1. WHO WE ARE

Roads and Maritime Services is a key delivery agency within the Transport cluster. Our purpose is to enable safe, efficient and reliable journeys on road and maritime networks to deliver on NSW Government priorities for the transport system. We do this by:

- managing the road network and optimising travel times
- providing capacity and maintenance solutions for road and maritime infrastructure
- educating and licensing drivers and vessel operators, and registering and inspecting vehicles and vessels
- improving road and maritime safety.

Transport for NSW (TfNSW) sets the direction for the transport network across the state and works with public and private sector agencies to deliver improved transport outcomes and services for the people of NSW. Roads and Maritime integrates with TfNSW to deliver our strategy.

The services and programs we provide ensure we safely move people and goods via various transport modes, such as the road and freight network, NSW waterways, the public transport network, and active transport such as cycling and pedestrian networks. Our customers depend on the reliability of our transport networks and modes as it affects their lives and businesses.

Roads and Maritime also regulates road and maritime networks and users – our customers – to ensure compliance with legislation and community safety.
WE MANAGE AND MAINTAIN:

more than 18,000 km of state roads including 4,000km of the National Land Transport Network
around 3,000 km of regional and local roads in the unincorporated area of NSW
5,623 bridges

24,084 commercial and private boat moorings
& 3,873 maritime navigational aids

a Sydney road network that supports nearly 12 million journeys each day
280 road tunnels
4,121 traffic signals

12,847 km² of navigable waterways
and 2,137 km of coastline

49 commuter wharves
WE REGULATE AND PROVIDE SERVICES TO:

500,000 licensed boat drivers
and 225,000 vessels

1.5 million E-Toll
customers with 135 million trips annually

5.4 million licenced car drivers
6.5 million registered vehicles

EACH YEAR, WE ENGAGE WITH OUR CUSTOMERS BY:

hosting over 400 community events
with over three million participating customers

responding to over 17,000 customer enquiries

reaching over 1.1 million customers
via Facebook

issuing over 2,000 media releases
1.1 OUR OPERATING ENVIRONMENT

The NSW transport system is undergoing significant change with increasing and more complex customer demands, a growing population, record investment in infrastructure delivery, regulatory reform and major technology disruption.

Delivering on the NSW Government’s priorities for the transport system to help make NSW a better place to live, work and visit is central to our purpose as a government agency.

The State Priorities, State Infrastructure Strategy and Long Term Transport Master Plan set our overarching strategic direction. We contribute to State Priorities focused on building infrastructure, better services and safer communities, including:

- building key infrastructure projects on time and on budget across the state
- improving customer satisfaction with key government services
- creating 150,000 new jobs by 2019
- improving road travel reliability
- reducing road fatalities.

As an operating agency in the Transport cluster, our activities are directly aligned to TfNSW’s strategic priorities and outcomes. We support the implementation of cluster-wide strategies, including the NSW Road Safety Strategy and the Freight and Ports Strategy.

Future Transport, a new 40-year vision for transport being developed by TfNSW, will refresh the long term transport planning framework and cluster-wide strategies and set a new strategic direction to inform our business and delivery planning beyond 2017–18.
2. 2017–18 DELIVERY PLAN

In 2017–18 our Delivery Plan is structured around our customers, community, place and organisation focus areas. Due to the scale of our activities, the deliverables in this plan only represent a portion of the infrastructure and services Roads and Maritime will deliver in 2017–18. We remain transparent and accountable for reporting on our activities through the State Budget and Annual Report, and up to date information on major projects on the Roads and Maritime website.
2.1 CUSTOMERS

Our customers – the people and businesses that directly benefit from our road and maritime networks and services – are at the centre of everything we do. Each day road and maritime networks enable millions of customer journeys and the transport of goods supports a productive economy. Our work, resources and decisions are directed towards safe, efficient and reliable journeys on our networks as contributors to customer satisfaction and quality of life.

Over the next decade an extra million customers in Sydney and 240,000 customers in regional NSW will add pressure to the existing road network through journeys and increased freight.

