <p><b>Bob Evans</b> Manager Planning Investigations</p>	<p><b>Corporate Secretariat</b></p> <p><b>Andrew Houghton</b> Manager Buildings &amp; Facilities Management</p> <p><b>Greg Kemp</b> Manager International Projects</p> <p><b>John Cunningham</b> Manager VicRoads Design</p> <p><b>Lance Midgley</b> Manager GeoPave</p> <p><b>Frank Culliver</b> Manager Land Information &amp; Survey</p> <p><b>Rod Chapman</b> Manager Information Services</p> <p><b>Robert Snowden</b> Manager SprayLine</p>	

\*Members of the Corporate Management Group are indicated by an asterisk on this organisation chart.

# Five-year statistical summary, 1999–2000

	UNIT	1999–2000
<b>Traffic congestion: Melbourne</b>		
AM Peak	Min/km	0.70
PM Peak	Min/km	0.55
<b>Travel-time variability: Melbourne</b>		
AM Peak	%	17.4
PM Peak	%	15.8
<b>Actual travel time: urban</b>		
AM Peak	Min/km	1.60
PM Peak	Min/km	1.45
<b>Smooth-travel exposure</b>		
	% of travel on roads with roughness <110 NRM*	
All roads	%	90
Urban roads	%	88
Rural roads	%	92
<b>Return on construction expenditure</b>		
	% of projects with benefit or cost ratio greater than 4	33
<b>Road-system maintenance</b>		
Roads maintained: State-funded	Km	21,236
Roads maintained: national highways	Km	1004
Bridges maintained: State-funded	Number	2540
Bridges maintained: national highways	Number	355
Resealing: State-funded	% of sprayed sealed network	8.8
Rehabilitation: State-funded	% of network	1.0
Bicycle facilities constructed: statewide	Km	95
<b>Prosecutions</b>		
Offence reports submitted for prosecution	Number	1210
Penalty notices issued	Number	5389
<b>Road Safety</b>		
Victorian road fatalities	Persons	403
Blackspot and black-length treatments completed	Number	174
<b>Registration and Licensing</b>		
User-transaction efficiency: R&L	\$ per record	NA
Licensed drivers per R&L staff member	Number	5630
Registered vehicles per R&L staff member	Number	6056
Telephone calls answered: driver and vehicle	Number (,000)	2747
<b>Contracts</b>		
Contracts let: number	Number	135
Contracts let: value	\$m	383
<b>Staff total</b>		
	Employees	2245
<b>Financial performance</b>		
Operating surplus or deficit before abnormals	\$m	13.6

\*NRM is the NAASRA (former National Association of State Road Authorities) Roughness Measurement

1998-1999

1997-1998

1996-1997

1995-1996

0.69  
0.560.71  
0.580.69  
0.570.73  
0.6019.5  
16.918.2  
16.421.0  
17.621.6  
16.31.59  
1.461.61  
1.481.59  
1.471.62  
1.5090  
89  
9289  
87  
9286  
83  
9286  
83  
92

41

54

67

81

21,240  
1010  
2500  
35221,240  
1010  
2484  
33521,145  
1005  
2462  
29821,155  
1005  
2476  
2829.3  
1.2  
379.5  
1.0  
328.6  
0.95  
509.7  
0.9  
581532  
48971193  
46571245  
45251122  
5021402  
107373  
142384  
157427  
997.75  
4969  
5288  
23878.10  
4517  
4895  
17968.53  
4161  
4709  
17788.66  
3688  
4179  
1714166  
324177  
277129  
164136  
276

2296

2413

2465

2835

(19.7)

35.5

72.7

(60.4)

## Financial management

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### financial management

The VicRoads Finance team successfully met the challenges posed by Y2K compliance and preparation for introduction of the GST, and implemented a number of other significant initiatives during the 1999-2000 financial year.



# Financial management

## Financial improvements and initiatives

The VicRoads Finance team successfully met the challenges posed by Y2K compliance and the introduction of the GST, and implemented a number of other significant initiatives during the 1999–2000 financial year.

### Key highlights

Key highlights for 1999–2000 were as follows.

- Achievement of Y2K compliance for all systems managed by the Finance department, including the program and resource management system (PARMS) and the cash-management system (CMS)
- Development and implementation of policies, procedures and staff-training programs to manage introduction of the GST from 1 July 2000
- Development of a risk-management plan for 1999–2000, including an independent assessment of all VicRoads operating risks by the Victorian Managed Insurance Authority (VMIA)
- Implementation of the payment-collection system (PCS), using network computers and Java-based technology in a joint project with the VicRoads Registration and Licensing driver licensing system project team. The PCS replaces the district payment-collection (DPC) system. More details of this project are provided in the Registration and Licensing section.

### Other significant achievements

Other significant financial achievements for 1999–2000 include the following.

- Continued implementation of a program of site risk-assessment surveys
- Implementation of an electronic billing system for all VicRoads telecommunication accounts
- Implementation of Spinifex print-management software for PARMS to achieve Y2K compliance, and to provide enhanced reporting, email and fax abilities
- Automation of downloading of Australia Post registration-renewal payments to VicRoads

Several other key projects are in progress, and the results of these will be reported in the 2000–2001 annual report. They are as follows.

- Proposed implementation of PARMS internal billing for inter-district charging between off-budget and core-business areas, due in July 2000
- Proposed implementation of PARMS incident management for OH&S and risk-management recording and reporting

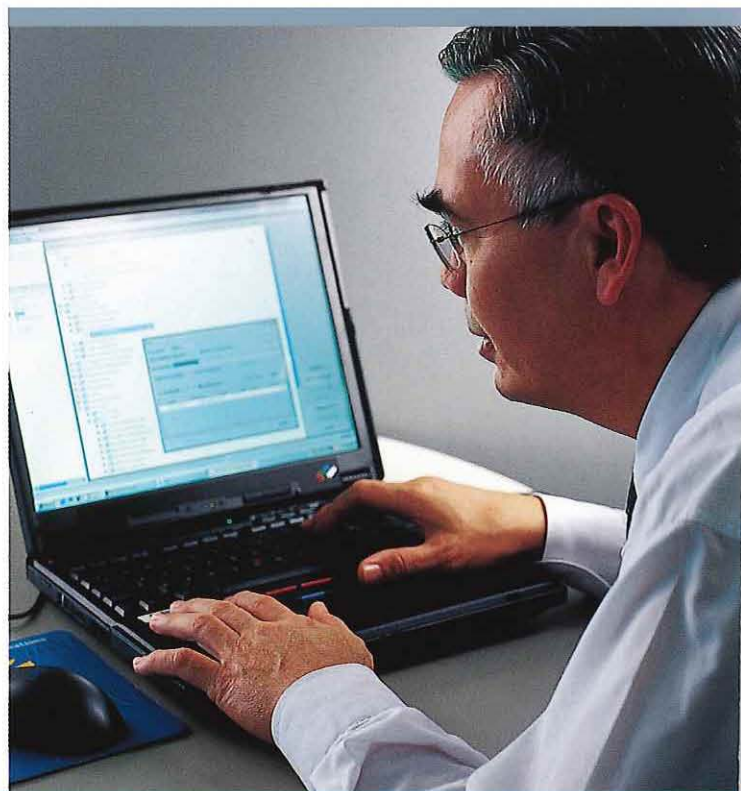
- Continuation of the purchasing-automation project, using Spinifex software to email purchase orders and picking slips to external suppliers
- Continued development of PARMS graphic reporting, using online analytic-reporting software
- A pilot of PARMS online help, using Mentor software

## Financial performance

VicRoads reports a \$13.6m surplus, before abnormal items, for the 1999–2000 financial year: a \$33.29m increase over the reported deficit for 1998–1999 (before abnormal items).

Comparative results for the past five financial years are shown below.

Operating surplus/ (deficit) before abnormal items	\$m
1999–2000	13.6
1998–1999	(19.69)
1997–1998	35.49
1996–1997	72.75
1995–1996	(60.4)



### Previous page:

Members of the VicRoads Finance department. (Clockwise from far left): Lyn Murray, Eddie André, Dennis Vescovi, Felix Borello, Doug Thompson (Director, Finance), Sue Christou, Keith Dever and Swarna Bharatula.

This page (inset): VicRoads Business Analyst Tom Tjoeka was a key member in the project team responsible for the new payment-collection system (PCS), implemented in May 2000. PCS is a financial system that provides improved customer service in collection of registration and licensing payments in VicRoads offices. It is the first stage of a major redevelopment of the driver licensing system, using leading-edge Java software.



