



Transport
Construction
Authority





Customers are
at the centre
of all we do

Letter to the Minister

The Hon. Gladys Berejiklian MP
Minister for Transport
Governor Macquarie Tower
1 Farrer Place
Sydney NSW 2000

Dear Minister,

I am pleased to submit the Annual Report and Financial Statements of Transport Construction Authority for presentation to the Parliament of New South Wales for the year ended 30 June 2011.

This report has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984*, the applicable provisions of the *Public Finance and Audit Act 1983* and the *State Owned Corporations Act 1989*.

Yours sincerely,



Chris Lock
Chief Executive

The Annual Report reviews the performance of Transport Construction Authority (TCA) over the reporting period from 1 July 2010 to 30 June 2011. It covers our performance across our programs and functional areas.

TCA was established on 1 July 2010 under the *Transport Administration Act 1988* as a continuation of the former legal entity Transport Infrastructure Development Corporation (TIDC).

This Annual Report is available online at www.tca.nsw.gov.au. Hard copies are available on request by contacting **1800 684 490** or emailing mail@tca.nsw.gov.au.

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Chief Executive's report



Since TCA's inception, our goal has been to deliver innovative and sustainable transport solutions that provide value and assurance for NSW. Our people are project focused, innovative and motivated to deliver the transport needs of NSW. Our organisation is helping the NSW Government deliver its transport vision for NSW and achieve better transport outcomes for our customers.

Chris Lock

2010–2011 was a year of achievement and impressive results for TCA

On 1 July 2010, Transport Construction Authority (TCA) was established as a continuation of the former legal entity Transport Infrastructure Development Corporation (TIDC). Our transition to TCA was seamless and our organisation continues to evolve whilst keeping the qualities that make us unique and successful.

In November 2010, our people shared their views and experience of our culture, values and behaviours in the annual culture survey. Results of the survey confirmed that we are project focused, innovative and motivated to deliver the best outcomes for our customers.

With our focus on providing high-quality transport infrastructure for the NSW community, our theme for this year's Annual Report is 'customers at the centre of all we do' and we have taken the opportunity to highlight how every part of TCA works to deliver real benefits to the people of NSW.

TCA made significant progress on the South West Rail Link during 2010–2011. This important program of works is providing essential transport infrastructure for the growing south-west Sydney community. The program includes a major upgrade of Glenfield Transport Interchange, a new rail line from Glenfield to Leppington with two new stations and a stabling facility. In September 2010, we completed and opened the Glenfield multi-storey commuter car park. We commenced major works to upgrade the Glenfield Station and these works are now well advanced, as are works to construct rail flyovers north and south of the station. The major design and construction contract for the Glenfield to Leppington Rail Line was awarded in December 2010, with detailed design works and site investigations well underway.

In addition, planning approval for the Auburn Stabling facility was granted in May 2011 and a concept design for staged delivery has been completed. The Auburn Stabling facility is designed to cater for the expected increase in train services in Sydney's inner west and south west.

The Rail Clearways Program successfully completed stage one of the Macarthur Station Upgrade and Interchange project in December 2010, providing an easy access upgrade of the station, a bus-rail interchange adjacent to the station and a new commuter car park. The Richmond Line Duplication project commissioned a new line in October 2010 and there has been significant progress on the Kingsgrove to Revesby Quadruplication project, with all 20 bridges completed ahead of schedule. The Liverpool Turnback project, which commenced construction in January 2011, has also made good progress. Together these Rail Clearways projects are untangling the CityRail network to reduce rail congestion and allow for simpler timetables and more reliable and frequent services for commuters.

The Commuter Car Park and Interchange Program opened 15 high-quality commuter car parks providing 3,861 new car spaces to the public during 2010–2011, partially opened one other at Macarthur (Tailby Street), and opened the Blacktown commuter car park in July 2011. Construction continues to complete the second stage of Macarthur (Tailby Street) car park, which is scheduled to open in December 2011 and the Schofields car park, which is scheduled to open in stages in October and December. An additional four projects are in early construction and the remaining projects are in planning or development. Our successful delivery of this program is improving public transport access for communities across the CityRail network by facilitating easier interchange between transport modes.

Our work on the Epping to Chatswood Rail Link continued to be recognised during the year. The architects for the project, HASSELL, won the nation's most prestigious architecture award, the 2010 Sir Zelman Cowen Award for Public Architecture and also won the coveted International Architecture Award for the Best New Global Design in 2011. The Rail Clearways Program was also recognised during the year, with the Cronulla Line Duplication Project receiving a Highly Commended at the 2010 NSW Premier's Awards; the Macarthur Station Upgrade and Interchange Project contractors, Broad Construction, receiving the NSW Master Builders Association Award for Safety; and the Kingsgrove to Revesby Quadruplication, K2RQ Alliance, winning awards for Safety Excellence and for Engineering Innovation at the Leighton Contractors National Excellence Awards. These awards are a testament to TCA's focus on working in partnership to deliver innovative and sustainable transport infrastructure.

Looking forward

The administration of transport in this State is undergoing a period of significant change. This change is driven by a desire to achieve better transport outcomes for the NSW community. To this end, the NSW Government has established an integrated transport authority, Transport for NSW.

Transport for NSW will be managed by the Director-General, under the direction of the Minister for Transport and the Minister for Roads and Ports. The new organisation will be responsible for improving the customer experience for the people who use NSW transport services and will ensure that transport planning, program administration, policy, regulation, investment and procurement of transport services, infrastructure and freight are driven by customer needs.

The *Transport Legislation Amendment Bill 2011* sets out the new arrangements for the transport portfolio. The Bill also provides for the abolition of the Transport Construction Authority with all functions and projects transferring to the Transport Projects Division of Transport for NSW.

The Transport Projects Division will develop and deliver major transport projects and manage strategic procurement of trains, buses and ferries. The Division brings together project development expertise from the Department of Transport,

project delivery expertise from the Transport Construction Authority and strategic procurement capability from across the transport agencies.

We are ready to adapt to meet the future needs and priorities of Government and the transport needs of NSW. We have developed the knowledge, systems and standards that allow us to deliver first-class transport infrastructure, on time and within budget. Our safety record leads the industry nationally and globally. And importantly we have built an enduring trust with our stakeholders, our delivery partners and the communities of NSW.

I thank our people across our project teams and support functions and I thank our delivery partners for their hard work, dedication and commitment to delivering innovative and sustainable transport solutions for the people of NSW. As we move forward with the Transport Projects Division of Transport for NSW, I believe that we are ready to deliver the next generation of transport projects for our customers – who are at the centre of everything we do.



Chris Lock
Chief Executive

Chris Lock

Chris Lock has been appointed as the Deputy Director General of the Transport Projects Division of Transport for NSW. In this role, Chris is responsible for developing and delivering NSW transport infrastructure and fleet asset projects to meet time, cost and quality objectives.

Chris has extensive project and contract management experience in the infrastructure sector, spanning both public and private sectors in Australia and overseas.

As Deputy Director General of the Transport Projects Division, Chris remains focused on achieving better transport outcomes for the NSW community.

1 Overview



Our vision

Working in partnership to deliver innovative and sustainable transport solutions that make NSW a great place to live and work.



TCA at a glance

Transport Construction Authority (TCA) is a NSW Government agency and statutory authority, established under Section 18A of the *Transport Administration Act 1988 (NSW)*, as a continuation of the former legal entity Transport Infrastructure Development Corporation.

Over the past six years we have successfully delivered 14 rail infrastructure projects including the Epping to Chatswood Rail Link and Chatswood Transport Interchange, Parramatta Transport Interchange, North Sydney Station Upgrade, Newcastle Rail Corridor project and nine Rail Clearways projects. We have also opened 20 high-quality commuter car parks, creating more than 6,000 car spaces for commuters.

TCA is responsible for the delivery of the remaining Rail Clearways projects, Commuter Car Park and Interchange Program, South West Rail Link Program (including the Auburn Stabling Project), Northern Sydney Freight Corridor Program, Asset Divestment Program and Wynyard Walk.

These projects provide continued improvements to the capacity, reliability, accessibility and reach of Sydney's transport system for the benefit of the NSW community – our customers.

Our charter

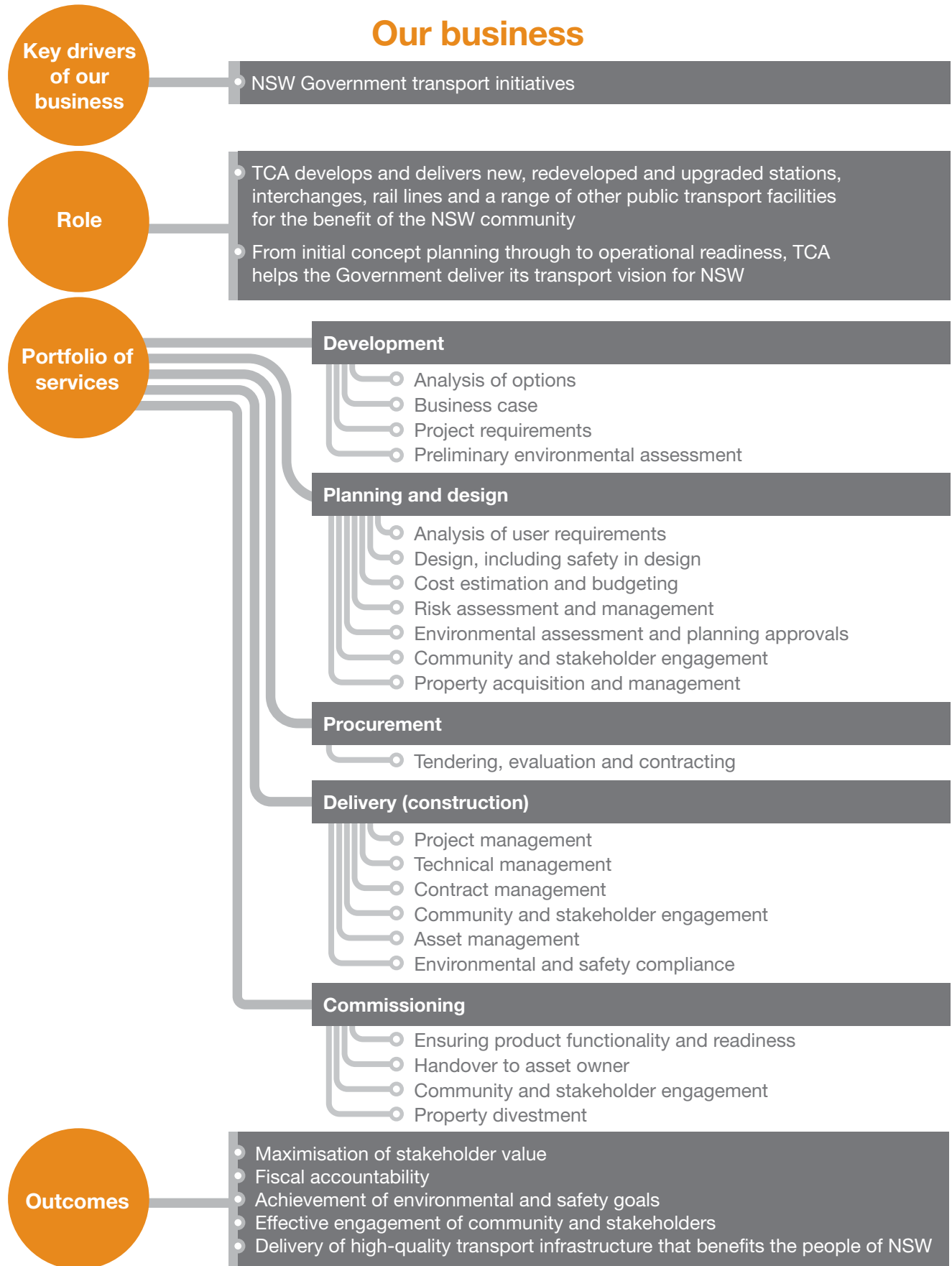
The principal objective of TCA under the *Transport Administration Act 1988* is to develop major railway systems and other major transport projects, in an efficient, effective and financially responsible manner.

The other objectives of TCA are:

- » to be a successful business and, to that end, operate at least as efficiently as any comparable business, and maximise the net worth of the State's investment
- » to exhibit a sense of social responsibility by having regard to the interests of the community in which it operates
- » where its activities affect the environment, to conduct its operations in compliance with the principles of ecologically sustainable development contained in section 6 (2) of the *Protection of the Environment Administration Act 1991*
- » to exhibit a sense of responsibility towards regional development and decentralisation in the way in which it operates.



Our business



Our drivers

TCA is a project-funded and project-focused agency, operating within the competitive construction sector of the NSW and Australian economies to deliver transport projects as directed by the NSW Government.

The Government's transport initiatives reflect its commitment to deliver an effective transport system that maximises benefits for the NSW community and economy. These initiatives respond to the increasing demand for public transport, driven by forecast population growth, land-use planning and public expectations around environmental, social and economic sustainability. We support the Government in achieving its transport objectives through aligning our operations with transport initiatives.

In delivering our projects, TCA is cognisant of the drivers that shape our business now and in the future. We actively work with our partners in the construction industry to ensure that we are able to deliver both current and future projects effectively and efficiently. We also respond to the changing community consultation expectations driven by new technologies and the *Government Information (Public Access) Act 2009*.

TCA's aim is to cost effectively deliver sustainable transport solutions that support the growth of NSW, enhancing its natural and urban environments to provide tangible benefits for our customers whilst representing value to the NSW Government and the people of NSW.

Our stakeholders

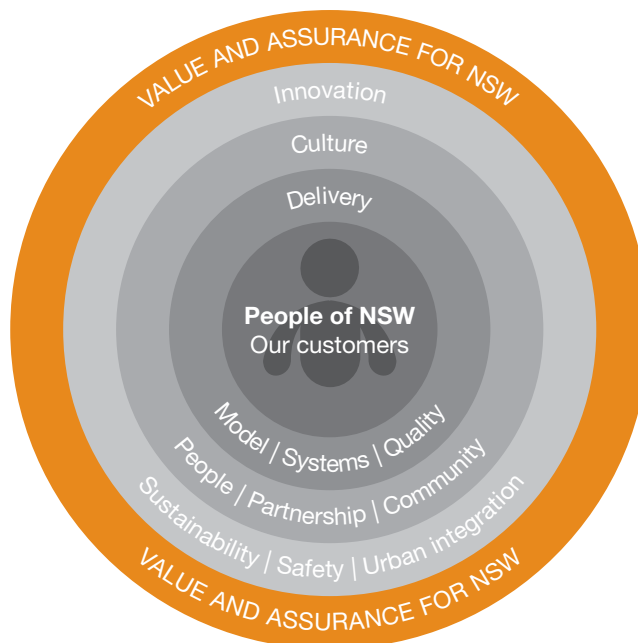
In achieving successful project delivery, TCA is committed to understanding and meeting the needs of our stakeholders. We have built strong relationships with our stakeholders across government, industry partners and suppliers, media, employees and consultants, and the NSW community.

Our customers

Our organisation has been designed to efficiently deliver complex transport infrastructure projects that provide value and assurance for the people of NSW – our customers. We have developed the corporate knowledge, systems and standards that allow us to deliver first-class transport infrastructure.

We maximise customer benefits through our drive for innovation, our culture and our delivery. Our approach utilises an efficient organisational model with proven systems to deliver high-quality transport infrastructure; close and constructive relationships with our people, our delivery partners, and the communities in which we work; and innovative methods to optimise project outcomes in sustainability, safety and urban integration.

Our customers are at the centre of all we do.



Our projects





2010–2011 performance summary

Financial performance

TCA receives funding through grants from Consolidated Funds, borrowings through NSW Treasury Corporation and from other government agencies. Funding also includes proceeds from the sale of properties surplus to construction requirements and third-party contributions.

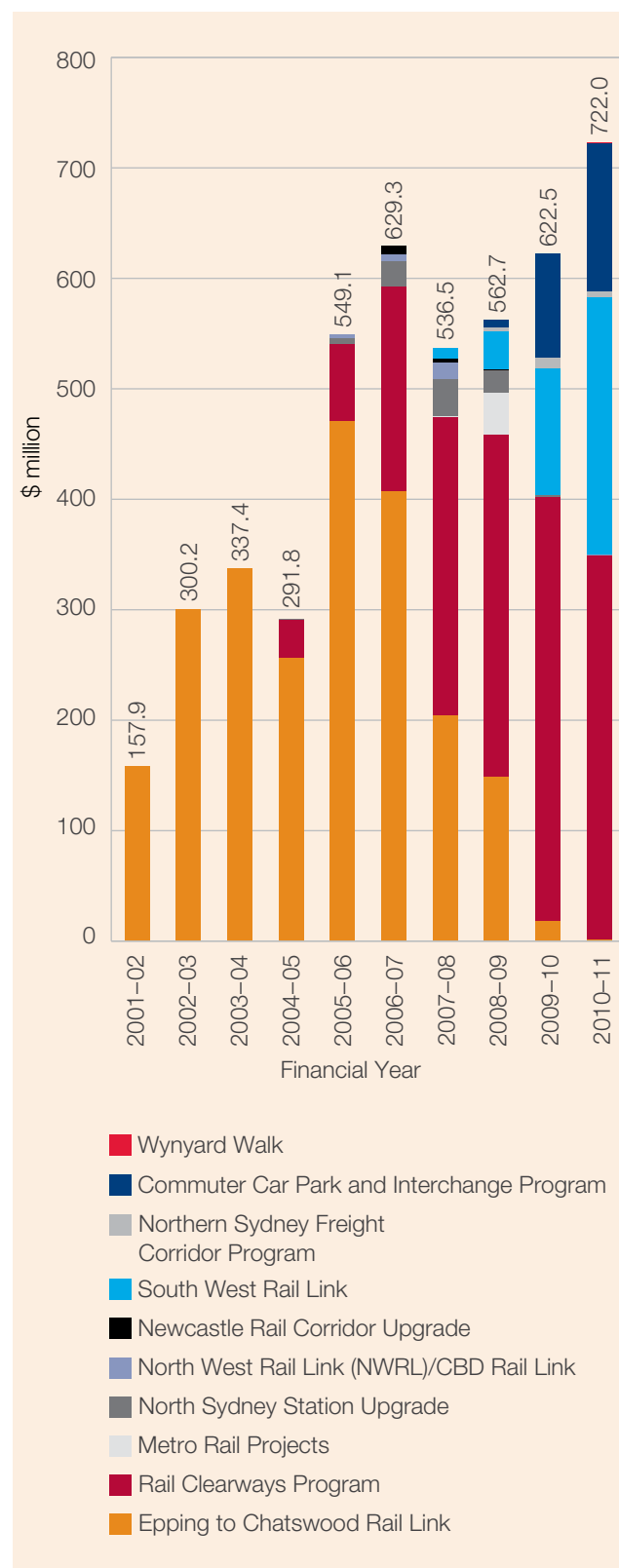
All funding received, with the exception of borrowings and grants received directly from Consolidated Funds, is treated as revenue from operations in the Statement of Comprehensive Income (see page 74). Corresponding expenditures are treated as expenses from operations. For the 2010–2011 reporting period, revenue from operations was \$371.6 million and expenses from operations were \$376.3 million, giving a deficit from operations of \$4.7 million.

Funding received directly from Consolidated Funds is treated separately as Government Grants in the Statement of Comprehensive Income. Government Grants received during the 2010–2011 reporting period totalled \$154.7 million, comprising \$56.4 million for the South West Rail Link, \$76.5 million for the Commuter Car Park Program and \$21.8 million for the Commuter Car Park and Interchange Program.

Combining the deficit from operations and Government Grants, TCA's overall surplus for the 2010–2011 reporting period was \$150 million.

Expenses from operations disclosed in the Statement of Comprehensive Income do not include expenditure on the Epping to Chatswood Rail Link, South West Rail Link and the Commuter Car Park and Interchange Program as these expenditures are capitalised as construction work-in-progress in the Statement of Financial Position (see page 75). Construction work-in-progress including capitalised interest, as at 30 June 2011, was \$552.1 million. As at 30 June 2011, TCA has total assets of \$1,136.8 million and total liabilities of \$144.9 million, giving a total equity (or net assets) of \$991.9 million on the Statement of Financial Position.

Total project expenditure



Non-financial performance

In 2010–2011, TCA worked with the Minister for Transport to develop the Statement of Business Intent. This is essentially a performance agreement between TCA management and the Minister. Anchored on TCA's Business Plan, the Statement of Business Intent summarises our strategic and performance commitments.

TCA's performance against the targets outlined in our Statement of Business Intent for 2010–2011 is detailed below.

Non-financial performance targets 2010–2011	Target	Performance
Rail Clearways Program		
Macarthur Stage 1 – works complete	December 2010	Achieved
Macarthur Stage 2 – detailed design commence	June 2011	Achieved
Richmond Line Duplication – new down line commission	October 2010	Achieved
Kingsgrove to Revesby Quadruplication – Salt Pan Creek Bridge early works complete	June 2011	Achieved
Kingsgrove to Revesby Quadruplication – Davies Road Bridge construction complete	April 2011	Achieved
Kingsgrove to Revesby Quadruplication – complete construction of Memorial Drive Bridge	June 2011	Achieved
Liverpool Turnback – commence construction	January 2011	May 2011
South West Rail Link		
Commence rail line early construction works	June 2010	Achieved
Design and construct tender release for Glenfield to Leppington Rail Line	July 2010	Achieved
Glenfield multi-storey car park complete	August 2010	September 2010
Commence Glenfield station works	August 2010	Achieved
Receive planning approval for Glenfield to Leppington Rail Line	September 2010	November 2010
Glenfield substation contract awarded	October 2010	December 2010
Design and construct contract awarded for Glenfield to Leppington Rail Line	December 2010	Achieved
Auburn Stabling – planning approval determined	December 2010	May 2011
Auburn Stabling – award construction contract	June 2011	September 2011
Commuter Car Park and Interchange Program		
Berowra car park construction complete	September 2010	December 2010
Emu Plains car park construction complete	September 2010	Achieved – Partial October 2010. Remainder February 2011
Macarthur (Menangle Road) car park construction complete	December 2010	Achieved
Macarthur (Tailby Street – Stage 1) car park construction complete	October 2010	December 2010
Quakers Hill car park construction complete	October 2010	September 2010
St Marys car park construction complete	November 2010	December 2010
Seven Hills Stage 1 car park construction complete	November 2010	December 2010



Revesby Commuter Car Park was completed in April 2011 as part of the Commuter Car Park and Interchange Program. It provides around 720 car parking spaces for commuters and shoppers.

Non-financial performance targets 2010–2011 continued	Target	Performance
Waterfall car park construction complete	September 2010	December 2010
Wollongong car park construction complete	December 2010	October 2010
Wyong car park construction complete	October 2010	March 2011
Revesby car park construction complete	December 2010	April 2011
Warwick Farm car park construction complete	March 2011	Achieved
Woy Woy car park construction complete	December 2010	April 2011
Blacktown car park construction complete	February 2011	July 2011
Padstow construction start	Mid 2011	On hold
Cabramatta car park construction start	Early 2011	On hold
Mortdale car park construction start	April 2011	On hold
Mt Druitt car park construction start	April 2011	May 2011
Rockdale car park construction start	May 2011	On hold
Minor interchanges construction start at Allawah, Narwee and Kogarah	May 2011	Achieved
Northern Sydney Freight Corridor		
Planning approval North Strathfield Rail Underpass	March 2011	Revised to mid 2012
North Strathfield Rail Underpass Alliance design and construct contract award	May 2011	Revised to mid 2012

Non-financial performance targets 2010–2011 continued	Target	Performance
Safety		
Implement a Safety Performance Index	31 December 2010	Achieved
Lost time injury rolling 12-month frequency rate	<1.5	Not achieved – 1.8 LTI
Medical treatment injury rolling 12-month frequency rate	<8	Achieved – 7.9 MTI
Number of notifiable rail safety incidents requiring investigation by the Rail Safety Regulator	0	Achieved
Maintain rail safety accreditation	Achieve	Achieved
All TCA rail safety workers to be assessed for competence	100%	Achieved
Safety assurance deliverables – project safety master plans, safety assurance plans and reports in place within defined timescale	90%	Achieved – 100%
Management of safety risk throughout all the stages of project lifecycle – all projects have an accepted rail safety and occupational safety risk register in place at each of the project lifecycle phases (PMMF aligned)	90%	Achieved
Engineering		
Ensure that a technical competency framework is established for all TCA engineering staff, allowing the assessment and development of personal staff competencies – all staff assessed against an agreed competency profile	June 2011	Partially achieved
Streamline design review process (internal and external) to achieve further time and cost efficiencies – all review submissions processed in the agreed timescales turnaround times of 20 days met	December 2010	Achieved
Strengthen TCA design assurance process to facilitate RailCorp's acceptance of design with minimal input – noticeable reduction in the number of comments issued by RailCorp, increasing number of reviews undertaken by TCA on RailCorp's behalf	December 2010	Achieved
Develop a process to target improved construction quality and adherence to design intent delivered via strengthened inspection and test plan requirements and enhanced site surveillance – new standards in place and incorporated into the TCA Engineering Management Manual/Handbook and applied consistently on all projects	April 2011	Achieved
Launch Engineering Handbook to promote efficiency and consistency of approach	October 2010	Achieved
Environment		
No major environmental incidents or environmental penalty infringement notices	0	Achieved
Maintain ISO14001 Accreditation of Environmental Management System (EMS)	Achieve reaccreditation	Achieved
Implement sustainable procurement requirements into South West Rail Link Stage 2 contract documentation	July 2010	Achieved
Develop and implement Biodiversity Offset Strategy and Greenhouse Gas Inventory Guidelines	October 2010	Achieved

Non-financial performance targets 2010–2011 continued	Target	Performance
Partner with UTS Faculty of Design, Architecture & Building to run Sustainable Design Competition	December 2010	Achieved
Undertake erosion and sedimentation control training for 100% of relevant TCA personnel and construction contractors	Achieve	Achieved
Community		
All projects in planning or construction have a project communications strategy	December 2010	Achieved
98% compliance with complaints management procedures of community liaison plans	June 2011	Achieved
Community feedback surveys undertaken on major projects bi-annually	June 2011	Achieved
Increased community satisfaction levels with TCA engagement process – benchmark current satisfaction and develop five-year community engagement strategy	April 2011	Achieved
Implementation of web 2.0 technologies to enhance TCA's community engagement process	February 2011	Ongoing
Compliance with requirements of <i>Government Information (Public Access) Act 2009</i>	June 2011	Achieved
Increased employee satisfaction with internal communications – benchmark current satisfaction and develop five-year internal communications strategy	April 2011	Achieved
Increased levels of engagement and profiling with TCA stakeholders	December 2010	Achieved
Property		
Manage acquisition resolution within budget	90%	Achieved
Implement and deliver the Asset Divestment Program	As per program	Achieved
Vest lands and interests in lands and agreements/contracts to the transport owner and operator	As per program	Achieved
Procure lands and interests in lands for all programs within schedule and budget	As per program	Achieved
Manage property within approved budget	As per approved budget	Achieved
Finalise Operation and Management agreements for the car parks before vesting	As per program	Achieved
Maintain and manage relationships and development agreements with contracted parties and adjoining stakeholders	As per program	Achieved – ongoing
Acquire control of the property portfolio required for the SWRL in accordance with the program so that there is no commercial risk for the award of the major construction contract to be competitively procured by end 2010	As per program	Achieved
Upgrade Geographical Information System database to enable efficient assessment during due diligence and assist document assurance during vesting	June 2011	Achieved



The Executive Committee, chaired by TCA's Chief Executive, Chris Lock, meets fortnightly to discuss strategic issues, coordinate operations and share information.

