



Annual Report

Roads and Maritime Services

2017-18 • Volume 1

Letter to the Ministers

The Hon. Melinda Pavey
Minister for Roads,
Maritime and Freight

The Hon. Andrew Constance
Minister for Transport and
Infrastructure

The Hon. Stuart Ayres
Minister for WestConnex

52 Martin Place
Sydney NSW 2000

Dear Ministers

I am pleased to submit Roads and Maritime Services' Annual Report for the financial year ended 30 June 2018 for presentation to the Parliament of New South Wales. It has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983*.

Yours sincerely



Ken Kanofski
Chief Executive
Roads and Maritime Services

Contents

From the Chief Executive	3	Appendices	134
About us	8	Appendix 1: Community enquiries	136
Financial overview	26	Appendix 2: Major infrastructure projects	138
Achievements and business results	30	Appendix 3: Driver, vehicle and maritime statistics	146
Sustainability and environmental performance	68	Appendix 4: Research and development	150
The year ahead	90	Appendix 5: Access to government information	152
Our organisation	94	Appendix 6: Overseas travel	155
Work health and safety	116	Appendix 7: Legal change	156
Corporate governance	124	Appendix 8: Report of contracts with private sector entities	163
		Appendix 9: Public Interest Disclosures Report to Minister	163
		Appendix 10: Privacy Management Plan	165
		Appendix 11: Multicultural policies and services	166
		Appendix 12: Disability Action Plan	167
		Appendix 13: Waterways Fund	168
		Appendix 14: Land disposal	170
		Appendix 15: Accounts payment and grants	171
		Index	174
		Contact details	176



Pacific Highway upgrade, Oxley Highway to Kundabung, looking south from Blackmans Point Road interchange towards the Hastings River.

From the Chief Executive

Roads and Maritime Services exists to make NSW a better place to live. Our investment in transport infrastructure shapes the future of our cities, centres and towns and supports continued strong growth in NSW.

In the past financial year, we delivered a \$7.67 billion program of work to make our roads and waterways safer and ensure more efficient journeys so our customers spend less time in traffic and more time with their loved ones.

Our road and maritime infrastructure projects are critical to the economic success of the State and are a focus for the agency, with 253 projects opened to traffic and a further 287 started or continued in 2017-18. This work of connecting people to each other, work, schools and other services is good for business and good for communities.

Planning, building, maintaining and operating safe and secure networks are only part of Roads and Maritime's purpose. Our services extend to licensing and registration, compliance, traffic management, tolling, and regulating roads and maritime access. All these services are delivered with the safety of all NSW road users in mind.

Safety is at the heart of all we do. Our commitment to safety extends from our workplaces and how we operate, to the roads and other infrastructure we build and maintain.

This year was significant for the Transport cluster with the release of [Future Transport 2056](#). The strategy outlines our cluster-wide vision for making a positive impact on communities, the economy and the environment of NSW.

We also launched our new [Corporate Plan](#) - a framework to guide our agency for the next four years. With a strong focus on customers, the plan articulates six strategic priorities:

- Increase customer value
- Get more out of the network
- Keep safety at the heart
- Respect our community and the environment
- Deliver the Government's program
- Partner to improve services.

Our people, innovation and technology underpin these priorities, which are reflected in our purpose, values and services. We are committed to being an agency that supports diversity and inclusion in our workplace and in the roads industry. That's because we believe that our agency should be more reflective of the community we serve to deliver better outcomes for our customers, stakeholders, and the community more broadly.

Roads and Maritime's 2017-18 Annual Report showcases the work and dedication of more than 5,700 employees. While we are large and our work is broad ranging, our focus on the State Priorities and on our Corporate Plan will ensure we deliver core services that connect people and businesses safely and efficiently.



Ken Kanofski
Chief Executive
Roads and Maritime Services



About this report

The Roads and Maritime Services Annual Report 2017-18 provides an overview of our achievements during the financial year 2017-18.

Our Annual Report aims not only to meet the statutory requirements set out in the *Annual Reports (Departments) Act 1985* and Annual Reports (Departments) Regulation 2015, but also to keep our community, partners, government and the industry informed on our performance and future direction.