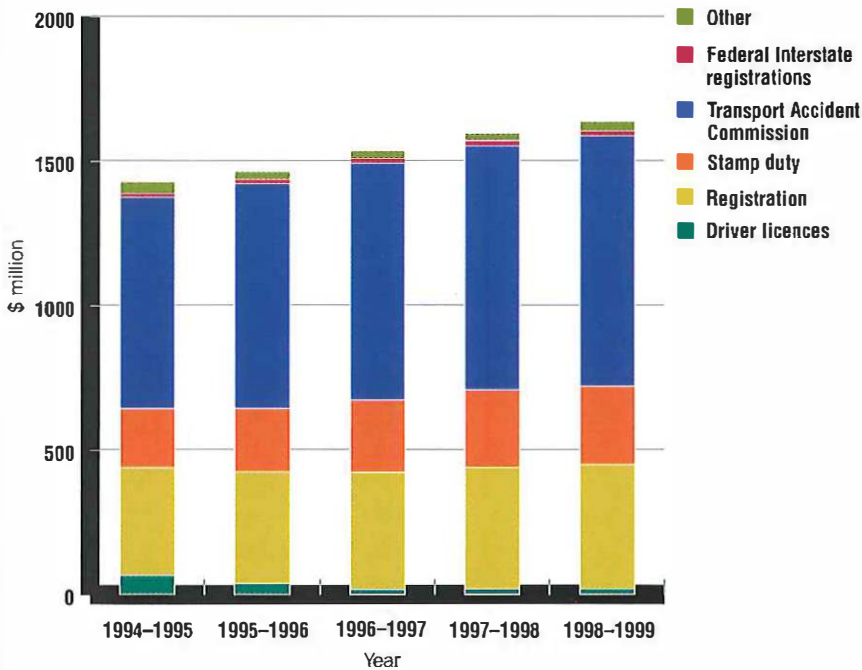
## Financial management

Composition of funding sources	1995–1996	1996–1997	1997–1998	1998–1999	1999–2000
	\$m	\$m	\$m	\$m	\$m
<b>Federal Government</b>					
National highways					
■ Construction	107.9	75.6	43.0	41.7	39.9
■ Asset preservation, minor works and bridge assessment	37.4	28.8	36.9	38.9	30.9
Roads of National Importance	–	5.4	14.7	15.0	20.3
Road safety: accident blackspots	–	7.9	7.8	6.8	10.6
Untied funds for roads managed by VicRoads	106.9	98.6	90.8	92.7	93.6
<b>Total Federal Government funding</b>	<b>252.2</b>	<b>216.3</b>	<b>193.2</b>	<b>195.1</b>	<b>195.3</b>
<b>State Government</b>					
Budgetary allocation to VicRoads					
■ Outputs	312.5	411.0	451.3	320.7	304.7
■ Increase in net assets	N/A	N/A	N/A	15.5	48.8
■ Rural arterial road projects	43.9	21.6	35.7	49.0	41.9
■ Rural arterial-bridge upgrade	6.7	4.3	13.0	11.0	5.3
■ Rural reconstruction catch-up	9.7	2.3	6.3	16.0	3.0
■ Rural State impacted local roads	3.5	4.3	6.4	8.2	4.1
■ Metropolitan arterial roads project	13.0	4.1	0.5	14.9	33.2
■ Metropolitan major-network improvements	116.7	59.0	28.8	29.6	38.5
■ Metropolitan arterial-roads traffic management	1.9	–	–	–	–
■ Metropolitan special works	0.6	–	–	–	–
<b>Total State Government funding</b>	<b>508.5</b>	<b>506.6</b>	<b>542.0</b>	<b>464.9</b>	<b>479.5</b>
TAC fees	12.1	12.8	13.5	13.9	14.1
VicRoads (own source and contributions)	99.1	92.3	101.0	97.9	109.7
<b>Total</b>	<b>871.9</b>	<b>828.0</b>	<b>849.7</b>	<b>771.8</b>	<b>798.6</b>

Note: N/A: The increase in net assets was not applicable (treated as works and services appropriations)

# Financial management

## Composition of funding sources



Most of VicRoads funding comes from the annual budgets of the Federal and State Governments. VicRoads also generates some revenue in its own right from fee-for-service charges and activities.

Under existing Australian Land Transport Development Fund legislation, tied federal grants are restricted to the national-highway network. The balance of funds made available for roads by the Federal Government, other than funds for declared Roads of National Importance and projects identified under the Federal Accident Blackspot Program, are untied financial-assistance grants and interstate road-transport maintenance funding.

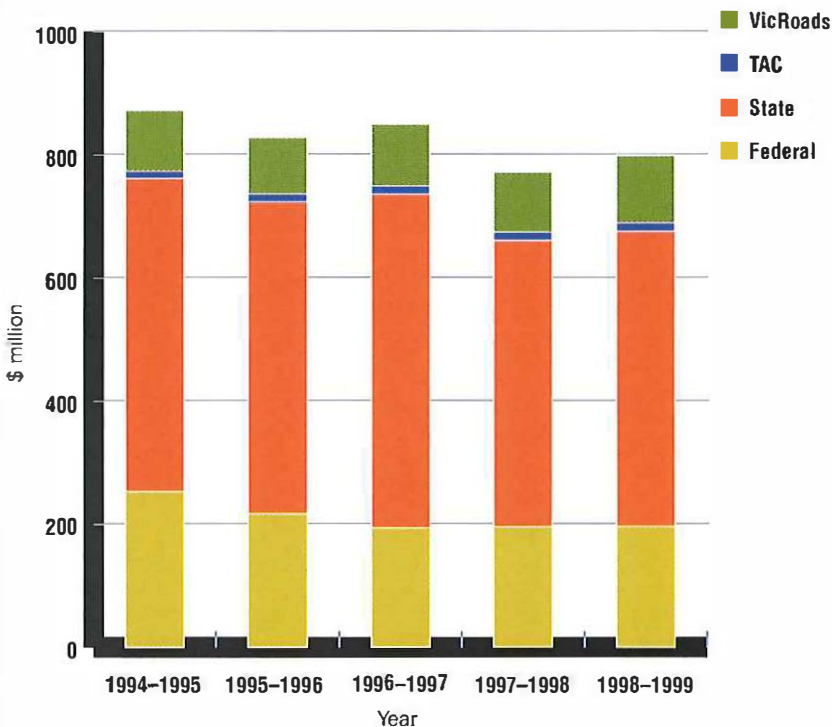
In 1999-2000, the Federal Government contributed \$195.371m to Victoria. This represented tied federal grants for national highways and Roads of National Importance of \$91.13m — a decrease of \$4.58m from 1998-1999. The figure of \$93.616m was also contributed for maintenance of interstate transport routes and untied financial-assistance grants: an increase of \$916,000 from 1998-1999. Funds of \$10.625m were provided for treating road safety accident blackspots: an increase of \$3.792m from 1998-1999.

The State Government contributed \$353.471m to providing outputs and additions for the net-asset base: an increase of \$17.3m from 1998-1999 for specific projects such as outer metropolitan arterial upgrades and the start of the Statewide Blackspot Program for removing accident blackspots throughout the State, including ones on local roads.

The Better Roads Victoria program was introduced in July 1993 and is funded through the Better Roads fuel levy (3 cents per litre on all petrol and diesel-fuel sales). Funds raised by way of this levy are directed to both rural and metropolitan road projects (one-third and two-thirds, respectively). Through these projects, Victoria's economic development is aided by way of reduced transport costs and increased efficiency of arterial roads. Funding requirements in 1999-2000 totalled \$125.947m, which was marginally lower than the 1998-1999 total of \$128.7 million.

VicRoads collects revenue for the State Consolidated Fund from sources that include motor-vehicle registrations, driver licences, stamp duty and other related charges. VicRoads also acts as an agent in collection of TAC insurance premiums and federal interstate registrations.

## Revenue collections



# VicRoads financial statements 1999–2000



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## VicRoads financial statements 1999–2000

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# Roads Corporation operating statement

For the year ended 30 June 2000

ITEMS	NOTES	1999-2000 \$000	1998-1999 \$000
<b>Operating Expenses</b>			
Road Safety		40,889	42,121
Road System Management		512,424	525,060
Traffic & Road Use Management		56,828	69,456
Registration & Licensing		68,944	83,682
Program Support Services		111,197	85,224
<b>Total</b>	<b>4.0</b>	<b>790,282</b>	<b>805,543</b>
<b>Operating Revenue</b>			
Operating fees and other funding	3.2	21,423	22,971
Regulatory, licence and other revenue	3.3	106,738	102,411
		128,161	125,382
<b>Net Cost of Services</b>		<b>662,121</b>	<b>680,161</b>
<b>Revenue from Government</b>			
Revenue for the Provision of Outputs & Asset Investments	3.1	548,842	531,245
Funding from Better Roads Trust Fund	3.1	125,947	128,700
Funding for Voluntary Departure Package	3.1	-	30
<b>Total Government Funds</b>		<b>674,789</b>	<b>659,975</b>
<b>Operating Surplus/(Deficit) before Profit/(Loss) on Sale of Assets</b>		<b>12,668</b>	<b>(20,186)</b>
Profit/(Loss) on Sale of Property where profits are returned to the Consolidated Fund	5.1	4,653	(166)
Profit/(Loss) on Sale of other Assets	5.2	934	(888)
		5,587	(1,054)
Payment of Profit on Sale of Property to the Consolidated Fund		(4,653)	-
<b>Profit/(Loss) on Sale of Assets</b>		<b>934</b>	<b>(1,054)</b>
<b>Surplus/(Deficit) before Abnormal Items</b>		<b>13,602</b>	<b>(21,240)</b>
<b>plus Abnormal Items</b>	5.3	<b>20,306</b>	<b>-</b>
<b>Net Surplus/(Deficit) For the Year</b>		<b>33,908</b>	<b>(21,240)</b>
<b>Accumulated Deficit At The Beginning of the Year</b>		<b>(945,804)</b>	<b>(924,564)</b>
Net Surplus/(Deficit) For the Year		33,908	(21,240)
<b>Accumulated Deficit At The End of the Year</b>		<b>(911,896)</b>	<b>(945,804)</b>

The accompanying

notes form part of these financial statements

# Roads Corporation balance sheet

As at 30 June 2000

ITEMS	NOTES	1999-2000 \$000	1998-1999 \$000
<b>Equity</b>			
Contributed Capital	6.1	14,005,964	14,011,096
Asset Revaluation Reserve Balance at 30 June	6.2	1,161,882	319,196
Accumulated Surplus/(Deficit)		(911,896)	(945,804)
<b>Total Equity</b>		<b>14,255,950</b>	<b>13,384,488</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Creditors and Accruals		85,013	71,810
Prepaid Revenue	7.1	4,884	3,225
Government of Victoria and Agencies	7.2	12,578	10,017
Liabilities - Property	7.3	31,537	24,737
Planning and Environment Act Liabilities	7.4	10,127	6,611
Provisions for Employee Entitlements	7.5	53,478	50,526
Retentions and Provisions	7.6	3,157	5,236
<b>Total Current Liabilities</b>		<b>200,774</b>	<b>172,162</b>
<b>Non-Current Liabilities</b>			
Provisions for Employee Entitlements	7.5	533,811	512,446
Retentions and Provisions	7.6	1,850	458
<b>Total Non-Current Liabilities</b>		<b>535,661</b>	<b>512,904</b>
<b>Total Liabilities</b>		<b>736,435</b>	<b>685,066</b>
<b>Total Equity and Liabilities</b>		<b>14,992,385</b>	<b>14,069,554</b>
<b>Assets</b>			
<b>Current Assets</b>			
Cash at Bank and on Hand	8.1	26,565	9,342
Debtors and Prepayments	8.2	8,984	14,738
Inventories	8.3	4,488	5,826
Advances	8.4	9	10
Land Held for Resale	8.5	4,857	4,233
<b>Total Current Assets</b>		<b>44,903</b>	<b>34,149</b>
<b>Non-Current Assets</b>			
Advances	8.4	29	42
Property Loans	8.6	186	193
Land & Buildings in Service	8.7	30,523	33,543
Leasehold Improvements	8.8	9,349	10,113
Properties Acquired for Roadworks	8.9	549,234	510,804
Assets in Commercial Use	8.10	16,285	15,830
Leased Assets Acquired for Roadworks	8.11	-	16
Fixed Assets	8.12	11,616	11,139
Infrastructure Assets	8.13	14,330,260	13,453,725
<b>Total Non-Current Assets</b>		<b>14,947,482</b>	<b>14,035,405</b>
<b>Total Assets</b>		<b>14,992,385</b>	<b>14,069,554</b>