Non-financial performance targets 2010–2011 continued	Target	Performance
Commercial		
Implement contract management manuals for all forms of TCA contracts	June 2011	Achieved
Improve commercial and procurement competencies measured by the Project Management Competency Assessment	>3 out of 5	Achieved – 4 out of 5
Implement an enhanced, shared contractor performance reporting database for assessment and reporting	June 2011	Achieved – March 2011
TCA strategic cost estimation capability is recognised by Government as best practice (adopt <i>Best Practice Cost Estimation Standard for Publicly Funded Road and Rail Construction</i>)	Mid 2011	Achieved
Agree a Commercial Management Framework	December 2010	Achieved
Support the use of project controls to monitor project health and implement an insurance self service portal	March 2011	Achieved
Implement procurement framework agreements for suitable projects and construction services	June 2011	Achieved
Review and adopt agreed leading practice infrastructure delivery strategies and contract forms	June 2011	Achieved
Obtain accreditation under the Agency Accreditation Scheme for Construction	September 2010	Achieved – October 2010

Non-financial performance targets 2010–2011 continued	Target	Performance
Formalise training for the key users of the PSC procurement process for all TCA functions	February 2011	Achieved
Provide further opportunities for staff to participate in alliances	5 additional staff	Achieved
Corporate		
Attract additional projects through continuous demonstration of capability	New funding	Achieved
Transition to Transport Construction Authority (TCA)	30 June 2011	Achieved
All project managers trained on the Project Management Methodology Framework	January 2011	Achieved
Achieve TCA ICT customer satisfaction of not less than 5 out of 7	5	Achieved – 5.1
Achieve ICT system availability within service level agreement	97%	Achieved – 98%
Retain accreditation with ITSRR and certification of all business systems through completion of the audit and risk management program	Annual ISO certification	Achieved
Decrease time taken to close out audit findings – days taken to close out audit findings	50	Achieved – 39
Compliance with Treasury Audit and Risk Management Policy	August 2010	Achieved
Deliver effective financial and accounting management services	Annually	Achieved
Ensure all legal, commercial and property services align with project timetables and meet industry standards	No issues due to ineffective legal advice	Achieved
95% invoices paid on time	Ongoing	Partially achieved
Ensure vesting occurs – according to program	Ongoing	Achieved
Ensure Compliance Register is current – quarterly updates and annual review by Finance and Audit Risk Committee	Ongoing	Achieved
People		
Reduce unplanned work force turnover	5.5%	11.7%
Reduce average time to recruit	10 weeks	11.2 weeks
Increase average training hours per employee	35 hours per annum	33.4 hours
100% of performance development agreements (PDA) to be completed	90% submission of mid year	53%
Implement a competency framework across project management, engineering and rail safety	December 2010	Partially achieved
Strengthen TCA culture with targeted campaign to reinforce the TCA values and support Beyond Zero and Fatigue Management initiatives	December 2010	Achieved
Implement a leadership development program	July 2010	Achieved
10% increase in participation in Health and Well Being program	December 2010	Achieved
Conduct an annual organisational culture and climate survey	October 2010	Achieved

2 Projects



Our projects deliver innovative and sustainable transport infrastructure for the people of NSW



2

Projects

TCA's project delivery teams had a successful year in 2010–2011, with the completion of 15 car parks in the Commuter Car Park and Interchange Program and stage one of a major project in the Rail Clearways Program. A summary of achievements is provided below with detailed descriptions in the following pages.

2010–2011 achievements

Rail Clearways Program

- » First stage of the Macarthur Station Upgrade and Interchange completed and commissioned in December 2010
- » All major bridge works completed on the Kingsgrove to Revesby Quadruplication
- » New Down line commissioned on the Richmond Line Duplication in October 2010
- » Construction of Liverpool Turnback commenced December 2010
- » Stage 2 Homebush Turnback commissioned November 2010 and Lidcombe Turnback commissioned March 2011 (by RailCorp)

South West Rail Link Program

- » In February 2011, one million work hours completed since construction began in 2009 with no lost time injuries
- » Glenfield multi-storey commuter car park completed in September 2010
- » Final planning approval received on 18 November 2010
- » Contracts awarded to:
 - John Holland Pty Ltd to design and construct Glenfield to Leppington rail line
 - Lend Lease to provide services for the TCA Integrated Project Delivery Team
 - Tenix to construct Glenfield South Substation
- » Completion of BioBanking agreement
- » Auburn Stabling Project planning approval determined

Commuter Car Park and Interchange Program

- » 15 commuter car parks completed in 2010–2011
- » Expanded Commuter Car Park and Interchange Program commences

Northern Sydney Freight Corridor Program

- » Completed Strategic Review Report
- » Completed draft Environmental Assessment and draft Project Proposal Report for North Strathfield Rail Underpass
- » Completed validation of train paths

Asset Divestment Program

- » Investigated potential of North Ryde Station Precinct (NRSP) as a redevelopment project
- » Department of Planning declared North Ryde Station Precinct as a Proposed State Significant Site in March 2011
- » Divested Roseville property
- » Procured T/As as at NRSP and commenced design

Awards

- » Epping to Chatswood Rail Link project won highest recognition in Australia for public architecture from the Australian Institute of Architects (Sir Zelman Cowen Award)
- » Cronulla Line Duplication received highly commended at the 2010 NSW Premier's Awards
- » TCA's contractor, Broad, won NSW Master Builders Association Award for Safety for projects up to \$10 million for its work on the Rail Clearways Program – Macarthur Station Upgrade and Interchange Project

Rail Clearways Program

Customers / n. 1,000,000 passengers on the CityRail network each week day



Customer benefit:

The Rail Clearways Program is untangling the CityRail network to reduce rail congestion and allow for simpler timetables and more reliable and frequent services for commuters. The program will increase the capacity of the network to meet patronage growth from suburban and intercity communities.

The Rail Clearways Program is an initiative of the NSW Government to provide reliable public transport and improve the capacity of Sydney's metropolitan rail network, currently recognised as one of the most complex in the world.

The program involves the construction of additional tracks, platforms, turnbacks and stabling facilities. When completed, these works will remove bottlenecks and junctions and significantly reduce the sharing of critical infrastructure and train paths across rail lines. It will mean an incident on one part of the network will have a limited effect on other services.

TCA is well advanced in the delivery of the Rail Clearways Program, with eight projects completed to date, including Berowra Station Platform 3, Bondi Junction Turnback, Cronulla Line Duplication, Homebush Turnback, Hornsby Station Platform 5 and Stabling, Lidcombe Turnback, Macdonald Stabling, Macarthur Station Upgrade and Interchange Project and the Revesby Turnback.

TCA undertook work on four Rail Clearways projects during 2010–2011:

- » Macarthur Station Upgrade and Interchange
- » Kingsgrove to Revesby Quadruplication
- » Richmond Line Duplication
- » Liverpool Turnback.

Key performance indicators for the Rail Clearways Program are provided in the Performance Summary on page 10.



The upgrade to Macarthur Station has improved accessibility for commuters, making it easier to move between transport modes.

Improving customer satisfaction at Macarthur

Delivery of the Macarthur Station and Interchange Project is an example of how TCA is improving the transport system and increasing customer satisfaction for passengers on the CityRail network.

Macarthur Station is located at the south-western limit of the existing suburban rail network. The station is a termination point for trains from the East Hills, Cumberland and South lines and a key access point to public transport for communities in Sydney's growing south-west region.

In December 2010, TCA completed stage one of the project, providing modifications to the station concourse and platform work, a bus-rail interchange, kiss and ride facilities, lifts and stairs to the pedestrian overpass and a new commuter car park adjacent to the station.

Customers are benefiting from the easy access and improved amenity at the station and the seamless interchange between transport modes.

TCA received positive feedback from the local community on the improvements to the station and on our communications on the next stage of development.

May I take this opportunity to congratulate TCA, firstly for developing and further implementing the necessary rail constructions at Macarthur Square ... secondly ... for taking the trouble to advertise and involve the public in this exciting new project that will no doubt benefit all rail and bus commuters from Macarthur Square.

Community member
30 June 2011



Nightworks on the Kingsgrove to Revesby Quadruplication project, the largest project in the Rail Clearways Program.

Macarthur Station Upgrade and Interchange

The Macarthur Station project is being delivered in two stages. Stage one was completed this financial year, providing an easy access upgrade of Macarthur Station including new lifts, a bus-rail interchange adjacent to the station and a new commuter car park. Stage two is in the design phase and will provide a new fourth platform at Macarthur Station and associated track works for an improved turnback facility.

Commuters are already benefiting from improved amenity and access to Macarthur Station and easier interchange between transport modes. The turnback facility will provide additional benefits to commuters by improving service reliability and capacity to support the future growth.

Key achievements

- » completing and commissioning of stage one as scheduled in December 2010
- » commencing detailed design of stage two in June 2011.

Kingsgrove to Revesby Quadruplication

The Kingsgrove to Revesby Quadruplication project is the largest project in the Rail Clearways Program. It involves construction of a second pair of rail tracks between Kingsgrove and Revesby, modification to road and rail bridges along the line, changes to the Revesby Station concourse, installation of new overhead wiring and associated civil and rail system works to form a dedicated Campbelltown Express Line.

Once completed, the project will benefit commuters on the East Hills Line by providing increased reliability and improved services by separating the all-stops and the express services. The second pair of rail tracks will also provide for future capacity from the South West Rail Link.

Key achievements

- » completing the majority of bridges, retaining walls and earthworks to accommodate the two additional tracks between Kingsgrove and Revesby by mid 2011
- » commencing new track and overhead wiring installation in June 2011
- » commencing installation of noise walls along the rail corridor in May 2011
- » completing construction of a new sub-station at Revesby in May 2011, in readiness for commissioning in September 2011.

2

Richmond Line Duplication

The Richmond Line Duplication project is being delivered in two stages. Stage 1 is in construction and will provide a duplicate track and associated rail infrastructure between Quakers Hill and the relocated Schofields Station. Stage 2, Schofields to Vineyard duplication, is currently deferred and will be delivered to align with population growth in the region.

Completion of Stage 1 will benefit commuters on the Richmond Line by providing improved service reliability and frequency of peak services as well as reduced travel times between Riverstone and Blacktown stations. The relocated Schofields Station will provide improved amenity and easier access to interchange between transport modes. The subsequent completion of Stage 2 will increase the capacity of the Richmond Line to support population growth in north-west Sydney.

Key achievements

- » completing critical drainage works and shifting more than 10,000 cubic metres of earth to make way for the new Down line
- » commissioning the new Down line in October 2010
- » commencing construction of Schofields road bridge in March 2011
- » commencing construction of Schofields footbridge in July 2010
- » constructing new Schofields sub-station and commencement of pre-commissioning.

Liverpool Turnback

The Liverpool Turnback project involves the construction of an additional track at Liverpool Station, a new platform and an extension of the existing concourse. It includes the remodelling of terminating facilities at Liverpool Stabling Yard.

The project will benefit commuters by assisting on time running of rail services through increased timetable flexibility and service capacity to accommodate local transport needs into the future.

Key achievements

- » commencing construction of Liverpool Turnback in December 2010
- » setting up a managing contractor site compound on RailCorp land
- » commencing enabling works, such as the removal of redundant sidings
- » installation of new siding track in January 2011
- » establishing arrangements with Australian Rail Track Corporation's Southern Sydney Freight Line project by gaining alignment and agreement through the design, construction and commissioning stages to ensure that safety, quality and schedule are not compromised.

The year ahead

TCA is expected to achieve a number of major milestones on the Rail Clearways Program during 2011–2012.

The relocated Schofields Station as part of Stage one of Richmond Line Duplication will be operational as will be the Schofields footbridge in July 2011. The Schofields sub-station will be operational in July 2011 and the scheduled final commissioning of Stage one of Richmond Line Duplication is planned for October 2011.

On the Kingsgrove to Revesby Quadruplication, the Revesby Substation will be commissioned in stages from July to October 2011 and the Revesby Concourse in

September 2011. In addition, new track sections across Salt Pan Creek will be commissioned in September and December 2011.

Critical enabling works for the Liverpool Turnback were carried out in July 2011 with the construction of a new viaduct to commence in early 2012 and the planned long possession to be undertaken in January 2012.

Construction works delivery strategy for Stage two of the Macarthur Station and Turnback Project will be finalised by late 2011 and detail designs will be complete in 2012.

South West Rail Link

Customers / n. 330,000 new residents of south-west Sydney



Customer benefit:

The South West Rail Link is providing essential infrastructure for the predicted future population growth of the south-west Sydney community – an estimated 330,000 residents by 2040. The link will improve public transport access for commuters and provide new rail services connecting major employment centres in Liverpool, Parramatta and the Sydney CBD.

The South West Rail Link is an initiative of the NSW Government to improve the public transport system and respond to predicted population growth in south-west Sydney and passenger growth on the metropolitan rail network.

The link will support new communities in south-west Sydney, providing new rail services to the outer metropolitan area, additional services on the East Hills Line and stabling to support the Airport and East Hills Line, Main South Line, Bankstown Line and Inner West Line. When completed, these services will encourage a reduction in use of private cars as the main mode of transport to and from communities in south-west Sydney.

The South West Rail Link is made up of three major packages of work:

- » Glenfield Transport Interchange
- » Glenfield to Leppington Rail Line
- » ancillary projects, including the Auburn Stabling and Airport Line power upgrade.

The ancillary projects include construction of a new train stabling facility north-west of Auburn Station in Sydney's west and upgrade to the power system for the Airport Line, including an additional sub-station.

Construction of the Glenfield Transport Interchange is underway with works to upgrade the station and construct an additional platform well advanced, as are works to construct the northern flyover required to join the East Hills line into the existing rail network. The Glenfield multi-storey commuter car park was opened to the public in September 2010.

Planning approval for the Glenfield and Leppington rail line and stations was granted in November 2010. The contract for design and construction was awarded to John Holland in December 2010 and the detailed design and early works have commenced.

TCA completed the Preferred Activity Report for the Auburn Stabling project and planning approval was determined in May 2011.

Key performance indicators for the South West Rail Link are provided in the Performance Summary on page 10.



TCA and its delivery partner were committed to implementing sustainable building methods during the design and construction of the Glenfield multi-storey commuter car park.

Local community benefits from Glenfield multi-storey car park

Sydney's south-west is growing. Already there is demand from commuters in the semi-rural area of Glenfield for improved public transport and better integration between transport modes.

The South West Rail Link Program is delivering the critical transport infrastructure to meet current demand and provide for the future growth needs of the region.

In September 2010, TCA opened the Glenfield multi-storey commuter car park – a key element of the Glenfield Transport Interchange project. The new commuter car park provides approximately 700 parking spaces and includes disabled parking, lift access to all levels, CCTV surveillance and security lighting. Within the first week of opening, hundreds of commuters were using the new facilities.

Not only has the Glenfield commuter car park provided a solution to encourage increased use of public transport by making it easier to access the rail network, it has also set the benchmark for incorporating sustainability initiatives into design and construction.

The project exceeded sustainability targets for recycling of spoil and general construction waste, with an estimated 42 tonnes of mulch and 1,350 tonnes of top-soil recycled and provided to the local Hurlstone Agricultural School for landscaping, as well as 4,950 tonnes of earth fill material recycled and used on a local sub-division project.

The car park design incorporated a rain garden at the site to improve the quality of rainwater runoff released to the creek downstream as well as a perforated panel façade, chosen by the local community, to provide an artistic compliment to the building and a lasting monument to the community's engagement in the project.

Reducing the impact of our projects, through innovative and sustainable design and construction, is an important part of our commitment to deliver transport infrastructure that will provide a long term legacy for future generations.

Stephen Pascall
Executive Program Director, South West Rail Link



Installing a new track turnout for the South West Rail Link at Glenfield.

Glenfield Transport Interchange

The Glenfield Transport Interchange involves a major upgrade to Glenfield Station including lifts, the construction of a multi-storey commuter car park (completed), the construction of additional parking spaces at Seddon Park (completed), an upgrade of the bus-rail interchange in Railway Parade, a rail flyover to the north of the station, and associated rail and road modifications.

When completed in 2013, the Glenfield Transport Interchange project will benefit communities in south-west Sydney and commuters on the South Line and East Hills Line by providing improved station access and amenity, increased services and capacity and independent freight and passenger services.

Key achievements

- » commencing construction on the Glenfield Station concourse in August 2010
- » opening Glenfield multi-storey commuter car park to the public in September 2010
- » awarding the contract for construction of Glenfield South sub-station to Tenix in December 2010
- » completing the upper deck of the main northern flyover structure in January 2011
- » construction of northern flyover approach ramp walls, viaducts for the exit ramp and installing the first exit ramp bridge span
- » installing the first new track at Glenfield Junction in May 2011
- » installing the temporary footbridge at Glenfield Station in May 2011, for commissioning in October 2011, to enable safe access to the platforms during construction
- » construction of the first columns for the exit viaducts of the southern flyover and continued piling works, drainage works, excavation and earthworks
- » completing TCA's first BioBanking agreement in June 2011.

2

Glenfield to Leppington Rail Line

The Glenfield to Leppington rail line includes 11.4 kilometres of new twin track from Glenfield to Leppington, a new station and commuter car park at Edmondson Park, a new station and commuter car park at Leppington and a new train stabling facility to the west of Leppington Station in Rossmore.

The new line is expected to open to the public in 2016, providing improved public transport access for communities in south-west Sydney and a connection to major employment centres in Liverpool, Parramatta and the Sydney CBD for commuters.

Key achievements

- » planning approval granted in November 2010
- » finalising the tender process and appointing John Holland as the design and construct contractor in December 2010
- » awarding the contract for services to the Integrated Project Delivery Team to Lend Lease in December 2010
- » commencing detailed design in February 2011
- » commencing survey and investigation works in March 2011
- » finalising and managing third-party agreements with Roads and Traffic Authority, Sydney Catchment Authority, Endeavour Energy and Landcom.

Auburn Stabling

The Auburn Stabling project involves the construction of a new train stabling facility north-west of Auburn Station.

The project will be delivered in two stages. Construction for Stage one will commence later this year and involves construction of a stabling facility to accommodate up to 11 eight-car trains, staff amenities and offices, a noise mitigation barrier and associated civil and rail systems. Stage two, to be delivered when required to meet future demand, involves construction of stabling for an additional five eight-car trains.

The project will benefit commuters by catering for the expected increase in train services in Sydney's west and south-west.

Key achievements

- » planning approval granted in May 2011 under Part 5 of the *Environmental Planning and Assessment Act 1979*
- » completing a Preferred Activity Report which responds to submissions received and includes modifications to the project by early May 2011
- » completing concept design for staged delivery of project
- » tendering for detailed design and construction contract for Stage one.

The year ahead

TCA is expected to achieve a number of major milestones on the South West Rail Link during 2011–2012.

Substantial construction will commence between Glenfield south and Leppington once John Holland receives its Environmental Protection Licence and the Department of Planning and Infrastructure approves the environmental management plans in late 2011. Site establishment, including site access roads and general site works, will commence in October 2011. Major services will be diverted and bridge and civil works will begin in March 2012.

A number of Glenfield Junction works will be completed, including the northern flyover approach ramps and viaduct and the temporary footbridge for the public in October 2011. The Glenfield South Substation will be completed in October 2011 and the Glenfield Station concourse deck, slab, roof and building works will be completed in January 2012.

The design and construct contract for the Auburn Stabling project will be awarded in 2011 and construction on Stage one will commence in mid 2012.

Commuter Car Park and Interchange Program

Customers / n. 7,000
commuters who use different
transport modes each day



Customer benefit:

The Commuter Car Park and Interchange Program is providing high-quality car parking and transport interchange facilities for communities at metropolitan and regional locations across the CityRail network. This program will provide better links to different transport modes, making access for commuters more convenient and efficient.

The Commuter Car Park and Interchange Program is an initiative of the NSW Government to improve the transport system by providing additional commuter car parking spaces and improved interchange facilities for communities across Sydney and the Greater Metropolitan Area.

The program was first announced in November 2008, with a timeline set for completion in 2011. The program initially involved the delivery of 7,000 new commuter car parking spaces in 29 facilities, ranging from small at-grade car parks to large at-grade and multi-storey car parks.

In 2010–2011, the program was expanded to include the development of a number of additional car parks, transport interchanges and station upgrades. The renamed Commuter Car Park and Interchange Program now includes delivery of 37 commuter car parks and 10 transport interchange upgrades.

TCA is responsible for delivery of 30 of the commuter car parks and all interchange facilities in the program. The remaining car parks are being delivered by other government agencies or local councils.

Key performance indicators for the Commuter Car Park and Interchange Program are provided in the Performance Summary on page 10.



TCA engaged with the local community, residents, business and commuters in the planning and delivery of their new commuter car park at Wollongong Station.

Wollongong community delights in new commuter car park

In delivering commuter car parks, TCA aims to meet the demand for secure and accessible parking and also ensure that our finished products are sensitive to local urban characteristics.

In October 2010, TCA opened the Wollongong multi-storey commuter car park, which uses a range of architectural panels as a major feature, to provide a sympathetic interface to the heritage-listed Wollongong Station.

TCA also ensured that sustainability features were incorporated into the design and landscaping to preserve biodiversity.

As a result, the new five-storey commuter car park provides 361 parking spaces, including 10 disabled parking spaces, state-of-the-art security facilities and features natural lighting throughout.

A key part of the project was our work with the local community of residents, businesses, commuters and shoppers to engage them in the design and planning of their new commuter car park.

Car parking station designs have had a history of resulting in unappealing, sterile structures. The creative aesthetic appeal of this car park has taken simple design principles and made what could have been a very basic structure into a pleasantly appealing one whilst still being practically functional. The use of texture, colour and creative design concepts by the departure from long straight lines and the use of an oscillating pattern of the vertical mesh is a distinct feature in its appeal. When driving past every time, the thinking is that 'the designers have done great work'. It inspires a sense of pride ...

Community member

PROJECTS

COMMUTER CAR PARK AND INTERCHANGE PROGRAM (continued)

Communities and commuters are benefiting from the increased capacity and improved accessibility to public transport provided by the new commuter car parking facilities.

TCA opened 15 high-quality commuter car parks to the public during 2010–2011 and partially opened one other at Macarthur (Tailby Street).

TCA will open the Blacktown commuter car park in July 2011.

Construction continues to complete the second stage of Macarthur (Tailby Street) car park, which is scheduled to open in November 2011 and the Schofields car park, which is scheduled to open in stages in October and December 2011 in line with construction of the relocated Schofields Station. Once opened, these two car parks will complete the 22 car parks scheduled for delivery by TCA under the initial Commuter Car Park Program.

Key achievements

- » providing 3,861 new commuter car parking spaces in 2010–2011
- » completing and opening nine at-grade commuter car parks
 - Berowra, 134 spaces, open December 2010
 - Emu Plains, 261 spaces, open February 2011
 - Katoomba, 67 spaces, open July 2010
 - Macarthur Menangle Road (delivered as part of Rail Clearways Program), 80 spaces, open December 2010
 - Ourimbah, 49 spaces, open July 2010
 - Quakers Hill, 211 spaces, open September 2010
 - Seven Hills, 729 spaces, open December 2010 / March 2011
 - Wyong, 196 spaces, open March 2011
 - Waterfall, 102 spaces, open December 2010
- » completing and opening six multi-storey commuter car parks
 - Glenfield multi-storey, 414 spaces (delivered as part of the South West Rail Link), open September 2010
 - Revesby, 404 spaces, open April 2011
 - St Marys, 269 spaces, open December 2010
 - Warwick Farm, 342 spaces, open March 2011
 - Wollongong, 274 spaces, open October 2010
 - Woy Woy, 309 spaces, open April 2011
- » opening Stage 1 of the Macarthur Tailby Street Commuter Car Park, 20 spaces open December 2010 and commencing construction on Stage 2, an additional 161 spaces to open in November 2011
- » completing construction of the Blacktown Commuter Car Park, opening in July 2011
- » commencing construction of the Schofields Commuter Car Park (delivered as part of the Richmond Line Duplication project – part of the Rail Clearways Program) in October 2010
- » vesting nine car parks to RailCorp in 2010–2011, including Helensburgh, Werrington, Woonona, Ourimbah, Glenfield multi-storey, St Marys, Berowra, Katoomba and Wollongong.



The St Mary's commuter car park is one of 15 car parks being delivered in Sydney's West and South West.



The new commuter car park at Revesby includes a range of security and accessibility features, including disabled parking, lift access, CCTV surveillance and lighting.

Commuter Car Parks and Transport Interchange Upgrades

The expanded Commuter Car Park and Transport Interchange Program includes delivery of new or upgraded car parks at Broadmeadow, Blaxland, Cabramatta, Gosford, Mortdale, Mount Druitt, Padstow and Rockdale; as well as new or upgraded interchanges at Allawah, Fairfield, Granville, Kingswood, Kogarah, Narwee, North Strathfield, Panania, Sutherland and Werrington.

Four projects are in early stages of construction and the remaining projects are in planning or development. TCA is working with the Department of Transport to prioritise and finalise the scope for these projects to ensure benefits are maximised for NSW communities and commuters.

Key achievements

- » preparing and placing on public display three Review of Environmental Factors for the Mount Druitt Commuter Car Park, Cabramatta Commuter Car Park and Kogarah Transport Interchange Upgrade
- » receiving planning approval of 10 projects in the extended program
- » acquiring a number of properties including negotiating development agreements to enable construction to proceed
- » issuing 16 invitations to tender, including six for construction
- » awarding contract for streetscapes
- » awarding contracts for Mount Druitt Car Park demolition and construction
- » commencing construction of transport interchange upgrades at Allawah, Narwee, Kogarah.
- » commencing demolition works at Mount Druitt Commuter Car Park in May 2011

The year ahead

TCA is expected to achieve a number of major milestones on the Commuter Car Park and Interchange Program during 2011–2012.

Additional car spaces will be available to the public with the opening of commuter car parks at Blacktown in July 2011, Schofields at the new station in October (eastern side) and December 2011 (western side) and Macarthur Tailby Street (Stage 2) in December 2011.

Upgrades to transport interchange facilities will be completed at Allawah, Kingswood, Kogarah, Narwee, North Strathfield, Panania and Werrington.

TCA will continue to ensure that the local community and stakeholders are informed of changes to the local area as a result of the works.

TCA will support the preparation of business cases for a rolling program of interchanges and car parks for the next four or five years.

Northern Sydney Freight Corridor Program

Customers / n. freight services on the Sydney to Newcastle rail line



Customer benefit:

The Northern Sydney Freight Corridor Program aims to create a more efficient freight network and improve the capacity and reliability of freight and passenger services on the Main North Line between Sydney and Newcastle.

The Northern Sydney Freight Corridor Program is an initiative of the Australian Government to improve the freight network connecting Australia's three largest cities of Melbourne, Sydney and Brisbane and provide sufficient additional network capacity to meet long-term freight and passenger business requirements.

The Australian Government provided funding to the NSW Government under the previous AusLink program for TCA to undertake feasibility works for the Northern Sydney Freight Corridor Program. This included options development and assessment to identify potential projects for staged delivery, definition design and the concept environmental impact assessment.

Further funding has been allocated under the Australian Government's Nation Building Program towards development and delivery of stage one projects. Stage one projects aim to increase capacity and reliability on the rail network for freight and passenger trains competing for the same tracks along the 155-kilometre rail corridor between North Strathfield and Broadmeadow, Newcastle.

Key performance indicators for the Northern Sydney Freight Corridor are provided in the Performance Summary on page 11.

Key achievements

- » detailing scope and definition of eligible and ineligible costs in accordance with Australian Government guidelines
- » preparing the Strategic Review Report, providing context to support project approvals
- » completing validation of freight train paths, providing options for timetables as a result of the new infrastructure
- » completing the draft project proposal reports, providing the basis for a submission to the Australian Government for release of development funds
- » completing project definition designs for stage one projects
- » commencing development for stage one projects, including concept design, site investigations and environmental impact assessment
- » establishing the program governance structure, including a Steering Committee and Project Control Group with membership from the Australian Department of Infrastructure and Transport, Australian Rail Track Corporation, RailCorp and NSW Department of Transport.



The Northern Sydney Freight Corridor Program will provide significant improvement in capacity and reliability of freight rail transport.

The year ahead

TCA expects to achieve a number of major milestones on the Northern Sydney Freight Corridor Program during 2011–2012.

The project proposal report for the stage 1 projects will be submitted to the Australian Department of Infrastructure and Transport.

Following exhibition of the environmental impact assessment documentation, TCA expects to determine the first of the stage one projects in 2012.

Reference design will be finalised for all stage one projects and funding approval to deliver the projects will be sought.

Asset Divestment Program

Customers / n. commuters and communities of Sydney



Customer benefit:

The Asset Divestment Program targets best-practice sustainable development to achieve positive environmental, social and economic outcomes. The program will improve connectivity between North Ryde station and surrounding business and residential communities, encourage station use and satisfy the demand for new housing in Sydney.

