

SUBMISSION FROM MALCOLM POWELL
TO INDEPENDENT REVIEW OF TUNNEL PROPOSAL
FOR LINK FROM F3 TO M7 CORRIDOR

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MALCOLM POWELL – PERSONAL PROFILE

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- 1 Goldberg Abstract on Bias and Predetermination
- 2 SMH Weekend Edition – 14/15 Oct 2006 feature article by Michael Duffy ‘Sydney Doomed to a Terrible Freight’ dealing with impacts from freight movements in Sydney
- 3 Review Article by Witold Rybczynski in 10 Aug 06 issue of the New York Review of Books reviewing three books written on development of containerisation in freight handling and shipping
- 4 SMH Weekend Edition – 3/4 Jun 06 feature article by Robert Wainwright and Jordan Baker ‘Why the Embattled RTA is Public Enemy No 1’

12 April 2007

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INTRODUCTION

1 COMMUNITY ROLE - Before dealing with the Terms of Reference for the Independent Review it is necessary to consider the role of community protection organisations and individuals within the community who may work with or otherwise support these critical organisations in a robust democracy. Community organisations are mainly concerned with issues arising from the following broad areas.

- **Impacts** upon their community from proposals being put forward for a major road or other high community impact proposals such as high rise housing.
- **Benefit analysis** to identify whether the benefits flowing from the project far outweigh the adverse social cost impacts.
- **Outcome analysis** to examine whether the project being advanced does in fact provide solutions for traffic congestion or other community problems presented.
- **Process arrangements** under which the high impact proposals are examined to determine whether or not they should proceed to construction.

2 COMMUNITY COMPETENCE TO ANALYSE HIGH IMPACT PROJECTS - For road projects members of the community and community organisations cannot be expected to function as traffic planning experts or road construction experts. The government bureaucracy responsible for these areas (DOTARS and/or NSW RTA for the Tunnel Proposal) must deal with these issues in an open and transparent manner under a regime of integrity. Regarding the Tunnel Proposal there is unfortunately widespread belief within the community that these requirements have not been met. This belief has been reinforced by:

- The announcement of a ‘behind closed doors’ Independent Review rather than an Open Independent Inquiry which was expected following confirmations given by the Federal Member for Berowra.
- The Terms of Reference for this Review making no direct reference to adverse community impacts where the community knowledge far exceeds the knowledge of road building planners and their consultant advisers **who only examine impacts in a planning context without living with the day to day outcomes of the adverse impacts.**
- Failure of process through Terms of Reference for the Independent Review not having been referred to community groups for consultation and input before announcement. Community groups in the Pennant Hills Road corridor and surrounding areas have clearly demonstrated to road building bureaucrats and relevant elected parliamentary ‘representatives’ since the proposal was advanced a desire to understand the processes used to arrive at the No Solution Tunnel Proposal.
- A reported statement by Federal Minister for Roads Jim Lloyd who is responsible for DOTARS ‘I want to emphasise that the purpose of the review is not to seek an alternative route but to look at the way the data and assumptions were compiled.’ (Hornsby Advocate 22 Feb 07 – Page 3).

3 PREDETERMINATION AND BIAS

This ministerial confirmation and failure to meet community expectations for an Open Independent Inquiry (with Terms of Reference which include community impact issues) leads many in the community to conclude that the Independent Review may be a further process to possibly justify a predetermined outcome.

4 CONFIRMATIONS TO COMMUNITY FROM FEDERAL MEMBER FOR BEROWRA

Since the Tunnel Proposal was announced many community representations have been made to The Hon Philip Ruddock Federal member for Berowra and Federal Attorney General.