The accompanying notes form part of these financial statements

# Roads Corporation statement of cash flows

For the year ended 30 June 2000

ITEMS	NOTES	Inflows/ (Outflows)	Inflows/ (Outflows)
		1999-2000	1998-1999
		\$000	\$000
<b>Cash flows from operating activities</b>			
<b>Receipts</b>			
Operating Fees and Other Funding		21,323	21,007
Interest		232	284
User Fees		87,461	87,260
<b>Total Receipts</b>		<b>109,016</b>	<b>108,551</b>
<b>Receipts from Government</b>			
Revenue for the Provision of Outputs & Asset Investments		548,842	531,245
Funding from Better Roads Trust Fund		125,947	128,700
Funding for Voluntary Departure Package		-	30
<b>Total Receipts from Government</b>	3.1	<b>674,789</b>	<b>659,975</b>
<b>Total Receipts from Operating Activities</b>			<b>783,805</b>
			<b>768,526</b>
<b>Payments</b>			
Wages and Salaries		(107,061)	(111,356)
Voluntary Departure Payments to Staff		(1,798)	(1,040)
Goods & Services		(465,350)	(478,822)
<b>Total Payments from Operating Activities</b>			<b>(574,209)</b>
			<b>(591,218)</b>
<b>Agency Collections</b>			
Collections on behalf of Government Agencies	7.2	1,633,187	1,590,798
Disbursements of Collections		(1,630,626)	(1,589,952)
<b>Net Agency Collections</b>			<b>2,561</b>
<b>Net Cash Flows from Operating Activities</b>	9(b)		<b>178,154</b>
<b>Cash flows from investing activities</b>			
Proceeds from sale of assets	5	14,240	5,661
Payments for purchases of non-current assets		(199,347)	(203,692)
Payment of Asset Sale Proceeds		(10,166)	(3,510)
<b>Net Cash Flows from Investing Activities</b>			<b>(195,273)</b>
<b>Net Increase/(Decrease) in Cash Held</b>			<b>17,223</b>
<b>Cash at Beginning of Year</b>	9(a)		<b>32,729</b>
<b>Cash At End of Year</b>	9(a)		<b>26,565</b>

The accompanying notes form part of these financial statements

# Notes to and forming part of the accounts

For the year ended 30 June 2000

## 1. Form and Content of Financial Statements

The financial statements of the Roads Corporation (the Corporation) constitute a general purpose financial report and has been prepared in accordance with the Financial Management Act 1994, the Directions of the Minister for Finance, Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board and Urgent Issues Group Consensus Views where applicable. The report has been prepared on an accrual basis under the historical cost convention, except for certain items of non-current assets that are recorded at valuation.

The Corporation has rounded off amounts in these statements to the nearest one thousand dollars.

## 2 Statement of significant accounting policies

### 2.1 Operating Expenditure

Expenditure on the acquisition of properties acquired for roadworks is capitalised until the construction of roadways commence, at which time the capitalised amount is brought to account in the Operating Statement as Properties Incorporated into Roadworks (including land under roads). Land under roads is expensed until the accounting and valuation professions (in conjunction with the Department of Treasury and Finance) determine the appropriate asset valuation methodology for land under roads.

### 2.2 Properties Acquired for Roadworks

#### (a) Property Liabilities and Commitments

In circumstances where:

- properties are the subject of a notice of compulsory acquisition or;
- the Corporation has taken possession of the properties for the purpose of commencement of roadworks, and final settlement has not been achieved at balance date;

the acquisition is included as a liability based, wherever practicable, on a full independent valuation which includes acquisition costs (Refer Note 7.3). As Land Under Roads has not been valued, where land is acquired as part of road development, such related costs are expensed in the Operating Statement.

Where a notice of acquisition or formal possession has not occurred at balance date appropriate commitments have been disclosed in Note 11(ii)(a).

Included also is compensation payable to property owners in respect of financial loss on properties affected by planning reservations. Compensation is determined pursuant to the provisions of the Planning and Environment Act 1987 and the Land Acquisition and Compensation Act 1986. Compensation Payment is made within 30 days of agreement.

#### (b) Properties not incorporated into roadworks

It is the Corporation's policy to revalue all its properties acquired for roadworks every five years. The Valuer General's last full 'market value in use' valuation on all property assets was carried out as at 30 June 1998.

In 1999-2000, the Valuer General applied an index to all properties and any increase or decrease in value has been updated to the property values.

The index is calculated from all property sales during the 1999-2000 financial year grouped by property zoning and postcode and then expressed as a percentage increase/decrease to property values from the 1998-99 financial year.

#### (c) Residual Land - Isolated Fragments

Following the completion of roadworks, the Corporation retains many small and isolated fragments of land representing residual property adjoining the road reservations.

The fragments, although not part of the road reservation, have no apparent market value and have not been brought to account as assets in the financial statements of the Corporation.

If at some future date an adjoining property owner desires to purchase any such fragment of land, the revenue from the sale of the property will be brought to account at that time.

### 2.3 Land and Buildings in Service, Assets in Commercial Use and Land Held for Resale

In 1999-2000, the Valuer General applied an index to all properties, and any increase or decrease in value has been updated to the property values. Refer Note 2.2(b).

The Valuer General's last full 'market value in use' valuation on all Land and Buildings in Service, Assets in Commercial Use and Land Held for Resale was carried out as at 30 June 1998.

### 2.4 Non-Current Assets

#### (a) Fixed Assets

Fixed assets have been included at cost. It is the Corporation's policy that all fixed assets are subject to an annual physical stocktake and acquisitions with a value less than \$1,000 per item are expensed. Computer software purchases costing in excess of \$100,000 are capitalised.

#### (b) Infrastructure Assets

The Corporation is responsible for the development and management of the State's declared road network and has recognised this control aspect when valuing and reporting infrastructure. The Corporation has valued and reported all the declared road network in its accounts with all other roads being either the responsibility of local government municipalities or the Melbourne City Link Authority.

Infrastructure assets include:

- Road Pavement
- Earthworks
- Bridges
- Traffic Control Systems
- Sound Barriers
- Work in Progress.

# Notes to and forming part of the accounts

For the year ended 30 June 2000

Infrastructure assets will be revalued every five years and indexed on a yearly basis. Infrastructure revaluation took place for the financial year ended 30 June 2000.

Infrastructure assets have been valued using the deprival value approach to asset valuation. Assets have been valued based on the current replacement cost of a modern asset that is capable of delivering the same level of services as the existing asset written down to take account of expired service life. The valuations were completed by independent expert engineers and confirmed by suitably qualified engineers of the Corporation.

For each asset class a number of asset stereotypes have been identified. These stereotypes represent the standard modern assets that the Corporation would install if it were to be deprived of its existing assets.

Standard costs have been developed for each asset stereotype. These standard costs or unit rates represent the cost to install the particular asset stereotype. Unit rates have been adjusted to take into account variations in regional conditions.

Assets are valued at written-down current replacement cost. The extent of the write-down is determined by the proportion of overall useful life that has expired. The total useful life of each asset stereotype has been calculated by utilising a re-lifing analysis. Re-lifing is a procedure which examines the component parts of each asset class and derives a service life for the asset. For bridges and traffic signal control systems, the age of particular assets are known and the percentage of useful life expired is estimated as the age of the asset in years divided by the number of years total life. The average age of existing panels and fences on urban freeways are used as a basis for the useful life of sound barriers.

## Road Pavement

The valuation policies adopted provide for roads to be valued at written down current replacement cost. The current replacement cost includes all costs associated with drainage, pavement, surfacing, roadside furniture, intersection, design, supervision and surveillance.

The age of each road was determined via the use of the age-roughness equation developed as part of the 1984 National Association of Australian State Road Authorities (NAASRA) Roads Study.

## Earthworks

The valuation policies adopted provide for earthworks to be valued at current replacement cost. The current replacement cost includes all costs associated with the loosening, removing, depositing, shaping and compacting of soil or rock. The expert engineering opinion of both Roads Corporation and consultant engineers has determined that earthworks have an indefinite life. As a result earthworks are not depreciated. However, where roads no longer form part of the active road network, the carrying out of any replacement works will cause the original earthworks to be written off for this reason. If the replacement or reduction is planned within a foreseeable period, then prospective depreciation of the earthworks will occur over that period.

The methodology for valuing earthworks builds on the application of road stereotypes. Along with the quantities of earthworks associated with each of the road stereotypes, a further factor, terrain has been added. The terrain types used were taken from the 1984 NAASRA Roads Study and are as follows:

- flat
- undulating
- hilly
- mountainous

## Land Under Roads

Land under roads and on road reserves has not been valued at this time. The future treatment of land under roads and on road reserves is being reviewed by the accounting and valuing professions in conjunction with the Department of Treasury and Finance.

## Bridges

The valuation policies adopted provide for bridges to be valued at written down current replacement cost. The current replacement cost includes all costs associated with substructure, support structure, deck, fittings, approaches, design, supervision and surveillance.

The West Gate Bridge has been considered separately and represents a stereotype on its own due to its complexity in size and structure.

## Traffic Control Systems

Traffic Control Systems incorporate the following:

- Traffic Signal Control Systems
- Drive Time Hardware
- Incident Detection Systems
- Help Phone System
- Closed Circuit Television System (CCTV).

The valuation policies adopted provide for traffic control systems to be valued at written down current replacement cost. The current replacement cost includes all costs associated with pedestals, wiring, controls, identification, associated works, design, supervision and surveillance.

## Sound Barriers

Sound barriers are valued at written down current replacement cost.

## Work In Progress

Major works in progress are valued at construction cost and exclude the cost of land under roads and on-road reserves which are not being valued at this time.

## 2.5 Disposal of Surplus Assets

In accordance with Section 66(4)(b) of the Transport Act 1983 the net proceeds arising from the disposal of certain assets of the Corporation are paid into the Consolidated Fund.