With this increase in population, our target is to ensure 90 per cent of journeys on key routes are on time. To achieve this, we will work to ease congestion and optimise the movement of people and goods. We will tightly manage the government’s once-in-a-generation investment in new infrastructure, including new motorways, to expand network capacity.

In addition, we will operate the existing network more efficiently through pinch points, clearways and new technologies. We will manage network disruptions due to maintenance or incidents and keep customers well informed so they can plan journeys to avoid or minimise delays. Further, we will continue to ensure consistent and timely engagement with industry, suppliers, professional services and delivery partners.

Customer safety remains a priority. Recent declines in road safety performance demand further action to reduce road fatalities and serious injuries by at least 30 per cent by 2021. In addition to delivering safer roads and waterways through infrastructure upgrades and maintenance, we will advance efforts on regulatory and education programs that target crash risks and boating safety, and promote safer vehicles, drivers and speeds. This includes action to reduce fatalities on regional and remote roads where around two thirds of road deaths occur.

In 2017-18 we are giving priority to:
• planning, designing, building, maintaining and operating safe networks to meet customer needs and improve overall satisfaction
• delivering regulatory services to promote and improve customer safety, focused on drivers, vehicles, heavy vehicles, commercial and recreational vessel operators
• keeping customers informed about our activities (including our metropolitan and regional infrastructure upgrades), minimising network disruptions and enabling efficient reliable journeys
• delivering value and demonstrating benefits as we further develop the Sydney, motorway regional and freight networks.

The table below lists deliverables that will be achieved in the 2017-18 financial year to meet the current and emerging needs of our customers.
<table>
<thead>
<tr>
<th>Program</th>
<th>Deliverable</th>
</tr>
</thead>
</table>
| Golden Highway        | Complete detailed design for Ogilvies Hill climbing lanes on the Golden Highway  
                        | Complete construction of Heavy Vehicle parking bay at Willy Wally Road rest area on the Golden Highway  
                        | Commence construction of a new bridge at the causeway near the village of Uarby, located east of the town of Dunedoo, on the Golden Highway  
                        | Complete upgrade of the Denman Road intersection at Denman on the Golden Highway  
                        | Complete upgrade of the Cobbora Road intersection at West Dubbo on the Golden Highway  
                        | Complete two heavy vehicle parking bays at Warkworth and Cassilis on the Golden Highway  
                        | Complete 16 kilometres of pavement rehabilitation works on the Golden Highway                                                                 |
| Hunter Roads          | Achieve planning approval for the New England Highway duplication from Belford to the Golden Highway  
                        | Complete design for the intersection upgrade at Griffiths Road and Broadmeadow Road, Broadmeadow  
                        | Complete stabilisation for Aberdeen to Willow Tree heavy duty pavement upgrade on the New England Highway near Parkville  
                        | Complete concept design to upgrade Pacific Highway intersections at Highfields in Newcastle                                                                 |
| Newell Highway        | Complete construction of the New Highway realignment at Trewilga  
                        | Display the Review of Environmental Factors for the upgrade of the New Highway at Parkes  
                        | Complete construction of the West Wyalong Heavy Vehicle Alternative Route upgrade  
                        | Commence construction of a new bridge north of Moree on the Newell Highway                                                                 |
| Pacific Highway       | Complete the upgrade of the Pacific Highway from Warrell Creek to Nambucca Heads  
                        | Complete the upgrade of the Pacific Highway from Oxley Highway to Kundabung  
                        | Complete the upgrade of the Pacific Highway from Kundabung to Kempsey  
                        | **Woolgoolga to Ballina:**  
                          | Complete the upgrade of the Pacific Highway from Arrawarra to Glenugie  
                        | Commence construction of the Glenugie to Maclean upgrade  
                        | Commence construction of the Maclean to Devils Pulpit upgrade  
                        | Commence construction of the Devils Pulpit to Broadwater upgrade  
                        | Commence construction of the Broadwater to Ballina upgrade                                                                 |
| Princes Highway       | Complete Bulli Pass slope stability and retaining wall work  
                        | Complete construction of the replacement bridge at Burrill Lake  
                        | Complete construction of the Princes Highway bypasses of Foxground and Berry  
                        | Achieve planning approval for the Princes Highway bypass of Albion Park Rail                                                                 |
| Regulatory Services   | Collaborate with co-regulators, including the National Heavy Vehicle Regulator, Commerce Regulator and Point to Point Commission, to transition agreed services from Roads and Maritime  
                        | Review and update the Boating Handbook to improve information available to customers  
                        | Implement risk-based and outcomes-focused regulatory reform initiatives using marine safety legislation  
                        | Review and update the Road Transport (Driver Licensing) Regulation 2008 and the Road Transport (Vehicle Registration) Regulation 2007  
                        | Implement the Graduated Licensing Scheme changes for learner, P1 and P2 drivers                                                                 |
## Regional NSW Major Road Upgrades