- At a public meeting held in Beecroft on 10 Sep 06 Ruddock confirmed ‘...there will be shortly made an announcement by the Minister (Lloyd) of the intention to carry out an Independent Inquiry headed by a retired Judicial Officer so that the issues can be properly tested and canvassed.’ Ruddock further confirmed ‘Shortly the terms of reference for that Inquiry and the person who will be undertaking it will be announced and I thought it was appropriate that I should make that statement here today.’
- At this meeting Ruddock had earlier confirmed that constituents had continually brought up with him the problem of traffic congestion on Pennant Hills Road aggravated by high volume of heavy truck use. He confirmed his concern that when the M7 section of the Sydney Orbital Roadway was opened it would deposit traffic on the M2 which would then flow onto Pennant Hills Road for Northern journeys. He had therefore requested a study to alleviate the impact on the community within his electorate.
- Issues arising from this ‘announcement’ from Ruddock are:
 - Expectation that the Inquiry announcement will be made within weeks. It was delayed until 19 Feb 07 shortly before the lead up to the NSW State Elections on 24 Mar 07. This timing has possibly given the impression that it was delayed for possible election advantage purposes.
 - There would be an ‘**Independent Inquiry**’ that would properly test and canvass the issues of concern to the community.
 - From this announcement it was inferred that the Terms of Reference for the Inquiry would primarily focus upon impacts upon the community and the community realisation that the proposal offered no solutions to congestion problems along the Pennant Hills Road corridor. **Community organisations have therefore correctly used the ‘No Solution Tunnel Proposal’ label.**
 - Information for submission to the Review would be available free of charge and the community would be given sufficient time to properly consider information.
- Notwithstanding these confirmations Ruddock continues to appear to support the No Solution Tunnel Proposal which offers no relief to the problems of congestion on Pennant Hills Road. Through traffic induction (fuelled by increasing number of heavy truck journey requirements mainly from Newcastle Port Facilities) congestion problems will increase. Extra road space in the Pennant Hills Road corridor and along the F3 motorway will be quickly used up as soon as it is created.
- It is stated by SKM acting as DOTARS consultants for the Tunnel Proposal that it will not be built until 2014 and will only meet requirements until 2021. Through traffic induction the community knows that this short term seven year alleged benefit period is an illusion and will not be a reality outcome.

- 5 CONSTRUCTION COSTS - Regarding construction of the Tunnel Ruddock has confirmed his understanding of a total construction cost of \$2billion which would be 80% funded by the Federal government. This Federal funding will depend upon the following requirements previously presented by the then Federal Minister for Transport in 2004:
- The most up to date **worlds best practice filtration** methods available being used to filter vehicle emissions before they are released from tunnel stacks.
 - The **Tunnels to be continuous** with no openings between the entry and exit points to 'ameliorate' local traffic congestion from areas like Cherrybrook and South Dural.

Construction will be the responsibility of the NSW RTA which unfortunately has a sorry record regarding underestimation of road project costs especially for tunnels. The NSW Audit Office 'Managing Air Quality' Performance Audit Report April 2005 (page 5) recommends that 'the RTA improve its estimation of the scope and cost of proposals particularly road tunnels.'

An example of NSW RTA underestimation of construction costs is provided by the NSW Albury External Bypass Road Project which was the subject of a Commission of Inquiry in 1996. It appears that the then Federal Minister for Transport The Hon John Anderson became concerned about cost estimates for the project which had greatly escalated from the original estimates. He appointed independent auditors which led to a revision of the original project analysis. This analysis resulted in a reversal of the original decision to build a road through Albury with high community impacts in favour of building an external bypass.

Dr John Goldberg from the School of Architecture, Design Science and Planning at The University of Sydney gave expert evidence at this Inquiry. He has compiled an abstract dealing with bias and predetermination in road traffic modelling related to the F3 to Sydney Orbital Link. In this abstract Dr Goldberg makes reference to this Albury Bypass Project. A copy of this abstract is attached as an appendix to this submission.

Having regard to this information serious doubt must be placed upon the cost estimates for the No Solution Tunnel Proposal. Community groups would not like to see a much larger scale project commenced on an open-ended construction cost basis where final costs maybe up to 3 or 4 times greater than the original cost estimate of \$2billion.