## 2.6 Depreciation and Amortisation

### (a) Fixed Assets

Depreciation is charged on all fixed assets, excluding land and earthworks, in order to write off the cost of these assets over their useful lives to the Corporation. All fixed assets are depreciated using the straight-line method with due allowance for residual values. Estimates of remaining useful lives are reviewed on an annual basis for all assets.

A full year's depreciation is charged against the value of assets except for current year additions, improvements and disposals where depreciation commences or ceases in the month in which the asset is purchased or sold.

Depreciation rates for fixed assets have been set as follows:

Asset Class	Total Useful Life
Computers	5 years
Technical Equipment	Variable (depending on the life of the individual items)
Furniture & Fittings	10 years
Survey Equipment	8 years
Photographic	5 years
Weighbridges	40 years
Office Machines	5 years
Plant & Motor Vehicles	Variable (depending on the life of the individual items)

The useful lives of these assets have been reviewed as required by Accounting Standard AAS4 and are unchanged from 1998-99.

### (b) Infrastructure Assets

In accordance with the determination of asset useful lives by the utilisation of a re-living analysis, depreciation has been calculated on a straight-line basis.

Depreciation rates have been set as follows:

Asset Class	Total Useful life
Road Pavement	60 Years
Earthworks	Indefinite
Bridges	90 Years
Traffic Control Systems	24 Years
Sound Barriers (concrete)	90 Years
Works in Progress	Nil

### (c) Earthworks

In 1997-98, earthworks were subject to a full valuation. It was determined by experts in infrastructure valuations that earthworks have an indefinite useful life to the Corporation, and therefore will not be depreciated.

### (d) Leasehold Properties

Expenditure on improvements to leasehold properties has been amortised over the unexpired period of the lease or the useful life of the improvements, whichever is the shorter.

## 2.7 Inventories

(a) Inventories of stores and other materials have been valued at average cost. Traffic Signal Control System hardware has been valued at weighted average cost.

(b) Stockpiles of construction and maintenance materials "on-site" with a value in excess of \$2,000 have been taken into account at cost.

(c) Inventories of saleable items and consumable stores have been valued at the lower of cost or net realisable value.

## 2.8 Financial Assets and Liabilities

The carrying amount of financial assets and liabilities represented within these financial statements equate to Net Fair Value.

### ■ Debtors and Doubtful Debts

Debtors are carried at nominal amount less any provision of doubtful debts. Estimated doubtful debts are based on the examination and assessment of each individual debt. Credit Sales to our customers are on a 30 day term. Credit Risk is minimal as the majority of the customers are government departments.

### ■ Cash at Bank and On Hand

Cash at bank and on hand are carried at nominal amounts. The Corporation's bank account earned a minimal amount of interest at an average rate of 5.15 per cent (4.4 per cent in 1998-99).

### ■ Creditors and Accruals

Creditors are recognised for amounts to be paid in the future for goods and services received, whether or not billed by the supplier terms of settlement are generally 30 days.

## 2.9 Provisions for Employee Entitlements

The Corporation has recognised and brought to account employee entitlements accruing for annual leave, long service leave, and superannuation as follows:

### (a) Annual Leave

The liability for accrued annual leave and leave loading has been calculated using the actual leave outstanding for each employee at 30 June 2000.

# Notes to and forming part of the accounts

For the year ended 30 June 2000

## (b) Long Service Leave

The provision for long service leave has been calculated in accordance with the requirements of AAS30 'Accounting for Employee Entitlements'. The liability for long service leave has been determined for all employees and includes all pre-conditional entitlements adjusted by the probability factor of attaining the full legal entitlement. The liability of employees with less than 12 years service is inflated by the estimated increase in the remuneration rates over the remaining period. The inflated liability is then discounted back to present value using an appropriate national government guaranteed security rate. The amount estimated to be payable in the next 12 months is shown as a current liability.

## (c) Superannuation

The Corporation's employees contribute to one of the following superannuation schemes; the State Superannuation Scheme, the State Employees Retirement Benefits (SERB) Scheme, the Transport Superannuation Scheme, the equipSuper Fund or VicSuper.

In respect of the State Superannuation Scheme, the Corporation contributes to the cost of entitlements paid on the retirement, death or incapacity of the contributor. The Corporation maintains a provision for the estimated employer portion of the unfunded superannuation entitlements payable to contributors which has been provided by the Government Superannuation Office. Likewise the unfunded superannuation entitlement in respect of the employment service of the Transport Superannuation Scheme members and the existing contributors and pensioners of the SERB Scheme have been provided by the Government Superannuation Office and has been taken up as a provision in the Corporation's accounts.

Superannuation entitlements estimated to be payable in the next 12 months are shown as a current liability.

In so far as the Transport Superannuation Scheme (excluding service relating to their members who had prior membership of the SERB Scheme) and the equipSuper Fund are concerned, the Corporation meets its ongoing liabilities under each scheme by making progressive payments to each scheme in accordance with agreed contribution rates. (Refer note 7.5.)

## 2.10 Retentions and Provisions

Other provisions covering quarry restoration are calculated on the basis of costs applicable at 30 June each year. (Refer note 7.6)

## 2.11 Collections on behalf of the Government of Victoria and Agencies

The Corporation collects revenue as an agent for the Government of Victoria and other government agencies which does not constitute revenue of the Corporation.

Collections not remitted to the Government of Victoria and other government agencies at balance date are included in the balance sheet as both assets and liabilities. (Refer note 7.2.)

## 2.12 Revenue Recognition

Revenue in respect of services or works provided by the Corporation is recognised at the point of service delivery or when the revenue comes under the control of the Corporation. Government appropriation revenue is recognised when received by the Corporation.

## 2.13 Year 2000 software modification

Costs relating to the modification of software for the purpose of Year 2000 compatibility are expensed when incurred. Year 2000 software modification costs are those costs incurred in modifying computer software for Year 2000 compatibility. During 1999–2000, \$0.433 million was expensed (\$12.7 million for 1998–99).

## 2.14 Goods and Services Tax (GST)

On 8 July 1999 Royal Assent was given on the Commonwealth Government's Legislation to introduce a Goods and Services Tax (GST). Although a GST will not come into effect until 1 July 2000, its application to existing and new contracts and business activities is currently being assessed and therefore the impact, if any, of this change has not been brought to account in these financial statements.

## 2.15 Capital Expenditure

The Corporation has, for the first time in 1999–2000, reported Capital Expenditure directly into the Work In Progress area of the Balance Sheet. As a consequence, a comparison of expenditure items in Note 4 cannot be made to the previous financial year of 1998–99. However, Capital Expenditure on the traffic signal network for 1999–00 was not reported in the Work In Progress accounts. The expenditure was transferred to the Traffic Signal Control Systems Infrastructure account on completion of the works.

### 3. Operating revenue

#### 3.1 Revenue from Government

	1999-2000 \$000	1998-99 \$000
Revenue for the Provision of Outputs & Asset Investments	548,842	531,245
Funding from Better Roads Trust Fund	125,947	128,700
Funding for Voluntary Departure Package	-	30
<b>Government Funds deemed to be revenue of the Corporation</b>	<b>674,789</b>	<b>659,975</b>

Revenue from Government for the provision of outputs and asset investments comprise of \$107.9 million (\$102.4 million in 1998-99) from Federal Services as tied grants under the Australian Land Transport Development (ALTD) Program and for the maintenance of interstate road transport routes and \$440.9 million (\$428.8 million in 1998-99) being the State contribution towards the provision of outputs and asset investments.

In 1999-00 the Corporation's operating revenue also included \$125.9 million (\$128.7 million in 1998-99) funding from the Better Roads Trust Fund to finance expenditure on Better Roads Victoria road construction and maintenance projects. This program commenced in 1993-94 and is funded by the petroleum products franchise fee for motor spirit and diesel fuel equivalent to three cents per litre.

#### 3.2 Operating fees and Other Funding

During the year the Corporation received operating fees and other funding as follows:

	1999-2000 \$000	1998-99 \$000
Transport Accident Commission Fees	14,094	13,930
Natural Disaster Relief	2,618	3,519
State Boating Council	515	504
Other - Recoveries	4,196	5,018
<b>Total</b>	<b>21,423</b>	<b>22,971</b>

### 3.3 Regulatory, licence and other revenue

	1999-2000 \$000	1998-99 \$000
Regulatory, licence and other fees	47,392	48,632
External works	24,569	26,800
Rental revenue	8,888	9,114
Interest	233	284
Fines & Penalties	1,122	970
Assets Received Free of Charge (i)	9,136	10,699
Property Register adjustment (ii)	15,398	5,912
<b>Total</b>	<b>106,738</b>	<b>102,411</b>

(i) The Corporation received Assets Free of Charge in 1999-00 with a total value of \$9.136 million (\$10.699 million in 1998-99).

This consisted of:

- Road pavement reclassified to form part of the State's declared road network as a result of re-alignment of the declared road network boundaries which the Corporation manages, with a written down replacement cost of \$7.730 million (\$8.459 million in 1998-99)
- Earthworks associated with reclassified roads noted above with a written down replacement cost of \$0.835 million (\$2.240 million in 1998-99)
- Bridges associated with reclassified roads noted above with a written down replacement cost of \$0.569 (\$nil in 1998-99)

(ii) Property Register Adjustments

As a result of the continuing verification of the accuracy of the register to the electronic map base a number of adjustments were made to the Property Register.

These adjustments related to:

- some properties which were purchased or transferred to the Corporation in previous years but not recorded in the register;
- other properties which were sold in previous years but not removed from the register; and
- duplicate properties were included in the register.

	1999-00 \$000	1998-99 \$000
Properties added to the register	15,398	6,619
Less properties removed from the register	-	707
<b>Total</b>	<b>15,398</b>	<b>5,912</b>

# Notes to and forming part of the accounts

For the year ended 30 June 2000

## 4. Operating expenses

The Roads Corporation delivers its road network services through five major programs.

	1999-2000 \$000	1998-99 \$000
Road Safety	40,889	42,121
Road System Management	512,424	525,060
Traffic & Road Use Management	56,828	69,456
Registration & Licensing	68,944	83,682
Program Support Services	111,197	85,224
<b>Total</b>	<b>790,282</b>	<b>805,543</b>

The expenditure within these five programs can be separated by different categories as detailed opposite however, a comparison cannot be made to previous years as Work in Progress (WIP) has been reported directly to the balance sheet for the first time in the 1999-2000 financial year.