<table>
<thead>
<tr>
<th>Program</th>
<th>Deliverable</th>
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<tbody>
<tr>
<td></td>
<td>Complete Stage 2 of the initial seal at Eurella on the Cobb Highway</td>
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<tr>
<td></td>
<td>Complete initial seal at Eight Mile Creek on the Silver City Highway</td>
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<tr>
<td></td>
<td>Complete the final stage of the Riverina Highway Upgrade Program between Hume Village and Bethanga Bridge</td>
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<tr>
<td></td>
<td>Complete sealing and improvement work on the unsealed length of the Crookwell to Bathurst Road</td>
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<tr>
<td></td>
<td>Commence Picton Road acceleration lanes</td>
</tr>
<tr>
<td></td>
<td>Complete Kings Highway realignment near River Forest Road</td>
</tr>
<tr>
<td></td>
<td>Complete Oxley Highway safety improvement and realignment works</td>
</tr>
<tr>
<td></td>
<td>Complete construction of the upgrade to the Mitchell Highway at Guanna Hill</td>
</tr>
<tr>
<td></td>
<td>Commence construction of the Ellerton Drive extension bypass at Queanbeyan</td>
</tr>
<tr>
<td></td>
<td>Commence construction at Half Way Hill and Doctors Hill as part of the Gocup Road Upgrade Program</td>
</tr>
</tbody>
</table>

## Asset Maintenance

<table>
<thead>
<tr>
<th>Program</th>
<th>Deliverable</th>
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</thead>
<tbody>
<tr>
<td></td>
<td><strong>Deliver the Asset Maintenance Program including:</strong></td>
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<tr>
<td></td>
<td>Continue to deliver the Sydney Harbour Bridge repainting project</td>
</tr>
<tr>
<td></td>
<td>Deliver the Delineation Maintenance Program by re-marking 15,000 kilometres of lines on the regional road network</td>
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<tr>
<td></td>
<td>Deliver the Pavement Resurfacing and Rehabilitation Programs</td>
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</tbody>
</table>

## Road Safety

<table>
<thead>
<tr>
<th>Program</th>
<th>Deliverable</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Deliver the Australian Government Federal Blackspot Program</td>
</tr>
<tr>
<td></td>
<td>Deliver the Safer Roads Program</td>
</tr>
<tr>
<td></td>
<td>Deliver the Behavioural Road Safety Program</td>
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<tr>
<td></td>
<td>Implement the annual program of works funded under the Community Road Safety Fund to deliver the ten-year NSW Road Safety Strategy</td>
</tr>
</tbody>
</table>

### Aboriginal Programs:

- Deliver Aboriginal bike safety programs
- Deliver child car safety seat programs in Aboriginal communities

## Sydney Motorways

<table>
<thead>
<tr>
<th>Program</th>
<th>Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Bring a Final Business Case to Government for Sydney Gateway</td>
</tr>
<tr>
<td></td>
<td>Complete site investigation for the Western Harbour Tunnel and Beaches Link and assess design options and costings</td>
</tr>
<tr>
<td></td>
<td>Progress award of construction contract for on and off ramps on Belmore Road connecting to the M5</td>
</tr>
<tr>
<td></td>
<td>Develop and implement new operational technology for a Motorway Management System (including software) in readiness for commencement of M4 Smart Motorway operations</td>
</tr>
</tbody>
</table>

### NorthConnex:

- Continue the mainline tunnel excavation for NorthConnex
- Progress integration to the Hills M2 Motorway
- Progress the in-fill works for the Hornsby Quarry

### WestConnex:

- Progress concession award for the M4-M5 link and support progress in the sale of at least a 51 per cent stake in the Sydney Motorway Corporation
- Complete site management works at Rozelle

## Delivery Plan
The community includes residents of NSW, people and stakeholders affected by our work and operations. While we deliver an unprecedented program of more than 4,000 road and maritime projects across metropolitan and regional NSW for the long term benefit of our customers, we recognise our activities can affect the community through land acquisition, construction-related dust, noise and disruption.