This financing reality (assuming 80% Federal funding is maintained) may influence Federal Parliamentarians to rethink the Tunnel Proposal in favour of **a real solution for a link from the M7 at Dean Park to the F3 at Kariong near Gosford involving the construction of a new modern bridge over the Hawkesbury River to deliver a 20km shorter route.**

There is a strong parallel between the Tunnel Proposal to link the F3 to the M7 Corridor and the Albury road enhancement project. Through Ministerial intervention it was realised that the Albury bypass route provided the required solution. Likewise the community knows that the No Solution Tunnel Proposal which involves building the longest road tunnel in Australia at huge ultimate cost (most probably not the \$2billion estimate cost confirmed by Ruddock) will not deliver the outcomes expected to relieve traffic congestion. Traffic induction fuelled by heavy truck movements from Newcastle Port facilities and other increases in journey requirements will ensure that the efficacy of the project is doomed.

6 FREIGHT CONTAINERISATION AND NEWCASTLE PORT FACILITY - Although Sydney Harbour is recognised as one of the best natural harbours in the world it developed freight handling facilities before development of containerisation in shipping. Old freight handling methods for shipping required a large workforce which was housed in close proximity to port facilities. The urban hinterland behind the Sydney Harbour Port Facilities developed high land use density for labour force housing and older style warehousing facilities which are no longer economically viable to operate. Warehousing facilities are now arranged as large scale storage and distribution centres located mainly in the western and south western areas of Sydney where there was an adequate supply of greenfields space to change land use for this new requirement.

Due to high density land use for mainly residential purposes and to accommodate the tourist industry inner areas around Sydney Harbour former port facilities can no longer be used for freight handling purposes following the introduction of containerisation. The last remaining freight facility near the Anzac Bridge for delivery and distribution of imported motor vehicles will be moved to Port Kembla where three new berths are being built. Cars will then be taken by train to a proposed inland port facility at Moss Vale in the southern highlands for distribution back into Sydney and to Canberra and other final delivery destination centres. It is claimed this will remove over 50,000 heavy truck car carrier movements per year from the inner city road networks. When these facilities are in place Sydney will no longer operate as a working port.

Port replacement containerisation facilities developed at Port Botany now face saturation usage with little scope to increase capacity due to freight movements needing to proceed through high density land use residential areas to modern warehousing distribution facilities located in the western and south western areas of Sydney. These port facilities also compete heavily with Sydney airport storage and other support facility requirements for airport operations. This also restricts capacity to expand Botany port facilities and handle required freight movements as heavy trucks need to compete for road space with airport freight movements and proceed through high density land use residential areas.

To handle freight movements and workforce commuter requirements for the Sydney airport and Port Botany facilities the M5 East was constructed on the basis of tunnel usage reaching 75,000 vehicles per day by 2005. Current usage is 102,000 vehicles per day and the unfiltered M5 East Tunnel struggles to meet traffic volume requirements which are causing heavy trucks to return to local arterial roads which flow more freely than the M5 East Tunnel roadway connection to the south west. Thus other high usage facilities are the underlying cause of high traffic induction which was ignored or overlooked by the NSW RTA in road network planning.

Future development of port facilities to meet Sydney and other east coast freight requirements from large scale containerised shipping will therefore expand to Newcastle and for high volume requirements to port facilities on Port Philip Bay in Victoria where there is more opportunity to commence long haul transport arrangements from Geelong which avoid high density city congestion. This will create increasing demand for heavy truck movements involving B-Double configurations and B-Triple juggernauts when government gives approval for road network access.

For the Pennant Hills Road and F3 corridor this means that the tunnel proposal will fail to provide the increased road capacity needed to handle future freight movements. The proposed tunnel is therefore a No Solution Proposal for present (over 8,000 mainly heavy trucks per day) and future traffic volume requirements dominated by ever increasing volume of heavy truck movement requirements.