The structure of the report is:

Chapter 1 - About us

provides a profile of who we are, our locations throughout NSW, what we do, who our customers and stakeholders are and provides an overview of our asset portfolio.

Chapter 2 - Financial overview

presents an overview of our financial results for 2017-18. We provide a comprehensive set of financial statements on all our activities in Volume 2 of this report.

Chapter 3 - Achievements and business results

presents our key achievements for the year, aligned to our strategic objectives including delivering our infrastructure program and meeting the needs of our communities.



The iconic Sydney Harbour Bridge at sunset.

Chapter 4 – Sustainability and environmental performance

sets out our achievements and performance against our Environmental Sustainability Strategy 2015–2019.

Chapter 5 – The year ahead

highlights our new four-year Corporate Plan 2018–2021 and our priorities, as well as our top ten activities in the coming year.

Chapter 6 – Our organisation

gives an overview of how our organisation has evolved, our structure and who our Executives are. This chapter shows the diversity of our workforce and details what we are doing to meet our workforce goals.

Chapter 7 – Work health and safety

highlights our performance for the financial year in this area, including key achievements and programs.

Chapter 8 – Corporate Governance

sets out our governance framework and key corporate management functions.

Appendices 1–15

cover our reporting requirements according to our statutory obligations.

Volume 2

Roads and Maritime Services financial statements.



OUR PERFORMANCE AT A GLANCE



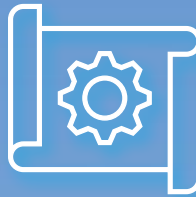
IMPROVING THE CUSTOMER EXPERIENCE

Customer satisfaction on roads:

- Private vehicles..... **83%**
- Heavy vehicles **75%**
- Motorcycles **89%**
- Cyclists..... **87%**
- Walking..... **86%**

253 major infrastructure projects were opened to traffic

62 new bridges and **7** major bridge upgrades



INFRASTRUCTURE

\$4.74 billion spent to develop and deliver new or upgraded road and maritime infrastructure with **\$2.2 billion spent in regional NSW**

1 in every **5** taxpayer dollars being spent on infrastructure in NSW goes into our program of building and improving infrastructure



ASSETS

\$94.4 billion network assets - about 26% of NSW Government infrastructure assets

The new Phillip Hughes Bridge in Macksville, completed and opened to traffic in December 2017. The bridge is part of the \$830 million Warrell Creek and Nambucca Heads Pacific Highway upgrade.



EXPENDITURE

Our program of works increased 18.5 per cent to

\$7.67 billion -

a record program to provide maintenance, infrastructure and services



BUILDING A DIVERSE AND INCLUSIVE AGENCY

Over 5,700 employees with around 3,500 in regional NSW

27.9 per cent women in senior leadership positions

Improved employee engagement score of **65%**



REGIONAL AND FREIGHT

\$500 million committed for improvement works on the Newell Highway which will enhance freight productivity in regional NSW



MARITIME

18 wharves on Sydney Harbour have been upgraded since 2011



ENVIRONMENT

Carried out **1,452** environmental inspections on 286 projects

2,056 cubic metres of waste and debris removed from Sydney Harbour



About us



Excavation for the NorthConnex project in progress, with over 90 per cent of the twin nine kilometre tunnel complete by June 2018.



1.1

Who we are

Our role

Roads and Maritime Services is a NSW Government delivery agency within the Transport cluster. The agency was established on 1 November 2011 under amendments to the *Transport Administration Act 1988*.

Transport for NSW sets the direction for the transport network across the State and works with public sector agencies and the private sector to deliver improved transport outcomes and services for the people of NSW. We integrate with Transport for NSW to deliver Transport cluster priorities.

We achieve this by delivering projects and programs to ensure the safe and efficient movement of people and goods across NSW. This includes activities on the State road network, motorway network, freight routes, waterways, public transport network, cycleways and pedestrian networks.

We do this by:

- 1 planning, building, maintaining and operating safe and secure networks
- 2 regulating road and maritime networks and educating users to ensure compliance with legislation and community safety
- 3 respectfully engaging with communities and embedding sustainability in our work to minimise environmental impact.