The Asset Divestment Program was established by TCA and came into effect on 1 July 2010. The program will ensure that surplus worksites from the Epping to Chatswood Rail Link program (delivered by TCA in 2008) are divested in a socially and financially responsible manner.

The program currently consists of eight properties in locations across Parramatta, Chatswood, Macquarie Park, Roseville and North Ryde. In 2010–2011, TCA undertook value-adding initiatives for these sites, such as leasing and refurbishment of buildings, development of infrastructure, master planning and sub-division, before the eventual sale of the properties.

Key achievements

- » completing divestment of property at Waratah Street, Chatswood
- » finalising development approval and construction certificate and issuing invitations to tender for renovations works at Victoria Avenue, Chatswood
- » entering into an agreement with RailCorp for use of the Roseville property as a worksite for Boundary Road Bridge upgrade works
- » accelerating the delivery of the Preliminary Environmental Assessment at the North Ryde Station Precinct ahead of schedule
- » consultation with the City of Ryde and the North Ryde Station Precinct Landowners Group and other precinct stakeholders
- » lodging the Preliminary Environmental Assessment for the North Ryde Station Precinct in December 2010
- » reviewing confirmation of the North Ryde Station Precinct as a Proposed State Significant Site
- » leasing construction sites and procurement of the development delivery team at North Ryde
- » procuring of design, planning and engineering consultants.



TCA's architects, HASSELL, were awarded the Sulman Award for public architecture by the Australian Institute of Architects for the stations on the Epping to Chatswood Rail Link.

The year ahead

TCA expects to achieve a number of milestones on the Asset Divestment Program during 2011–2012.

We will complete renovation works at Victoria Avenue, Chatswood, finalise pre-leasing agreements and market the property for sale. We will also market property at Waterloo Road, North Ryde and progress development approval and agreement with a preferred buyer.

We aim to finalise the land-use agreement with RailCorp for the Roseville property, complete sale preparation works, market the property for sale and enter into sale contracts.

In early 2012, TCA intends to lodge a planning application for property at North Ryde, including a land use study and concept design to establish the land use framework, together with a supporting application for construction of an enabling road, services, pedestrian infrastructure and an initial super-lot subdivision, thus guiding any future development undertaken. Consultation with landowners and other precinct stakeholders has been ongoing over the past two financial years, 2009–2010 and 2010–2011, and further consultation will be undertaken during development and exhibition of the concept plan and project application.

Wynyard Walk

Customers / n. business and residential communities accessing the CBD western corridor



Customer benefit:

Wynyard Walk will provide a world class fully accessible pedestrian link between Wynyard Station and the developing CBD western corridor. The walkway will allow pedestrians to move from Wynyard transport hub to the Barangaroo waterfront in approximately six minutes, avoiding steep inclines and road crossings.

On 11 June 2011, the Director General approved TCA to undertake development of Wynyard Walk (formerly known as the Barangaroo Pedestrian Link).

The Barangaroo development is estimated to accommodate up to 23,000 office workers and attract up to 33,000 visitors daily when complete. This development will almost triple the demand on existing pedestrian routes that are already at, and in some cases over, capacity during peak periods. The Wynyard Walk is critical to ensuring safe and efficient pedestrian movement to support the growing western CBD corridor.

Key features of the project include:

- » a new western entrance to Wynyard Station (Clarence Street portal) to provide direct access to the station concourse
- » a new 3.5 metre high by nine metre wide underground pedestrian link from Wynyard Station to Napoleon Street, to the north of Westpac Plaza (approximately 110 metres long)
- » a bridge over Sussex Street, with lifts and escalators connecting to the Barangaroo development.

TCA took the lead role in the development of Wynyard Walk from 1 July 2011.

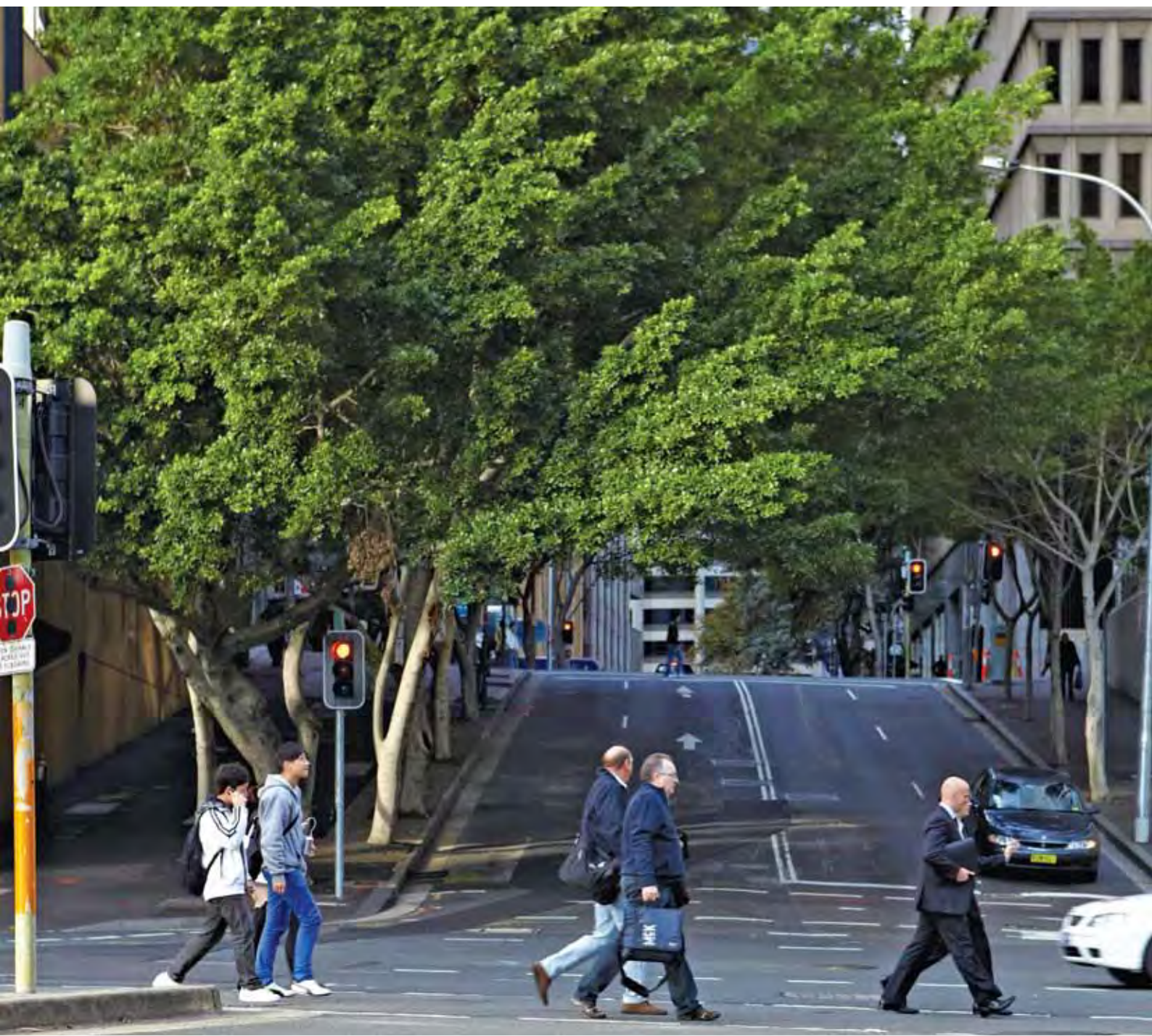
The year ahead

TCA will confirm the Wynyard Walk – Wynyard Station interface design in July/August 2011 and finalise the Barangaroo Development Authority – Lend Lease interface design.

TCA will procure and engage the design and construct and early works contractors, with early works to commence in 2012. This work will include the widening of Margaret Street footpath to allow the main tunnel works to commence.

There will be a strong emphasis on stakeholder and community liaison in the coming year. This will include establishing a Traffic and Transport Liaison Group in August 2011, continued work with the Department of Transport's Wynyard Precinct Master Plan team and early engagement activities to inform and seek feedback from the community about the project, upcoming works and public art initiatives. Other agency and precinct stakeholder liaison groups will be established to support project progress as required.

Detailed design works will commence following the completion of the reference design in late 2011.



Wynyard Walk will provide a world-class fully accessible pedestrian link between Wynyard Station and the developing CBD western corridor.

3 Functions



3

Functions

TCA's functional groups provide specialist support to project managers to ensure project delivery teams achieve their outcomes. TCA's functional groups had a number of successes and key achievements during 2010–2011 that are summarised below. Detailed descriptions are provided in the following pages.

2010–2011 achievements

Safety

- » Lost time injury frequency rate had a rolling 12-month average of 1.8, well below the construction industry average of 15.5
- » Launched online e-learning for occupational health and safety, fatigue management, and alcohol and other drugs training

Engineering

- » Introduced key performance indicators to measure design quality and confidence
- » Established an engineering technical competency framework
- » Reduced design review turnaround time to one month

Environment

- » Achieved 98.9 percent compliance with determinations under the *Environmental Planning and Assessment Act 1979* and Environment Protection Licence conditions
- » Held inaugural TCA Environmental Forum

Community

- » Completed project communication strategies for all projects
- » Received 2,720 enquiries through our Project Infoline
- » Held 26 community information sessions and community meetings
- » Distributed approximately 441,000 newsletters to local communities
- » Held TCA's annual Industry Briefing on 1 December 2010

Property

- » Procured all lands and interests in lands for bridges, worksites and infrastructure required to deliver programs and projects for the delivery of the Commuter Car Park and Interchange Program, Rail Clearways Program and South West Rail Link

Commercial

- » Implemented contract management manuals for all forms of TCA contracts
- » Developed a commercial management framework to support project delivery
- » Accreditation under the Agency Accreditation Scheme for Construction

Corporate

- » Managed transition in legal status from state owned corporation to a statutory authority effectively
- » Implemented program of internal audits (162 audits) across operations and program of works as well as across the functions of risk management, property acquisitions and divestment and financial controls
- » Maintained ISO Standard certifications
- » Designed and implemented new structure for Finance Audit and Risk Committee

People

- » Launched new online performance management tool in May 2011
- » Launched new mentoring program to promote and support a culture of personal and professional development

Safety

Customers / n. our workforce, the communities we work in and the commuters keep safe



Customer benefit:

Assuring safe and reliable rail services forms the bedrock of TCA's operations. It reflects TCA's commitment to delivering infrastructure that assures the safety of transport users and creating a working environment that strives to be safer, healthier and more productive.

TCA's safety performance is guided by a Safety Management System (SMS), which outlines TCA's mandatory safety requirements across all projects and operations and provides us with a means of communicating a positive safety culture to continuously improve our safety performance.

The Safety team manage and monitor safety performance across TCA's project and corporate operations through systematic safety assurance processes. This includes collaborative audits, inspections and reviews to continuously verify compliance to the SMS and opportunities to improve. In addition, the Safety team works to create a culture of working safely to ensure the safety of our workforce, the safety of the communities in which we work and the safety of the commuters that use the infrastructure we deliver.

Safety performance

TCA sets the highest standards of safety in all our work. Our safety record is measured by our lost time injury frequency rate – a global benchmark for workplace safety that reports fatalities, permanent disabilities, or time lost from work of one day or more. For the 2010–2011 financial year, TCA recorded an average lost time injury frequency

rate of 1.8, slightly above our 1.5 target. This safety record leads the industry – it is well below the national construction industry average of 11 reported by Safework Australia 2008–2009 and the NSW construction industry average of 15.5 reported by WorkCover NSW 2008–2009.

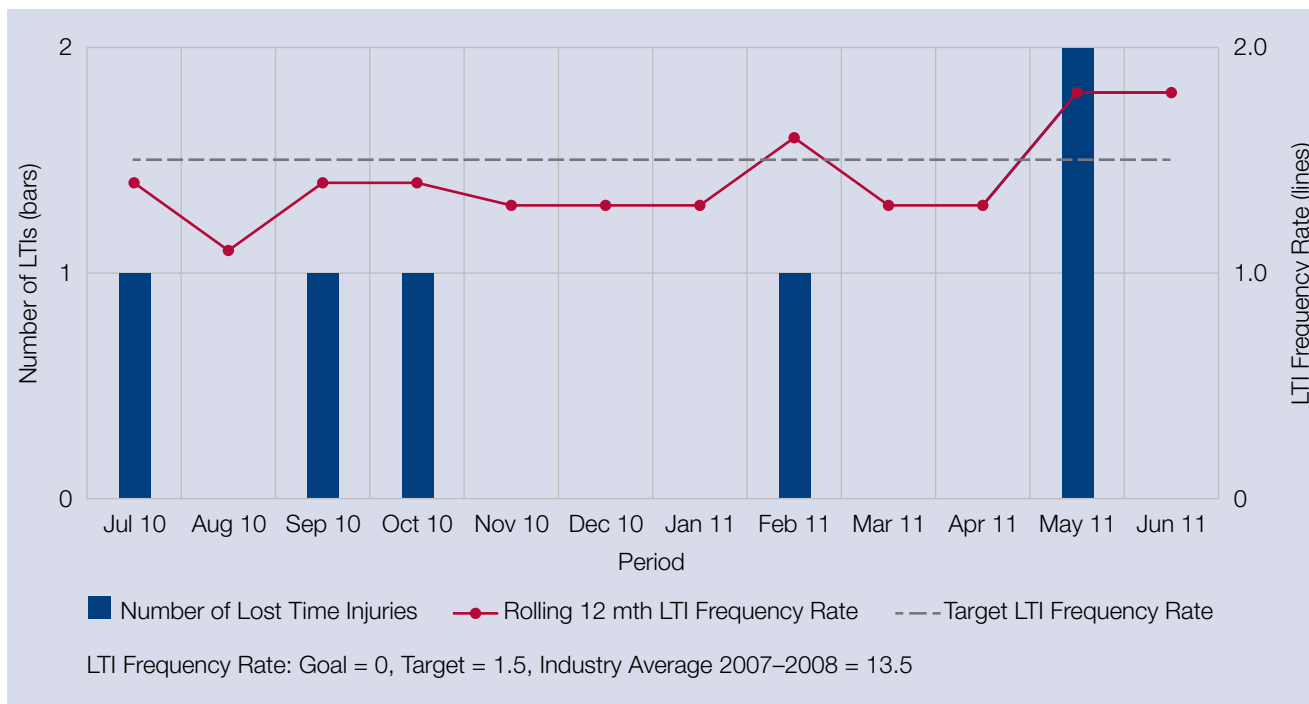
Key achievements

- » lost time injury frequency rate of 1.8 rolling 12-month average
- » medical treatment injury frequency rate of 7.9 rolling 12-month average
- » no major rail safety incidents requiring investigation by the Rail Safety Regulator
- » conducting 803 consultative safety inspections, 40 percent more than planned
- » conducting 162 safety audits across a range of programs
- » implementing a Safety Performance Index
- » maintaining rail safety accreditation
- » enhancing knowledge and management of safety risks
- » improving project safety assurance methodology.

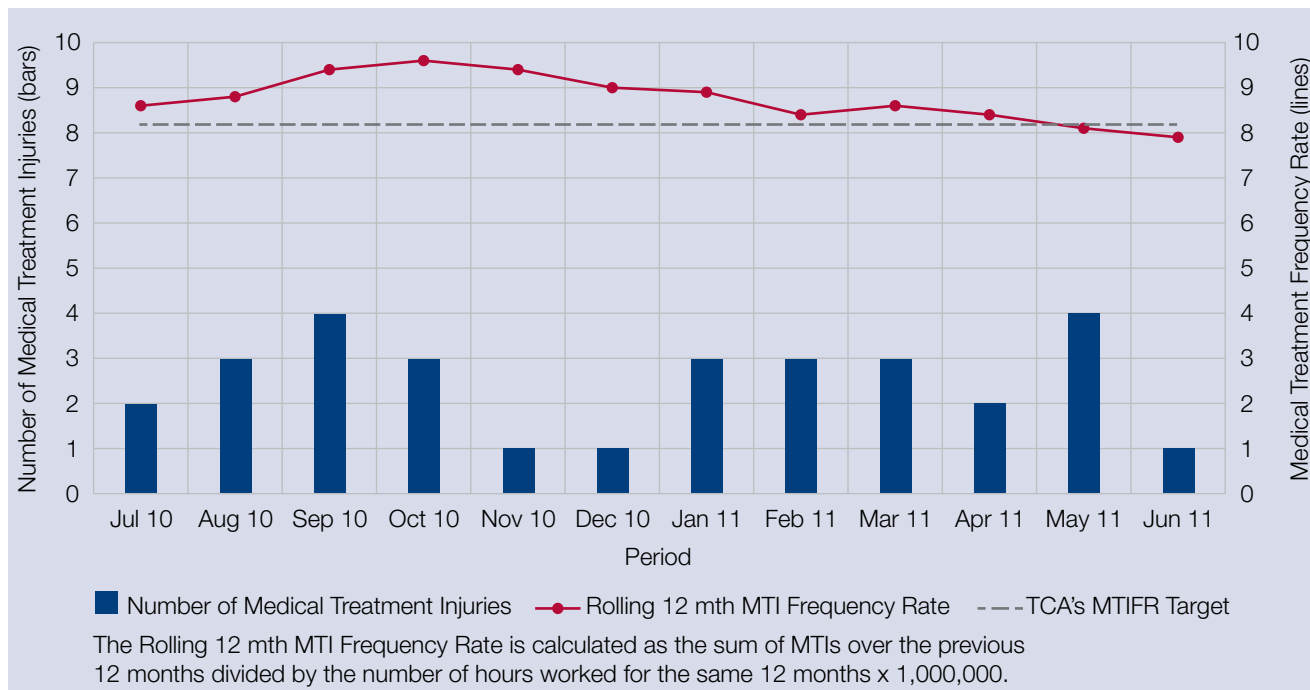


Audits, inspections and reviews verify compliance with TCA's Safety Management System at the Glenfield Station works.

Lost Time Injuries – Rolling 12 month view for all TCA Programs



Medical Treatment Injuries – 12 month view for all TCA Programs



Safety strategy

The TCA Safety Strategy 2010–2014 outlines our safety initiatives and how they are managed. The strategy identifies TCA's objectives in continuing to improve safety performance across four key areas of focus – corporate, occupational health and safety, rail safety and safety assurance. It guides the implementation of a range of safety initiatives to achieve these objectives by allocating initiatives to members of the Executive Committee to be their champion, developing implementation plans and establishing a monitoring and reporting regime.

TCA's 'Beyond Zero' safety program sets the goal to improve the health and wellbeing of our employees. Initiatives include health checks for senior management, corporate sports teams, fitness classes and education programs. The program gives life to the safety policy and substance to our objective to send our workforce home in better condition than they arrived, either through increased knowledge or improved health and wellbeing.

Key achievements

- » implementing the 'Beyond Zero' safety program
- » launching three online e-learning courses on occupational health and safety, drug and alcohol awareness and fatigue management awareness
- » publishing alcohol testing ready reckoner cards to support the TCA Alcohol and Other Drugs Standard and Procedure
- » hosting quarterly Safety Forums to promote information sharing across the industry
- » hosting half-yearly CEO's Safety Forums for executives from TCA, RailCorp and our industry partners
- » conducting a crisis scenario and updating the Crisis Management Handbook
- » assessed the competence of all TCA rail safety workers in line with the new legislative requirements.



TCA has the highest standards of safety, aiming for zero lost time injuries.

Safety first at South West Rail Link

The safety of everyone who works on our projects is paramount. We value our workforce, and we want them to return home safe to their families.

In March 2011, the South West Rail Link project celebrated one million hours worked on the project with no lost time injuries. This is an exceptional standard on a major infrastructure project.

There are a number of initiatives that have contributed to this outcome, ranging from improved systems such as our safety guidelines, safety training for our delivery partners' employees, safety forums that share lessons across the industry and site innovations such as smart temporary fencing that separates people from operating railways.

The South West Rail Link has a complex delivery model with a number of industry partners involved in delivering the project. TCA works hand-in-hand with our partners to promote safety awareness, raise safety standards and implement safety management plans to ensure the wellbeing of our employees, their families and our customers.

To date our safety performance on the project remains strong and we are on the way towards two million hours with no lost time injuries.

Our safety record leads the industry nationally and globally, but we aim to continually improve. Safety is our first priority – for our workers, the communities we work in and for the commuters using the infrastructure we deliver.

Graham Jackson
General Manager Safety and Quality

The year ahead

TCA is aiming to achieve a number of safety milestones during 2011–2012.

TCA is working towards improving our safety targets, including a lost time injury frequency rate of 0 by 2016 and a medical treatment injury frequency rate of less than 5 by 2016. We aim to maintain our rail safety accreditation and continue to have no incidents requiring investigation by the Rail Safety Regulator.

In the next year, the Safety team will produce plain English safety documentation and develop training programs in safety leadership, frontline supervision, project safety management and engineering safety management, to ensure understanding of safety regulation, systems and procedures across our workforce.

Engineering

Customers / n. the passengers and operators of NSW public transport systems



Customer benefit:

With the aim of being a trusted provider, TCA pursues excellence in engineering and design that assures the delivery of exceptional value, innovative engineering solutions and high-quality outcomes for our stakeholders and customers.

TCA's engineering performance is underpinned by a Systems Assurance framework that assures compliance with safety, engineering and quality assurance standards.

The Engineering team provides engineering services and technical expertise to support projects throughout design, construction, commissioning and the handover of completed assets to our clients. The team manages design contractors, solves engineering problems, conducts reliability inspections, prepares projects for commissioning and handover, conducts assurance reviews, manages competency assessments and certifies rolling stock.

TCA's Engineering Management Manual and Engineering Management Handbook ensure a consistent approach and drive delivery of value for money, high-quality outcomes.

Engineering design

TCA operates a well defined, staged design development process using authorised, competent designers. Designs are subject to verification processes and then reviewed for appropriateness and acceptability by TCA subject matter experts.

During 2010–2011, the Engineering Team focused on the design review process. TCA has formalised the 'TCA on Behalf of RailCorp' (TOBOR) review principle for technical reviews across agreed technical disciplines and extended this to cover future projects to enable a better use of resources in both TCA and RailCorp.

Key achievements

- » streamlining the design review process to achieve time and cost efficiencies
- » strengthening the design assurance process to facilitate RailCorp's acceptance of design
- » increasing the number of design reviews undertaken by TCA on behalf of RailCorp.



A complex combination of technical, environmental and safety challenges were overcome to complete the works at the Salt Pan Creek.

Innovation on Salt Pan Creek Bridge

TCA understands that quality engineering underpins the reliability of rail operations and provides lasting value to the community.

Construction of a new 166-metre, twin-track bridge over Salt Pan Creek, Padstow was identified early in the Kingsgrove to Revesby Quadruplication project as a piece of infrastructure presenting a complex engineering challenge.

The unique set of conditions at the site included the presence of a high-pressure ethane gas pipeline, the proximity of high-voltage overhead power lines, an embankment with potential stability problems and protected mangroves, restricted site access and the need to work within five metres of live rail tracks.

The technical challenges and complexities inspired the Project's Engineering team to develop an innovative solution in the form of a post-tensioned concrete bridge using an incremental launch methodology.

The team created a casting yard next to the bridge to mould the bridge units using a hinged formwork system. This allowed the release of casted segments by rotating at the formwork base, without the need for a retaining structure or excavation of the fragile embankment.

The units were 'launched' incrementally from one side of the bridge, with subsequent units joined to the ever-growing structure by tensioning cables.

Through continuous innovation and value engineering we have successfully delivered an integral piece of NSW transport infrastructure with a low-risk solution that minimises the impact on the local community and environment.

David Roberts
General Manager Engineering



TCA's engineering team provide engineering excellence to the project teams and is made up of some of the most highly regarded engineers in the industry.

Engineering best practice

TCA plans and conducts a systematic set of activities in our projects that assure systems engineering processes and conformance of our products to requirements for safety, reliability, availability, maintainability as well as compliance with standards, procedures, and regulations. TCA's rail engineering practices comply with the systems engineering and reliability assurance processes defined by EN 50126 *Railway Applications – the Specification and Demonstration of Reliability, Availability, Maintainability and Safety*.

During 2010–2011, the Engineering team has strengthened its technical expertise and capability to support the expansion of engineering activities. The team has enhanced assurance and design review processes and is working with RailCorp's Chief Engineers, through regular technical working groups, to expand our knowledge in each of the key railway engineering disciplines.

Key achievements

- » developing key performance indicators to measure design, quality and confidence
- » developing an engineering technical competency framework and competency profiles
- » enhancing the Engineering Management Manual for use across all projects
- » launching the Engineering Management Handbook
- » developing and publishing an Inspection and Testing Standard to improve construction quality and adherence to design
- » updating the Engineering Authority process to include competencies to perform rail safety work, as a joint initiative with RailCorp
- » publishing the Epping to Chatswood Rail Link Best Practice Manual to provide lessons learned and benchmarking for future transport infrastructure projects.



The northern flyover on the South West Rail Link.

The year ahead

TCA is aiming to achieve a number of engineering milestones during 2011–2012.

Engineering competency profiles for all engineering staff will be fully adopted as part of the new Performance Development Agreement process. Staff competency assessment, gap analysis, personal training plans and training will be implemented to ensure full competency of engineering staff.

TCA is moving towards recognition as a railway design authority. The Engineering team will continue to improve the design review process through the development of TCA only reviews and the inclusion of operations and

maintenance design reviews. The team will also develop processes to improve construction quality by preparing a standard approach to surveillance plans for TCA sites by December 2011.

The Engineering team will continue to lead the TCA Assurance Working Group. The Group will develop a policy statement for a total enterprise approach to Systems Assurance by the end of 2011.

The Engineering team has developed Key Performance Indicators for design, quality and confidence with targets to be achieved during 2012.

Environment

Customers / n. generations of Australians to come



Customer benefit:

TCA is committed to excellence and leadership in environmental management and sustainability performance across our project and corporate operations. We aim to safeguard the environmental and community assets within our care and proactively seek innovative solutions to reduce the footprint of our activities.

TCA's commitment to the environment is outlined in our Environmental Policy. We maintain a culture of environmental excellence and leadership and integrate environmental management into all aspects of our business and decision-making. We are guided in our activities by four key documents: the Planning and Environment Approvals Manual, Environmental Management System, Sustainability Targets and Sustainable Design Guidelines.

The Planning and Environment team provides support across the organisation and throughout the project lifecycle. They ensure that all the possible impacts of a project are assessed and that all necessary approvals are in place prior to the commencement of project activities. The team works collaboratively with our delivery partners to develop sustainable solutions and ensure that construction is undertaken with due consideration for the environment and that, after we are finished, we leave a positive environmental legacy.

TCA's sustainable procurement initiatives are encouraging industry materials suppliers and construction contractors to explore more sustainable methods of manufacture and construction. This includes innovations in geopolymers concrete, reductions in the quantity of cement in concrete application, reductions in diesel use across plant and equipment and the application of Water Sensitive Urban Design (WSUD) principles within a lineal rail corridor. TCA's use of renewable energy technologies on our projects, such as photovoltaic arrays, will result in a saving of thousands of tonnes of greenhouse gases each year.

Reducing the impact of our projects on the environment is part of our commitment to sustain the health, diversity and productivity of the environment and provide a legacy for future generations.



Environmental assessments and management are integral to TCA planning and construction.

Environmental management

TCA has a statutory responsibility under the *Environmental Planning and Assessment Act 1979* to consider the impacts of its projects on the environment. To fulfil this responsibility, an assessment of the likely impacts of a proposed activity on the environment is undertaken before a decision is made on whether to undertake the activity.

During 2010–2011 TCA set high benchmarks for environmental performance and worked collaboratively with our delivery partners to achieve our goals. We established our first BioBanking agreement to help meet the biodiversity offset targets on South West Rail Link projects. Biodiversity offsetting is a condition of approval for most TCA projects and the BioBanking approach is an innovative solution to replace or offset 100 percent of the native vegetation cleared during construction where there is a shortage of available land to replace vegetation at the site.

Industry leading sustainable design

TCA works collaboratively with our partners in the public and private sectors to develop and deliver sustainable transport solutions. We have published the Sustainable Design Guidelines to support our commitment to leading the industry in sustainability best practice and provide a tool to assure sustainable design of stations, commuter car parks and maintenance facilities.