	1999-2000 \$000	1998-99 \$000
Salaries & related expenditure	160,930	155,643
Management & Operating expenditure	58,446	57,977
Audit Fees	274	168
Bad Debts	192	83
School crossing supervisors	5,563	5,441
Planning & Environment	9,385	7,617
Contract Payments	170,005	304,567
Materials	6,389	44,635
Municipal Claims	88,248	108,552
Plant Hire	20,293	25,956
Consultants	4,684	7,335
Capital Asset Charge (iii)	40,864	40,864
Service Relocations	4,839	3,815
Voluntary Departure Package Expenditure	1,798	1,041
Properties Acquired For Roadworks	9,528	2,809
Depreciation and Amortisation (i)	198,394	196,184
Increase/(Decrease) in provisions for employee entitlements	(20,144)	8,076
Non-Current Assets written off	874	(96)
Properties incorporated into roadworks (ii)	15,055	11,021
Capitalisation of Infrastructure	(4,533)	(188,396)
Assets Given Free of Charge (iv)	18,826	9,957
Assets written off (v)	372	2,294
<b>Total</b>	<b>790,282</b>	<b>805,543</b>

(i) **Depreciation and Amortisation**

	1999-2000 \$000	1998-99 \$000
Buildings in Service	276	272
Leasehold Improvements	261	275
Leased Assets Acquired for Roadworks	16	16
Fixed Assets	3,000	2,750
Buildings Situated on Properties Acquired for Road Works	539	474
Road Pavements	149,846	149,192
Bridges	32,952	31,790
Traffic Signal Control System	10,481	10,392
Sound Barriers	1,023	1,023
<b>Total</b>	<b>198,394</b>	<b>196,184</b>

(ii) **Properties Incorporated into Roadworks**

Properties are expensed upon the commencement of construction works. During 1999-00, \$15.055 million (\$11.021 million for 1998-99) was expensed

(iii) **Capital Asset Charge**

Capital Asset Charge is the amount the Department of Treasury and Finance charges the Roads Corporation for the cost of providing capital funds. The Capital Asset Charge is calculated at 8 per cent on the written-down value of the Corporation's non-current assets (excluding Infrastructure Assets). This amount is fully funded by the Appropriation.

(iv) The Corporation provided Assets Free of Charge in 1999-00 with a total value of \$18.8 million (\$9.957 million in 1998-99). This consisted:

- Road pavements provided free of charge to local councils due to realignment of declared road network boundaries with a written down replacement cost of \$6.026 million (\$3.280 million in 1998-99).
- Bridges transferred to the control of councils or other authorities with a written down replacement cost of \$8.83 million (\$6.053 million in 1998-99)
- Traffic signals associated with reclassified roads noted above with a written down replacement cost of \$1.13 million (\$nil in 1997-98)
- Earthworks associated with reclassified roads noted above with a written down replacement cost of \$2.838 million (\$0.624 million in 1998-99).

(v) The Corporation wrote off assets in 1999-2000 with a total value of \$0.38 million (\$2.294 million in 1998-99). This consisted of traffic signals with a written down replacement cost of \$0.38 million demolished and replaced by new signals.

**5. Disposal of assets**

**5.1 Profit/(Loss) on Disposal of Surplus properties acquired for roadworks**

Included in the Net Surplus/(Deficit) for the year is the profit/(loss) on disposal of surplus State land. The proceeds from these disposals are paid to the Consolidated Fund.

	1999-2000 \$000	1998-99 \$000
Proceeds from sale	9,785	3,890
Book value of land sold	5,132	4,056
<b>Total Profit/(Loss) on disposal</b>	<b>4,653</b>	<b>(166)</b>

**5.2 Profit/(Loss) on Disposal of Non-Current assets**

Included in the Net Surplus/(Deficit) for the year is the profit/(loss) on disposal of Fixed Assets, Federal and Better Road land sales. The proceeds from these disposals are retained by the Corporation.

	1999-2000 \$000	1998-99 \$000
Proceeds from sale	4,454	1,771
Book Value of assets sold	3,520	2,659
<b>Profit/(Loss) on Disposal of Assets</b>	<b>934</b>	<b>(888)</b>

**5.3 Abnormal Items**

	1999-2000 \$000	1998-99 \$000
Road Stereotype adjustment (i)	322,079	-
Infrastructure Write off (ii)	(255,898)	-
Superannuation Adjustment (iii)	(45,875)	-
<b>Total</b>	<b>20,306</b>	<b>-</b>

(i) The carrying amount of an Urban Stereotype Road has been re-instated by \$322m. The adjustment was made to take account of the latest design standard for pavement thickness prior to the initial recognition of this asset.

(ii) The Corporation adjusted its Road Infrastructure asset category by \$256m. The adjustment was required to write-off amounts that were initially incorrectly brought to account as a component of a road asset.

(iii) The Corporation was required to adjust its Superannuation Liability as the result of a revision upwards in the Accrued Benefit Liability of the State Superannuation Fund.

# Notes to and forming part of the accounts

For the year ended 30 June 2000

## 6 Equity

### 6.1 Contributed Capital

	1999-2000 \$000	1998-99 \$000
Balance at 1 July	14,011,096	14,004,997
Adjustment for Capitalisation of Infrastructure (i)	-	10,155
Book value of State Land Sales	(5,132)	(4,056)
<b>Balance at 30 June</b>	<b>14,005,964</b>	<b>14,011,096</b>

(i) Contributed Capital was adjusted by a net amount of \$10.155 million in 1998-99 which accounts for the value of traffic computer information of \$8.492 million and bridges of \$1.663 million recognised for the first time in the financial year.

### 6.2 Asset Revaluation Reserve

	1999-2000 \$000	1998-99 \$000
Balance at 1 July	319,196	290,577
Movements for the year:		
Infrastructure	815,041	-
Properties Acquired for Roadworks		
- Land	24,077	24,616
- Buildings	1,985	1,688
Assets in Commercial Use	455	1,130
Land and Buildings in Service		
- Land	679	622
- Buildings	449	563
<b>Asset Revaluation Reserve Balance at 30 June</b>	<b>1,161,882</b>	<b>319,196</b>

## 7. Liabilities

### 7.1 Prepaid Revenue

The Corporation receives payments in advance for services yet to be provided to the customer.

### 7.2 Government of Victoria and Agencies

The Corporation collects revenue such as stamp duty, vehicle registration fees, driver licence fees and the Transport Accident Charge, on behalf of the Government of Victoria and other Government Agencies. Collections and payments during the year were as follows:

	1999-2000 \$000	1998-99 \$000
Balance at 1 July	10,017	9,171
Plus total revenue collections (i)	1,633,187	1,590,798
	1,643,204	1,599,969
Less total amount paid	1,630,626	1,589,952
<b>Balance at 30 June</b>	<b>12,578</b>	<b>10,017</b>

(i) Revenue Collections on behalf of Government and Other Agencies comprise :

	1999-2000 \$000	1998-99 \$000
Transport Accident Charge and related Stamp Duty	866,857	844,749
Stamp Duty	271,939	267,724
Registration Fees	429,392	420,806
Drivers Licences	18,610	18,349
Federal Interstate Registrations	12,349	11,275
Other Licence fees, Permits etc.	17,950	18,583
Motor Boat Registrations	5,923	5,802
State Land Sales (ii)	10,167	3,510
<b>Total</b>	<b>1,633,187</b>	<b>1,590,798</b>

(ii) Only this item has been brought to account within the body of the Financial Statements of the Corporation. State Land Sales are initially reported in the Corporation's ledger as revenue. Expenses incurred in making the sale are expensed and the net proceeds are then made payable to the Government. An equivalent amount to the Book Value of the asset is written out of Contributed Capital. (Refer to notes 6.1 and 5.1.)

### 7.3 Liabilities - Property

This amount represents the value of properties acquired for road purposes (including acquisition costs) where a Notice of Acquisition has been formally served on the property owner or the Corporation has taken formal possession although final settlement had not been achieved at 30 June. (Refer note 2.2(a))

Amounts have been based on market valuation data prepared by external and internal valuers.

	1999-2000 \$000	1998-99 \$000
Current - Not later than one year	31,537	24,737
<b>Total</b>	<b>31,537</b>	<b>24,737</b>

#### 7.4 Planning and Environment Act Liabilities

This amount represents compensation payable in respect of financial loss by owners of properties affected by planning reservations.

#### 7.5 Provisions for Employee Entitlements

	Current \$000	2000 Non-Current \$000	Total \$000	1999 Current \$000	Non-Current \$000	Total \$000
Superannuation (i)	41,135	500,065	541,200	38,300	476,502	514,802
Annual Leave	8,052	-	8,052	8,626	-	8,626
Long Service Leave (ii)	3,750	33,746	37,496	3,575	35,944	39,519
Executive Remuneration	541	-	541	25	-	25
<b>Total</b>	<b>53,478</b>	<b>533,811</b>	<b>587,289</b>	<b>50,526</b>	<b>512,446</b>	<b>562,972</b>

(i) The above provision for superannuation covers three schemes as follows:

	1999-2000 \$000	1998-99 \$000
State Superannuation Scheme	512,373	477,209
Transport Superannuation Scheme	10,140	15,846
State Employees Retirement Benefits (SERB) Scheme	18,687	21,747
<b>Total</b>	<b>541,200</b>	<b>514,802</b>

The Corporation's employees contribute to one of the following superannuation schemes: the State Superannuation Scheme (Revised and New), the State Employees Retirement Benefits (SERB) Scheme, the Transport Superannuation Scheme, the Water Industry Superannuation Fund, or VicSuper.

In accordance with Note 2.9(c) the Corporation made payments during 1999-2000 to the State Superannuation Scheme \$27.476 million (\$23.757 million for 1998-99), Transport Superannuation Fund \$4.508 million (\$4.233 million for 1998-99), SERB \$1.459 million (\$1.39 million for 1998-99), equipSuper Fund \$0.024 million (\$0.024 million for 1998-99), and to VicSuper \$0.818 million (\$0.56 million for 1998-99). These amounts are included as Salaries and Related expenses in the Operating Statement.

Contributions paid were in accordance with the rates set by the relevant funds.