Our purpose

Roads and Maritime exists to make NSW a better place to live. A place where people are connected to each other and to economic opportunities. A place known for its vibrant, liveable communities. A place where people and goods can move safely and efficiently on the road and maritime networks. Our commitment is to place the customer at the centre of everything we do.

Our values



Customer focus

We place the customer at the centre of everything we do



Collaboration

We value each other and create better outcomes by working together



Solutions

We deliver sustainable and innovative solutions to NSW's transport needs



Integrity

We take responsibility and communicate openly



Safety

We prioritise safety for our people and our customers

1.2 Where we are

- Roads and Maritime Offices
- Regional Depots
- Heavy Vehicle Inspection Centres
- Maritime Offices and Depots
- Heavy Vehicle Safety Stations



Golden Highway.



1.3 Our activity

We manage and maintain:

more than **18,000 km**
of State roads including 4,100 km
of the National Land Transport Network



around **3,000 km**
of regional and local roads in
the unincorporated area of NSW


5,800
bridges

a Sydney road network
that supports nearly
12 million

journeys each day

29 
road tunnels

22,815 commercial and private
boat moorings 
& **3,968** maritime navigational aids 

Over
4,000
traffic
signals 

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

 **49**
commuter wharves

Sydney Harbour at night.

We regulate and provide services to:

 **520,939**
licensed boat drivers
and **223,486** vessels

1.37 million
E-Toll
customers with 163 million
trips annually

6.1 million  **6.6 million**
licensed drivers 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 nearly
1 million
customers per month
via Facebook



issuing over
1,200
media
releases

1.4

Our services and operations

We listen to our customers and prioritise the work and services they value the most.

To provide the best possible level of service to our customers, we are committed to delivering the maximum value for every dollar invested by working efficiently and with technical excellence. Delivering customer value requires us to excel in three key areas which are integral to all our activities:

1. understanding what is important to our customers
2. prioritising investment based on what is important to our customers
3. delivering in the most cost effective manner the transport of goods, supporting a productive economy.

Our services and operations are aligned to the NSW Government's [State and Premier's Priorities](#), the [NSW State Infrastructure Strategy 2018–2038](#), [Future Transport 2056](#), and Transport for NSW's (TfNSW) strategies and policies. We contribute to the following:

The infographic consists of two main sections. The top section, titled 'State Priorities', is set against a purple background and lists three items: 'Improving road travel reliability', 'Reducing road fatalities', and 'Providing better government digital services'. The bottom section, titled 'Premier's Priorities', is set against a blue background and lists three items: 'Building key infrastructure projects on time and on budget across the State', 'Improving customer satisfaction with key government services', and 'Creating 150,000 new jobs by 2019'. Each section has a circular graphic on the left containing the title.

Category	Priority
State Priorities	Improving road travel reliability
	Reducing road fatalities
	Providing better government digital services
Premier's Priorities	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

By delivering on these priorities, we provide outcomes that offer the people of NSW multimodal transport solutions. At the same time, we regulate road and maritime networks and users to ensure community safety and compliance with legislation.

Our services and operations are focused around the following six areas. Examples of some of the services we provide are listed below:

Compliance

- training, licensing, registration, educating, monitoring, checks and vehicle standards
- managing road safety cameras
- providing school crossing supervisors.

Access

- activities to enable all to have access to our road and maritime networks
- digital technology to assist heavy vehicle drivers plan their trips on approved routes across NSW
- partnering with Service NSW to enable more efficient services for our customers.

Safe journeys

- building a safer road network through the delivery of various road safety programs
- efficient and effective responses to traffic incidents
- state-wide boating education and compliance.

Reliable travel

- real time traffic and congestion management
- getting more out of the network by delivering new and upgraded roads.

Informed travel choices

- providing real time travel information for customers
- providing regular communication about road works or new projects via multiple channels.

Congestion relief

- increasing the efficiency of the network by addressing pinch points and implementing clearways
- empowering customers to make different travel choices by providing new cycleways and pedestrian routes
- planning for population growth to meet current and future needs.