The guidelines introduce a range of desired sustainability outcomes that address six key sustainability themes: energy; materials and waste; biodiversity and heritage; water; pollution control; and community benefit.

The guidelines provide initiatives that outline potential responses, planning actions and strategies to manage the design process and provide value for money. The guidelines also provide a rating system to measure the cost advantage, environmental benefit, passenger benefit and community benefit of each design initiative. The rating system provides a means of assessing the applicability of an initiative for a specific project, as well as a means of demonstrating the social, environmental and economic benefits of the overall design.

Application of the Sustainable Design Guidelines across seven commuter car parks delivered in 2010–2011 has resulted in an estimated reduction in carbon emissions associated with concrete of 4,700 tonnes of CO₂ and aided the removal of approximately 797 kilograms of gross pollutants, 5,288 kilograms of suspended solids, nine kilograms of phosphorus and 38 kilograms of nitrogen from rainwater runoff per year.

TCA has shown a leading approach to sustainable practice in setting targets for our organisation and best-practice guidelines for the industry. Our aim is for our projects to serve as benchmarks for the industry, demonstrating smart design approaches that can be adopted on other public and private sector projects.

Fil Cerone
Director Sustainability

Key achievements

- » maintaining ISO 14001 accreditation of the Environmental Management System
- » establishing a BioBanking agreement for Glenfield Transport Interchange biodiversity offsets
- » completing 983 environmental inspections across TCA sites to monitor compliance with our environmental management system and identify opportunities for improvement
- » delivering erosion and sedimentation control training to employees and construction contractors
- » implementing procedures for on-site chemical storage, spill response and water discharge and reuse
- » completing the Waste Reduction and Purchasing Policy Report (see Appendices page 111)
- » planning approval for 12 projects on the Commuter Car Park and Interchange Program
- » assessment and determination of the Auburn Stabling project
- » engaging planning approvals contractors for Northern Sydney Freight Corridor stage one projects, the Asset Divestment Program and the North Ryde Station Precinct project



Planting of native species along the Cronulla Branch Line.

- » hosting an Environmental Forum in May 2011 for TCA employees and industry partners to share best practice and lessons on environmental management, planning and sustainability.

Environmental outcomes	2008–2009	2009–2010	2010–2011	Target
Number of environmental penalty infringement notices	1	0	0	0
Number of major environmental incidents on TCA projects	1	0	0	0
Environmental inspections and audits conducted	>290	>520	>980	–
Percentage compliance with conditions of approval across all TCA projects	95%	98.7%	98.9%	100%

3

Sustainability performance

TCA's approach to sustainability is to improve project value to the community and the environment while minimising whole-of-life costs. TCA has set Sustainability Targets for our organisation to trigger innovation and provide incentives to improve on baseline performance; and published the Sustainable Design Guidelines to assess potential for best-practice sustainability outcomes on our projects.

During 2010–2011, TCA worked with our employees and delivery partners to apply our sustainability targets and guidelines across our project and corporate operations.

Key achievements

- » achieving 88 percent compliance with the TCA Sustainability Targets from 1 July 2010 to 31 December 2010 and 84 percent compliance from 1 January to 30 June 2011
- » developing and implementing a Greenhouse Gas Inventory Guide for construction projects

- » incorporating sustainability features on the Macarthur Station Upgrade and Turnback project, including thermal insulation in station walls and ceiling and photoelectric cells for lighting on platforms
- » incorporating sustainability features on the Glenfield multi-storey car park, including a rain garden to act as a partial natural filter for surface water captured from the drainage system
- » embedding sustainability initiatives into the design and construct contract for the Glenfield to Leppington Rail Line
- » holding a sustainable garden competition for Hurlstone Agricultural College students to support community engagement
- » partnering with the Faculty of Design, Architecture and Building at University of Technology, Sydney to run the 2010 Sustainable Design Competition.

The year ahead

TCA is aiming to achieve a number of environment milestones during 2011–2012.

We aim to ensure that no major environmental incident or environmental penalty infringement notices are issued and will continue to develop and implement best-practice operating procedures for on-site environmental activities.

In collaboration with RailCorp, we will publish updated Sustainable Design Guidelines that include strategies for design of stations, commuter car parks, interchanges, maintenance facilities, civil infrastructure and tunnels.

We will also continue our partnership with the Faculty of Design, Architecture and Building, at the University of Technology Sydney, to run the annual Sustainable Design Competition.

Other planned activities for 2011–2012 are to progressively implement TCA's Workplace Travel Plan, to undertake further planning assessments for our projects, and to review and update our Guide for Planning Approvals in response to organisational changes and legislative requirements.

Community

Customers / n. the local communities in which we work



Customer benefit:

Considering the community and our stakeholders in all we do is a key corporate value at TCA. We establish genuine relationships with the community, driven by the belief that meaningful communication is a crucial element in the successful delivery of our projects.

Community engagement is at the core of our project delivery model, from start to finish. We value the views of residents, businesses and transport passengers, who provide us with the customer perspective that can help us to optimise our delivery approach and achieve better project outcomes.

Whilst the communications function is primarily the responsibility of the Public and Corporate Affairs Team, effective communications is the responsibility of all TCA employees, consultants and contractors. The role each person plays in effective communication, including community consultation, is defined in our job descriptions, our values and in our contractual agreements.

At TCA we go beyond standard community consultation requirements in an effort to engage the community as early and often as possible, keep the community regularly informed of our progress, encourage participation and feedback and a sense of community ownership of the projects we deliver.

Project communications

TCA implements a range of community consultation and engagement activities throughout our projects. These activities aim to identify and, where possible, address community needs and provide the community with information and opportunities for participation. We aim to provide transparency and maximise community understanding of our activities.

During 2010–2011, TCA established effective working relationships with a range of community stakeholders, including local councils, commercial and retail businesses, community organisations, residents and transport passengers. We used varied consultation tools to inform and engage local communities, including shopfront and market displays, doorknocks, stakeholder meetings and liaison groups, newspaper advertisements, letterbox drops, online newsletter subscriptions and RSS feeds from the TCA website. These communication channels ensured that community consultation was conducted in a consistent, open and timely manner.



Community information sessions engage local residents and stakeholders in the upgrade process.

Community consultation at Auburn

An ongoing conversation with the community – our ultimate clients – is central to our work. We have a consultation model which seeks to involve all stakeholders, particularly the local community, in the design and delivery of our projects.

In November 2010, TCA held a 'street meeting' for the Auburn community to encourage engagement and participation in the Auburn Stabling project. This was closely followed by a community information session at the Auburn Markets in December. These open-air information sessions are an ideal way for TCA to meet the local residents and business community, discuss project proposals for their area and take on board their ideas and feedback.

Auburn is one of the most multicultural communities in Australia, with two-thirds of residents speaking a language other than English at home. To reach the large Chinese and Arabic speaking population in the area, TCA advertised in the community language newspapers and had interpreters on hand during doorknocks and meetings to translate information and assist residents to provide written and verbal feedback on the Auburn Stabling Project proposal.

Following the information sessions, we received some excellent suggestions and a change was made to the design of the noise walls in response to community feedback.

At TCA we consider the community in all we do and our approach to community consultation remains consistent regardless of the scale of the project. We believe this embodies our commitment to engage early and often and to adopt a no-surprises, upfront approach.

Peter Whelan

General Manager Public Affairs and Corporate Affairs



TCA employees and children at Liverpool Public School participate in tree planting day.

TCA provides a Project Infoline and a 24-hour Construction Response Line to support the most immediate community concerns. During 2010–2011, TCA received 2,720 calls to the Project Infoline, a reduction on the 3,248 calls received last year. The Construction Response Line received 365 calls, with the breakdown of calls shown in the table below.

Construction Response Line calls by project	Calls
Commuter Car Park and Interchange Program	45
Cronulla Line Duplication	107
Kingsgrove to Revesby Quadruplication	156
Macarthur Station Upgrade and Interchange	4
Richmond Line Duplication	18
Liverpool Turnback	1
South West Rail Link	34

Key achievements

- » developing best-practice community engagement guidelines for infrastructure and transport service projects, for use throughout the Department of Transport
- » completing project communication strategies for all projects, to guide how TCA and our delivery partners work with local communities
- » distributing approximately 441,000 newsletters to local communities, almost double the quantity distributed last year, to ensure residents and business are informed about project activities
- » conducting more than 2,000 door-knocks, a 60 percent increase on 2009–2010, to talk in person with residents or business owners impacted by project activities
- » holding 26 community information sessions and community meetings, attended by more than 1,300 people, to inform local communities about our projects, discuss upcoming construction works or project planning approvals and gather feedback



The Public and Corporate Affairs team keeps stakeholders informed and involved in current and future program activities.

- » conducting nine community consultation sessions and one community feedback survey on urban design and operational noise and vibrations on our projects
- » assisting around 875 visitors to the South West Rail Link community information office, bringing the total number of people assisted to 1,686 since the office opened in December 2009
- » joining forces with local businesses on the Richmond Line in January 2011 to hold a fundraising barbeque for the Queensland Flood victims
- » holding the TCA Annual Industry Briefing in December 2010 to update the transport and construction industry of upcoming works for TCA and the Department of Transport
- » publishing monthly updates on the TCA website to provide detailed information about project and construction activities.

The year ahead

TCA is aiming to achieve a number of Community milestones during 2011–2012.

We are targeting 98 percent compliance with the complaints management procedures and will undertake community feedback surveys on programs biannually.

We will ramp up community engagement activities on the South West Rail Link program as the Glenfield to Leppington project moves into the construction phase; and with communities around the new commuter car parks and interchange projects as they progress through project development and delivery.

Property

Customers / n. local residents, landowners and asset operators



Customer benefit:

TCA is committed to considering and minimising the impacts of our projects on landowners and other stakeholders. Through effective consultation and commercial agreements we ensure value for money outcomes for our projects and customers.

Property acquisition and management is a fundamental part of delivering TCA's infrastructure projects. TCA ensures that we clearly define the property needed for our projects and take into consideration the impacts of our projects on landowners and communities.

The Property team is responsible for the timely and cost-effective acquisition and management of land for TCA projects. The team works with the designers, project managers and construction teams to incorporate and align property requirements within each project's design, budget and construction methodology. The team provides strategic advice on property matters and implements appropriate strategies for acquiring and divesting property to achieve the best outcome for all stakeholders.

During 2010–2011, TCA established the Asset Divestment Program, procured lands and interests in lands for bridges, worksites and infrastructure required to deliver our programs and projects, divested property assets relating to completed rail projects and managed complex property and contract issues to resolution within budget.

Key achievements

- » securing and managing property for the South West Rail Link Program including transfer of property to TCA and land access to the contractor
- » negotiating development agreements and assisting in the Masterplan development at Edmondson Park
- » supporting procurement of the design and construct contractor for the Glenfield to Leppington Rail Line project
- » acquiring lands, land interests and negotiating development agreements for the Commuter Car Park and Interchange Program
- » acquiring lands and land interests for the Rail Clearways Program, including occupation and third-party agreements with local authorities
- » acquiring Department of Defence lands and others for the Richmond Line Duplication project
- » divesting of property assets associated with the Commuter Car Park and Interchange Program and the Rail Clearways Program to the operator, RailCorp, including assets at Homebush, Lidcombe, Hornsby and the first of two tranches of property at Cronulla
- » managing complex property and contract issues to resolution and minimising litigation to within 10 percent of all acquisitions.



North Ryde Station is part of the Epping to Chatswood Rail Link.

The year ahead

TCA is aiming to achieve a number of property milestones during 2011–2012.

We will manage the acquisition of land and interests for the Glenfield to Leppington Rail Line, Auburn Stabling project, Wynyard Walk, Light Rail project, Rail Clearways Program and Commuter Car Park and Interchange Program.

TCA will support project development activities by providing expert property advice on development options for the Wynyard Walk and on concept designs and business cases for new and existing projects.

Other activities will include managing development, operations and maintenance agreements on behalf of programs and projects, managing the land portfolio efficiently within budget and divesting lands and interests in projects as required.

Urban integration at North Ryde Station Precinct

On each project TCA delivers, we aim to provide a lasting legacy to address the future needs of NSW communities. Larger scale transport projects provide us with opportunities to enhance user benefits.

In 2008, TCA delivered the Epping to Chatswood Rail Link, which commenced operation in February 2009 following six years of construction. The Link connects Epping to Chatswood via twin underground rail tunnels and provides capacity for an additional 12,000 rail passengers a day from Sydney's north to the CBD. The project delivered three new world-class stations that provide access to the growing educational and commercial hubs of Macquarie Park and North Ryde.

TCA is working to activate further development around the North Ryde Station through our Asset Divestment Program. We have designed a transport-oriented development of the North Ryde Station Precinct, to provide a mix of affordable residential housing and commercial development and improvements in accessibility and connectivity through the precinct to the station.

The redevelopment plans for this area will result in a vibrant community with affordable housing that links seamlessly to public transport at North Ryde Station.

This is a project that will benefit both business and residential communities, increase the use of public transport via North Ryde Station and use the former worksites in a socially and financially responsible manner.

James White
General Manager Property

Commercial

Customer / n. the taxpayers of NSW who fund our projects



Customer benefit:

We are committed to implementing leading practice in procurement, commercial, alliance and project management. We ensure robust financial governance and probity are at the fore of all of our business dealings to achieve value for money outcomes for NSW in the delivery of infrastructure projects.

The Commercial team are the advocates for transparent and accountable commercial, procurement, alliance and project management at TCA. The team ensures that we have honest, open and ethical relationships and robust frameworks to enable the efficient and effective delivery of our projects. They also provide training relating to fraud and corruption prevention, conflicts of interest and commercial contracts management.

TCA's commercial performance is underpinned by a Commercial Management Framework that delivers excellence in the financial management of our projects. Fully developed in 2010–2011, the framework outlines 27 elements that together provide guidance, governance and a structured approach to commercial management.

During 2010–2011, TCA strengthened its commercial support across our organisation and increased our capability to develop, manage and deliver the complex commercial agreements needed to deliver our projects.

Key achievements

- » developing a Commercial Management Framework to support project delivery
- » increasing commercial and procurement competency to 4.0 out of 5.0, as measured by the Project Management Competency Assessment
- » publishing Contract Manuals and delivering training to support understanding of our four most used contract forms – design and construct contracts, construct only contracts, minor works contracts, and professional services contracts
- » publishing an online Insurance Manual, providing access to policies, standards and program-specific guidance on insurance matters
- » developing a structured approach to procuring project alliances, which accounted for 56 percent of TCA's capital spend in 2010–2011
- » accreditation from NSW Treasury under the Agency Accreditation Scheme for Construction for both the planning and delivery phases of construction procurements
- » implementing agreements for 11 construction contracts at a total value of \$680 million and 168 professional services contracts at a total value of \$77 million.



‘Best for Project’ contracting

Over the past six years, TCA has demonstrated our ability to deliver projects on time and on budget. We work with a range of delivery partners and apply ‘best for project’ contracting strategies to ensure successful delivery of our projects and the best commercial outcomes for NSW.

Our Alliance contracting model has proven effective in delivering projects where there is a high degree of complexity. It creates the commercial framework for sharing the risk and success of a project and provides incentives for all parties to achieve optimal results.

In September 2010, the K2RQ Alliance won two major awards for Safety Excellence and Engineering Innovation at the Leighton Contractors National Excellence Awards.

The K2RQ Alliance is TCA's largest alliance delivering a significant and highly complex project – the Kingsgrove to Revesby Quadruplication (K2RQ). This project involves the delivery of new twin-rail tracks alongside the operating East Hills Line to form a dedicated Campbelltown Express Line. The construction works interface with rail, road and civil systems along seven kilometres of built-up residential communities and commercial centres, involving multiple stakeholders and authorities.

The Leighton Contractors National Excellence Awards recognised the K2RQ Alliance for its industry leading safety achievements and technical innovations in rail and civil works construction, which have reduced the risks to workers and increased the reliability of rail and civil systems during construction.

The K2RQ Alliance is setting benchmarks for excellence in delivery of transport projects. Safe, high-quality construction and service reliability provides ongoing dividends to the community. TCA and the K2RQ leadership team congratulate all of the team for their achievements.

Bevan Brown
General Manager Commercial

The year ahead

TCA has a number of commercial initiatives planned for 2011–2012.

We are expanding our TCA Standard Requirements (TSR) and developing simplified key result area (KRA) measures in the commercial model used for alliances. These projects commenced in June 2011 and will be incorporated into the project alliance agreement for the upcoming alliance.

A revised design performance/commercial framework will also be implemented to improve value for money outcomes. We will improve the Contract Management Manuals and implement earned value reporting for Professional Service Contracts.

A client performance review system will be launched next year for contracting partners to provide constructive feedback to assist in our continuous development.

We aim to obtain CIPS Organisational Procurement Certification in March 2012 and provide training, based on improvements from the CIPS Certification, to all staff involved in procurement.

Corporate

Customers / n. the people of NSW



Customer benefit:

Our comprehensive management systems and frameworks incorporate best industry practice and ensure consistent, high-quality performance across our project and corporate operations. They enable us to deliver first class transport infrastructure, on-time and within budget, for our customers.

The Corporate team provides the corporate governance and support services that enable the effective and efficient delivery of TCA's portfolio of programs. The team ensures TCA has the right systems and processes in place to support our people in their roles. Our processes are documented and maintained in Process Connect (see the case study on the following page).

The Corporate team effectively managed TCA's transition from a state owned corporation to a statutory authority at the beginning of the financial year. This included the revision of our governance framework, updating of the Corporate Management System and implementing revised financial arrangements to comply with the requirements of the Public Finance and Audit Act 1983 and Treasurer's Directions. In addition to delivering this change, the Finance team continued to provide effective systems and processes to support the management of over \$700m in project expenditure, an increase of almost \$100m from 2009–2010. TCA also maintained unqualified financial accounts through this period of transition.

In addition to driving increased efficiency through reformed help desk and sourcing arrangements, the ICT team continued to provide a high level of support to TCA's project teams. This was evidenced through our first independent ICT customer service survey. A number of key operational projects were also delivered to maintain ICT system performance throughout TCA's growth.

During 2010–2011, TCA implemented a comprehensive program of internal audits across our operations and program of works as well as across the functions of risk management, property acquisitions and divestment and financial controls. The audits also covered the performance of our contractors in relation to safety and rail safety management, product quality, environmental management, design and engineering assurance management, as well as cost and schedule management



TCA's Program Management Office provides structured methodologies, centralised and coordinated reporting and project management support to the project teams.

Systems for efficient delivery

Over time, TCA has developed a toolkit of systems that has optimised our approach to infrastructure project delivery.

In October 2010, TCA launched Process Connect, a web-based business process modelling tool that provides a central point of access to the information systems that underpin our business. Process Connect houses TCA's Corporate Management System (CMS), Project Management Methodology Framework (PMMF) and Financial Management System (FMS).

The CMS is the basis for securing accreditation from the Independent Transport Safety Regulator (ITSR) under the *Rail Safety Act 2008* to manage the delivery of Railway System Projects. It satisfies the requirements of International Quality Management Standards, ISO9001:2008 (Quality), ISO14001:2004 (Environment), AS4801:2001 (Safety) and AS18001:2007 (OHS). The CMS also meets the requirements of Australian Management System Standards ISO31000:2009 (Risk Management) and ASNZS4292:2006 (Rail Safety Management).

The PMMF (based on the Project Management Institute PMBOK reference model) defines the accountabilities, responsibilities, processes and individual activities undertaken by TCA throughout the project lifecycle.

The FMS documents all the processes undertaken by TCA's financial area to ensure continued effective financial account systems.

Combined, these systems provide confidence in TCA's project delivery capabilities and certainty in our delivery of projects on time and within budget.

We are continually looking for better ways of working, to develop common approaches, incorporate best practice and streamline processes. The systems we've integrated into our business guide how we work and assure the quality of our corporate operations and project delivery.

Graham Watson
Manager Program Management Office



The Corporate team provides governance and support to ensure TCA's portfolio of programs are delivered effectively and efficiently.

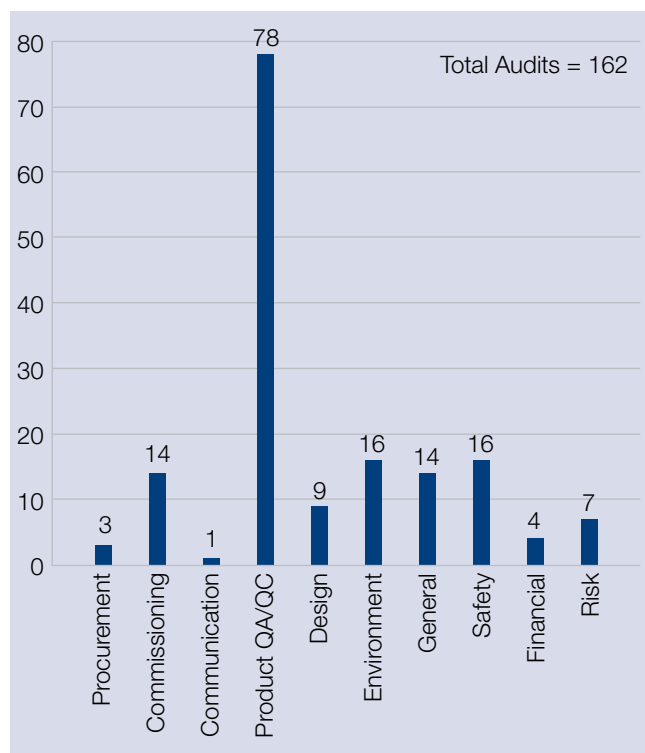
Key achievements

- » complying with all financial reporting and budget timing requirements, including monthly financial reporting to the Department of Transport, budgetary reporting to the Department of Transport and Treasury and reporting requirements for the management, acquittal and reporting of the Commonwealth funded Northern Sydney Freight Corridor feasibility project
- » implementing a new structure for the TCA Finance Audit and Risk Committee, to comply with the NSW Treasury Circular *Internal Audit and Risk Management*
- » completed 162 audits across TCA's projects and functions, an annual increase of nine percent. A total of 1329 audit findings raised during the audits were adopted as improvements. The average time for closeout of the 2010–11 audits was 39 days, well within the target of 50 days. This demonstrates the commitment of TCA and our delivery partners to address audit issues promptly
- » maintaining ISO Standard certifications with successful completion of a Triennial Audit by SAI Global for ISO9000:2008 Quality Management System, ISO18001:2007/AS4801 Occupational Health and Safety Management System, and ISO 14001:2004 Environmental Management System
- » transitioning the information technology service desk from TCA to Transport Shared Services, saving approximately \$96,000 annually
- » transitioning information technology field services and technical support from an external provider to in-house support, delivering an operational saving of approximately \$181,000 per annum (excluding transition cost)
- » implementing an independent ICT customer satisfaction survey in May 2011 which confirmed an above average service level of 5.1 on a 7.0 scale, and identified areas of improvement that will be addressed in the future.



TCA maintained triple certification in Quality Management, Occupational Health and Safety and Environmental Management.

Audits by Audit Category Jul 10–Jun 11



The year ahead

TCA has a number of corporate initiatives planned for 2011–2012.

In the coming year, we will be implementing key frontline ICT projects, such as Project Delivery System, Engineering Documentation Management System and Incident Management System.

To comply with NSW Government requirements to pay small to medium enterprises within 30 days, we will also be enhancing our invoice tracking and processing controls.

Other planned activities for 2011-2012 include refreshing our proposed audit strategy and development of audit plans for new programs, such as Northern Sydney Freight Corridor, South West Rail Link Stage 2, Glenfield to Leppington Rail Line, Wynyard Walk and Commuter Car Park and Interchange Program.

People

Customers / n. our current and future employees, contractors and partners



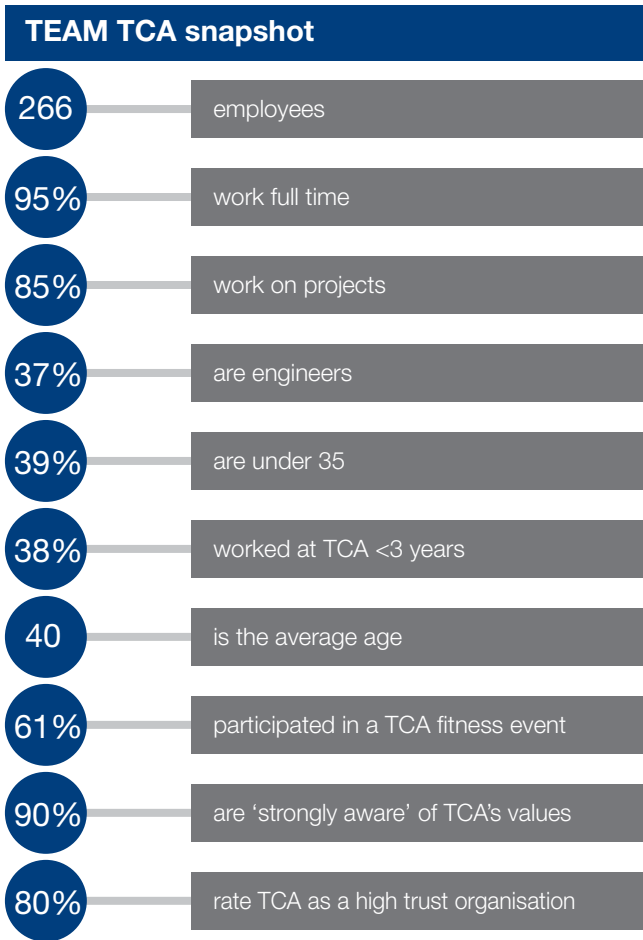
Customer benefit:

TCA is committed to providing a fulfilling and rewarding work environment that fosters teamwork, career development and personal growth. Our people are highly motivated to deliver excellence on each project to provide the NSW community with high quality transport infrastructure.

TCA's success is achieved through our people and our culture, which is underpinned by our values – the framework by which we make consistent decisions in the best interests of our stakeholders and customers.

Our Human Resources team works with TCA's managers and employees to create a workplace that is known for its positive relationships, can-do attitude and performance culture. The team continually strives to ensure work/life balance, improve the health and wellbeing of our employees and provide opportunities for career development and personal growth.

Our organisational culture and performance focus provide a point of difference that enables TCA to attract and retain the very best people in the industry, foster rewarding careers and ensure excellence in all we do.





Our Graduate Program has grown in the last 12 months and includes graduates from engineering and environmental disciplines.

TCA's can-do culture

In November 2010, our people shared their views and experience of our culture, values and behaviours in the annual TCA Culture Survey.

The survey indicated that over 90 percent of our people feel empowered to do a good job and make the right decisions, indicating a high level of trust within our organisation.

Our people regard TCA as an employer of choice within the industry and they expressed satisfaction in the nature of their work and pride in TCA's achievements and can-do culture.

TCA implements a number of programs that aim to strengthen the values and behaviours that underpin our culture, such as the Health and Well Being, Mentoring for Success and Graduate Programs.

The Graduate Program helps TCA to attract, develop and retain the best young people to successfully deliver our projects and to develop the professionals and leaders for the future.

Graduates build their technical skills and leadership capabilities through on-the-job learning, formal training events and development activities. Rotations are a key element of the program, providing exposure to different areas of the business and the opportunity to work on some of Australia's most interesting and rewarding projects – projects that will make a real difference to the lives of people in Sydney and NSW.

The Graduate Program is a fantastic way to learn about TCA. It's challenging and rewarding and also a great opportunity to work with people, learn new skills and apply my knowledge.

Philippa Hendy
Environment and Planning Officer

People strategy

During 2010–2011, TCA introduced a whole-of-business approach to managing and supporting our people. This included developing and implementing the TCA People Strategy, which outlines our people initiatives and programs and a set of HR metrics to improve performance reporting.