TERMS OF REFERENCE

The Independent Review Terms of Reference are:

- **Whether the assumptions and data used in the F3 to Sydney Orbital Link Study 2004 were valid and reasonable at the time of the study;**

From information provided in the introduction section of this submission it is clear that the writer and the community thought leaders have a clear understanding that the assumptions to arrive at the No Solution Tunnel Proposal are incorrect.

Unfortunately due to denial of access to information which has been sought under Freedom of Information (FOI) the critical traffic flow and other information is not available to the community as it should be under proper transparency arrangements. This denial of information causes the community to assume that the Tunnel Proposal has been concocted by Road Building Bureaucrats anxious to protect their employment role and/or possibly look after construction interests whom they must necessarily have close ongoing working relationships.

Proper assessment of information gathered by government bureaucracy to deal with these issues must be handled with honesty, integrity and transparency. Most importantly the community needs confirmation that these requirements have been met. It is the responsibility of elected 'representatives' in a robust democracy to ensure that proper process has been used to execute these requirements.

Large volumes of government reports are provided which generally avoid giving critical information and the methodology being used to collect it (such as accurate traffic counts on mix of traffic as well as volume) on which the community can assess a project being advanced. Denial of this critical information gives community thought leaders the impression that road building bureaucrats want to hide what they are really up to but above all avoid public scrutiny. This creates the impression that there are vested interests being protected.

Construction interests are well known for their lobbying skills to influence the political decision making process. They maintain huge investments in capital equipment and need a flow of projects in hand to maintain financial viability for their corporate interests and meet their directors and officers responsibilities under the Federal Corporations Laws to maintain financial solvency for their business operations. To meet these requirements they may ignore or seek to contain in some way community impact considerations.

This conflict of commercial interest with community interests can only be resolved through government processes for which cabinet is ultimately responsible. Unfortunately some elected community representatives who are often very powerful in the government decision making process do not see themselves as fundamentally being elected to a position of trust to serve community interests. They are easily influenced by commercial interests who have the resources to make slick presentations and otherwise influence the decision making process.

- **Whether changes since the report's publication affecting land use and transport flows in Western Sydney would support any significant changes to these projections**

It is obvious to the community that the No Solution Tunnel Proposal will have devastating impacts upon residents enjoying the long established existing mainly residential land use along the tunnel corridor. This includes some minor commercial and minor industrial use creating local employment opportunities. Land use is primarily residential with possibly higher future more intensive residential land use opportunities increase along the Pennant Hills Road corridor.

By comparison the M7 route corridor involving access to larger scale industrial and warehousing distribution facilities has provided over 25,000 increased western suburbs employment opportunities. This was presented in an address at the 2007 AusRoads Conference on 27 Feb 07 by Federal Shadow Road Spokesman Martin Ferguson. The Pennant Hills Road corridor has no capacity to stimulate such economic advantages.

Minister Lloyd has confirmed that the Independent Review is not about seeking an alternative Option C Outer Western route for the F3 to Sydney Orbital Link connection. It must however be noted that based upon the M7 corridor experience a western Option C connection would continue to develop this advantageous outcome through **harvesting the benefits of traffic induction in the right route corridor to deliver a real solution.**

It is widely thought that proper traffic prediction analysis would confirm **huge traffic induction possibilities** from an outer western route connection to deliver these advantages. Most heavy truck journey requirements using Pennant Hills Road require delivery to recently constructed modern warehousing facilities in western areas of Sydney or through journey requirements beyond Sydney with need to avoid congestion in the Pennant Hills Road corridor.

Without access to NSW RTA traffic counts with a breakdown of the mix of vehicles with a specific count for semi-trailers and B-Doubles the community can only work on anecdotal information. As the community has little trust in NSW RTA traffic planning methodologies it is suggested that the NSW Audit Office should conduct such surveys.