1.5 Our customers

Our customers are at the centre of everything we do. They are the people and businesses that use, and benefit from, our road and waterway networks.

Every day our networks support millions of people as they move themselves, families, friends and goods around to keep our State productive and liveable.

As of 30 June 2018, there were over 6.1 million licensed drivers and 6.6 million registered vehicles in NSW. In 2017-18, Roads and Maritime managed about 25 million motor vehicle transactions and over 600,000 marine safety transactions.

The central aim of Roads and Maritime’s operating model is to deliver value to our customers. We do this by listening to them and delivering the infrastructure and services they value the most. Our Customer Charter details how.

Customer groups

We recognise that customers using the road and maritime networks are not all the same. They have unique needs and priorities depending on what they are travelling for, where they are travelling to, and how they want to get there.

We are committed to delivering better connections for all people who use roads and waterways across the State and continue to drive customer satisfaction with our services.

Figure 1: Customer groups



Our Customer Charter

We will listen and take action

- We will use your feedback to continually improve services.
- We will actively manage your matter from start to finish.
- We will be contactable in ways that work for you.

We will make safety our priority

- We will work to maximise safety on our roads and waterways.
- We will provide a safe environment for the community and our employees.
- We will work to ensure vehicles and vessels are registered, licensed and operated safely.

We will consult and collaborate

- We will consult with you regularly on projects and matters that impact you.
- We will include communities in our decision-making processes.
- We will use your insights to inform our decisions and outcomes.

We will keep you informed

- We will provide you with information to make safe and efficient travel choices.
- We will minimise disruption to your travel through appropriate diversions and relevant information.
- We will communicate future plans for NSW roads and waterways.

Community engagement

The successful delivery of the Government's roads and maritime infrastructure program relies on effective community engagement. Our commitment to communities involves customising our engagement approaches based on the industry recognised consultation spectrum – inform, consult, involve and collaborate – and remaining responsive.

We engage our communities through a range of mediums, including public meetings and workshops, online forums and community discussion groups, letterbox drops and newsletters, open days, advisory committees, surveys and questionnaires, and media announcements.

Proposals for large developments, such as major roads, are placed on public display at the concept stage, and public meetings are held so people are able to voice their opinions and concerns. In addition, feedback on developments is sought during the preparation and evaluation of environmental impact statements.



Our engagement staff giving out our 'Bring the mob home safely' merchandise at the Combined Countries Sporting Club's Survival 9s event at Campbelltown Showground.

1.6

Partnering to deliver

We value our partnerships with a wide range of stakeholders, including private sector suppliers, contractors and leaseholders, industry groups, councils, regulators, and State and Commonwealth government agencies.

Our partnership activities include:

National heavy vehicle regulation

- Working closely with Service NSW, NSW Police and regulators, including the National Heavy Vehicle Regulator, to meet our compliance responsibilities.

Active transport

- Partnering with councils on road infrastructure projects, maritime access projects and active transport programs.

Better standards and regulation

- Working with industry and regulators to improve our approach to technical standards, explore opportunities to do things more efficiently and make sure we have the right standards when we deliver projects and services for customers.
- Testing our standards, responding to industry concerns and ensuring we drive customer value in our projects.

Safety

- Collaborating regularly with industry on safety, sharing, and analysing work health and safety data from active construction sites to look for trends and gaps that need to be addressed.
- Running trials with industry on new technology to improve site safety, including wearable technology and plant and people delineation.
- Working with councils to deliver road safety upgrades.

Industry engagement

Our industry engagement focuses on partnering and collaborating on infrastructure developments, safety and innovation, and providing industry with visibility of the pipeline of future work. This approach helps industry prepare and be appropriately resourced to tender for our major projects.

Our approach includes early industry engagement on key projects, and new procurement approaches that provide a holistic view of projects, including customer and community perspectives. These offer industry more flexibility to deliver smart and sustainable, value-for-money results.

Building strong relationships with industry also means a better result for NSW road users – from more cost effective projects, to creating an environment where innovative solutions and approaches can be developed.