Employer superannuation contribution accruals for 1999-2000 and 1998-99 were:

	1999-2000 \$000	1998-99 \$000
State Revised and New Scheme	1,900	1,900
Transport Superannuation Scheme	325	325
State Employees Retirement Benefits (SERB) Scheme	110	110
VicSuper	50	50
<b>Total</b>	<b>2,385</b>	<b>2,385</b>

The above accruals are based on an average monthly payment made to the above Superannuation funds.

(ii) Long Service Leave is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. The following assumptions were adopted in measuring present value:

Percentage rates for weighted average rates have been supplied by the Department of Treasury and Finance.

	1999-2000	1998-99
Weighted average rates of increase in annual employee entitlements to settlement of the liability	4.60%	4.40%
Weighted average discount rates	6.07%	5.90%
Weighted average terms to settlement of the liabilities (years)	12	12

(iii) Executive Remuneration includes annual bonuses for executive officers.

# Notes to and forming part of the accounts

For the year ended 30 June 2000

## 7.6 Retentions and Provisions

These items represent Contractors' Claims, Retentions, Security Deposits and amounts provided for environmental restoration works at the Quarries and Pits operated by the Corporation following completion of quarrying operations.

	1999-2000 \$000	1998-99 \$000
Current	3,157	5,236
Non-Current	1,850	458
<b>Total</b>	<b>5,007</b>	<b>5,694</b>

## 8. Assets

### 8.1 Cash at Bank and on Hand

	1999-2000 \$000	1998-99 \$000
Cash at Bank	26,478	9,269
Cash on Hand	87	73
<b>Total</b>	<b>26,565</b>	<b>9,342</b>

### 8.2 Debtors and Prepayments

	1999-2000 \$000	1998-99 \$000
Debtors	7,085	11,094
Less estimated doubtful debts	214	95
	6,871	10,999
Prepayments	2,113	3,739
<b>Total</b>	<b>8,984</b>	<b>14,738</b>

### 8.3 Inventories

	1999-2000 \$000	1998-99 \$000
Stockpile Materials	2,117	3,044
Saleable items and consumable stores	2,371	2,782
<b>Total</b>	<b>4,488</b>	<b>5,826</b>

### 8.4 Advances

	1999-2000 \$000	1998-99 \$000
Current	9	10
Non-Current	29	42
<b>Total</b>	<b>38</b>	<b>52</b>

## 8.5 Land Held for Resale

Properties that have been approved to be sold by the Minister for Transport has been disclosed separately in this note.

	1999-2000 \$000	1998-99 \$000
<b>Land held for Resale</b>	<b>4,857</b>	<b>4,233</b>

The value of all Land Held for resale at 30 June 2000 have been indexed by the Valuer-General. The Valuer-General carried out a full 'market value in use' valuation on all Land Held for Resale properties as at 30 June 1998. (Refer to note 2.3.)

## 8.6 Property Loans

Represents outstanding principal due under terms contracts relating to the sale of land and associated improvements.

	1999-2000 \$000	1998-99 \$000
<b>Non-Current</b>	<b>186</b>	<b>193</b>

## 8.7 Land and Buildings in Service

This item refers to those assets which are in service e.g. offices and laboratories, regional residential properties, storage sites, depots and patrol garages and includes freehold buildings, buildings on Crown Land and buildings on leased land.

As mentioned in Note 2.3, the value of all Land and Buildings in Service have been indexed by the Valuer-General as at 30 June 2000. As at 30 June 1998, the Valuer-General carried out a full 'market value in use' valuation of all Land and Buildings in Service.

	2000 \$000	1999 \$000
<b>Land - 1 July</b>	<b>22,010</b>	<b>21,388</b>
Register Adjustments	20	-
Revaluation	679	622
	<b>22,709</b>	<b>22,010</b>
<b>Less</b>		
Register Adjustments	800	-
Disposals	1,926	-
<b>Land Held for Resale</b>	<b>498</b>	<b>-</b>
<b>Land - 30 June</b>	<b>19,485</b>	<b>22,010</b>
<b>Building - 1 July</b>	<b>11,533</b>	<b>10,822</b>
Acquisitions	-	420
Register Adjustments	30	-
Revaluation	449	563
	<b>12,012</b>	<b>11,805</b>
<b>Less</b>		
Disposals	400	-
Land Held for Resale	306	-
Depreciation	268	272
<b>Buildings - 30 June</b>	<b>11,038</b>	<b>11,533</b>
<b>Total Land &amp; Buildings in Service</b>	<b>30,523</b>	<b>33,543</b>



### 8.8 Leasehold Improvements

	1999-2000 \$000	1998-99 \$000
<b>Buildings</b>		
At Cost	10,701	11,251
Less Accumulated Depreciation	(1,352)	(1,138)
<b>Total Leasehold Improvements</b>	<b>9,349</b>	<b>10,113</b>

### 8.9 Properties Acquired for Roadworks

At 30 June 2000 the Corporation owned properties which are required for future roadworks, situated in a planning scheme for future roadworks, surplus to requirements and awaiting final survey after roadworks, or land-locked awaiting plans of consolidation and restoration of access before being sold. (Refer note 2.2.)

Where possible, these properties are rented or leased until required for roadworks or sold after being deemed surplus to requirements.

As mentioned in Note 2.2(b) the value of all properties acquired for roadworks have been indexed by the Valuer-General as at 30 June 2000. As at 30 June 1998, the Valuer-General carried out a full 'market value in use' valuation of all properties acquired for roadworks.

	1999-2000 \$000	\$000	1998-99 \$000	\$000
<b>Land - 1 July</b>		<b>489,949</b>		<b>464,519</b>
<b>Add</b>				
Land Held for Resale	180		-	
Acquisitions	13,090		11,219	
Assets Received Free of Charge	1		-	
Register Adjustments	16,414		6,520	
Revaluation	24,077	53,762	24,616	42,355
		<b>543,711</b>		<b>506,874</b>
<b>Less</b>				
Incorporated into roadworks (Refer note 4 (ii))	13,851		10,362	
Disposals	5,412		5,593	
Assets Held for Resale (see note 8.5)	-		738	
Register adjustments	-	<b>19,263</b>	232	<b>16,925</b>
<b>Land - 30 June</b>		<b>524,448</b>		<b>489,949</b>
<b>Buildings at Valuation - 1 July</b>		<b>20,855</b>		<b>18,673</b>
<b>Add</b>				
Acquisitions	4,152		1,877	
Register Adjustments	301		99	
Revaluation	1,985	<b>6,438</b>	1,688	<b>3,664</b>
		<b>27,293</b>		<b>22,337</b>
<b>Less</b>				
Incorporated into roadworks	1,204		659	
Disposals	785		290	
Register Adjustments	-		59	
Depreciation	518	<b>2,507</b>	474	<b>1,482</b>
<b>Buildings - 30 June</b>		<b>24,786</b>		<b>20,855</b>
<b>Total Land &amp; Buildings 30 June</b>		<b>549,234</b>		<b>510,804</b>

# Notes to and forming part of the accounts

For the year ended 30 June 2000

## 8.10 Assets in Commercial Use

Assets in Commercial Use comprises property currently occupied by Commercial Service Centres.

The value of all Assets in Commercial Use as at 30 June 2000 have been indexed by the Valuer-General. As at 30 June 1998 the Valuer-General carried out a full 'market value in use' valuation of all Assets in Commercial Use. (Refer to note 2.3.)

	1999-2000 \$000	1998-99 \$000
<b>Assets in Commercial Use at Valuation</b>	<b>16,285</b>	<b>15,830</b>

## 8.11 Leased Assets Acquired for Roadworks

In the course of acquiring properties for future roadworks the Corporation purchased a leasehold building which is secured until 2000. The capitalised lease value is amortised over the lease period commencing 1986-87. The property is let providing income to offset the amortisation charges until such times as it is required for roadworks.

	1999-2000 \$000	1998-99 \$000
Leasehold building at written down value	16	32
Less Amortisation	16	16
<b>Total</b>	<b>-</b>	<b>16</b>

## 8.12 Fixed Assets - Computer and Other Technical Equipment

	1999-2000 \$000	1998-99 \$000
Fixed Assets	26,776	26,266
Less Accumulated Depreciation	(15,160)	(15,127)
<b>Total Fixed Assets</b>	<b>11,616</b>	<b>11,139</b>

## 8.13 Infrastructure Assets

	1999-2000 \$000	1998-99 \$000
<b>Road Pavement</b>		
At replacement cost 30 June 2000	10,340,264	-
At replacement cost 30 June 1997	-	9,087,661
At cost	-	239,013
less Accumulated Depreciation	3,025,483	2,694,365
	<b>7,314,781</b>	<b>6,632,309</b>
<b>Earthworks</b>		
At replacement cost 30 June 2000	4,268,466	-
At replacement cost 30 June 1998	-	4,251,675
<b>Sound Barriers</b>		
At replacement cost 30 June 2000	92,165	-
At replacement cost 30 June 1998	-	92,164
less Accumulated Depreciation	6,593	5,570
	<b>85,572</b>	<b>86,594</b>
<b>Bridges (inc West Gate Bridge)</b>		
At replacement cost 30 June 2000	3,226,438	-
At replacement cost 30 June 1997	-	2,852,603
At cost	-	10,018
less Accumulated Depreciation	910,742	790,398
	<b>2,315,696</b>	<b>2,072,223</b>
<b>Traffic Signal Control Systems</b>		
At replacement cost 30 June 2000	241,164	-
At replacement cost 30 June 1997	-	244,179
At cost	-	349
less Accumulated Depreciation	160,424	153,275
	<b>80,740</b>	<b>91,253</b>
<b>Work in Progress</b>		
At cost	265,005	319,671
<b>Total Infrastructure Assets</b>	<b>14,330,260</b>	<b>13,453,725</b>

## 9. Statement of cash flows

### (a) Reconciliation of Cash

For the purpose of the Statement of Cash Flows, the Corporation considers cash to include cash on hand, in banks and investments at call. Cash at the end of the financial year as shown in the statement of cash flows is reconciled to the related items in the Balance Sheet as follows:

	1999-2000 \$000	1998-99 \$000
Cash at Bank	26,478	9,269
Cash on Hand	87	73
<b>Total</b>	<b>26,565</b>	<b>9,342</b>

### (b) Reconciliation of net cash flow from operating activities to the Net Surplus/(Deficit) for the year is as follows:

	1999-2000 \$000	1998-99 \$000
Net Surplus/(Deficit) for the year	33,908	(21,240)
<b>Add Back</b>		
Depreciation & Amortisation	198,394	196,184
Employee entitlements	(20,144)	8,076
Fixed Assets written off	874	(96)
Properties incorporated into road works	15,055	11,021
Payment to Consolidated Fund	(5,132)	(3,510)
Property register adjustments	(15,398)	(5,912)
(Profit)/Loss on Disposal	(934)	888
Decrease/(increase) in inventories	1,339	(637)
Increase/(decrease) in creditors/ other provisions	6,103	(4,351)
Decrease/(increase) in debtors/ other provisions	5,775	(4,667)
Assets Received free of charge (refer note 3.3)	(9,136)	(10,699)
Assets Given free of charge (refer note 4.0)	18,826	9,957
Assets written off (refer note 4.0)	372	2,294
Abnormal Items (refer note 5.3)	(20,306)	-
Net Agency Collections	2,561	846
<b>Net Cash Flows from Operating Activities</b>	<b>212,157</b>	<b>178,154</b>

## 10. Remuneration and retirement benefits

In accordance with the Directions of the Minister for Finance under the Financial Management Act 1994, the following disclosures are made for the Responsible Ministers, Accountable Officer and Executive Officers.