Key achievements

- » maintaining an unplanned turnover rate of 11.7 percent for the year, despite a period of significant change as TCA moved from being a state owned corporation to a statutory authority
- » conducting the annual TCA Culture Survey in October 2010, which indicated an improved satisfaction rating of 75 percent across all areas
- » introducing a wider range of Health and Wellbeing Program activities and increasing the participation rate to 61 percent of employees participating in the program
- » increasing attendance at seminars and health initiatives, such as annual flu vaccinations, skin cancer checks and fitness sessions, by 11 percent, to 35 percent of the workforce
- » launching the 'Mentoring for Success' program, which promotes knowledge-sharing, encourages effective working relationships and supports professional development
- » increasing the annual intake for the TCA Intern and Graduate Programs, providing new opportunities for young professionals to enrich their technical and professional skills and become accustomed to the business environment
- » launching an online Performance Management System in May 2011, providing a more efficient process for recording objectives, priorities and achievements in relation to TCA's strategic result areas
- » implementing taleo, an e-recruitment system in April 2011, with secure sites for internally or externally advertised positions and inbuilt tools to manage applications through all stages of the recruitment process, resulting in cost savings in recruitment administration
- » running corporate and project induction programs every six weeks
- » averaging 4.3 days training per employee, including mandatory training on fatigue awareness, fraud and corruption prevention, harassment and bullying prevention, anti-discrimination, multicultural awareness, fatigue management, corporate management system, records management and performance development.

The year ahead

TCA is aiming to achieve a number of people milestones during 2011–2012.

An online Talent Management tool will be launched and implemented in October 2011.

We will continue to enhance TCA's employee value proposition and can-do culture and strive to achieve a target of 80 percent participation in the Health and Wellbeing Program. We also aim to strengthen learning and development by implementing learning maps that link performance development to annual training calendars and align with the business plan.

In addition, we will improve our diversity targets by attracting employees from an Indigenous or Torres Strait Islander background through targeted recruitment campaigns.

Our values

Leadership – leading by example

- Committing to the highest ethical standards of behaviour in all our actions
- Being open and fair
- Encouraging workplace practices where excellence is recognised, valued and exemplified at all levels
- Promoting sustainable practices and outcomes

Responsibility – to accept accountability for achieving our stated outcomes

- Being sensitive to competing needs and working together to achieve overall success
- Managing risk
- Managing sustainability
- Accepting accountability for actions

Respect – to treat each other and our stakeholders with respect

- Supporting each other and treating others as we would like to be treated
- Being inclusive in our processes and pursuing diversity
- Rewarding and celebrating achievements

Community focus – to consider the community in all we do

- Seeking to enhance the communities in which we live and work
- Listening and responding to concerns and needs
- Pursuing active and effective communications with those we impact
- Promoting work/life balance
- Developing our people

Safety – promoting safety in all that we do

- Creating a culture of working safely
- Developing and encouraging the use of innovative safety solutions
- Managerial accountability
- Leading the industry in health and safety performance
- Educating and training employees and professional service contractors

Professionalism – to pursue and promote the highest standards in all our endeavours

- Recruiting and partnering with employees and contractors who share our values
- Pursuing excellence as well as efficiency and value for money in work outputs
- Partnering with our clients to deliver optimum benefits
- Holding people accountable for their performance

Enterprising – to be resourceful and flexible in achieving our goals

- Rising to the challenge of adversity
- Being resourceful in achieving outcomes
- Delivering what we promise
- Focusing on results

4 Governance



Our culture delivers great people, strong partnerships and successful community engagement. Trusted delivery is achieved through our flexible organisational model, systems and dedication to quality.



4

Executive Team

TCA is led by a Chief Executive who has dual reporting accountability to the Minister for Transport and Director General, Department of Transport. Our Chief Executive is supported by an Executive Committee, independent advisory committees, a Leadership Forum and task groups as required.

The Executive Committee comprises TCA's Chief Executive, Executive Program Directors, General Managers and other senior executives. The Committee meets monthly to share information, discuss strategic issues and coordinate operations.

The independently chaired advisory committees comprise a mix of independent and employee members. Each committee provides strategic direction and advice to ensure best practice and continuous improvement. There are two independent advisory committees: Finance, Audit and Risk Committee; and Health, Safety and Environment Committee.

The Leadership Forum is a regular meeting of all TCA's leadership team, made up of the Executive Committee alongside senior managers from across the organisation.

The internally resourced task groups undertake specific tasks or conduct monitoring and reporting activities on behalf of the Executive Committee.

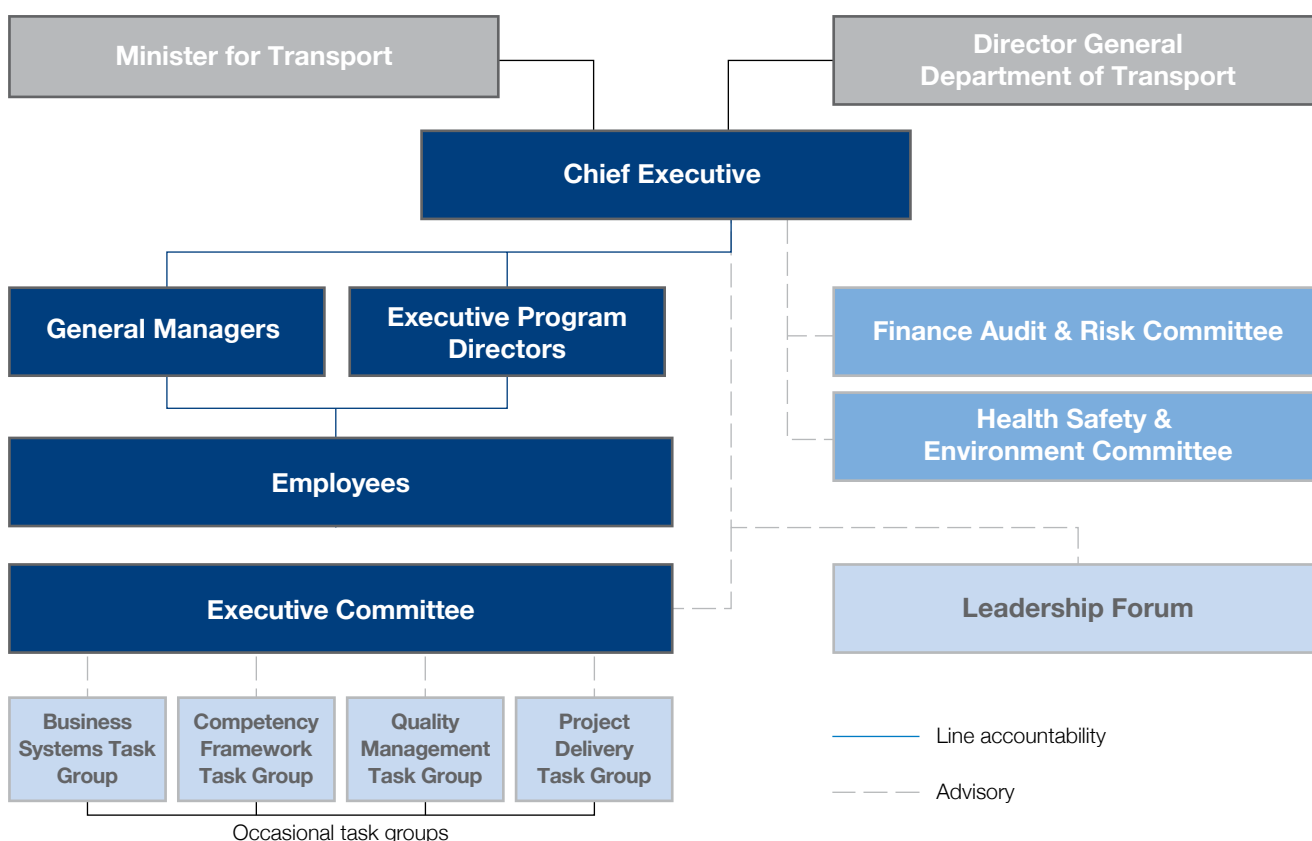
Business plan

As part of the NSW transport portfolio, TCA assists the Department of Transport in delivering a transport system that maximises benefits for the community and the economy.

The TCA Business Plan 2010–2016 covers our vision for program delivery and sets the performance targets for our projects and the functional areas of our business. It encapsulates how we think, plan and deliver our projects and describes how we create value for our stakeholders and customers.

The plan maps the role of TCA to key result areas that focus our efforts, align our resources and guide our decision-making processes. It outlines the actions that we need to take to achieve results in each area, which are then integrated into our performance targets.

Governance framework



Performance management

TCA's Performance Management Framework highlights how the objectives and imperatives in the Statement of Business Intent and Business Plan flow down into each Group and then into the performance development agreement for each individual employee. The performance of every employee and Group in aggregate rolls back up through the framework to achieve TCA's Business Plan and Statement of Business Intent outcomes.

Functional structure

TCA has a flexible matrix organisational structure made up of project and functional teams to accommodate project needs. Executive Committee members (see Appendix 1.5) oversee the operations of these teams. The matrix structure enables TCA to quickly adapt and accommodate different governance and delivery models ensuring a best-for-project approach. The structure provides clear lines of accountability.

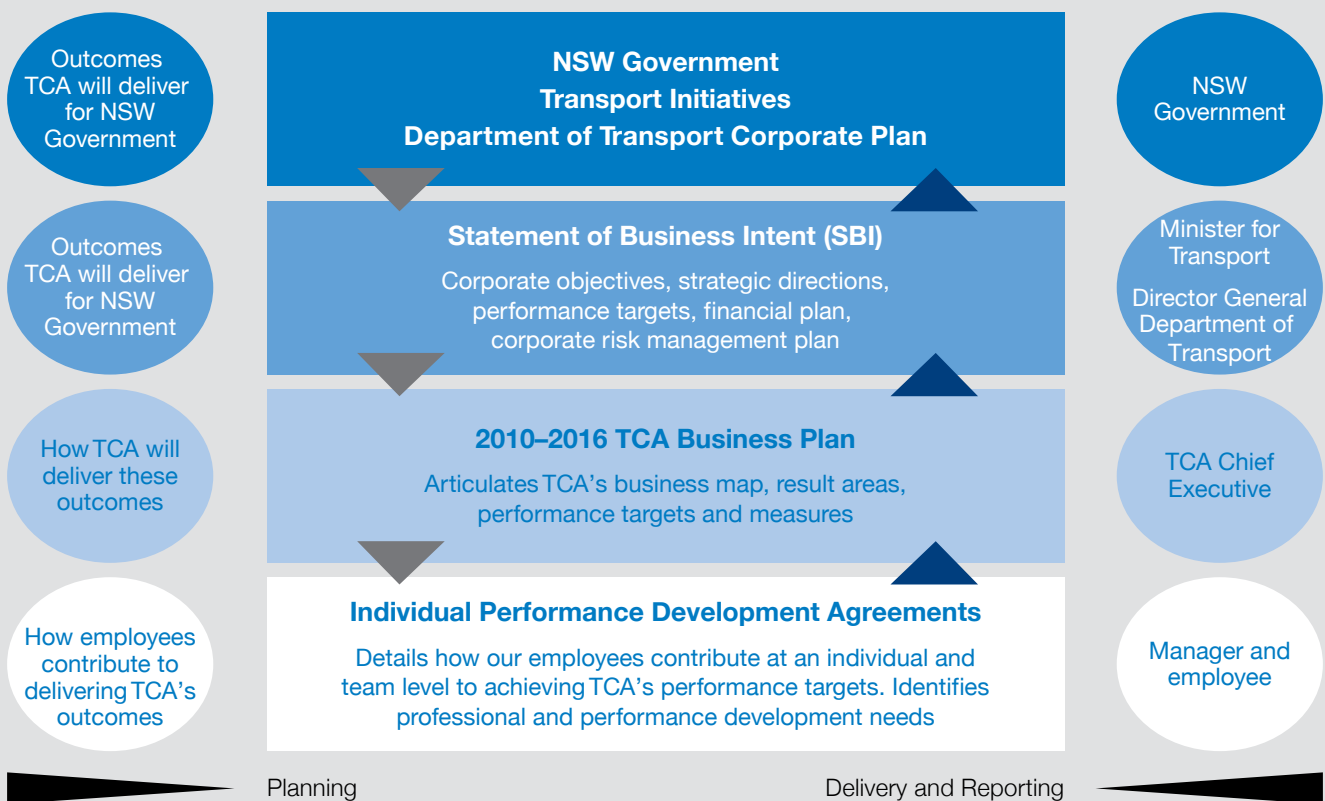
Project teams work to deliver key TCA programs and projects. The teams are led by Executive Program Directors.

In 2010–2011, these project teams were the Northern Sydney Freight Corridor Program, Rail Clearways Program, South West Rail Link, and Commuter Car Park and Interchange Program.

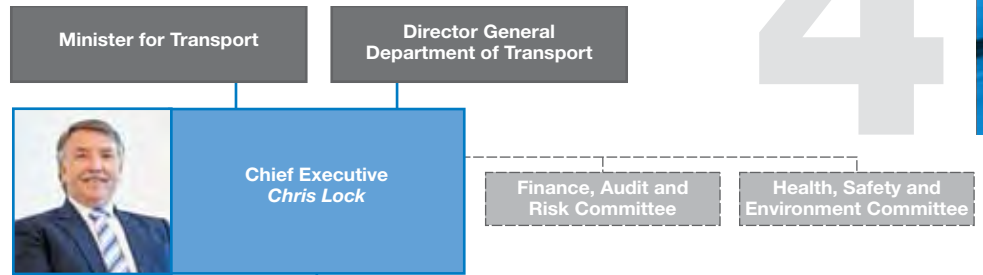
Functional teams provide specialist services across TCA. In 2010–2011, these functional teams were Planning and Environment; Engineering; Public and Corporate Affairs; Commercial; Audit; Property; Human Resources; and Safety and Quality.

TCA had 266 employees at 30 June 2011, including 37 working in management, nine employees on internships or graduate programs, and 220 other employees.

TCA's performance management framework

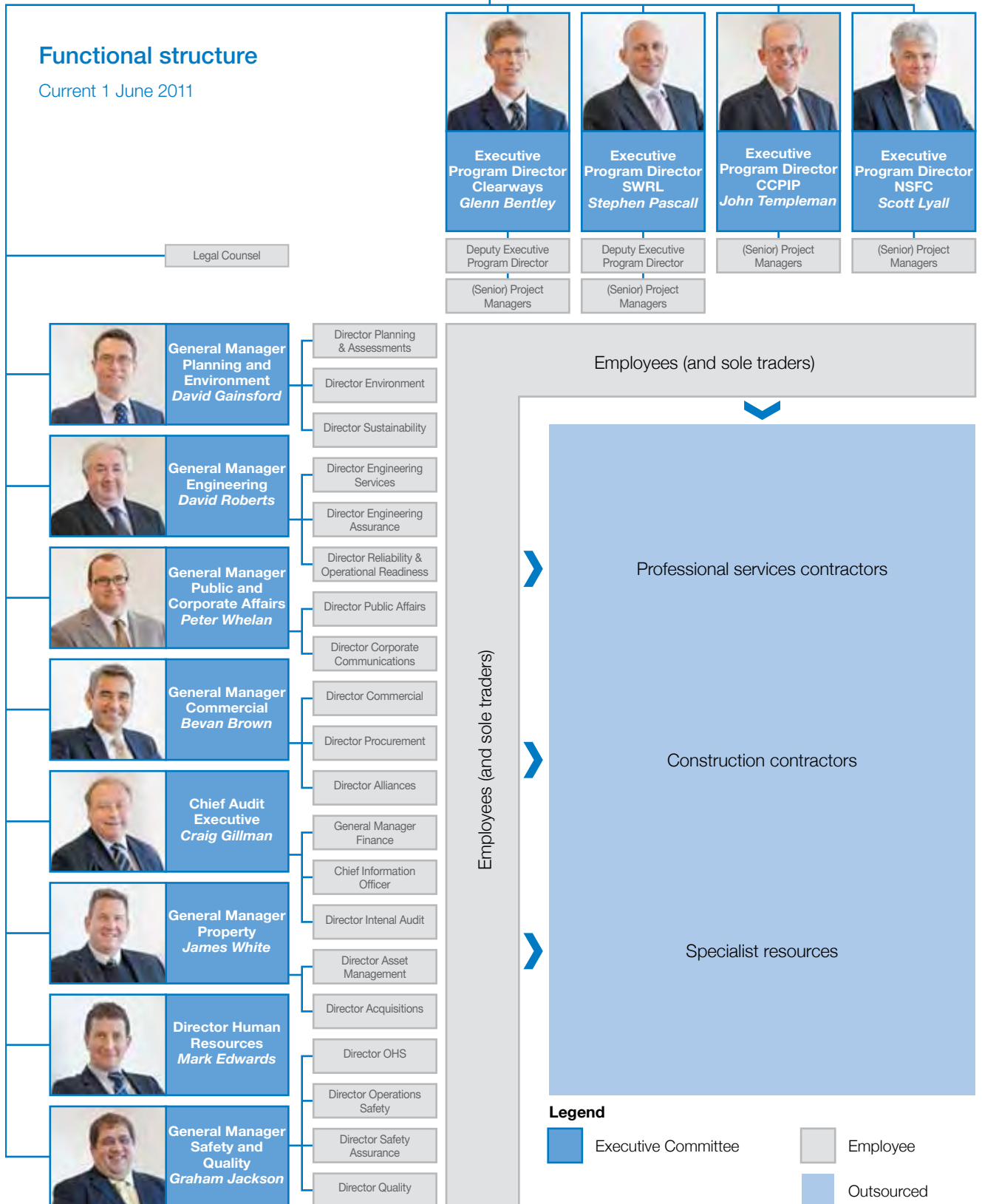


4



Functional structure

Current 1 June 2011



5 Financial Statements 2010–2011



Our role

To develop and deliver major transport infrastructure projects in an efficient, effective and financially responsible manner.



Statement by the Chief Executive

TRANSPORT CONSTRUCTION AUTHORITY

Statement by the Chief Executive

In relation to the Financial Statements for the year ended 30 June 2011

Pursuant to sections 41C(1B) and 41C(1C) of the *Public Finance and Audit Act 1983* and clause 7 of the *Public Finance and Audit Regulation 2010*, I declare that:

1. In my opinion, the accompanying financial statements, read in conjunction with the notes thereto, exhibit a true and fair view of the financial position of the Transport Construction Authority as at 30 June 2011 and of its financial performance for the year ended 30 June 2011.
2. The financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the *Public Finance and Audit Regulation 2010*, the applicable Australian Accounting Standards, which includes the Australian Accounting Interpretations, and the Treasurer's Directions.
3. I am not aware, as at the date of this Statement, of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Chris Lock

Chief Executive

Sydney, 28 September 2011

Independent Auditor's Report



GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

Transport Construction Authority

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the Transport Construction Authority (the Authority), which comprise the statement of financial position as at 30 June 2011, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Authority as at 30 June 2011, and its financial performance for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010.

My opinion should be read in conjunction with the rest of this report.

The Chief Executive's Responsibility for the Financial Statements

The Chief Executive is responsible for the preparation and fair presentation of the financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the Chief Executive determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with Australian Auditing Standards. Those standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Chief Executive, as well as evaluating the overall presentation of the financial statements.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independent Auditor's Report

My opinion does *not* provide assurance:

- about the future viability of the Authority
- that it has carried out its activities effectively, efficiently and economically
- about the effectiveness of its internal control
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their role by the possibility of losing clients or income.



C J Giumelli
Director, Financial Audit Services

30 September 2011
SYDNEY

Statement of Comprehensive Income

For the year ended 30 June 2011

Start of Audited Financial Statements.

	Notes	Year Ended 30 June 2011 \$000	Year Ended 30 June 2010 \$000
Revenue from operations	2(a)	371,616	385,512
Expenses from operations	2(b)	(376,310)	(411,254)
Surplus/(Deficit) from operations before Government Grants		(4,694)	(25,742)
Government Grants	2(c)	154,720	656,887
Surplus for the year from continuing operations		150,026	631,145
Other Comprehensive Income			
Net increase/(decrease) in property, plant and equipment asset revaluation reserve taken to Asset Revaluation Reserve	11(b)	4,605	(8,550)
Other Comprehensive Income for the year		4,605	(8,550)
Total Comprehensive Income for the year		154,631	622,595

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

As at 30 June 2011

	Notes	As at 30 June 2011 \$000	As at 30 June 2010 \$000
ASSETS			
Current Assets			
Cash and cash equivalents	3	451,057	641,760
Trade and other receivables	4	72,915	94,324
		523,972	736,084
Total Current Assets		523,972	736,084
Non-Current Assets			
Property, plant and equipment	5	612,857	361,691
Total Non-Current Assets		612,857	361,691
Total Assets		1,136,829	1,097,775
LIABILITIES			
Current Liabilities			
Trade and other payables	6	103,991	104,967
Borrowings	7	36,748	43,497
Provisions	8	3,028	2,468
Total Current Liabilities		143,767	150,932
Non-Current Liabilities			
Provisions	9	907	777
Other	10,14	205	176
Total Non-Current Liabilities		1,112	953
Total Liabilities		144,879	151,885
Net Assets		991,950	945,890
EQUITY			
Retained earnings	11(a)	982,914	928,614
Reserves	11(b) & (c)	9,036	17,276
Total Equity		991,950	945,890

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the year ended 30 June 2011

	Notes	Retained Earnings \$000	Asset Revaluation Reserve \$000	Total \$000
Balance at 1 July 2010		928,614	17,276	945,890
Surplus/(deficit) for the year		150,026	–	150,026
Other comprehensive income				
Net increase/(decrease) in property, plant and equipment	11(a) & 11(b)	–	4,605	4,605
Transfers on disposal	11(a) & 11(b)	12,845	(12,845)	–
Total other comprehensive income		12,845	(8,240)	4,605
Total comprehensive income for the year		162,871	(8,240)	154,631
Transactions with owners in their capacity as owners				
Increase/(decrease) in net assets from equity transfers	11(a)	(108,571)	–	(108,571)
Balance at 30 June 2011		982,914	9,036	991,950
Balance at 1 July 2009		290,861	25,826	316,687
Surplus/(deficit) for the year		631,145	–	631,145
Other comprehensive income				
Net increase/(decrease) in property plant and equipment	11(b)	–	(8,550)	(8,550)
Total other comprehensive income		–	(8,550)	(8,550)
Total comprehensive income for the year		631,145	(8,550)	622,595
Transactions with owners in their capacity as owners				
Increase/(decrease) in net assets from equity transfers	11(a)	6,608	–	6,608
Balance at 30 June 2010		928,614	17,276	945,890

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the year ended 30 June 2011

	Notes	Inflows/ (Outflows) Year Ended 30 June 2011 \$000	Inflows/ (Outflows) Year Ended 30 June 2010 \$000
Cash Flows from Operating Activities			
Government grants received		154,720	656,887
Receipts from customers		394,140	364,445
Payments to suppliers and employees		(386,277)	(370,519)
Net cash provided by operating activities	19(a)	162,583	650,813
Cash Flows from Investing Activities			
Payment for capital work-in-progress		(374,223)	(208,816)
Proceeds from sale of assets		1,435	–
Interest income received		26,311	8,095
Net cash used in investing activities		(346,477)	(200,721)
Cash Flows from Financing Activities			
Proceeds from borrowings		(6,809)	43,730
Net cash provided by/(used in) financing activities		(6,809)	43,730
Net Increase/(Decrease) in Cash and Cash Equivalents		(190,703)	493,822
Cash and Cash Equivalents at the Beginning of the Year		641,760	147,938
Cash and Cash Equivalents at the End of the Year	3	451,057	641,760

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Notes to the Financial Statements

For the year ended 30 June 2011

1. General Information

Reporting Entity

The Transport Construction Authority (the Authority) was established on 1 July 2010 by the *Transport Administration Amendment Act 2010* as a continuation of and the same legal entity as the Transport Infrastructure Development Corporation. The Authority's principal activities are to deliver major railway systems and other major transport projects for the NSW Government as approved by the Director General of the Department of Transport.

As at 30 June 2011, projects being delivered by the Authority are:

- i Epping to Chatswood Rail Link (ECRL) (including the Parramatta Transport Interchange) – Minister's Direction dated 1 January 2004.
- ii North Sydney Station Upgrade – Minister's Direction dated 21 October 2004 and subsequent directions dated from 25 October 2005.
- iii 2008 Rail Clearways Program – Minister's Direction dated 21 October 2004.
- iv 2010 Rail Clearways Program – Minister's Direction (conditional) dated 21 October 2004 and subsequent approval by the Budget Committee of Cabinet on 14 December 2005.
- v Newcastle Rail Corridor – Minister's Direction dated 10 October 2006.
- vi Glendale Interchange – Minister's Direction dated 10 October 2006.
- vii Northern Sydney Rail Freight Corridor – Minister's Direction dated 6 August 2008.
- viii South West Rail Line (SWRL) – Minister's Direction dated 13 August 2008 subsequently amended by Minister's Consent of 2 December 2008 which includes a two stage delivery approach including the upgrading of Glenfield Station, Glenfield North flyover and additional commuter car parking.
- ix Commuter Car Parking Program (CCPP) – Minister's Direction dated 16 December 2008.
- x New stabling facilities at Auburn – Minister's Direction dated 7 September 2009.
- xi Continuing Commuter Car Parking & Interchange Programs and ancillary works (CCPIP) – Minister's Direction dated 22 April 2010.

The Authority is a not-for-profit entity as its principal objective is not the generation of profit.

The Authority is a controlled entity of the NSW Department of Transport for consolidation purposes. The Authority's ultimate parent is the NSW Government and it is consolidated as part of the Total State Sector Accounts.

These financial statements were authorised for issue by the Chief Executive of Transport Construction Authority on the date on which the accompanying Statement by the Chief Executive was signed.

Significant Accounting Policies

(a) Statement of Compliance

These financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards and Interpretations, the *Public Finance and Audit Act 1983*, the *Public Finance and Audit Regulation 2010* and specific directions issued by the Treasurer.

(b) Basis of Preparation

These financial statements have been prepared on an accrual accounting basis using historical cost conventions. Except where stated, it does not take into account changing money values or the revaluation of certain non-current assets. Cost is based on the fair values of the consideration given in exchange for assets.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. All amounts are presented in Australian Dollars unless otherwise noted.

The following significant accounting policies have been adopted in the preparation and presentation of the financial statements.

Notes to the Financial Statements

For the year ended 30 June 2011

(c) Recognition of Revenue

Revenue is measured at fair value of the consideration or contribution received or receivable. Additional comments regarding accounting policies for the recognition are disclosed below:

(i) Government Grants (see Note 2(c))

Consolidated funds received and disclosed as Government Grants include funds received for the delivery of the ECRL project, the SWRL project and the Commuter Car Parking Program. Government Grants are recognised as revenue on a cash basis.

(ii) Interest Income (see Note 2(a))

Interest income is recognised on an accrual basis by reference to the principal outstanding and the effective interest rate applicable.

(iii) Other Income (see Note 2(a))

Other income includes the recovery of the full cost of delivery of projects other than the ECRL, SWRL and Commuter Car Parking programs on an accrual basis from the respective asset owners as well as profit on sale of properties surplus to construction activities. Revenue accruals are assessed by project management by reference to work performed on the ground and not invoiced.

(d) Cash and Cash Equivalents

Cash comprises cash on hand and funds held at call with the Authority's banker. Cash equivalents include money market investments readily convertible to cash within two working days.

Deposits at call with the NSW Treasury Corporation Hourglass facility are recognised in the financial statements at their principal amount which is considered to be their fair value due to the short-term nature of these funds. Interest is recognised in the Statement of Comprehensive Income as it accrues.

For the purposes of the Statement of Cash Flows, cash and cash equivalents are also as defined above.

(e) Trade and Other Receivables

Trade and other receivables are initially recognised, and subsequently carried at original invoice amount, less a provision for impairment, if any. Given the short term nature of the receivables, recognition at original invoice amount is not materially different from the amortised amount.

(f) Property Plant and Equipment

(i) Construction Work in Progress

All the Authority's expenditure (both direct and indirect), other than properties surplus to construction activities, relating to the ECRL project, SWRL project, Commuter Car Parking Program and the Commuter Car Parking & Interchange Program is capitalised as construction work in progress at cost. The remaining expenditure by the Authority (both direct and indirect) relating to other projects is expensed when incurred and recovered from the respective asset owners on a full cost recovery basis.

All the Authority indirect costs are apportioned between projects being delivered at the time based on their estimated costs to completion.

Properties acquired for construction activities have been treated as construction work in progress and recorded at cost.