Major Projects Forum

We host an annual [Major Projects Forum](#) with over 200 government and industry stakeholders to share trends in the construction industry, share our 12-month work plan, showcase some of our projects, and to give industry an opportunity to network with our project teams.



Tim Reardon, Secretary of the Department of Premier and Cabinet, and Bob Higgins, former Director of the Pacific Highway Office, at the Major Projects Forum 2021 held in August 2017.

Innovating regional road maintenance

As part of our approach to engagement, we invited industry to submit ideas on how to innovate regional road maintenance. Over 80 submissions were received from large and small businesses, contractors and individuals with ideas on new machinery, ways of using aerial drones and virtual reality. The top 10 pitched their ideas to a panel of internal and external innovation and maintenance experts. The winner/s will have their innovation trialled on Roads and Maritime projects for 12 months.

Innovators 'pitch day' held on 19 June 2018.



Stakeholders

Auditor General

Australian Government

Australian Maritime Safety Authority

Centre for Road and Maritime Safety

Department of Industry

Department of Infrastructure,
Regional Development and Cities

Department of Planning
and Environment

Department of Premier and Cabinet

Destination NSW

Environmental Protection Authority

Industry partners

Infrastructure NSW

Local communities

Local councils

Maritime Property leaseholders
and mooring tenants

Ministers

NSW Government

NSW Treasury

Other Departments of the
Australian Government

Other NSW Government Agencies

Ports Authority

Property NSW

Public Service Commission

Regulators

Service NSW

Suppliers and Contractors

Transport for NSW

1.7

Compliance and regulation

Our compliance services are key to ensuring safety for all road users. By managing the standards of how people access our roads and maritime networks, we make safety and efficiency an integral part of how they move themselves and goods on every journey. We set policies, regulations and safety standards. We inform and educate the community about legislation and regulations, advise the community on how to comply with legislation and regulations, monitor compliance, and enforce the rules.

Figure 2 outlines our approach. We focus our efforts on prevention, the best way to reduce risks and minimise compliance costs. Incentives to comply are used to complement this focus on prevention, through monitoring and enforcing compliance.

Figure 2: Compliance and regulation services

We...

By...





A heavy vehicle inspection officer conducting an inspection at our Heavy Vehicle Inspection Station at Halfway Creek in March 2018.

1.8 Our assets

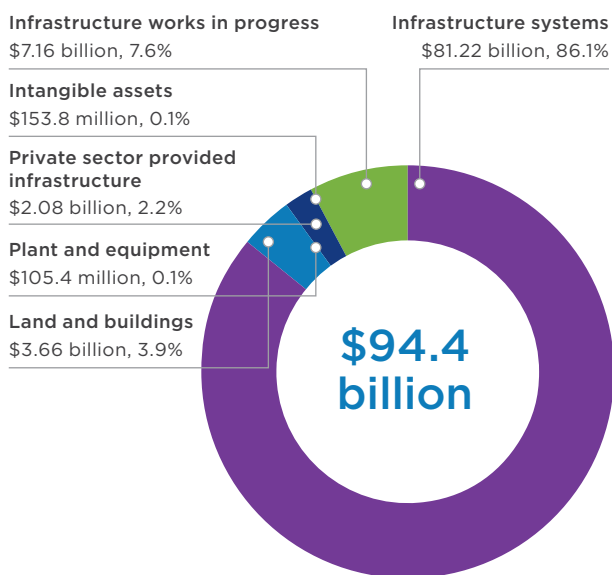
Road infrastructure

We have a responsibility to create, maintain and renew the State road network and maritime infrastructure across NSW. This provides safe, reliable and sustainable services for our customers. We also administer financial assistance grants to the local government sector for managing local roads in NSW.

We manage and maintain \$94.4 billion¹ of assets – about 26 per cent of the NSW Government’s assets (Figure 3). The majority are roads and road-related assets including:

- almost 18,000 kilometres of road, including 4,100 kilometres of the National Land Transport Network
- 5,800 bridges
- 29 road tunnels
- 4,140 traffic signals.