Respectfully engaging communities including residents, businesses and local government during the planning, design and delivery of projects is an essential part of our work. We must take account of community and stakeholder input to minimise and mitigate the effects of our activities where possible on the community and the environment. We are also implementing a fairer, more transparent and personalised approach to land acquisition in line with Government reforms. We acknowledge our approach to community and stakeholder engagement ultimately influences the credibility, reputation and success of our organisation.

In 2017-18 we are giving priority to:

- respectfully engaging communities at all stages of our work
- embedding sustainability and minimising the environmental impact of our activities
- maintaining the credibility and reputation of our organisation
- collaborating across Government to support safe and secure special events.

The table below lists deliverables that will be achieved in the 2017-18 financial year to meet the current and emerging needs of the community.

<table>
<thead>
<tr>
<th>Program</th>
<th>Deliverable</th>
</tr>
</thead>
</table>
| **Active Transport**  | Complete pedestrian railway line overpass at Argyle Street, Moss Vale  
                      | Develop and deliver the Sydney Strategic Cycleway Network as part of the Priority Cycleways Program  
                      | Deliver the Active Transport Program in partnership with Councils  
                      | Deliver new traffic signal controlled intersections under the Pedestrian Protection Program  |
| **Boating Safety**    | Deliver major annual boat shows to the community to engage and influence a safe boating culture  
                      | Manage and deliver special aquatic events  |
| **Environmental Performance** | Deliver a Sydney Harbour cleaning program to reduce the impacts of marine pollution, debris, and hazards to navigation by committing to cleaning Sydney Harbour 365 days of the year  
                      | Manage State and Roads and Maritime marine pollution response capability to protect the marine environment from the impacts of pollution  
                      | Develop inspection and maintenance framework for fauna connectivity structures  
                      | Facilitate whole-of-government position on tunnel air quality criteria for extended tunnel journeys  
                      | Publish Roads and Maritime’s Environmental Sustainability Strategy 2018-2023  
                      | Manage the Noise Abatement Program  |
| **Reform**            | Implement the NSW Government Land Acquisition Reform requirements  |
2.3 PLACE

The critical role the transport system plays in creating better places to live, work and visit is being increasingly recognised.

TfNSW is leading the integration of transport, infrastructure and land use planning in collaboration with the Department of Planning and Environment, the Greater Sydney Commission and Infrastructure NSW to meet the demands of population growth. We can support better places by improving the integration of road and maritime network planning with broader transport planning. Integrated transport planning enables the right transport investments in the right place at the right time to optimise movement of people and goods, liveability and productivity. As many customer and freight journeys require transport mode shifts, integrating road and maritime networks with the wider transport system better connects customers to the places they live, work and visit. Delivering projects to support growth centres and urban activation precincts contribute to NSW Government efforts to boost housing supply and affordability, while active transport projects contribute to liveability of places.

In 2017-18 we are giving priority to:

- integrating our road and maritime network planning with broader land use and transport planning to support investment decision making
- integrating networks with the broader transport system including major infrastructure projects in metropolitan and regional NSW
- delivering projects to support growth centres and precinct activation and contribute to delivery of the Greater Sydney District Plans, including walking and cycling projects
- delivering the Boating Now program and infrastructure as guided by regional boating plans.