Construction work in progress also includes capitalised borrowing costs related solely to the funding of the ECRL project.

The transfer of the capitalised expenditure of completed projects to NSW Government asset owners is recognised at cost and treated as an equity transfer in accordance with NSW Treasury's equity transfer policy TPP 09-3 – "*Contribution by Owners made to wholly owned public sector entities*". The capitalised cost of completed projects transferred to non-NSW Government asset owners (eg local government councils) are written off and are shown in the Statement of Comprehensive Income.

Notes to the Financial Statements

For the year ended 30 June 2011

1. General Information (continued)

(ii) Land and Buildings

Properties surplus to construction activities have been treated as the Authority's corporate assets and re-classified as Land and Buildings. Land and Buildings are stated at net fair value by reference to external market valuations at least every three years. When a revaluation increases the carrying value of a property, the increase is credited directly to the Asset Revaluation Reserve for that class of asset. When a revaluation decreases the carrying value of a property, the decrease is debited directly to the Asset Revaluation Reserve for that class of asset. Where the Asset Revaluation Reserve has been reduced to a nil balance, all subsequent revaluation decrements are debited directly to the Statement of Comprehensive Income.

Buildings acquired to date were incidental to construction activities and will not be depreciated as they are held for sale at the completion of the project.

(g) Trade and Other Payables

Trade payables and other payables are recognised when the Authority becomes obliged to make future payments resulting from the purchase of goods and services. Trade payables and other payables are stated at invoice cost, which is not materially different from amortised cost due to their short term nature.

(h) Borrowings

The Authority has approval under the *Public Authorities (Financial Arrangements) Act 1987* to borrow funds to meet project expenditure for the ECRL project. As at 30 June 2011, the Authority does not have responsibility if borrowings are required to fund other projects.

In accordance with Treasury directions, all loans are valued at Current Capital Value. Borrowing costs incurred for the purpose of construction of qualifying assets are capitalised.

(i) Employee Benefits

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave when it is probable that settlement will be required and they are capable of being measured reliably.

Liabilities recognised in respect of employee benefits expected to be settled within 12 months are measured at the remuneration rates the Authority expects to apply at the time of settlement.

The Authority contributes to defined benefit superannuation schemes in the NSW public sector Pooled Fund. Liabilities recognised in respect of employee benefits which are not expected to be settled within 12 months are measured at the present value of the estimated future cash outflows to be made by the Authority in respect of services provided by employees up to the reporting date. Government bond rates that have maturity dates approximating the settlement of liabilities as at the reporting date were used to arrive at the present value.

(j) Other Non-Current Liabilities

Other non-current liabilities are represented by accrued superannuation liabilities in various superannuation schemes. Refer notes 10 and 14.

(k) Goods and Services Tax (GST)

Revenue, expenses and assets are recognised net of the amount of GST, except:

- i the amount of GST incurred that is not recoverable from the ATO is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- ii receivables and payables are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the ATO is included as part of Receivables or Payables in the Statement of Financial Position. Cash flows are included in the Statement of Cash Flows on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Notes to the Financial Statements

For the year ended 30 June 2011

(l) Going Concern Basis

These financial statements have been prepared on a going concern basis which assumes that the Authority is expected to be able to pay its debts as and when they fall due and continue in operation without any intention or necessity to liquidate or otherwise wind up its operations.

RailCorp, under the authority of the RailCorp Chief Executive, has provided an undertaking that at completion of the ECRL project, RailCorp will acquire the project from the Authority and also assume or otherwise procure the discharge of the borrowing liabilities including capitalised interest carried by the Authority in respect of the project.

The Treasurer has confirmed under Section 22A of the *Public Authorities (Financial Arrangements) Act 1987* a Statutory Guarantee for the Authority. Under this guarantee, the State of New South Wales guarantees all financial accommodation obligations of the Authority with the New South Wales Treasury Corporation.

(m) Comparative Figures

Unless otherwise stated, comparative figures have been reclassified this year to incorporate changes required by new or revised accounting standards, and/or to provide a meaningful comparison with the current year amounts.

(n) Rounding

All amounts have been rounded to the nearest thousand dollars unless indicated otherwise.

(o) Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of accounting standards, management is required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various factors that are believed to be reasonable under the current set of circumstances.

Management evaluates these judgements, estimates and assumptions on an ongoing basis. Revisions of estimates are recognised in the period in which the estimate is revised if the revision affects only that period and recognised in the period of the revision and future periods if the revision affects both current and future periods.

Significant judgements, estimates and assumptions made by management in the preparation of the financial statements are outlined below:

Property, Plant and Equipment	Note 1(f) and Note 5
Trade and Other Payables	Note 1(g) and Note 6
Commitments	Note 12

(p) Equity adjustments due to industry restructuring/transfer of assets and liabilities

A transfer of assets (or liabilities) from (or to) another NSW public sector entity as a result of a Ministerial order to give effect to industry restructuring or transfer of assets or liabilities from certain other government entities is treated as a contribution by (or distribution to) the government and recognised as a direct adjustment to contributed equity. This treatment is consistent with AASB1004 Contributions and Australian Interpretation 1038 Contributions by Owners Made to Wholly-owned Public Sector Entities.

(q) Standards and Interpretations issued not yet Effective

The Authority has assessed the new Australian Accounting Standards that have recently been issued or amended but are not yet effective or applied. It has been determined that these new accounting standards will have no material impact on the financial statements in the period of initial application.

Notes to the Financial Statements

For the year ended 30 June 2011

	Year Ended 30 June 2011 \$000	Year Ended 30 June 2010 \$000
2. Surplus for the Financial Year		
Surplus for the financial year includes the following items of revenue and expense:		
(a) Revenue from operations comprise:		
Interest income – TCA	765	288
Interest income – Clearways	–	134
Interest income – ADP Program	148	–
Interest income – SWRL	21,514	4,831
Interest income – CCPP	1,525	2,339
Interest income – Northern Sydney Freight Corridor	156	392
Interest income – CCPIP	2,200	111
Other income – Other TCA Projects	5,892	1,165
Other income – Clearways program	337,725	371,838
Other income – Sale of Assets	137	–
Other income – North Sydney Station Upgrade	234	1,944
Other income – Newcastle Rail Corridor	–	403
Other income – Property Disposal Program	1,020	2,067
Net write-back of CCPP & SWRL WIP expenditure	300	–
	371,616	385,512
(b) Expenses from operations comprise:		
Project expenditure – Clearways program	347,887	371,150
Project expenditure – North Sydney Station Upgrade	248	2,174
Project expenditure – Newcastle Rail Corridor	21	27
Project expenditure – Other TCA Projects	6,750	–
Project expenditure – Northern Sydney Freight Corridor	342	9,018
Project expenditure – Glendale Interchange	–	5
Write off of ECRL WIP expenditure	–	27,093
Write off of CCPP WIP expenditure	–	1,787
Grants received in Prior Years transferred to RailCorp	12,000	–
Land & Buildings – Revaluation decrement	9,062	–
	376,310	411,254
(c) Government Grants comprise:		
Government Grants for capital expenditure – SWRL	56,395	540,400
Government Grants for capital expenditure – CCPP	76,513	64,307
Government Grants for capital expenditure – CCPIP	21,812	52,180
	154,720	656,887

Notes to the Financial Statements

For the year ended 30 June 2011

	As at 30 June 2011 \$000	As at 30 June 2010 \$000
3. Cash and cash equivalents		
Cash at bank and in hand	317	375,273
TCorp – Hourglass Cash facility at market value	450,740	266,487
	451,057	641,760

Refer to Note 20 for details regarding credit risk, liquidity and market risk arising from financial instruments

4. Trade and other receivables

Net GST receivable from ATO	8,193	657
Other Receivables – Government	64,531	93,524
Other Receivables – Other	191	143
	72,915	94,324

Refer to Note 20 for details regarding credit risk, liquidity and market risk, including financial assets that are either past due or impaired

5. Property, plant and equipment

Construction work-in-progress – ECRL project expenditure – at cost	14,456	13,175
Construction work-in-progress – ECRL capitalised interest – at cost	155	95
Construction work-in-progress – SWRL project expenditure – at cost	477,829	158,088
Construction work-in-progress – CCPP project expenditure – at cost	40,064	88,659
Construction work-in-progress – CCPIP project expenditure – at cost	19,604	–
Total construction work-in-progress – at cost	552,108	260,017
Land and buildings – at fair value	60,749	101,674
Total Property, Plant & Equipment	612,857	361,691

Land and buildings as at 30 June 2011 are stated at Chief Executive's valuation based on independent valuations at 30 April 2011 conducted by Knight Frank Valuations, Herron Todd White and Jones Lang LaSalle on commercial properties and internal valuations conducted by an internal qualified valuer on one residential property.

Movements in construction work-in-progress:

Construction work-in-progress as at 1 July	260,017	87,997
Transfer of completed assets to RailCorp – ECRL	–	(14,225)
Transfer of completed assets to RailCorp – CCPP	(162,797)	(4,203)
Transfer of completed assets to RailCorp – SWRL	(15,286)	–
Transfer of ECRL WIP to Land & Buildings	–	(878)
Transfer from Office of Strategic Lands for SWRL	104,712	–
Additions to ECRL project expenditure	1,281	18,476
Additions to ECRL capitalised interest	60	602
Additions to SWRL project expenditure	231,178	114,262

Notes to the Financial Statements

For the year ended 30 June 2011

	As at 30 June 2011 \$000	As at 30 June 2010 \$000
5. Property, plant and equipment (continued)		
Additions to CCPP project expenditure	113,039	86,866
Additions to CCPIP project expenditure	19,604	–
Write off of WIP expenditure – ECRL	–	(27,093)
Write off of WIP expenditure – CCPP	(624)	(1,787)
Write off of WIP expenditure – SWRL	(863)	–
Write back of WIP expenditure – CCPP	1,787	–
Construction work-in-progress as at 30 June	552,108	260,017

The Minister approved of an initial vesting of the total carrying amount of the ECRL construction work-in-progress including capitalised interest and all associated borrowing on 30 January 2009 to RailCorp at nil consideration. Further vestings of the ECRL construction work-in-progress, including capitalised interest, and associated borrowing at nil consideration occurred in June 2009 and June 2010. A final vesting of the carrying amount of ECRL construction work-in-progress, including capitalised interest, and all associated borrowings, will occur in 2011–12.

In June 2010, a financial transfer of carrying amount for two completed car parks was made to RailCorp at nil consideration. During 2010–11, vestings/financial transfers of the carrying amount of \$178.1m for completed car parks was made to RailCorp at nil consideration.

In June 2011, land was vested from the Office of Strategic Lands to TCA for the SWRL project. The land had a carrying value of \$104.7m and was vested at nil consideration.

Movements in land and buildings:

Land and buildings as at 1 July	101,674	87,868
Revaluation of land	(4,457)	(8,550)
Transfer from Held for Sale Asset	–	9,216
Transfer from ECRL WIP	–	878
Transfer of land to Office of Strategic Lands	(35,200)	–
Sale of land – Roseville	(1,268)	–
Recognition of additions to Surplus Property – Chatswood	–	12,262
Land and buildings as at 30 June	60,749	101,674

6. Trade and other payables

Trade creditors and accruals	103,172	104,520
PAYG tax payable	18	46
Payroll tax payable	183	149
Other amounts payable	618	252
	103,991	104,967

Refer to Note 20 for details regarding credit risk, liquidity and market risk, including a maturity analysis of above payables

Notes to the Financial Statements

For the year ended 30 June 2011

	As at 30 June 2011 \$000	As at 30 June 2010 \$000
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7. Borrowings

Short-term borrowings:

Come & Go Facility	36,748	43,497
Total borrowings	36,748	43,497

All borrowings are guaranteed by the NSW Government and are unsecured.

During the year, no borrowings were vested to RailCorp.

Refer to Note 20 for details regarding credit risk, liquidity and market risk, including a maturity analysis of above borrowings

8. Current Provisions

Employee benefits – annual leave	2,335	1,948
Employee benefits – long service leave	693	520
	3,028	2,468

9. Non-Current Provisions

Employee benefits – long service leave	907	777
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On the basis of past payment experience, annual leave and long service leave balances as at 30 June 2011 are expected to be settled in the following pattern:

	Within 12 months \$000	Later than 12 months \$000	Total \$000
Annual leave	1,865	470	2,335
Long service leave	–	1,600	1,600
	1,865	2,070	3,935

	As at 30 June 2011 \$000	As at 30 June 2010 \$000
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10. Other non-current liabilities

Accrued superannuation liabilities (see also Note 14)	205	176
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Notes to the Financial Statements

For the year ended 30 June 2011

	As at 30 June 2011 \$000	As at 30 June 2010 \$000
11. Equity		
(a) Retained Earnings		
Retained Earnings as at 1 July 2010	928,614	290,861
Surplus for the financial year	150,026	631,145
Transfer of net assets (to)/from RailCorp	(178,083)	6,608
Transfer of net assets (to)/from other government agencies	69,512	–
Write back of Land & Building Revaluation Reserve – sale/vesting of property	12,845	–
Retained Earnings as at 30 June 2011	982,914	928,614
(b) Asset Revaluation Reserve – TCA surplus properties		
Asset revaluation reserve as at 1 July 2010	8,240	16,790
Gain/(loss) on revaluation for the year	–	(8,550)
Gain/(loss) on revaluation prior to transfer of net assets	4,605	–
Net write back of revaluations – sale/vesting transactions during 2010–11	(12,845)	–
Asset revaluation reserve as at 30 June 2011	–	8,240
<p>Asset Revaluation Reserve arises on the revaluation of Land & Buildings. Where a re-valued land and/or building is sold, the portion of the Reserve which relates to that asset that is effectively realised, is transferred directly to Retained Earnings. Where the Revaluation Reserve balance would be reduced to a negative balance as a result of the sale/vesting transactions, the net balance of the Reserve is transferred to Retained Earnings.</p>		
(c) Asset Revaluation Reserve – South West Rail Line		
Asset revaluation reserve as at 1 July 2010	9,036	9,036
Asset revaluation reserve as at 30 June 2011	9,036	9,036

Asset Revaluation Reserve arises from the feasibility and technical studies undertaken on the SWRL in prior years, the costs of which were classified as operating expenses. As a result of the Minister's Direction to undertake the construction of Stage 1 and other ancillary projects, the prior year costs have been capitalised.

Notes to the Financial Statements

For the year ended 30 June 2011

	As at 30 June 2011 \$000	As at 30 June 2010 \$000
12. Commitments		
(a) Capital Expenditure Commitments:		
Not longer than 1 year	247,538	217,633
Longer than 1 year and not longer than 5 years	695,748	56,997
	943,286	274,630
GST Input Tax Credits included above	85,753	24,966
(b) Operating Expenditure Commitments:		
Not longer than 1 year	77,531	197,271
Longer than 1 year and not longer than 5 years	161,064	214,293
	238,595	411,564
GST Input Tax Credits included above	21,690	37,414
(c) Operating Lease Commitments:		
Not longer than 1 year	2,605	2,596
Longer than 1 year and not longer than 5 years	1,782	4,538
	4,387	7,134
GST Input Tax Credits included above	399	649

Capital expenditure commitments comprise expenditure to be incurred on the ECRL, SWRL, CCPP and CCPIP programs.

Operating expenditure commitments comprise expenditure to be incurred on the Clearways program, the North Sydney Station Upgrade and the Northern Sydney Rail Freight Corridor project.

The Authority has operating leases relating to the office accommodation at Chatswood. None of the leases extend longer than 5 years.

In accordance with AASB117, the leasehold rental expenses on all of the above leases have been converted on a straight-line basis over the relevant years of the leases.

13. Contingent Liabilities and Contingent Assets

In the ordinary course of business, contract disputes have been notified to and by the Authority in relation to its construction activities. As the outcomes of these disputes remain uncertain, it is not practicable to estimate any potential financial effect from these disputes.

Apart from the contract disputes mentioned above, the Authority does not have any contingent liability or contingent asset that would significantly impact on the state of affairs of the Authority or have a material effect on these financial statements.

Notes to the Financial Statements

For the year ended 30 June 2011

14. Superannuation – Retirement Benefits and Reserves

The Authority's superannuation liabilities as at 30 June 2011 as employer of members of the State Authorities Superannuation Scheme (SASS) and the State Authorities Non-Contributory Superannuation Scheme (SANCS) forming part of the Pooled Fund have been assessed by the Fund's actuary. Details of the actuary's assessments disclosed below are in accordance with AASB119 unless otherwise stated.

The Pooled Fund holds in trust the investments of the closed NSW public sector superannuation schemes including the State Authorities Superannuation Scheme (SASS) and the State Authorities Non-contributory Superannuation Scheme (SANCS). These schemes are defined benefit schemes – at least a component of the final benefit is derived from a multiple of member salary and years of membership.

At 30 June 2011, there was one contributor member in the SASS scheme (one in 2009/10) and one contributor member in the SANCS scheme (one in 2009/10). All schemes are closed to new members.

Member Numbers	SASS \$000	SANCS \$000	Total \$000
As at 30 June 2011			
Superannuation Position for AASB 119 purposes			
Accrued Liability	(419)	(64)	(483)
Estimated Reserve Account balance	252	26	278
	(167)	(38)	(205)
Future Service Liability (Note 1)	(53)	(7)	(60)
Surplus in excess of recovery available from schemes	–	–	–
Net asset/(liability) to be recognised in Statement of Financial Position	(167)	(38)	(205)
As at 30 June 2010			
Superannuation Position for AASB 119 purposes			
Accrued Liability	(362)	(55)	(417)
Estimated Reserve Account balance	219	22	241
	(143)	(33)	(176)
Future Service Liability (Note 1)	(52)	(8)	(60)
Surplus in excess of recovery available from schemes	–	–	–
Net asset/(liability) to be recognised in Statement of Financial Position	(143)	(33)	(176)

Note 1:

The Future Service Liability (FSL) does not have to be recognised by the employer. It is only used to determine if an asset ceiling limit should be imposed (AASB 119, par 58). Under AASB 119, any prepaid superannuation asset recognised cannot exceed the total of any unrecognised past service cost and the present value of any economic benefits that may be available in the form of refunds from the plan or reductions in future contributions to the plan. Where the "surplus in excess of recovery" is zero, no asset ceiling limit is imposed.

Notes to the Financial Statements

For the year ended 30 June 2011

14. Superannuation – Retirement Benefits and Reserves (continued)

Reconciliation of Present Value of the defined Benefit obligation as at 30 June 2011	SASS \$000	SANCS \$000	Total \$000
<i>Present Value of Partly Funded Defined Benefit Obligation at beginning of year</i>	362	55	417
Current service cost	12	2	14
Interest cost	17	3	20
Contributions by Fund participants	7	–	7
Actuarial (gains)/losses	46	5	51
Benefits paid	(24)	(1)	(25)
<i>Present value of partly funded defined benefit obligation at end of the year</i>	420	64	484

Reconciliation of Present Value of the defined Benefit obligation as at 30 June 2010	SASS \$000	SANCS \$000	Total \$000
<i>Present Value of Partly Funded Defined Benefit Obligation at beginning of year</i>	519	76	595
Current service cost	26	4	30
Interest cost	29	4	33
Contributions by Fund participants	13	–	13
Actuarial (gains)/losses	(47)	5	(42)
Benefits paid	(178)	(34)	(212)
<i>Present value of partly funded defined benefit obligation at end of the year</i>	362	55	417

Reconciliation of fair value of Fund assets as at 30 June 2011	SASS \$000	SANCS \$000	Total \$000
<i>Fair Value of Fund assets at beginning of year</i>	219	22	241
Expected return on Fund assets	17	2	19
Actuarial gains/(losses)	18	–	18
Employer contributions	15	3	18
Contribution by Fund participants	7	–	7
Benefits paid	(24)	(1)	(25)
<i>Fair value of Fund assets at end of the year</i>	252	26	278

Reconciliation of fair value of Fund assets as at 30 June 2010	SASS \$000	SANCS \$000	Total \$000
<i>Fair Value of Fund assets at beginning of year</i>	393	49	442
Expected return on Fund assets	34	4	38
Actuarial gains/(losses)	(66)	–	(66)
Employer contributions	23	3	26
Contribution by Fund participants	13	–	13
Benefits paid	(178)	(34)	(212)
<i>Fair value of Fund assets at end of the year</i>	219	22	241

Notes to the Financial Statements

For the year ended 30 June 2011

14. Superannuation – Retirement Benefits and Reserves (continued)

Components Recognised in Statement of Comprehensive Income as at 30 June 2011	SASS \$000	SANCS \$000	Total \$000
Current service cost	12	2	14
Interest cost	17	3	20
Expected return on Fund assets (net of expenses)	(17)	(2)	(19)
Expense/(income) recognised	12	3	15

Components Recognised in Statement of Comprehensive Income as at 30 June 2010	SASS \$000	SANCS \$000	Total \$000
Current service cost	26	4	30
Interest cost	29	4	33
Expected return on Fund assets (net of expenses)	(34)	(4)	(38)
Actuarial losses/(gains) recognised in year	–	–	–
Expense/(income) recognised	21	4	25

Amounts Recognised in the Statement of Comprehensive Income as at 30 June 2011	SASS \$000	SANCS \$000	Total \$000
Actuarial (gains)/losses	27	5	32
Adjustment for limit on net asset	–	–	–

Fund Assets

The percentage invested in each asset class at the balance sheet date:

	30 June 2011
Australian equities	33.4%
Overseas equities	29.5%
Australian fixed interest securities	5.7%
Overseas fixed interest securities	3.1%
Property	9.9%
Cash	5.1%
Other	13.3%

Fair value of Fund assets

All Fund assets are invested by STC at arm's length through independent fund managers.

Expected rate of return on assets

The expected return on assets assumption is determined by weighting the expected long-term return for each asset class by the target allocation of assets to each class. The returns used for each class are net of investment tax and investment fees.

Actual Return on Fund assets For the Financial Year ended 30 June 2011	SASS \$000	SANCS \$000
Actual return on Fund assets	18	2

Notes to the Financial Statements

For the year ended 30 June 2011

14. Superannuation – Retirement Benefits and Reserves (continued)

Valuation method and principal actuarial assumptions at the balance sheet date

(a) Valuation Method

The Projected Unit Credit (PUC) valuation method was used to determine the present value of the defined benefit obligation and related current service costs. This method sees each period of service as giving rise to an additional unit of benefit entitlement and measures each unit separately to build up the final obligation.

(b) Economic Assumptions

	30 June 2011
Salary increase rate (excluding promotional increases)	3.5% pa
Rate of CPI increase	2.5% pa
Expected rate of return on assets	8.6%
Discount rate	5.28% pa

Historical Information

	SASS	SANCS
	\$000	\$000
For the Financial Year ended 30 June 2011		
Present value of defined benefit obligation	419	64
Fair value of Fund assets	(252)	(26)
(Surplus)/Deficit in Fund	167	38
Experience adjustments – Fund liabilities	46	5
Experience adjustments – Fund assets	(19)	–
	SASS	SANCS
	\$000	\$000
For the Financial Year ended 30 June 2010		
Present value of defined benefit obligation	362	55
Fair value of Fund assets	(219)	(22)
(Surplus)/Deficit in Fund	143	33
Experience adjustments – Fund liabilities	(47)	5
Experience adjustments – Fund assets	66	–
	SASS	SANCS
	\$000	\$000
Expected contributions		
Expected employer contributions to be paid in the next reporting period	12	3

Notes to the Financial Statements

For the year ended 30 June 2011

15. Auditors' Remuneration

Amounts received or due and receivable by the auditors for auditing the financial statements totalled \$75,000 (\$72,000 in 2010). The auditor did not receive any other remuneration during the year (Nil in 2010)

16. Economic Dependency

The Authority was established on 1 July 2010 as a Statutory Authority by the Transport Administration Amendment Act, 2010. The Authority relies substantially on State Government funding.

17. Segment Information

The Authority operates predominantly in the transport infrastructure development industry. The actual construction work is contracted out to private construction companies or consortia although the management of the various interfaces remain with the Authority. The Authority's operations are conducted in Sydney, Australia. The Authority's principle office address is Level 5, Tower A, 821 Pacific Highway, Chatswood, 2067.

18. Post Balance Date Events

As at the reporting date, the Transport Legislation Amendment Bill 2011 (the Legislation) has been passed by the NSW Parliament. The Legislation establishes Transport for NSW (TfNSW) as a NSW Government agency and sets out the objectives and functions of TfNSW. The Department of Transport will continue to operate to provide policy advice to the Minister for Transport and the Minister for Roads and Ports and the Director General will manage the affairs of TfNSW. Amongst the changes to be introduced by the Legislation, the Transport Construction Authority will be abolished with its functions taken over by TfNSW, subject to TfNSW obtaining rail safety accreditation.

Notes to the Financial Statements

For the year ended 30 June 2011

19. Notes to the Statement of Cash Flows

(a) Reconciliation of Surplus for the financial year to Net Cash provided by Operating Activities:

	Year Ended 30 June 2011 \$000	Year Ended 30 June 2010 \$000
Surplus for the financial year	150,026	631,145
Add/(subtract) net change to revenue as a result of change to accounting policy	–	19,861
Less: Interest income treated as Investing Activities	(26,311)	(8,095)
Add/(subtract) non-cash items:		
Profit on sale of assets	(167)	–
Revaluation decrement	9,062	–
Net Write back of works-in-progress	(300)	28,880
	132,310	671,791
Add/(subtract) changes in assets and liabilities:		
Receivables relating to operating activities	21,229	(45,867)
Payables relating to operating activities	8,354	24,512
Provisions relating to operating activities	690	377
Net cash provided by operating activities	162,583	650,813

(b) Financing Facilities

The Authority has no bank overdraft facility. PAFA approval to use the "Come and Go" facility with TCorp for an amount not exceeding \$105 million (\$24 million for the ECRL program, \$6 million for the Asset Divestment Program and \$75 million for Clearways program) was received from the Treasurer in June 2010. During the reporting period, borrowings for the ECRL project totalled \$3.7million. (\$25 million in 2010). The Clearways Come and Go facility had an outstanding balance at 30 June 2011 of \$33 million. (\$43.5 million in 2010).

Notes to the Financial Statements

For the year ended 30 June 2011

20. Financial Instruments

(a) Significant Accounting Policies

Details of significant accounting policies including the criteria for recognition of each class of financial asset and financial liability are disclosed in Note 1 to the financial statements.

The Authority's principal financial instruments are outlined below. These financial instruments arise directly from the Authority's operations or are required to finance the Authority's operations. The Authority does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Authority's main risks arising from financial instruments are outlined below, together with the Authority's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Authority's Chief Executive has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for management of these risks. Risk management policies are established to identify and analyse the risks faced by the Authority, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Authority's Finance, Audit & Risk Committee on a continuous basis.

(b) Financial Instrument Categories

Financial Assets	Note	Category	Carrying Amount At 30 June 2011 \$000	Carrying Amount At 30 June 2010 \$000
Class:				
Cash and Cash Equivalents	3	N/A	451,057	641,760
Receivables ⁽¹⁾	4	Receivables measured at amortised cost	64,722	93,667

Financial Liabilities	Note	Category	Carrying Amount At 30 June 2011 \$000	Carrying Amount At 30 June 2010 \$000
Class:				
Payables ⁽²⁾	6	Financial liabilities measured at amortised cost	103,790	104,772
Borrowings	7	Financial liabilities measured at amortised cost	36,748	43,497

Notes:

1. Excludes statutory receivables, payables and prepayments (ie not within the scope of AASB 7)
2. Excludes any unearned revenue (i.e. not within the scope of AASB 7)

Notes to the Financial Statements

For the year ended 30 June 2011

20. Financial Instruments (continued)

(c) Credit Risk

Credit risk arises when there is the possibility of the Authority's debtors defaulting on their contractual obligations, resulting in a financial loss to the Authority. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets held by the Authority, including cash, receivables and authority deposits. No collateral is held by the Authority. The Authority has not granted any financial guarantees.

Credit risk associated with the Authority's financial assets other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards by TCorp. Authority deposits held with the New South Wales Treasury Corporation are guaranteed by the State.

Cash

Cash comprises cash on hand and bank balances held with Westpac Banking Corporation. Interest is earned on daily bank balances. The NSW Treasury Corporation Hourglass Cash Facility is discussed under "Authority Deposits" below.