Figure 3: Value and type of assets managed and maintained by Roads and Maritime



Asset Management Plan

Our Asset Management Plan promotes a risk-based approach to managing road assets. Good stewardship of the NSW road network involves:

- the use of life-cycle costing decision-support tools and long-term strategies
- regular performance monitoring and network inspections
- scheduling the most appropriate maintenance treatment at the right time and place.

This approach has reduced asset life-cycle costs, improved road safety and minimised risks to the level of service we provide to our customers. We also conduct value-engineering reviews for major projects. These reviews identify opportunities for staging and cost savings at every stage of the value chain.

Asset management challenges and opportunities

We are responsible for efficiently and effectively managing this significant asset base. Over the past six years, population growth has increased pressure on our networks resulting in road congestion and accelerated asset deterioration. We have responded through the implementation of the Easing Sydney’s Congestion [Pinch Points](#) and [Clearways programs](#).

We continually engage industry and our partners to find ways to create and adopt new technologies and innovation to deliver best practice asset management. This involves cost effective engineering of new and existing infrastructure to reduce whole-of-life asset and maintenance.

¹ \$94.4 billion is the value of Roads and Maritime non-current assets. Non-current assets included property, plant and equipment (land and buildings, plant and equipment and infrastructure systems), private sector provided infrastructure and intangible assets.

Asset condition and performance

Road pavement, bridges, roadside slopes, drainage culverts, and intelligent transport systems comprise over 90 per cent of our asset value. The pavement health index provides a general assessment of the quality of road surfaces in NSW (Figure 4). Our agency defines acceptable road surface quality as those in 'fair to very good' condition. Over the past 10 years, road surface quality has remained stable.

The quality of road surfaces in 2016-17 showed the best result in 10 years, with 91 per cent of road surfaces rated as 'fair to very good'. These results demonstrate the effectiveness of our asset preservation strategy in terms of protecting asset value and delivering an appropriate level of service to our customers.

Figure 4: Road pavement health index²



Table 1: Condition of asset types results 2013-14 to 2017-18

Asset type	Assets in fair or better condition				
	2013-14	2014-15	2015-16	2016-17	2017-18
Bridges	97%	97%	97%	97%	98%
Roadside slopes	92%	92%	93%	94%	94%
Roadside culverts ³	73%	77%	79%	85%	89%
Intelligent transport systems (e.g. traffic signals, variable message signs, tidal flow system)	Not assessed	96%	94%	93%	93%

² A full condition survey was not undertaken for 2014-15. New crack detection survey technology was adopted in 2015-16 and condition trends from this point forward are not directly comparable with previous results. Results for the 2017-18 financial year are not available until 2019.

³ Historic condition data for culverts is not comparable due to a significant change in inventory between years.



Financial overview



Stage two reconstruction of Riverina Highway from Lake Hume Village to Bethanga Bridge. The project was completed ahead of schedule in December 2017.



2.1

Chief Financial Officer’s report

Summary

We operate under NSW Treasury’s Financial Management Framework. For financial reporting and policy framework purposes, our activities are considered to be within the general government sector as classified by NSW Treasury.

This financial summary provides an overview of our financial results for 2017-18. A comprehensive set of financial statements that cover all Roads and Maritime’s activities are provided in Volume 2.

Our value proposition is to improve customer outcomes at the optimal cost, and so we are continually focused on delivering value for every dollar invested. In 2017-18, Roads and Maritime’s program of works increased by 18.5 per cent on the previous year. We delivered on a record program of \$7.67 billion to provide maintenance, infrastructure and services to the people and businesses of NSW.

Funding

Our funding is primarily from:

- State motor vehicle taxes, particularly the motor vehicle weight tax and heavy vehicle charges
- funding received through the State Budget to deliver recurrent and capital works, including Rebuilding NSW⁴ and Restart NSW⁵ allocations, and other external contributions
- federal government contributions for state and national capital road projects
- own-source funds from the sales of goods and services, tolling, maritime fees and charges, and cash balances.

For 2017-18, our funding allocation to meet the expenditure program was \$7.67 billion (Figure 5). This excludes non-cash revenues such as asset recognitions and valuation adjustments.