### (i) Responsible Persons

The names of persons who held the position of Responsible Minister at any time during the reporting period are:

- The Hon P Batchelor, MLA, Minister for Transport – from October 1999
- The Hon G R Craige, MLC, Minister for Roads and Ports – July 1999 to October 1999.

The names of persons who were Accountable Officers at any time during the reporting period are:

- Colin Jordan
- Peter Balfe – acting for periods – 4 January 2000 to 14 January 2000.

### (ii) Remuneration of Accountable Officer

Remuneration received or receivable by the Accountable Officer in connection with the management of the Corporation during the reporting period was in the range:

\$220,000 – \$229,999\* (1998-99, \$330,000 – \$339,999)\*\*

\* includes bonus paid during the reporting period

\*\* includes accrued bonus and leave paid on completion of employment contract

# Notes to and forming part of the accounts

For the year ended 30 June 2000

## (iii) Executive Officers Remuneration

The number of executive officers whose total remuneration from the Corporation exceeded \$100,000 during the reporting period, are shown below in their relevant bands:

	Total Remuneration		Base Remuneration	
	2000	1999	2000	1999
\$100,000 – \$109,999	17	–	23	15
\$110,000 – \$119,999	14	1	14	6
\$120,000 – \$129,999	7	4	4	4
\$130,000 – \$139,999	3	1	2	3
\$140,000 – \$149,999	1	12	4	4
\$150,000 – \$159,999	5	4	4	2
\$160,000 – \$169,999	2	3	1	1
\$170,000 – \$179,999	2	3	–	–
\$180,000 – \$189,999	1	1	–	–
\$190,000 – \$199,999	1	1	1	–
\$200,000 – \$209,999	–	2	–	–
\$210,000 – \$219,999	–	2	–	–
\$220,000 – \$229,999	–	1	–	–

	1999–2000 \$000	1998–99 \$000
The total remuneration for the reporting period of executive officers included above, amounted to	6,637	8,636
Bonuses paid during the reporting period on completion of employment contracts included above, amounted to	–	1,867
Annual bonuses paid during the reporting period	475	–

## (iv) Other Transactions of Directors and Director-Related Entities

Nil

## 11. Other matters

### (i) Contingent Liabilities

#### (a) Legal

The Corporation has examined its records to provide an estimate of possible material exposures resulting from various legal actions and other contingencies. The estimate of such contingent liabilities as at 30 June 2000 was \$14.7 million (\$21.2 million for 1998-99). In the large number of cases, the Corporation is contesting the associated claims.

### (ii) Commitments

#### (a) Forward Contracts

The outstanding commitments as at 30 June is:

	1999-2000 \$000	1998-99 \$000
Road, Bridge and Ancillary Works	302,249	161,812
Land Acquisition - formal possession not taken as at 30 June (Refer Notes 2.2(a))	2,122	1,966
Other Contract Commitments	59,373	74,676
<b>Total</b>	<b>363,744</b>	<b>238,454</b>

#### (b) Operating Leases

Lease payments for the financial year ended 30 June 2000 totalled \$14.3 million (\$18.9 million for 1998-99).

For non-cancellable leases with a lease term in excess of one year, lease commitments aggregated as at 30 June are as follows:

	1999-2000 \$000	1998-99 \$000
(i) Not later than one year	6,358	6,386
(ii) Later than one year and not later than five years	20,843	20,154
(iii) Later than five years	80,053	80,022
<b>Total</b>	<b>107,254</b>	<b>106,562</b>
<b>Total Commitments</b>	<b>470,998</b>	<b>345,016</b>

### (iii) Transactions with other Government Controlled Entities

During the 1999-2000 financial year, transactions were undertaken with other Victorian Government controlled entities. These transactions are summarised as follows:

'Intra' transactions are between entities within the Infrastructure portfolio.

'Inter' transactions are with entities controlled by the Victorian Government outside the portfolio.

	2000		1999	
	Intra \$000	Inter \$000	Intra \$000	Inter \$000
Assets	-	-	-	-
Liabilities	12,578	-	10,017	-
Revenues	687,579	-	472,453	15,119
Expenses	11,089	2,538	19,040	5,454
Contributed Capital	14,005,964	-	14,011,096	-
Consolidated Collections on behalf of Government and Agencies	753,981	866,857	734,774	844,749

# Statutory statement

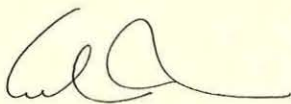
For the year ended 30 June 2000

# Auditor-General's report

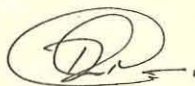
## Statutory statement by accountable officer and chief finance and accounting officer

In our opinion:

- (a) the accompanying financial statements of the Roads Corporation present fairly the financial transactions of the Corporation for the year ended 30 June 2000 and the financial position of the Corporation as at that date
- (b) the financial statements of the Corporation have been prepared in accordance with the Financial Management Act 1994 and the Directions of the Minister for Finance
- (c) at the date of signing these statements, we are not aware of any circumstances which would render any particulars included in these financial statements to be misleading or inaccurate.



Colin Jordan  
Chief Executive



Douglas G Thompson  
Director, Finance

Dated at Melbourne on 16 October 2000

To the Members of the Parliament of Victoria, the responsible Ministers and the Chief Executive of the Roads Corporation

### Audit Scope

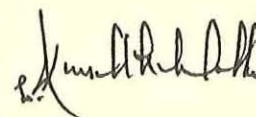
The accompanying financial report of the Roads Corporation for the financial year ended 30 June 2000, comprising Operating Statement, Balance Sheet, Statement of Cash Flow and notes to the financial statements, has been audited. The Chief Executive of the Roads Corporation is responsible for the preparation and presentation of the financial report and the information it contains. An independent audit of the financial report has been carried out in order to express an opinion on it to the Members of the Parliament of Victoria, the responsible Ministers and the Chief Executive of the Roads Corporation as required by the *Audit Act 1994*.

The audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial report is free of material misstatement. The audit procedures included an examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial report is presented fairly in accordance with Australian Accounting Standards and other mandatory professional reporting requirements and complies with the requirements of the *Financial Management Act 1994*, so as to present a view which is consistent with my understanding of the Corporation's financial position, the results of its operations and its cash flows.

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

### Audit Opinion

In my opinion, the financial report presents fairly the financial position of the Roads Corporation as at 30 June 2000 and the results of its operations and its cash flows for the year ended on that date in accordance with Australian Accounting Standards and other mandatory professional reporting requirements and complies with the requirements of the *Financial Management Act 1994*.



Melbourne 2000  
19/10/2000

JW Cameron  
Auditor-General

# Appendices

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## Legislation

During the 1999–2000 year, the *Road Safety Act 1986* was amended by the *Road Safety (Amendment) Act 2000*.

The *Road Safety (Amendment) Act 2000*:

- prohibits driving while impaired by a drug other than alcohol
- enables blood samples to be taken by approved health professionals in drug and drink-driving cases
- permits councils to fix a penalty, up to a maximum of \$50, for minor parking infringements committed against regulations made under the *Road Safety Act 1986*
- empowers protective-services officers to prosecute drivers for specific parking offences
- provides the introduction of digital speed cameras.

The amendments related to drugs and alcohol will come into force on 1 December 2000 unless an earlier date is proclaimed. The other amendments are already in force.

During 1999–2000, the following regulations administered by the Roads Corporation were made.

- 120/1999: *Road Safety (Road Rules) Regulations 1999*
- 123/1999: *Transport (Road Rules—Consequential Amendment) Regulations 1999*
- 146/1999: *Road Safety (Vehicles) (Amendment) Regulations 1999*
- 58/2000: *Road Safety (Vehicles) (Transfer Procedures) Regulations 2000*

## Competitive neutrality

In accordance with the State Government's competitive-neutrality policy, agencies are required to self-attest that they have observed the pricing principles of this policy. The policy applies to identified business activities in competition or potential competition with external providers, or when agencies choose to market test their services against private-sector alternatives.

Identified business activities within VicRoads, as set out in the policy, are Land Information and Survey, Road and Bridge Design, Bituminous Surfacing, and Printing Services.

The preferred model for competitive-neutrality policy for these activities is Model Two.

VicRoads has processes in place for achieving compliance with competitive-neutrality principles 'the principles'. These include a database in which compliance with the pricing principles and a formal sign-off of compliance by individual business units are fully documented.

## Audit report

During 1999–2000, VicRoads internal auditors undertook a variety of projects that addressed control/compliance, effectiveness and operational issues. Activities included:

- a program of regular visits to registration and licensing and roads offices. Performance of these offices in key operational areas is benchmarked and best practices identified
- data integrity audits of VicRoads registration, licensing and other key computer databases
- a review of the VicRoads Information Technology (IT) security policy and existing access controls for key IT applications and information systems
- a review of the implementation of scope and cost control guidelines across VicRoads regions and projects
- a review of VicRoads Occupational Health and Safety (OH&S) and environmental management processes
- a review of budgeting and financial estimating procedures within the Commercial Services division, in order to compare and contrast current approaches and benchmark these against current practice.