Receivables

All receivables are recognised as amounts receivable at balance date. Collectibility of receivables is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed, where applicable, to recover outstanding amounts, including letters of demand. As the majority of receivables is payable by other government agencies, no impairment provisions have been raised. No interest is earned on receivables.

The Authority has RailCorp as its main receivable client. Based on past experience, debtors that are less than 3 months past due (2011: \$64.606 million; 2010: \$93.619 million) and more than 3 months past due (2011: \$0.116 million; 2010: \$0.05 million) are not considered impaired and represent 100% of the total receivables.

	Total \$000	Past due but not impaired \$000	Considered Impaired \$000
2011			
< 3 months overdue	64,606	10,055	–
3 months to 6 months overdue	25	25	–
> 6 months overdue	91	91	–
2010			
< 3 months overdue	93,619	4,578	–
3 months to 6 months overdue	–	–	–
> 6 months overdue	48	48	–

The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7. Therefore, the 'total' may not reconcile to the receivables total recognised in the Statement of Financial Position.

Notes to the Financial Statements

For the year ended 30 June 2011

20. Financial Instruments (continued)

Authority Deposits

The Authority has placed funds on deposit with TCorp, which has been rated "AAA" by Standard and Poors. These deposits are similar to money market or bank deposits and can be placed at call or for a fixed term. The deposits at balance date in the Hourglass Cash Facility were earning an average interest rate of 5.37 % (2010 – 4.46%), while over the year the weighted average interest rate was 5.37% (2010 – 3.89%) on a weighted average balance during the year of \$491.6 million (2010 – \$179.27 million). None of these assets are past due or impaired.

(d) Liquidity Risk

Liquidity risk is that the Authority will be unable to meet its payment obligations when they fall due. The Authority continually manages risk through monitoring future cash flows to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of investment balances and TCorp's Come & Go facility. The Authority does not hold any derivative financial instruments.

	As at 30 June 2011			As at 30 June 2010		
	Total Facilities \$'000	Used \$'000	Unused \$'000	Total Facilities \$'000	Used \$'000	Unused \$'000
Come & Go Facility – TCorp	105,000	36,748	68,252	125,000	43,497	81,503
Total	105,000	36,748	68,252	125,000	43,497	81,503

During the current and prior years, there were no defaults or breaches on any loans payable. No assets have been pledged as collateral. The Authority's exposure to liquidity risk is deemed insignificant based on prior period's data and the current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods and services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the supplier's terms of trade. If terms of trade are not specified, payment is made no later than the end of the month following the month in which the invoice was received. No interest for late payment was levied during the financial year.

Notes to the Financial Statements

For the year ended 30 June 2011

20. Financial Instruments (continued)

The table below summarises the maturity profile of the Authority's financial liabilities, together with the interest rate exposure.

			Interest Rate Exposure			Maturity Dates		
	Weighted Average Interest Effective Interest Rate	Nominal Amount	Fixed Interest Rate	Variable Interest Rate	Non-Interest Bearing	< 1 Year	1-5 Years	> 5 Years
30 June 2011								
Payables:								
Trade & Other Payables		103,790	-	-	103,790	103,790	-	-
Borrowings:								
TCorp Borrowings								
Come & Go Facility	5%	36,748	-	36,748	-	36,748	-	-
		140,538		36,748	103,790	140,538		
30 June 2010								
Payables:								
Trade & Other Payables		104,772	-	-	104,772	104,772	-	-
Borrowings:								
TCorp Borrowings								
Come & Go Facility	4.75%	43,497	-	43,497	-	43,497	-	-
		148,269	-	43,497	104,772	148,269	-	-

Note:

The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities, therefore the amounts disclosed above will not reconcile to the Statement of Financial Position.

(e) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of the changes in market prices. The Authority's exposures to market risk are primarily through interest rate risk on the Authority's borrowings and other price risks associated with the movement in the unit price of the Hour Glass Investment facilities. The Authority has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on surplus and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Authority operates and the timeframe for the assessment (ie until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at balance sheet date. The analysis is performed on the same basis for 2010. The analysis assumes that other variables remain constant.

Notes to the Financial Statements

For the year ended 30 June 2011

20. Financial Instruments (continued)

Interest Rate Risk

Exposure to interest rate risk arises primarily through the Authority's interest bearing liabilities. The risk is minimised by undertaking mainly fixed interest rate borrowings with NSW TCorp. The Authority does not account for any fixed rate financial instruments at fair value through profit or loss or as available for sale. Therefore for these financial instruments a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The Authority's exposure to interest rate risk is set out below.

	Carrying Amount \$'000	-1%		+1%	
		Profit \$'000	Equity \$'000	Profit \$'000	Equity \$'000
30 June 2011					
Financial Assets:					
Cash & Cash Equivalents	451,057	4,511	–	4,511	–
Receivables	64,722	–	–	–	–
Financial Liabilities:					
Payables	103,790	–	–	–	–
Borrowings	36,748	–	367	–	367
30 June 2010					
Financial Assets:					
Cash & Cash Equivalents	641,760	6,418	–	6,418	–
Receivables	93,667	–	–	–	–
Financial Liabilities:					
Payables	104,772	–	–	–	–
Borrowings	43,497	–	435	–	435

20. Financial Instruments (continued)

Other Price Risk – TCorp Hourglass facilities

Exposure to 'other price risk' primarily arises through the investment in the TCorp Hourglass Investment facilities, which are held for strategic rather than trading purposes. The Authority has no direct equity investments. At 30 June 2011, the Authority holds 480.56 million units in the Cash Facility only (2010 – 283.66 million units) which invests in cash and money market instruments sector and has an investment horizon of up to 2 years. The amount held in the facility at 30 June 2011 was \$450.74 million (2010 – \$266.49 million).

The unit price of each facility is equal to the total fair value of net assets held by the facility divided by the total number of units issued for that facility. Unit prices are calculated and issued daily.

TCorp as trustee for the above facility is required to act in the best interest of the unit holders and to administer the trusts in accordance with the trust deeds. As trustee, TCorp has appointed external managers to manage the performance and risks of each facility in accordance with the mandate agreed between the parties. However TCorp acts as manager for part of the Cash Facility. A significant proportion of the administration of the facilities is outsourced to an external custodian.

Investment in the Hourglass facilities limits the Authority's exposure to risk, as it allows diversification across a pool of funds, with different investment horizons and a mix of investments.

TCorp provides sensitivity analysis information for each of the facilities, using historically based volatility information. The TCorp Hourglass Investment facilities are designated at fair value through profit and loss and therefore any change in the unit price impacts directly on surplus.

	Impact on Surplus and Deficit		
	Change in Unit Price	2011 \$'000	2010 \$'000
Hourglass Investment – Cash facility	+/- 1%	4,507	2,665

A reasonable possible change is based on the percentage change in unit price multiplied by the redemption price as at 30 June each year for each facility (as advised by TCorp).

(f) Fair Value

Financial instruments are generally recognised at cost, with the exception of the TCorp Hourglass facilities, which are measured at fair value. In the fair value hierarchy, the investments in the Hourglass facilities are classified as Level 2, as although prices are observable, no active market exists for these facilities as they are only accessible to government agencies. The value of the Hourglass investments is based on the Authority's share of the value of the underlying assets of the facility, based on the market value. All of the Hourglass facilities are valued using 'redemption' pricing. The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value, because of the short term nature of the financial instruments.

End of Audited Financial Statements.

6 Appendices



Our organisation is designed to efficiently deliver complex transport infrastructure projects that provide value and assurance for the people of NSW – our customers.



6

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Appendix 1: Corporate governance

1.1 Business plan

The TCA Business Plan sets out TCA's 2010–2016 performance targets for delivering our portfolio of projects over the next five years.

1.2 Internal and external performance reviews

Internal reviews

TCA conducts a comprehensive internal audit program covering all aspects of TCA operations, including the performance of delivery partners working on TCA projects.

The internal audit program is overseen by the Finance, Audit and Risk Committee. In 2010–2011, the program covered core TCA processes and functions including:

- » land and property acquisition – processes and systems in place to support cost effective management of TCA property acquisition and divestment program to support development and delivery of project
- » ICT outsourced service delivery and ICT environment – operational maintenance of TCA's ICT environment, including servers and security by the then outsourced service provider
- » a baseline review of TCA project management compliance – providing a baseline of project managers' compliance with key requirements of our Corporate Management System in advance of the full implementation of TCA's newly developed Project Management Methodology Framework.

The internal audit program also covers the performance of TCA delivery partners. This work is undertaken collaboratively between TCA and relevant contractors delivering TCA projects. The program covers TCA and contractor management of:

- » safety in design and on-site safety
- » design management and authority
- » environment and planning approval compliance
- » product quality and conformance

- » risk management
- » cost and financial management
- » commissioning readiness.

Due to the large volume of construction being undertaken as part of Commuter Car Park Program Stage 1 during 2010–2011, a key focus was on the management of product quality. This has resulted in a strengthening of the management of inspection and test plans by TCA and contractors.

As part of TCA's commitment to continuous improvement, a broader maturity assessment of project management capability was undertaken by Parsons Brinckerhoff. This review identified continuous improvement in overall maturity and TCA's overall maturity score is 'now matching the top 10 percent of organisations'. Procurement was identified as a strength while areas for continued focus included consistent management of scheduling and cost management. TCA is progressing a number of initiatives to continue to improve project management maturity across the organisation.

External reviews

In addition to the annual audit undertaken by the NSW Auditor General, TCA was subject to a number of independent reviews as part of maintaining accreditation in relation to:

- » ISO 9001: 2008 – Quality Management System
- » ISO18001:2007/AS 4801 – Occupational Health and Safety Management
- » ISO 14001: 2004 – Environmental Management System.

No non-conformances were raised through these reviews. However, there were a range of improvements identified which have been actioned.

An independent review of TCA's Safety Management System, maintained as part of accreditation under the *Rail Safety Act 2008*, was also being finalised at the end of 30 June 2011.

1.3 Financial, asset and liability management

TCA's management of our financial assets and liabilities conforms to the Treasury Management Policy and requirements of:

- » *Public Authorities (Financial Arrangements) Act 1987*
- » Treasury Circular 09/07: Guidelines on Reporting of Investment and Liability Management
- » Treasury Policy Paper TPP 07-07: Treasury Management Policy
- » Treasury Circular TC06/25: Release of Updated Working with Government – Guidelines for Privately Financed Projects 2006.

1.4 Risk management and insurance activities

TCA has a Risk Management Policy that commits us to managing risk as a strategic business objective, and adopting a risk-based approach consistent with the Australian and New Zealand Standard for Risk Management, ISO:31000. The Policy also requires all TCA employees to manage risks within their area of responsibility to as low as reasonably practicable.

Supporting this is TCA's Risk Management Standard, which aims to establish a comprehensive, integrated and systematic approach to managing risk by:

- » ensuring that reasonably foreseeable risks are identified, understood and controlled
- » instilling in management an awareness of risk and ensuring that risk is considered as part of the decision-making process
- » creating an environment where all employees understand, and are responsible for, managing risks for which they are accountable
- » formally documenting and reviewing risks, along with the key mitigating controls and tasks, and reporting on the process to management on a regular basis
- » providing an assurance framework for the Chief Executive, Executive Committee and stakeholders.

The focus of risk management within TCA applies to two specific aspects: corporate risks and program risks. Corporate risks are those risks that impact on the ongoing business of TCA, unlike program risks that apply to a single project and/or program that has a finite duration. Risk can be considered to be a function of consequence and likelihood. Consequence is the level of impact associated with the realisation of the risk, and addresses the key categories of safety, environment, financial, service reliability and reputation. Likelihood is the level of possibility that the risk will occur. TCA manages rail safety risks through a comprehensive register of risks that underpins the rail safety management of corporate and program operations.

Risk management is a continual process and part of the day-to-day management of TCA's business. Risk reviews are undertaken at all levels of TCA and these culminate in formal quarterly risk reviews by the Chief Executive with the Chief Executive's direct reports. A Corporate Risk Workshop involving the Chief Executive and TCA Executive Committee is held annually to validate corporate risks.

To guide our management response to risk, we use a risk-ranking framework to assign ratings and prioritise the response to individual risks. TCA's Risk Matrix provides a means of assigning a risk score from 1 (Extreme) to 4 (Low) using consequence and likelihood ratings. The Risk Matrix does not replace the need for thorough and specific 'As Low As Reasonably Practicable' (ALARP) consideration where appropriate. Rather, it provides guidance on whether the risk level is such that it requires further treatment activities. The expected risk management response required should apply to most situations. The Chief Executive may elevate any risk to become a 'Chief Executive Key Risk' to increase its focus.

TCA obtains non-construction insurance cover from the Treasury Managed Fund. A principal controlled insurance program is in place to provide material damage and third-party liability cover for major construction contracts on the Epping to Chatswood Rail Link and Chatswood Transport Interchange. Insurances for TCA's other projects are covered by the respective eventual asset owners. TCA has maintained adequate insurance cover for the reporting period. There were no claims on the Epping to Chatswood Rail Link, the Rail Clearways Program, the Commuter Car Park and Interchange Program or the South West Rail Link with potential to exceed the policy excess.

Appendix 1: Corporate governance (continued)

1.4 Risk management and insurance activities (continued)

Internal Audit and Risk Management Statement for the 2010–2011 Financial Year

I, Chris Lock the Chief Executive of Transport Construction Authority, am of the opinion that the Transport Construction Authority has internal audit and risk management processes in place that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I, Chris Lock the Chief Executive of Transport Construction Authority, am of the opinion that the Audit and Risk Committee for Transport Construction Authority is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

- » Dr Dale Cooper – independent Chair
(term of appointment 3 years)
- » Bruce Turner – independent Member 1
(term of appointment 3 years)
- » Scott Lyall – non-independent Member 1
(term of appointment 3 years).

These processes provide a level of assurance that enables the senior management of Transport Construction Authority to understand, manage and satisfactorily control risk exposures.

1.5 Executive Committee

The TCA Executive Committee comprises the Chief Executive and the Chief Executive's direct reports. The role of the Executive Committee is to share information, discuss strategic issues and operational coordination.

During 2010–2011, the Executive Committee held 18 meetings. Attendance by Executive members is detailed below.

Executive Member	Meetings eligible to attend	Meetings attended
Chris Lock	18	16
Michael Antrum	4	2
Glenn Bentley	18	15
Bevan Brown	18	15
Mark Edwards	3	3
David Gainsford	7	6
Craig Gillman	6	5
Martin Halliday	10	9
Graham Jackson	18	15
Amanda Jones	15	13
Scott Lyall	18	17
Michael Magney	3	3
Stephen Pascall	18	15
David Roberts	18	17
John Templeman	18	17
Peter Whelan	18	14
James White	18	16
Josh Wright	16	14

Occasional task groups

TCA currently has three internally resourced occasional task groups to undertake specific tasks or conduct monitoring/reporting activities on behalf of the Executive Committee:

1. Business Systems Task Group
2. Competency Framework Task Group
3. Quality Management Task Group.

6

Independent TCA advisory committees

Independent advisory committees have been established to assist in the effective governance of TCA and support the Chief Executive in the areas of:

1. Finance, Audit and Risk
2. Health, Safety and Environment.

Each advisory committee has an independent Chair and comprises a mix of independent members and TCA employees.

1.6 Contractor performance

TCA has operated its integrated contractor performance management system (CPMS) for four years to monitor, report and provide feedback on the performance of construction and professional services contractors.

The contractor performance management system incorporates a contractor performance management procedure and guidelines for contractor performance reporting. These are supplemented by information derived from project audits and the performance and compliance incentive payment scheme.

The system is designed to enhance TCA's management of contractors and contractor performance. It also provides records of performance that contribute to the tender assessment process. It applies to all construction and professional service contractors valued at more than \$150,000 and its use is encouraged on contracts of lesser value.

During 2010–2011, TCA conducted 197 contractor performance reports across all projects. Performance results were used to determine contractor performance at a particular point in time, review trends in performance and aid comparison with other similar contractors.

Performance data is used to identify best performing contractors and professional services contractors. It encourages contractors and professional services contractors to implement a business culture of continuous improvement.

The contractor performance management system has become an integral part of TCA's procurement process and contractor performance reports are referred to by TCA and other NSW Government agencies during the evaluation of tenders.

The contractor performance management system also requires the maintenance of a Contractor Review List. This records the names of contractors and professional services contractors that require special consideration and/or further investigation in order to be considered eligible to tender on TCA projects. The Contractor Review List is maintained on an ongoing basis and when deemed appropriate by TCA's Panel of Assessors.

1.7 Government Information (Public Access) Act 2009

Under the *Government Information (Public Access) Act 2009* (GIPA Act), TCA is authorised to release information proactively, unless there is an overriding public interest against disclosure. Information proactively released by TCA is available on its website.

In accordance with section 7 (3) of the GIPA Act, a review of information proactively released by TCA was conducted during the reporting year. As a result of the review a total of 33 documents were identified for publication on the TCA website, including policies, procedures, standards and other publications.

TCA will review the information proactively released on the anniversary of the commencement of the GIPA Act in July 2011.

Appendix 1: Corporate governance (continued)

1.7 Government Information (Public Access) Act 2009 (continued)

Table A: Number of applications by type of applicant and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not-for-profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	1
Members of the public (other)	0	0	0	0	0	0	0	0

Table B: Number of applications by type of applicant and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	0	0	0	0	0	0	0	1
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

1.7 Government Information (Public Access) Act 2009 (continued)

Table C: Invalid applications

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

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

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

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

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

Appendix 1: Corporate governance (continued)

1.7 Government Information (Public Access) Act 2009 (continued)

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	0
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	0

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

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by Administrative Decisions Tribunal	0	0	0
Total	0	0	0

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

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

1.7 Government Information (Public Access) Act 2009 (continued)

TCA endeavours to proactively publish information on our website, which we believe to be of public interest. If information cannot be found that is of public interest, an informal request for the information can be made to TCA at the contact details below.

It should be noted that NSW Government agencies are not required to release information without a formal access application. TCA reserves the right to require members of the public to lodge a formal access application. In particular, TCA would likely require a formal access application if:

- » there may be significant public interest considerations that must be taken into account in deciding whether the information can be released
- » there may be personal or privacy issues raised by the request
- » the request may involve a large volume of information
- » the request may require a significant amount of processing time, among other factors.

If the information being sought is not available on the TCA website and is not otherwise routinely provided by TCA on request, the information may still be obtained by a formal access request.

There is no specific form required to make an application. However, the GIPA Act requires the access application to:

- » be in writing and sent to the address below
- » clearly indicate that you are requesting information under the *Government Information (Public Access) Act 2009 (NSW)*
- » include a \$30 application fee
- » provide a return postal address in Australia as the address for correspondence
- » include as much specific information as necessary to enable us to identify the information you are seeking.

GIPA access applications for TCA information should be made to:

GIPA Officer
 Transport Construction Authority
 Locked Bag 6501
 St Leonards NSW 2065

1.8 Legislative changes

During the reporting year, the following legislative and subordinate legislation changes were made that could potentially affect TCA.

Environmental Planning and Assessment (Part 3A Repeal) Act 2011 (NSW)

This Act amended the *Environmental Planning and Assessment Act 1979 (NSW)* to repeal the former Part 3A approval process for major projects. A new assessment and approval process has been established for major projects introducing the categories of State Significant Infrastructure (SSI) and State Significant Development (SSD). A review of the overall E P and A Act has also commenced.

Work Health and Safety Act 2011 (NSW) Occupational Health and Safety Amendment Act 2011 (NSW)

This legislation introduced a series of reforms to the NSW occupational health and safety framework, moving towards a standardised national system. Significant changes have come into force regarding statutory duties, duty bearers and prosecutions for breaches. Additional reforms will come into effect on 1 January 2012.

Building and Construction Security of Payment Amendment Act 2010 (NSW)

The Act introduced new obligations on principal contractors to withhold payments from head contractors in certain circumstances. These measures are designed to assist sub-contractors in securing progress payments for work performed without the cost and delay of court action. The Act also creates certain offences for failure to meet the requirements of the provisions.

Protected Disclosures Amendment (Public Interest Disclosures) Act 2010 (NSW)

Among other changes, this renamed the former *Protected Disclosures Act 1994 (NSW)* as the *Public Interest Disclosures Act 1994 (NSW)*. The Act changed the definitions of various key terms under the Act, and provided for oversight of the Act by the Ombudsman. Other changes include stronger anti-reprisal provisions and annual reporting by agencies and the Ombudsman.

Appendix 1: Corporate governance (continued)

1.8 Legislative changes (continued)

Transport Administration Amendment Act 2009 (NSW)

The Act came into force on 1 July 2010, changing the name of the then Transport Infrastructure Development Corporation (TIDC) to the Transport Construction Authority (TCA). TCA became a statutory authority and NSW Government agency, subject to the direction and control of the Minister for Transport, and no longer has a governing board.

TCA's objectives remain unchanged: to develop major railway systems and other major transport projects in an efficient, effective and financially responsible manner.

Government Information (Public Access) Act 2009 (NSW)

The GIPA Act came into force on 1 July 2010, replacing the former *Freedom of Information Act 1989* (NSW). The GIPA Act enhances the transparency and accountability of NSW Government agencies in several ways. These include a legally enforceable right to access information held by Government, and the mandatory proactive release of certain information. Compliance with the GIPA Act is overseen by the Office of the information Commissioner.

Building and Construction Industry Long Service Leave Payments Act 1986 (NSW)

Amendments made to this Act, effective from 1 July 2010, require proof that building and construction contractors have paid the requisite long service leave levy prior to the commencement of work. TCA must have proof of this.

Public Sector Employment and Management (Goods and Services) Regulation 2010 (NSW)

This regulation remade, with some amendments, the provisions of the Public Sector Employment and Management (Goods and Services) Regulation 2000 (NSW), which was repealed on 1 September 2010. The regulation sets out procedures for the supply and disposal of goods and services for public sector agencies, including tendering procedures, procurement policies and codes of practice that must be followed.

1.9 Significant legal decisions

Parramatta City Council v Transport Construction Authority [2011] NSWLEC 49

In 2004, Transport Construction Authority's predecessor, Transport Infrastructure Development Corporation, compulsorily acquired parcels of land from Parramatta City Council for the Parramatta Transport Interchange project, including land comprising public roads. In March 2010, Parramatta City Council lodged an application with the Land and Environment Court objecting to the amount of compensation paid for a part of a public road acquired. Transport Construction Authority sought declarations that a 2006 deed of settlement was a bar to Parramatta City Council's proceedings.

His Honour Justice Biscoe found that compensation for the public road land had been erroneously valued, but that the Court does not have jurisdiction to determine compensation for the land. Consequently, Parramatta City Council's proceedings were struck out and Transport Construction Authority's proceedings in relation to the 2006 deed of settlement were dismissed.

Transport Construction Authority has appealed Justice Biscoe's decision.

1.10 Departures from *Subordinate Legislation Act*

There were no departures from the *Subordinate Legislation Act 1989* during the reporting period.

1.11 Exemptions

TCA received no exemptions from the reporting provisions of the *Annual Reports (Statutory Bodies) Act 1984* for this reporting period.

1.12 Land divestment

One property was divested during the reporting period – 28 Waratah Street, Chatswood, a house for \$1,435,000.

Appendix 2: Organisational services and support

2.1 Consumer response

Stakeholders and members of the public can expect TCA to provide:

- » prompt, courteous and competent service
- » accurate, easy to understand, relevant and timely information
- » the opportunity for community engagement in our projects wherever possible
- » accountability in our actions and our decision-making processes
- » easily accessible mechanisms for contacting us and providing feedback.

TCA maintains the following free call services:

- » Project Information Line (1800 684 490) – a point of contact for the community to obtain information about TCA or its projects, aiming to respond to general enquiries or non-project related complaints within 48 hours. TCA received and responded to 2,720 enquiries in 2010–2011, down from 3,248 enquiries in 2010–2009.
- » 24-hour Construction Response Line (1800 775 465) – a point of contact for the community to make an urgent enquiry or complaint regarding construction activities, aiming to respond within two hours during construction periods and within 24 hours during non-construction periods.

24-hour Construction Response Line	2009–2010	2010–2011
Number of calls	334	308
Responded to within target timeframes	97%	95%

2.2 Delivery of electronic services

TCA's website at www.tca.nsw.gov.au is a key communication channel for stakeholders and the community. In 2010–2011, there were 706,439 visits, ranging from a low of 51,153 visits in July 2010 to a high of 74,410 in May 2011 and a monthly average of 58,869.

The TCA website includes information on all projects. Publications such as newsletters and reports are available to download. The website also provides a link to enable users to email TCA with any questions or comments. The public and interested parties can request for regular updates on specific projects to be sent to them automatically by subscribing online.

TCA aims to ensure its website is a user-friendly information source that provides accurate and current information on TCA and our projects.

2.3 Waste reduction and purchasing policy

TCA is committed to minimising the amount of waste we generate as an essential contribution towards reducing our ecological footprint.

TCA's framework and performance for waste reduction is detailed in our Waste Reduction and Purchasing Policy Report, which was submitted to the Office of Environment and Heritage (then Department of Environment, Climate Change and Water) in August 2007. TCA is due to submit our next progress report to the Office of Environment and Heritage in August 2011 which reports on data for the 2010 calendar year.

In accordance with Waste Reduction and Purchasing Policy principles, TCA is committed to the reduction of waste in four scheduled areas:

- » paper products
- » office equipment and components
- » vegetation material
- » construction and demolition material.

Appendix 2: Organisational services and support (continued)

2.3 Waste reduction and purchasing policy (continued)

In the past year, TCA has improved its performance in:

- » recycling of office paper from approximately 85 percent (2008) to 92 percent (2010). Recycling of toner cartridges and cardboard has maintained a near 100 percent success rate
- » increasing paper and office products containing recycled content from 76 percent (2008) to 89 percent (2010)
- » increasing use of recycled construction and demolition materials from 50 percent (2008) to 81 percent (2010), indicating that contractors and delivery partners have embraced the concept of recycled materials.

Reams	Financial	
	2009–2010	2010–2011
A4 whitepaper (with recycled content)	6,023	5,395
A3 whitepaper (with recycled content) purchased	971	844
A4 whitepaper (no recycled content)	862	871
A3 whitepaper (no recycled content) purchased	30	126

TCA has implemented a number of initiatives for continuous improvement in achieving our targets to reduce waste, reuse and recycle, including:

- » developing an Environmental Management System of standards and procedures, such as the *Sustainable Office Procurement Standard* and *Sustainable Design Guidelines*
- » establishing a Sustainability Working Group to discuss sustainability issues
- » conducting annual office waste management studies (waste audits)
- » improving TCA's contracts to require contractors to adopt and report using the accepted Waste Reduction and Purchasing Policy reporting templates published by the Office of Environment and Heritage

- » monitoring contractor data collection during weekly site inspections
- » ensuring mandatory compliance with the requirements of TCA's *Sustainable Design Guidelines*
- » introducing co-mingled and paper recycling stations in TCA's Chatswood office.

TCA will continue to identify further measures to reduce the waste that we generate, including continuing to work closely with contractors to develop and implement waste management strategies on construction sites.

2.4 Economic and other factors

Major economic factors impacting TCA include the continued high level of infrastructure investment activity. The impact of these factors is translated into increased competition for construction resources.

TCA has responded to these market conditions by:

- » establishing an Employer of Choice program to attract high-quality employees
- » adopting a variety of contracting and procurement strategies.

2.5 Research and development

TCA did not undertake any research or development activities during the reporting year.

Appendix 3: Human resources

3.1 Number of permanent employees by category

Category	June 2011	June 2010	June 2009	June 2008
Management	37	44	31	26
Other employees	229	186	159	150

As at 30 June 2011, TCA had 266 employees, with 37 working in management, nine employees on internships or graduate programs, and 220 other employees (85% working on the delivery and planning side and 15% working in corporate functions). The total turnover rate for 2010–2011 was 16.94 percent.

3.2 Statement of performance and remuneration – Senior Executive

In accordance with legislative requirements, a list of officers who earned over \$231,951 as at 30 June 2011 and a summary of their performance is provided below.