Figure 5: Revenue and funding – July 2017 to June 2018

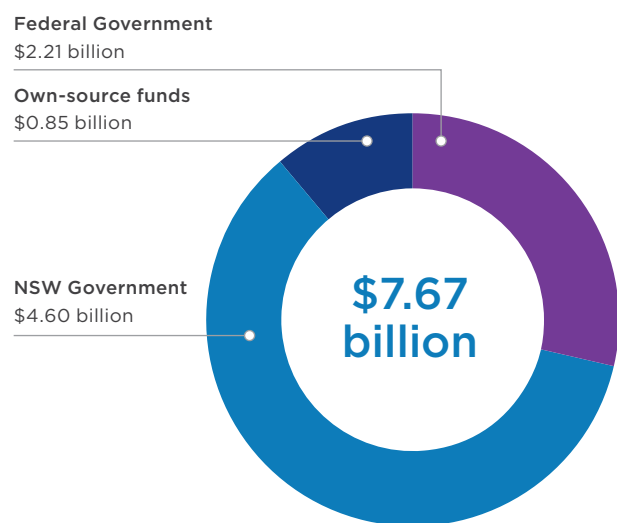


Table 2: Funding from 2014-15 to 2017-18

Funding source	2014-15 (\$'m)	2015-16 (\$'m)	2016-17 (\$'m)	2017-18 (\$'m)
Own-source funds	829	803	897	850
Federal Government	1,475	1,649	1,777	2,214
NSW Government ⁶	3,226	4,111	3,797	4,603
Total	5,530	6,563	6,471	7,667

Expenditure

Our recurrent and capital expenditure is distributed across the following areas to deliver infrastructure and services to our customers:

- **growth and improvement** to develop and deliver new or upgraded road and maritime infrastructure to optimise the safety, efficiency and effectiveness of the road and maritime networks
- **asset maintenance** to ensure the State's road and maritime assets meet the required safety, performance and operational standards in delivering customer services and access for regional communities, as well as enabling safe, efficient and reliable services for customers
- **services and operations** to enable the safe, efficient and reliable movement of people and goods by various transport modes across the State's road and maritime networks.

In addition to this, our expenditure for the year included the M5 cashback refund for private vehicle travellers, financing costs associated with the Sydney Harbour Tunnel, and redundancy costs incurred in delivering efficiencies and improvements within the services and operations program (Figure 6).

Figure 6: Expenditure - July 2017 to June 2018

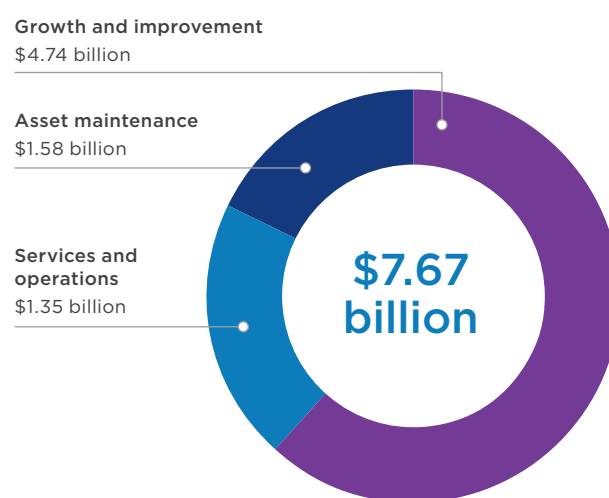


Table 3: Expenditure from 2014-15 to 2017-18

Area of expenditure	2014-15 (\$'m)	2015-16 (\$'m)	2016-17 (\$'m)	2017-18 (\$'m)
Growth and Improvement	2,898	3,883	3,871	4,738
Asset maintenance	1,513	1,449	1,449	1,576
Services and operations	1,119	1,231	1,151	1,353
Total (\$'m)	5,530	6,563	6,471	7,667

For 2017-18, expenditure amounts to \$7.67 billion, which includes NorthConnex public-private partnership (PPP) contributions, but excludes non-cash items such as depreciation and amortisation and asset transfers.

4 Rebuilding NSW is a program to invest \$20 billion in new infrastructure from the proceeds of the electricity network transactions, Commonwealth Government Asset Recycling Initiative payments and investment earnings. This investment stimulates productivity across NSW, reduces congestion and supports communities.