## Freedom of information

Access granted in full	27
Access granted in part	37
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## VicRoads officers

### Principal Officer

Colin Jordan,  
Chief Executive

### Authorised officer requests

Jarrod Guiney and Freda Mandikos, Freedom of Information Officers

Officer reviews: Martin Pollard, Manager, Legal Services

## Compliance with the Building Act 1993

### Building works

	Number
Buildings certified for approval	Nil
Works in construction and the subject of mandatory inspections	9
Occupancy permits issued	6

### Maintenance

Notices issued for rectification of sub-standard buildings requiring urgent attention	Nil
Involving major expenditure and urgent attention	Nil

### Conformity

Number of buildings conforming to standards	63
Brought into conformity this year	Nil

## Compliance and enforcement

Implementation of heavy-vehicle reforms continued throughout 1999–2000, thereby providing substantial benefits to the freight industry. VicRoads Transport Safety Services continued to work with industry by providing education sessions and promoting reforms, including compliance-accreditation schemes. Enforcement activities were targeted at operators and drivers who disregard the regulations. Reports of non-compliance are referred to VicRoads Compliance and Enforcement Group for resolution in a consistent and appropriate way, whereby the objective is to achieve compliance.

This report is a summary of detected non-compliance of the Acts and regulations by operators and drivers, from reports of Transport Safety Services Officers' on-road enforcement activities. The range of offences was consistent with that of the previous fiscal year. However, there was a decrease in reported offences, from 1532 to 1210.

Decreases were recorded for:

- over-length offences (from 53 to 36)
- overweight offences (from 542 to 350)
- insecure-loading offences (from 28 to 13)
- unregistered vehicles and trailers (from 113 to 77).

Increases were recorded for:

- logbook offences (from eight to 13)
- speeding offences (from five to 11)
- unsafe-vehicle offences (from seven to 22); and
- unlicensed and unendorsed-driving offences (from 18 to 24).

There was also an increase in the number of penalty notices issued, from 4897 to 5389.

## Summary of outcomes of offence reports and penalty notices

For 1999–2000, reported offences submitted for prosecution by VicRoads totalled 1210, and 810 of the 813 charges were laid successful in court.

The proven cases resulted in the fact that the Magistrate's Court of Victoria imposed financial penalties of \$561,391.

A total of 5389 penalty notices were issued for 1999–2000. Infringement penalties totalled \$1,341,715, and 111 pleas to review notices were received.

Combined monetary penalties from court fines and penalty notices totalled \$1,903,106.

Maddock Lonie & Chisholm Lawyers provided file-preparation and records-management services under contract. This report has been assembled from data provided by that company and by LMT Australia Pty Ltd, which is responsible for processing penalty notices in Victoria.

## Offence reports finalised

Prosecution cases heard	813
Prosecution cases proven	810
Prosecution cases dismissed	3
Prosecution cases proven and dismissed	1
Convictions	769
Custodial sentences (imprisonment)	0
Charges withdrawn or struck out	18
Good-behaviour bonds	40
Warning letter issued	7
Penalty notice issued by prosecution officer	7
No other action warranted	33
No provable offence (insufficient evidence)	33

# Appendices

## Summary of total convictions and fines, by legislation

	Convictions	Fines \$
<i>Road Safety Act 1986</i>	172	126,513
<i>Road Safety (Drivers) Regulations 1999</i>	13	6,673
<i>Road Safety (Vehicles) Regulations 1999</i>	269	215,170
<i>Road Safety (Procedures) Regulations 1999</i>	7	2,915
<i>Road Safety (Traffic) Regulations 1998</i>	20	6,235
<i>Road Safety (Vehicles) Regulations 1998</i>	168	135,180
<i>Interstate Road Transport Act 1985 (Comm)</i>	17	12,795
<i>Interstate Road Transport Regulations 1986 (Comm)</i>	102	55,560
<i>Summary Offences Act. 1966</i>	1	350
<b>Total</b>	<b>769</b>	<b>561,391</b>

## Major safety offences within total court convictions

	Convictions	Fines \$
Over-dimensional vehicles	64	61,320
Overweight vehicles (State)	257	220,015
Overweight vehicles (Comm)	76	43,610
Overweight B-doubles	17	12,795
Speeding offences	11	5,915
Logbook breaches	13	6,233
Lighting offences	1	300
Insecure loading	13	6,900
Unsafe vehicle or mechanical defects	22	15,400
Traffic breaches	44	20,958
Unregistered vehicle or trailer	77	67,870
Unlicensed or unendorsed licence	24	14,275
<b>Total</b>	<b>619</b>	<b>475,591</b>

## Summary of penalty notices

Pleas to prosecution section to review notice	111
Elected to appear in court	15
Unpaid notices approved for PERIN court enforcement	861
Cancelled notices	30
Penalty notice issued <i>in lieu</i> of offence report	7

## Penalty notices issued

Offences	Number Issued	\$ Penalty
<ul style="list-style-type: none"> <li>■ Speeding                             <ul style="list-style-type: none"> <li>Exceeding speed limit by up to 15 km/h</li> <li>Exceeding speed limit by 15 to 29 km/h</li> <li>Exceeding speed limit by more than 30 km/h</li> </ul> </li> <li>■ Traffic offences                             <ul style="list-style-type: none"> <li>Signs and signals</li> <li>Lighting offences</li> <li>Other</li> </ul> </li> <li>■ Safety offences                             <ul style="list-style-type: none"> <li>Failure to wear seatbelt</li> <li>Use of hand-held communication equipment</li> <li>Insecure load</li> <li>Unroadworthy vehicle</li> <li>Unregistered vehicle or trailer</li> <li>Unlicensed driver</li> <li>Logbook offences</li> <li>Excessive hours of driving</li> <li>Overweight vehicles</li> <li>Over-dimensional vehicles</li> <li>Failure to comply with schedule requirements</li> <li>Failure to comply with pilot or escort requirements</li> </ul> </li> <li>■ Special categories                             <ul style="list-style-type: none"> <li>Parking infringements</li> </ul> </li> <li>■ Miscellaneous                             <ul style="list-style-type: none"> <li>Other</li> </ul> </li> </ul>		
	146	19,215
	169	33,715
	6	1,630
	236	29,620
	11	1,425
	21	3,125
	265	35,805
	73	9,855
	384	51,840
	93	21,825
	485	177,260
	221	103,200
	603	99,495
	17	2,805
	1886	640,310
	483	79,695
	66	10,890
	3	495
	14	1,040
	207	18,470
<b>Total</b>	<b>5389</b>	<b>1,341,715</b>



# VicRoads Office Addresses

## VicRoads Head Office

**VicRoads Head Office**  
60 Denmark Street, Kew, 3101

## Regions

### South Western Region

63 McKillop Street, Geelong, 3220

### Western Region

1315 Sturt Street, Ballarat, 3350

### Eastern Region

120 Kay Street, Traralgon, 3844

### North Eastern Region

50-52 Clarke Street, Benalla, 3672

### Northern Region

57 Lansell Street, Bendigo, 3550

### Metropolitan

#### South East Region

12 Lakeside Drive, Burwood East, 3151

### Metropolitan

#### North West Region

499 Ballarat Road, Sunshine, 3020

## Project Offices

### Calder Corridor Projects

2 Beauchamp Street, Kyneton, 3444

### Docklands Project

16 Salmon Street, Port Melbourne, 3207

### Eastern Projects

Unit 12, 613 Maroondah Highway, Mitcham, 3132

### Geelong Road Project

10 Wallace Avenue, Point Cook, 3027

### Goulburn Valley Hwy Project

166 Benalla Road, Shepparton, 3630

### Hallam Bypass Project

40 Belgrave-Hallam Road, Hallam, 3803

### South East Projects

Ferntree Gully Road, Mulgrave, 3170

## Registration and Licensing Offices

### Ararat

Shop 2,  
56 High Street, Ararat, 3377

### Bairnsdale

535 Princes Highway, Bairnsdale, 3875

### Ballarat

88 Learmonth Road, Wendouree, 3355

### Benalla

50-52 Clarke Street, Benalla, 3672

### Bendigo

57 Lansell Street, Bendigo, 3550

### Broadmeadows

Cnr Pearcedale Parade and  
Johnstone Street, Broadmeadows, 3047

### Burwood East

12 Lakeside Drive, Burwood East, 3151

### Camberwell

3 Prospect Hill Road, Camberwell, 3124

### Carlton

459 Lygon Street, Carlton, 3053

### Cobram

c/o Shire Offices,  
44 Station Street, Cobram, 3644

### Colac

8 Rae Street, Colac, 3250

### Dandenong

16 Princes Highway, Doveton, 3177  
26 Fowler Road, Doveton, 3177

### Dromana

Shop 11, Dromana Central  
143 Point Nepean Road,  
Dromana, 3936

### Echuca

5 Mundarra Road, Echuca, 3564

### Frankston

71 Hartnett Drive, Seaford, 3198

### Geelong

180 Fyans Street,  
Geelong South, 3220

### Greensborough

Diamond Village Shopping Centre,  
Nepean Street, Watsonia, 3087

### Hamilton

Riley Street, Hamilton, 3300

### Horsham

14 O'Callaghans Parade, Horsham, 3400

### Kyneton

2 Beauchamp Street, Kyneton, 3444

### Leongatha

Anderson Street,  
(South Gippsland Hwy) Leongatha, 3953

### Maryborough

c/o Shire Offices  
Neill Street, Maryborough, 3465

### Melton

c/o Shire Offices,  
232 High Street, Melton, 3337

### Mildura

109-111 Orange Avenue, Mildura, 3500

### Morwell

87 Princes Highway, Morwell, 3840

### Oakleigh South

1 Eskay Road, Oakleigh South, 3167

### Portland

114a Percy Street, Portland, 3305

### Sale

28 Princes Highway, Sale, 3850

### Seymour

5 Crawford Street, Seymour, 3660

### Shepparton

231-239 Corio Street, Shepparton, 3630

### Sunbury

36 Mececon Street, Sunbury, 3429

### Sunshine

499 Ballarat Road, Sunshine, 3020

### Swan Hill

70 Nyah Road, Swan Hill, 3585

### Wangaratta

6-8 Handley Street, Wangaratta, 3677

### Warragul

Unit 5, 131 North Road, Warragul, 3820

### Warrnambool

29 Jamieson Street, Warrnambool, 3280

### Werribee

11 Riverside Avenue, Werribee, 3030

### Wodonga

82-86 Elgin Street, Wodonga, 3690

VicRoads Web site <<http://www.vicroads.vic.gov.au>>