LINK WITH RAIL FREIGHT REQUIREMENTS

It is now relevant to note that national rail freight requirements face huge operational difficulties in gaining access to the Sydney rail network which primarily functions during business hours to handle commuter workforce journey requirements. The cost of retrofitting required improvements (additional long holding lines and quadruplication of the main northern line from Strathfield) is probably prohibitive. Visionary leadership is therefore needed at a political level to direct government planners to link rail freight with road freight requirements at a second crossing of the Hawkesbury River. Road and rail would probably have different route requirements to and from the new bridge crossing. As the main northern line was engineered and built in the late 19th Century it is no longer suitable for modern rail freight requirements and needs a supplementary replacement.

- **Whether any significant changes to those projections would alter the conclusions reached in the F3 to Sydney Orbital Link Study 2004.**

Even assuming the required information was available for a meaningful analysis of this Reference a response would still require:

- Sufficient time to properly analyse the information. For the so-called Independent Review the timeframe for submissions requiring this analysis is totally unrealistic.
- Community understanding of traffic planning and modelling methodology. It is nonsense to expect the community to have these competencies readily available.

The community is primarily concerned about impacts from the No Solution Tunnel Proposal. **The Terms of Reference do not address the following critical community impacts**

- CONGESTION will be aggravated through **traffic induction** from extra road space mainly associated with increasing use of the PH Road Corridor by heavy vehicles bringing freight from the Newcastle Port Facility.
- NOISE – sleep disturbance affecting health will continue to increase as a serious impact from higher volume of heavy truck and other vehicle usage.
- POLLUTION – Vehicle emissions (unlikely to be filtered as confirmed by the M5 East and Lane Cove Tunnel experience) will be concentrated and increased by traffic induction with serious consequences for pupils attending high enrolment schools along the PH Road corridor and in surrounding areas through GROUNDSTRIKE. Also broader community health issues both short term (for asthmatics) and long term (involving carcinogenic adverse health issues) will become increasingly important. This health problem which is now increasingly referred to as the new asbestos problem can take many years to manifest in the same way as asbestos related health problems developed.
- ROAD SAFETY – The tunnel proposal will deliver increased road safety hazards with the surface road reduced to two lanes in each direction which will be mainly used by increasing volume of heavy trucks. Local commuters in passenger sedans and other smaller vehicles will face increased traffic hazards on a reduced road space causing more serious accidents.

EFFICACY TEST

Most importantly the community needs to ensure that any major road project meets the efficacy test. This means that it must deliver outcomes for which it was constructed. Such outcomes must include proper consideration of community impacts. **As the No Solution Tunnel Proposal will deliver no improvement on the critical impact of traffic congestion from which other impacts flow it should be abandoned.**

CONCLUSIONS

1 TUNNEL PROPOSAL MYTHS

As well as the mythical belief that the Tunnel Proposal will somehow solve acute congestion problems on Pennant Hills Road the following additional myths are maintained:

- TUNNEL AS A NEW ROAD - Jim Lloyd as Federal Minister for Roads in a radio interview confirmed that the Federal Government is focused on building new roads and not increasing capacity on existing roads. For the missing link in the national highway between the F3 and the Sydney Orbital the Tunnel Proposal cannot be presented as a new road as it will follow the alignment of (not necessarily directly underneath) Pennant Hills Road. Traffic flows will be closely linked between the surface road and the Tunnel.
- ROAD CAPACITY - At community meetings with officials from DOTARS and the NSW RTA it has been confirmed that the surface road will be reduced from 3 lanes to 2 lanes in each direction should the tunnel be constructed. With the twin tunnels providing two lanes in each direction this will deliver only one additional lane in each direction. This road capacity will be quickly used up through traffic induction and reduction in traffic flow efficiency in the two lane surface and tunnel arrangements in each direction creating congestion points at entry to and exit from the tunnel.
- HEAVY TRUCK USAGE - Heavy trucks will not be forced to use the tunnel and trucks carrying dangerous cargos will be banned from the Tunnel. This means that normal passenger vehicles (and small delivery vehicles) using the surface road for local and commuter journey requirements will have to compete for reduced surface road space with an ever increasing number of heavy trucks (with many carrying dangerous goods) creating an increasing traffic mix safety hazard.
- BUILDING COST – Based on past experience with similar but smaller tunnel projects the \$2billion cost estimate probably belongs in fairyland. Final cost which may be many times this amount should be verified by genuine independent sources who have no connection with and are not dependent for income on the NSW RTA.
- FILTRATION – Based upon the M5 East and recently opened Lane Cove Tunnel experience it is unlikely that the RTA will put filtration in the tunnel.
- LOCAL TRAFFIC CONGESTION – Lack of filtration will be used as an excuse to create openings in the tunnel to alleviate local traffic congestion. Once a project has been determined using REF (Review of Environment Factors) methodology the NSW RTA may possibly decide to 'do what it likes'. (refer attached SMH Weekend Edition – 3/4 Jun 06 feature article by Robert Wainwright and Jordan Baker 'Why the Embattled RTA is Public Enemy No 1'.