Officer	Position title	Total remuneration package	Performance review summary	Period in position and person responsible for review
Michael Barnfield	Deputy Executive Program Director Glenfield to Leppington Rail Line	\$313,006	<ul style="list-style-type: none"> » Managed the delivery of the Commuter Car Park Program Stage 1. » Managed resolution of outstanding issues and defects rectification on the Epping to Chatswood Rail Link. » Managed the Glenfield to Leppington Rail Line. 	1 July 2010–30 June 2011 Executive Program Director Commuter Car Park Program / Executive Program Director ECRL / Executive Program Director South West Rail Link
Glenn Bentley	Executive Program Director Clearways	\$393,513	<ul style="list-style-type: none"> » Managed the ongoing delivery of the Rail Clearways Program projects. » Managed completion and commissioning of Macarthur Turnback Stage 1. » Managed ongoing delivery of Kingsgrove to Revesby Quadruplication, Richmond Line Duplication, Liverpool Turnback and Macarthur Turnback Stage 2. » Managed the ongoing delivery of Auburn Stabling Project. » Managed the implementation of time, cost, quality and risk management plans in design and construction. 	1 July 2010–30 June 2011 Chief Executive Officer

Appendix 3: Human resources (continued)

Officer	Position title	Total remuneration package	Performance review summary	Period in position and person responsible for review
Bevan Brown	General Manager Commercial	\$346,974	<ul style="list-style-type: none"> » Managed the tender assessment, negotiations and contract award for the Glenfield to Leppington Rail Line. » Led the team to achieve a procurement maturity outcome of 4 out of 5 as part of the Project Management maturity assessment of TCA. » Implemented enhanced contract management manuals and insurance procedures. » Enhanced awareness and training around procurement, fraud and corruption prevention for all TCA staff and alliance partners. » Managed the tendering process, contract documentation and negotiations for TCA contracts. » Managed TCA procurement, commercial and insurance affairs. 	1 July 2010– 30 June 2011 Chief Executive Officer
David Dalton	Director Engineering Services	Annual \$243,000 Pro rata \$197,875	<ul style="list-style-type: none"> » Provided leadership, mentoring and coaching to the Engineering team who delivered the engineering solutions for all programs and projects. » Managed provision of expert engineering advice to TCA projects. » Set direction for and managed provision of engineering safety assurance activities for TCA projects. » Managed stakeholders associated with engineering review of TCA projects. 	Acting 5 October 2010– 26 May 2011 Appointed 26 May 2011– 30 June 2011 General Manager Engineering
David Gainsford	General Manager Planning and Environment	\$260,000	<ul style="list-style-type: none"> » Managed Planning and Environment Functions for TCA. » Managed stakeholders associated with environment and planning processes. » Coordinated Planning and Environment input into the operation of Health Safety and Environment Committee. » Coordinated the input into planning policy reviews with government agencies including the review of Part 3A provisions. 	29 March 2011– 30 June 2011 Chief Executive Officer

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Officer	Position title	Total remuneration package	Performance review summary	Period in position and person responsible for review
Craig Gillman	Chief Audit Executive	\$250,000	<ul style="list-style-type: none"> » Reformed ICT project governance arrangements to strengthen transparency and accountability for ICT project management and benefits realisation. » Developed revised ICT work program for TCA to be more closely aligned to TCA strategic direction and coordinated with Department of Transport ICT. » Oversaw the preparation, quality assurance and approval of TCA's unqualified financial statements. » Reformed Internal Audit monthly and other reporting to be more streamlined and reader friendly, including increased use of dashboard reporting. » Member of the Quality Management Task Group which developed the revised Quality Management System for Transport Projects Division. » Represented TCA on cross-cluster committees, including the Governance Committee and the Transport Enterprise Risk Management Working Group. 	21 March 2011– 30 June 2011 Chief Executive Officer
Stephen Hall	Director Alliances	Annual \$260,000 Pro Rata \$21,450	<ul style="list-style-type: none"> » Managed the development, implementation and monitoring of TCA's alliance contract delivery framework including procurement, commercial management and direction. » Led the pre-procurement planning for two proposed project alliance contracts for the Northern Sydney Freight Corridor Program. » Provided strategic advice and assistance to the General Manager Commercial and Executive Program Directors in the management of alliance outcomes. 	6 June 2011– 30 June 2011 General Manager Commercial

Appendix 3: Human resources (continued)

Officer	Position title	Total remuneration package	Performance review summary	Period in position and person responsible for review
Martin Halliday	General Manager Planning and Environment	\$305,333	<ul style="list-style-type: none"> » Managed Planning and Environment Functions for TCA. » Managed stakeholders associated with environment and planning processes. » Coordinated Planning and Environment input into the establishment and operation of Health Safety and Environment Committee. » Reviewed and implemented improved environmental management functions and incident reporting procedures of Planning and Environment Team. » Coordinated the input into planning policy reviews with government agencies. » Reviewed and implemented sustainability programs and initiatives. 	1 July 2010– 28 March 2011 Chief Executive Officer
Darren Hayward	A/Deputy Executive Program Director Glenfield Transport Interchange	Annual \$234,687 Pro Rata \$211,220	<ul style="list-style-type: none"> » Managed ongoing delivery of the Glenfield Transport Interchange project. » Managed the delivery for public use of the Glenfield multi-storey car park. » Established and maintained key project stakeholder relationships. » Achieved major milestones within agreed dates. » Achieved and exceeded targets for safety, rail reliability and rail safety. » Managed the implementation of time, cost, safety and risk management plans for design, construction and commissioning. 	9 August 2010– 30 June 2011 Executive Program Director South West Rail Link
Michael Hickey	Director Reliability and Operational Readiness	\$273,773	<ul style="list-style-type: none"> » 393 Consultative Reliability Inspections performed on active construction projects. » Completed 417 Rail Worksite Safety inspections. » Published 7 Engineering Technical Bulletins, 2 best practice reviews including the Best Practice Review for the Epping to Chatswood Rail Link. 6 Lessons Learned Reports or Circulars. » Revised Standards, Procedures and Guidelines for Working Around Utilities. 	1 July 2010– 30 June 2011 General Manager Engineering

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Officer	Position title	Total remuneration package	Performance review summary	Period in position and person responsible for review
Graham Jackson	General Manager Safety and Quality	\$283,957	<ul style="list-style-type: none"> » Developed and deployed an industry leading, compliant Rail Safety Worker competency assessment tool across TCA and our delivery partners. » Led the comprehensive overhaul of the TCA quality management system and architecture. » Deployed the fatigue management program. » Continued the Beyond Zero safety campaign, which underpins the safety strategy. » Achieved a lost time injury frequency rate of 1.8 (at 30/6/11). » Set up shadow running of the Safety Performance Index. » Comprehensively overhauled the OHS risk register ready for the change in legislation. 	1 July 2010– 30 June 2011 Chief Executive Officer
Amanda Jones	Group General Manager Corporate	\$339,522 (salary is pro rata for 11 months)	<ul style="list-style-type: none"> » Responsible for TCA business planning and performance management. » Portfolio cost and schedule management for all TCA programs. » Provided financial, legal, ICT and human resource services to all TCA projects. » Implemented risk management framework and integrated audit programs. » Governance support to TCA Executive and Finance Audit & Risk Committee, member Project Control Groups for TCA projects. » Managed Vesting Program. 	1 July 2010– May 2011 Chief Executive Officer
Vladas Leonas	Chief Information Officer	Annual \$272,500 Pro Rata \$113,541	<ul style="list-style-type: none"> » Managed the implementation of business systems and ICT projects that deliver the Project Management. » Actively participated in Transport NSW ICT Working Group to ensure that TCA benefits from current best practice and strategic initiatives. » Oversaw the management of ICT to achieve TCA ICT customer satisfaction of not less than 5 out of 7 and system availability within service level agreements. 	2 February 2011– 30 June 2011 Chief Audit Executive

Appendix 3: Human resources (continued)

Officer	Position title	Total remuneration package	Performance review summary	Period in position and person responsible for review
Joseph Leung	General Manager Finance	\$256,253	<ul style="list-style-type: none"> » Managed the Treasury functions. » Managed TCA's borrowing requirements through NSW Treasury Corporation. » Managed the government reporting functions. » Managed the preparation and audit of statutory accounts, resulting in unqualified audit opinion. » Managed the accounts payable function and tax compliance. » Managed the monthly management accounting functions. 	1 July 2010– 30 June 2011 Group General Manager Corporate
Chris Lock	Chief Executive	\$488,800	<ul style="list-style-type: none"> » Delivered effective leadership, management and improved organisational performance of TCA. » Actively managed TCA's culture with staff in the 2010 culture survey predominantly experiencing TCA as a progressive organisation with a can-do attitude. » Commenced construction on Glenfield to Leppington Rail Line. » Commenced civil construction works at Glenfield Junction. » Tendered Auburn Stabling construction contract. » Completed 14 car parks within the Commuter Car Parks Program. » Commenced construction of Liverpool Turnback, completed Stage 1 works at Macarthur and commissioned new down line at Richmond in the Rail Clearways Program. » Actively promoted safety across the industry and achieved a lost time injury frequency rate of 1.8 for TCA and its projects. » Proactively supported Corporate and Transport Shared Services initiatives and the formation of the Integrated Transport Authority. » Effectively managed risk as part of TCA's business planning process with clear accountabilities and regular reporting. 	1 July 2010– 30 June 2011 Director General

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Officer	Position title	Total remuneration package	Performance review summary	Period in position and person responsible for review
Scott Lyall	Executive Program Director Epping to Chatswood Rail Link and Northern Sydney Freight Corridor Program	\$393,288	<ul style="list-style-type: none"> » Management oversight of the continuation of close out of the remaining minor works on the Epping to Chatswood Rail Link including Chatswood Transport Interchange. » Management oversight of the development stage of the Northern Sydney Freight Corridor Program. Definition and concept design, planning approval assessment, cost plans. » Management oversight of the establishment of a team for the delivery of the Wynyard Walk project. Continuation of design development, scope definition, cost planning, to commence procurement. » Achieved major milestones within agreed dates. » Achieved targets for rail reliability and rail safety. » Oversaw administration of time, cost and risk management plans across the program of works. » Continued to Chair the Business Systems Task Group for TCA. » Member of the TCA Finance Audit and Risk Committee. » Acting Chief Executive during Chief Executive leave period. 	1 July 2010– 30 June 2011 Chief Executive Officer
Michael Magney	Executive Program Director Development	\$305,370	<ul style="list-style-type: none"> » Scoped and defined Wynyard Walk project. » Investigated feasibility of Parramatta to Epping Rail Link. » Assessed options for Riverstone Rail Crossing. » Standardised project development methodology. » Mobilised Sydney Light Rail Program. » Managed agreement in principle for Inner West Extension of Pyrmont Light Rail Line. 	1 July 2010– 30 June 2011 Chief Executive Officer

Appendix 3: Human resources (continued)

Officer	Position title	Total remuneration package	Performance review summary	Period in position and person responsible for review
Ross Parker	Director Business Strategy, Performance and ICT	Annual \$286,942 Pro rata \$263,030	<ul style="list-style-type: none"> » Managed the 2011–2012 Budget and Workforce Planning process. » Maintained the Project Management Community of Practice. » Managed the development of Project Management Methodology and Competency Frameworks. 	1 July 2010– May 2011 Group General Manager Corporate
Stephen Pascall	Executive Program Director South West Rail Link	\$340,732	<ul style="list-style-type: none"> » Managed the ongoing delivery of the South West Rail Link Program. » Managed ongoing delivery of the Glenfield to Leppington rail line and Glenfield Transport Interchange projects. » Managed the delivery for public use of the Glenfield multi-storey car park. » Established and maintained key project stakeholder relationships. » Achieved major milestones within agreed dates. » Achieved and exceeded targets for safety, rail reliability and rail safety. » Managed the implementation of time, cost, safety and risk management plans for design, construction and commissioning. 	1 July 2010– 30 June 2011 Chief Executive Officer

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Officer	Position title	Total remuneration package	Performance review summary	Period in position and person responsible for review
David Roberts	General Manager Engineering	\$352,821	<ul style="list-style-type: none"> » Executive management of the Engineering Group. » Oversaw the implementation of an assessment framework for Rail Safety Worker Competence and ensured that all TCA Engineering staff achieved compliance. » Streamlined the design review process by the extension of the TCA Assurance Review process to all TCA projects and the introduction of a formal 'Certificate of No Objection' for acceptable review outcomes. Set a target of average TCA review times which is being met. » Introduced 3 KPIs for Design Quality and Confidence. Initial targets have been set for each KPI, all of which are being met. » Strengthened the TCA design assurance process to facilitate RailCorp's ready acceptance of TCA designs, by formalising the 'TCA on Behalf of RailCorp' (TOBOR) review principle, allowing better use of resources in both organisations. » Developed a process to target improved construction quality and adherence to design intent through a strengthened approach to Inspection and Test Plan requirements, supported by new standard for inspection and test plans. » Issued a streamlined TCA Engineering Management Manual complemented by a newly developed Engineering Management Handbook to promote efficiency and consistency of approach. 	<p>1 July 2010– 30 June 2011</p> <p>Chief Executive Officer</p>

Appendix 3: Human resources (continued)

Officer	Position title	Total remuneration package	Performance review summary	Period in position and person responsible for review
Johanne Rossi	Director Procurement	Annual \$242,342 Pro Rata \$171,780	<ul style="list-style-type: none"> » Implemented NSW Government eTendering for the advertising, distribution, lodgement and opening of tenders and for the publishing of tender and contract disclosures. » Led the Procurement team that delivers the end to end TCA procurement activities. » Developed a procurement transformation strategy that has obtained endorsement and support from TCA's Executive. Through implementation of this strategy, the procurement function provides a service focus to the business which has received positive feedback. » Established a framework for a much improved procurement cross functional team process and implemented one on one with Project Managers and Procurement Cross Functional Team group training in relation to this procurement framework. » Implemented improved end to end accountability of the Procurement team. 	17 September 2010– 30 June 2011 General Manager Commercial
Allan Scrace	Director Commercial	Annual \$250,000 Pro Rata \$20,833	<ul style="list-style-type: none"> » Provided strategic direction to the General Manager Commercial, Executive Program Directors and specialist staff in relation to contract management and in particular administration and dispute resolution. » Provided direction, clarity of work expectations for contract management staff located within each major program and project. » Supported the deployment of the contract management methodology and reporting framework. » Determined the base level of in house commercial/contract management competency and proposed the preferred contract management model with developed outsourcing requirements. 	30 May 2011– 30 June 2011 General Manager Commercial

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Officer	Position title	Total remuneration package	Performance review summary	Period in position and person responsible for review
John Templeman	Executive Program Director Commuter Car Park Program	\$363,941	<ul style="list-style-type: none"> » Developed and led an efficient multi-disciplined team to manage all aspects of the program and to deliver in a timely and cost-effective manner. » Oversight of site selection, property acquisition, concept and detailed design for the Commuter Car Park and Interchange Program. » Ongoing management of key stakeholder interfaces. » Managed the contract administration process on 18 projects concurrently and delivered 14 new car parks for public use. » Oversight of the environmental assessment process for 14 new commuter car parks and transport interchanges. » Developed designs and awarded contracts for 13 projects including commuter car parks and transport interchanges. 	1 July 2010– 30 June 2011 Chief Executive Officer
Anand Thomas	Deputy Executive Program Director Clearways	Annual \$252,207 Pro Rata \$249,865	<ul style="list-style-type: none"> » Managed ongoing delivery of Richmond Line Duplication. » Managed the completion of Homebush and Lidcombe Turnback projects. » Managed the ongoing delivery of Auburn Stabling Project. » Managed the implementation of time, cost, quality and risk management plans in design and construction. 	21 June 2010– 30 June 2011 Executive Program Director Clearways
Geoff Walker	Director Engineering Assurance	\$271,378	<ul style="list-style-type: none"> » Managed the TCA Engineering Assurance directorate; providing TCA with subject expertise in all key railway engineering disciplines – track, civil, structural, architecture, urban design, rolling stock, electrical, mechanical, signalling, communications and building services. » Managed the technical reviews of engineering design submissions on all TCA projects. » Managed the technical reviews of concept designs for the Auburn Stabling project. » Conducted reviews of the competence of engineering and technical staff proposed for design work on TCA projects. » Established a new TCA group for the coordination, review and improvement of assurance processes. » Introduced a new standard for inspection and test plans. 	1 July 2010– 30 June 2011 General Manager Engineering

Appendix 3: Human resources (continued)

Officer	Position title	Total remuneration package	Performance review summary	Period in position and person responsible for review
Peter Whelan	General Manager Public and Corporate Affairs	Annual \$260,410 Actual \$256,518	<ul style="list-style-type: none"> » Responsible for managing all of TCA's internal, media, government and stakeholder communications. » Led the development of communication strategy frameworks for all projects in planning or construction. » Oversaw compliance of community liaison plans' complaints management procedures. » Developed a community feedback framework, engaging with contractors to ensure quality and consistency. » Managed the development of strategies for TCA stakeholder engagement and internal/employee engagement. » Achieved compliance with GIPA Act requirements in line with the implementation timeframes set by NSW Government. 	1 July 2010– 30 June 2011 Chief Executive Officer
James White	General Manager Property	\$309,180	<ul style="list-style-type: none"> » Managed acquisition resolution within budget. » Implemented and delivered the Asset Divestment Program. » Vested lands and interests in lands for all programs within schedule and budget. » Procured lands and interests in lands for all programs within schedule and budget. » Managed property within approved budget. » Finalised Operation and Management agreements for the car parks before vesting. » Maintained and managed relationships and development agreements with contracted parties and adjoining stakeholders. » Ensured property portfolio required for South West Rail Link is acquired in accordance with the program so that there is no commercial risk for the award of the major construction contract to be competitively procured by end 2010. 	1 July 2010– 30 June 2011 Chief Executive Officer

3.3 Women represented in workforce

In 2010–2011, 31 percent of TCA employees were female and 13.7 percent of the leadership forum was female.

Executive officers and remuneration

Of the 37.2 percent of TCA employees who earned above \$149,150 in 2010–2011, 12.1 percent were women and 87.9 percent were men.

3.4 Personnel plans, policies and practices

TCA continued to maintain a fair workplace with transparent and consistent human resources management practices.

A number of key policies and procedures were revised this year to ensure continued compliance with the National Employment Standards and relevant NSW legislation.

TCA's personnel policies are regularly reviewed to ensure currency. Current TCA Standards and Procedures include:

- » Records Management
- » Discipline Procedure
- » Equal Employment Opportunity
- » Email and Internet Usage
- » Harassment Prevention
- » Higher Duties Allowance
- » Training and Development
- » Relocation Procedure
- » Professional Membership Procedure
- » Overtime
- » Payment for Work during a Possession or Special Event
- » Code of Conduct
- » Performance Development and Training
- » Performance Development Agreement Handbook
- » Travel
- » Grievance Procedures
- » Remuneration
- » Recruitment and Induction
- » Leave
- » Study Assistance.

3.5 Overseas visits

During 2010–2011, no employees went on official overseas travel.

3.6 Equal employment opportunity

TCA does not accept any form of harassment and complies with the *Anti-Discrimination Act 1977*. TCA promotes a respectful working culture where all employees have equal access to training and development, promotion opportunities and higher duties.

During the year, a number of initiatives and programs were undertaken that supported equal employment opportunity (EEO) principles and practices, including:

- » expanding the TCA graduate program
- » further developing the induction program
- » implementing an online Performance Management tool
- » continuing the Health and Wellbeing Program
- » implementing company-wide EEO awareness training by targeting bullying and harassment in the workplace
- » continuing to implement the Multicultural Policy
- » incorporating multiculturalism into annual anti-discrimination training
- » awarded Values-in-Action award quarterly
- » compensating employees for travel costs when employment base is changed
- » expanding the Mentor Program to make it accessible to all employees.

In the upcoming financial year, planned activities include:

- » refresher anti-discrimination and multicultural training for all employees
- » developing a Disability Policy
- » developing a three-year Multicultural and Indigenous Employment Strategy
- » increasing the number of internship opportunities for students.

Appendix 3: Human resources (continued)

Trends in the representation of EEO Groups		% of Total Staff			
EEO Group	Benchmark	2008	2009	2010	2011
Women	50	33	32	31	31
Aboriginal and Torres Strait Islander people	2.6	0	0	0	0
People whose first language was not English	19	16	28	33	27
People with a disability	12	3	3	3	4
People with a disability requiring work-related adjustment	1.1%	–	–	–	0.33

Trends in the distribution of EEO Groups		Distribution Index			
EEO Group	Benchmark	2008	2009	2010	2011
Women	100			72.2	67.22
Aboriginal and Torres Strait Islander people	100			–	–
People whose first language was not English	100			105	68.48
People with a disability	100			114.7	66
People with a disability requiring work-related adjustment	100			71.7	82.2

3.7 Multicultural policies

TCA actively promotes good community relations and social harmony among employees and stakeholders by recognising, accepting, respecting and celebrating cultural diversity.

TCA has implemented a Multicultural Standard that reflects the principles and objectives of the Community Relations Commission and *Principles of Multiculturalism Act 2000*.

TCA is committed to multiculturalism in the workplace and ensuring all employees have equal opportunity to participate at work and maintain their cultural traditions. TCA's commitment is supported by annual training sessions and a three-year Diversity Action Plan. Currently, 27 percent of employees at TCA indicated English as their second language and, throughout the year, TCA supported multicultural events, such as Taste of Harmony, that celebrated diversity in the workplace. The Diversity Action Plan has been developed to promote awareness and comply with the Community Relations Commissions Multicultural Planning Framework.

TCA is committed to multiculturalism in the community and ensuring individuals in communities have the opportunity to contribute to, and participate in, the Review of Environmental Factors and Environmental Assessments for TCA projects

and can contact TCA throughout project delivery. TCA respects and makes provision for the diverse linguistic requirements of multicultural communities by providing contact details of the Australian Government's Translating and Interpreting Service (131 450) in relevant community languages on community notifications and by employing interpreters at community information sessions and community doorknock activities to assist those who do not speak English as a first language.

For the 2011–2012 year, TCA is implementing a Diversity Action Plan to:

- » promote awareness of the workplace diversity within TCA
- » develop and maintain a highly skilled, diverse and effective workforce where all employees and members are valued, encouraged and provided with opportunities to develop their potential
- » develop a supportive workplace culture which allows employees and members to balance their work and personal life
- » provide a discrimination-free and harassment-free workplace
- » embrace workplace diversity principles in recruitment and selection processes.

3.8 Disability plans

TCA's offices and workspaces are reviewed and refined to ensure that all current and future employees' physical needs are addressed and met.

Four percent of employees at TCA identify themselves as having a disability. TCA works with Job Access and supports the 1.1 percent of employees, who indicate they require work-related adjustments, to have ergonomic assessments of their workstations and work environment.

3.9 Industrial relations policies

TCA engages its employees with a common law contract on either a casual, part-time, fixed-term or full-time basis.

TCA has provided representation to the working party responsible for designing and negotiating the new industry award.

3.10 Occupational health and safety performance 2010–2011

Office	
Number of lost time work related injuries	1
Number of work related illnesses	0
Number of prohibition notices issued by WorkCover	0
Number of improvement notices issued by WorkCover	0
Number of prosecutions by WorkCover	0
Lost time injury frequency rate (rolling 12 months)	1.3
Rail Clearways	
Number of lost time work related injuries	4
Number of work related illnesses	0
Number of prohibition notices issued by WorkCover	0
Number of improvement notices issued by WorkCover	0
Number of prosecutions by WorkCover	0
Lost time injury frequency rate (rolling 12 months)	2.5

South West Rail Link	
Number of lost time work related injuries	0
Number of work related illnesses	0
Number of prohibition notices issued by WorkCover	0
Number of improvement notices issued by WorkCover	0
Number of prosecutions by WorkCover	0
Lost time injury frequency rate (rolling 12 months)	0
Commuter Car Park and Interchange Program	
Number of lost time work related injuries	1
Number of work related illnesses	0
Number of prohibition notices issued by WorkCover	0
Number of improvement notices issued by WorkCover	0
Number of prosecutions by WorkCover	0
Lost time injury frequency rate (rolling 12 months)	2.2
Northern Sydney Freight Corridor	
Number of lost time work related injuries	0
Number of work related illnesses	0
Number of prohibition notices issued by WorkCover	0
Number of improvement notices issued by WorkCover	0
Number of prosecutions by WorkCover	0
Lost time injury frequency rate (rolling 12 months)	0
Auburn Stabling	
Number of lost time work related injuries	0
Number of work related illnesses	0
Number of prohibition notices issued by WorkCover	0
Number of improvement notices issued by WorkCover	0
Number of prosecutions by WorkCover	0
Lost time injury frequency rate (rolling 12 months)	0

Appendix 4: Financial information

4.1 Consultants

Details of amounts paid to consultants to 30 June 2011 are as follows.

Consultant	Number	Description of Engagement	Total Amount (inc GST)
Parsons Brinkerhoff	1	Project Management Maturity Assessment	\$78,650
Executive Coaching	1	Senior Management Development	\$173,297
Australian Quality Assurance and Superintendence	1	Independent Compliance Audit Services	\$374,818
MC2 Pacific	1	Crisis Management Exercise	\$176,186
Parasol EMT	1	Rail Safety Project	\$136,220
Procure Group	1	Probity Audit Services	\$159,783
O'Connor Marsden	1	Probity Audit Services	\$176,075
Tenix Projects	1	Independent Compliance Audit Services	\$221,030
Consultants costing less than \$50,000	3	Various	\$79,800
Total	11	Various	\$1,575,859

Consultancy services in the table are those provided by consultants for services that cannot normally be provided by internal staff due to probity issues or situations where an independent review or advice is required.

TCA also engages numerous contractors for professional services not classified as consultancies. These services include design, technical studies, feasibility studies, survey and geotechnical studies, master planning, property valuation, financial services, legal services, environmental assessment and contract management.

4.2 Total project budgets

Project	Budget 2010–2011	Forecast 2011–2012
Epping to Chatswood Rail Link	\$24,048,685	\$29,464,339
Rail Clearways Program	\$307,535,546	\$213,810,984
South West Rail Link	\$277,951,956	\$291,792,476
Northern Sydney Freight Corridor	\$2,536,065	\$2,386,889
Commuter Car Park Program	\$166,561,620	\$24,661,720
Commuter Car Park and Interchange Program	\$40,000,000	\$46,457,836
Total	\$818,660,872	\$608,574,407

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4.3 Payment of accounts

Total dollar amount paid each quarter.

Quarter	0-30 days (paid within terms)	31-60 days	61-90 days	>90 days
September 2010	\$179,361,467	\$6,529,733	\$1,405,048	\$2,071,504
December 2010	\$220,390,872	\$9,210,914	\$1,342,490	\$3,064,050
March 2011	\$146,491,714	\$7,185,802	\$6,448,373	\$7,154,823
June 2011	\$171,333,301	\$3,619,605	\$787,014	\$1,031,366

Accounts paid on time within each quarter.

Quarter	Total amount paid on time	Total amount paid in quarter	Actual %	Target %
September 2010	\$179,361,467	\$189,367,752	94.7	90
December 2010	\$220,390,872	\$234,008,327	94.2	90
March 2011	\$146,491,714	\$167,280,712	87.6	90
June 2011	\$171,333,301	\$176,771,286	96.9	90

4.4 Time for payment of accounts

During the reporting period there were no instances where TCA paid interest due to late payments.

4.5 Investment performance

TCA invests with the TCorp Hourglass Cash Facility. During the financial year, the facility returned 5.37 percent against a benchmark established by TCorp of 5.37 percent. This is compared with a return for the 2009–2010 financial year of 4.45 percent against a benchmark of 4.46 percent.

4.6 Loan portfolio performance

At 30 June 2011, the interest rate on borrowings was 5 percent.

4.7 Disclosure of subsidiaries

TCA had no subsidiaries in which shares are held during the reporting period.

4.8 Disclosure of controlled entities

TCA had no controlled entities during the reporting period.

Appendix 4: Financial information (continued)

4.9 Program evaluation results

TCA implemented no programs worth more than 10 percent of expenses during the reporting period.

4.10 Credit card certification

During the year, certified credit card usage was in accordance with the Premier's Memoranda and Treasury Circular.

4.11 Funds granted to non-government community organisations

There were no funds granted to non-government community organisations during the reporting period.

4.12 Annual report costs

The cost incurred in the production of the report was \$29,491. 320 copies were printed.

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