The table below lists deliverables that will be achieved in the 2017-18 financial year to meet these priorities.
<table>
<thead>
<tr>
<th>Place</th>
<th>Program</th>
<th>Deliverable</th>
</tr>
</thead>
</table>
| **Network Planning and Integration** | | Provide technical guidance and support on the Future Transport Strategy, Sydney Regional Plans, District Plans and plans for Priority Growth Precincts  
Progress planning on the Moorebank Intermodal Enabling Roads Package  
Manage the network integration of the Sydney CBD Light Rail  
Complete Nelson Bay Road Corridor Strategy |
| **Freight** | | Develop a network connectivity plan to enable greater heavy vehicle access approvals by councils as road managers  
Conduct an assessment of freight access to the network for wider access to five-axle 60 tonne cranes, Performance Based Standard vehicles, and over mass vehicles |
| **Maritime Infrastructure** | | Support the development and delivery of Boating Now infrastructure projects identified in Regional Boating Plans  
Complete the upgrade of Cockatoo Island Wharf interchange as part of Package 2 of the Commuter Wharf Upgrades under the Transport Access Program |
| **Sydney Metro Bus Priority Infrastructure** | | Work with Transport for NSW to deliver the B-Line Project  
Work with Transport for NSW to deliver the Bus Priority Infrastructure Program  
Complete the Collaroy B-Line Program |
| **Easing Sydney’s Congestion** | | Deliver Clearways Programs 1 and 2 as part of the Sydney Clearways Strategy  
Deliver the Gateway to the South Pinch Points Program  
Deliver Pinch Point Programs 2 and 3  
Deliver the Parramatta Congestion Improvements Program  
Improve near real time reporting of travel time reliability to allow faster decision making to alleviate congestion across the network |
| **Sydney Roads** | | Continue construction of Epping Town Centre Stage 2 works  
Complete the upgrade of the southern toll plaza precinct on the Sydney Harbour Bridge  
Complete the widening to Alfords Point Road, between Brushwood Drive and the Georges River |
| **Western Sydney Growth Roads:** | | Complete construction of the second stage of the Schofields Road upgrade between Tallawong Road and Veron Road |
| **Western Sydney** | | Roads to support Western Sydney Airport development:  
Complete construction of the first stage of The Northern Road upgrade between the Old Northern Road and Peter Brock Drive  
Commence construction of the second stage of The Northern Road upgrade from Peter Brock Drive to Mersey Road  
Commence construction of the second stage of the Bringelly Road upgrade from King Street to The Northern Road  
Commence construction of the third stage of The Northern Road upgrade from the Glenmore Parkway to Jamison Road |
2.4 ORGANISATION

We are evolving as an agency to respond to our changing environment, deliver value through infrastructure and services that meet the needs of our customers, engage and respect the community, and help make better places across metropolitan and regional NSW. We are focused on further developing our people, processes, governance and technology.

In 2017–18 we are giving priority to:

- ensuring a safe and healthy workplace
- developing people, innovative technology, systems and processes to support delivery
- informing, integrating and enabling TfNSW strategy, policy and plans
- operating within our budgets and make the right network investments at the right time
- building a diverse and inclusive organisation to better reflect the community
- ensuring clear governance and accountability for decision making across the organisation.

The table below lists deliverables that will be achieved in the 2017–18 financial year to meet these priorities.

<table>
<thead>
<tr>
<th>Program</th>
<th>Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Management</td>
<td>Implement the Roads and Maritime People Plan to increase the diversity and</td>
</tr>
<tr>
<td></td>
<td>skills of our employees</td>
</tr>
<tr>
<td></td>
<td>Implement the Transport Cluster Digital Roadmap and support the NSW</td>
</tr>
<tr>
<td></td>
<td>Government’s ICT (Digital) Strategy</td>
</tr>
<tr>
<td>Work Health and Safety</td>
<td>Implement, in partnership with industry, initiatives detailed in the Work</td>
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<tr>
<td></td>
<td>Health and Safety Strategy 2015–2019 and continue to embed a safety culture</td>
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<tr>
<td></td>
<td>Implement agreed safety improvements for the School Crossing Supervisors</td>
</tr>
<tr>
<td></td>
<td>Program</td>
</tr>
</tbody>
</table>

The table above lists the deliverables that will be achieved in the 2017–18 financial year to meet the priorities set for the organisation.
Maintenance on Hardwood Bridge over the Clarence River