The Tunnel Proposal therefore cannot be presented as a solution to congestion problems on Pennant Hills Road and in the continuing road corridor to the north along the F3.

2 FREEDOM OF INFORMATION (FOI)

The community has realised that the No Solution Tunnel Proposal had been arrived at through a likely process of bias and predetermination. It was discovered that SKM had apparently been instructed to ignore Outer Western Option C alternatives when determining the best route to provide the missing link in the National Highway between the F3 and the Sydney Orbital. **The source of this instruction has not yet been revealed.** Attempts under FOI procedures to obtain other critical information to protect community interests has been frustrated. Bureaucrats appear to not want the community to know what is going on with their behind the scenes planning.

A quotation of over \$20,000 to release critical information under FOI has been used as a methodology to deny community access to necessary information upon which informed submissions can be made from the community. This information must be made available immediately in similar manner to the Cross City Tunnel information which was finally forced out the NSW RTA bureaucracy through an 'independent review' process under Justice Street.

Prior to the announcement of the Independent Review of the link from F3 to M7 corridor Tunnel Proposal advertisements should have been placed in local newspapers to determine what information was needed by the community to make meaningful submissions. Final release in February 2007 of the MWT (Masson-Wilson-Twiney) Traffic Report dated 22 Mar 06 confirmed to the community that there was possibly much more relevant information available which was being withheld.

More importantly the MWT report confirmed that comparisons had been made with Transurban traffic modelling. This confirms that DOTARS/NSW RTA possibly to meet ministerial directions and/or expectations had a desire to 'interest' Transurban to become involved in the link proposal. It appears that Transurban were only interested if the link proceeded through the Lane Cove Valley. The NSW Government had previously abandoned this route as a link route possibility realising that it would also offer No Solutions and have devastating impact consequences on the Lane Cove Valley environment and living amenity in adjoining high value residential areas. This delivered a highly desirable outcome.

3 SUBMISSIONS IN ACCORDANCE WITH TERMS OF REFERENCE

It is impossible for the community to make submissions to meet these terms of reference

- Submissions are to include **factual information** to 'make sure your information or other data is accurate'. Requests to waive high charges (over \$20,000 cost quotation) to obtain required information have been rejected.
- Before making submissions within an unrealistic time frame, the community is expected to **read and understand technical reports**, some nearly 2,000 pages long.
- Accordingly, the Terms of Reference for submissions to the independent review process appear designed to achieve a pre-determined outcome to proceed with the No Solution Tunnel Proposal. **Community concerns on impacts appear to be treated as being irrelevant to road planners.**

4 PRIVATISATION OF MAJOR ROADWAYS AND CONFLICT WITH PUBLIC POLICY

It is recognised that no decision has yet been made regarding whether the No Solution Tunnel Proposal will operate as a privatised major road project should it proceed to construction. With the proposed 80% federal funding it may be difficult to justify privatisation to the community notwithstanding that other privatised road projects have received large public subsidy.

Unfortunately privatisation involves giving 'ownership rights' to private operators for the concession period. They need these rights to protect cashflows and otherwise provide security for financing interests. Privatised projects rely heavily on financial gearing as part of so-called 'financial engineering' to enhance returns from the new infrastructure 'asset class' which has been created. Giving these rights may create future conflicts between commercial interests and government when good public policy is required.

5 ABANDONMENT OF TUNNEL AS NO SOLUTION PROPOSAL

To get up their projects road building interests tend to denigrate community groups as having a NIMBY (Not in My Backyard) narrow focus which often dominates the media publicity situation for the project. As many in community groups do not have the training or experience to develop the expertise to understand how the project fits into the broader socio-economic context they are often easily marginalised by vested interests.

Fortunately for the No Solution Tunnel Proposal there is a high level of community participation and understanding of the critical issues including the need for proper road network planning through government bureaucracy operating under regimes of honesty, integrity and transparency. This community expertise has confirmed that the Tunnel Proposal is a No Solution Proposal which may well serve construction or other vested interests but will not serve community interests compared with alternatives. **To support this position the community needs access to detailed information on traffic flows and road planning methodologies.**

At two public meetings held on 2 Aug 05 (attendance over 200) 12 Mar 06 (attendance over 300) community thought leaders and others in attendance passed unanimous motions that the Tunnel Proposal should be abandoned in favour of selection of an outer western link. From information given in this submission it is hoped that the review process will realise that the Tunnel Proposal offers no solutions for the required link in the National Highway.

6 NEED FOR ROYAL COMMISSION ON ROAD AND RAIL INFRASTRUCTURE PLANNING FOR FREIGHT MOVEMENT REQUIREMENTS WITH BROAD TERMS OF REFERENCE INCLUDING COMMUNITY IMPACTS

Many in the community hold the view that the NSW RTA should be reduced to a road maintenance organisation and have all planning powers (including assumed defacto planning powers) removed to a separate authority which operates under a regime of high integrity with close liaison with the community to monitor impacts especially from highly carcinogenic diesel emissions delivering fine particulates with huge potential health and social cost impacts.

This can probably only be achieved following the holding of a Royal Commission with powers to fully examine all required information currently withheld or selectively released.

MALCOLM POWELL - PERSONAL PROFILE

Following completion of NSW Leaving Certificate (Dux of School) in 1959 attended University of Sydney to complete Economics Degree as Commercial Trainee with large Australian industrial supply public company. Worked during university vacations under special training programs in finance division reporting to Chief Executive Finance. Following a 12 months intensive company overview training program to gain detailed understanding of company operations appointed internal auditor.

Following 6 years commercial and financial management experience entered the insurance industry and established own insurance broking company which specialised in arrangement of business and commercial insurance covers. For approx 12 years before selling this business specialised in arrangement of mainly difficult to place liability risk insurance covers which required development of required risk management assessment skills.

Have undertaken since 1974 a wide variety of project assignments obtained through network of business contacts developed through operation of insurance intermediary business. This involved mainly turnaround management issues for a variety of business operations. In recent years have mainly concentrated on the establishment of a company supplying equipment to the mining and quarrying industry. Currently direct and develop this company in the role of Commercial Director.

Have long experience in design and maintenance of financial management systems for ongoing cash flow management and design and management of practical business models with special interest in business to business marketing and servicing arrangements using latest computer technology.

Community participation

Have lived in Beecroft with wife and two children since 1969. Have been heavily involved in local community organisations. Currently an elected committee member of the BCCT (Beecroft Cheltenham Civic Trust Inc). For community activities have special interest in role of government and local political issues including public policy issues arising from conflict of privatisation interests with community interests.

Professional memberships

Senior Associate Australian and New Zealand Institute of Insurance and Finance (ANZIIF) (Membership can only be gained from completion of 12 subject Diploma completed in 1994. Completed in 1997 additional seven subject ANZIIF Diploma in Business with Honours or Credits in all subjects)

Member Sydney Chapter of USA based Turnaround Management Association (TMA)

12 April 2007