5 Rebuilding NSW forms part of the broader Restart NSW Infrastructure Fund. Infrastructure NSW is responsible for assessing and recommending Restart NSW projects.

6 State Government funding is inclusive of budget and grant funding, motor vehicle taxes, and external contributions. It does not include non-cash revenue.



Achievements and business results



The newly upgraded Cockatoo Island Wharf interchange. The upgrade was completed in August 2017 as part of the Wharf Upgrade Program.



3.1 Delivering our infrastructure program

We spent \$4.74 billion on the growth and improvement program this year, delivering major road transport projects and programs across NSW for our customers. This included the [Pacific Highway](#) upgrade, [WestConnex](#), [NorthConnex](#), the [M4 Smart Motorway](#), the [Western Sydney Infrastructure Plan](#) and [Bridges for the Bush](#).

Below are some examples of infrastructure projects completed during the year:



- Metropolitan
- Regional

2017-18 results

A record **\$4.74 billion** was spent on delivering infrastructure which is **\$867 million** more than in 2016-17.

253* infrastructure projects opened to traffic

287* infrastructure projects in delivery

*projects over \$500,000

● March 2018

The Northern Road upgrade between The Old Northern Road, Narellan and Peter Brock Drive, Oran Park

● March 2018

Construction of the second stage of the Schofields Road upgrade between Tallawong Road and Veron Road

● May 2018

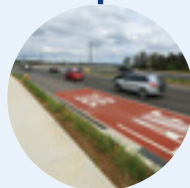
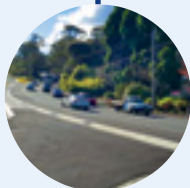
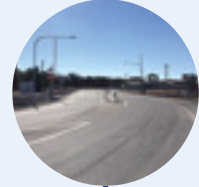
Delineation Maintenance Program by re-marking 15,000 kilometres of lines on the regional road network

● June 2018

Cobbora Road intersection at West Dubbo on the Golden Highway

● June 2018

West Wyalong Heavy Vehicle alternative route upgrade



● March 2018

Upgrade of the Pacific Highway from Oxley Highway to Kundabung

● April 2018

First stage of The Northern Road upgrade between the Old Northern Road and Peter Brock Drive

● June 2018

Oxley Highway safety improvement and realignment works

● March 2018

Safety upgrades on the Great Western Highway at Mount Victoria Village

● June 2018

Schofields Road between Windsor Road, Rouse Hill and Richmond Road, Marsden Park

3.2 Regional road projects

Our work in regional NSW will continue to improve the lives, travel times and safety of those using our roads, maritime and freight networks. In 2017-18, 181 infrastructure projects opened to traffic, and 214 infrastructure projects were in delivery.

Pacific Highway upgrade

Expected to open to traffic in 2020, upgrading the [Pacific Highway](#) linking Sydney and Brisbane is the largest regional road infrastructure project in Australia. The Australian and NSW governments invested a total of \$1.5 billion during this year, with more than \$12 billion invested since the upgrade began.

Figure 7: Section of the Pacific Highway opened to traffic in 2017-18



In 2017–18, the Pacific Highway upgrade has seen significant progress with 83 kilometres of four-lane divided highway opened to traffic. In this year alone, the project increased from 70 per cent to 81 per cent complete, a scale of progress never seen before in the project's 22-year history.

The most important benefit of the upgraded Pacific Highway is the reduction in fatalities and serious road crashes from a peak of over 50 per year to fewer than 20 in 2017. It is anticipated the rate will continue to reduce as the project moves forward to full completion. Other benefits include safer travel, reduced travel times with improved transport efficiency, more consistent and reliable travel, improved amenity for local communities, and jobs for local people.

Largest regional road infrastructure project in Australia

\$12 billion invested to date

657 kilometres when complete

530 kilometres
or 81 per cent complete

83 kilometres opened to traffic in 2017–18

In June 2018, there were over

3,800 people

directly working on the upgrade, resulting in about 11,000 indirect jobs

Two hours of **travel time saved** between Newcastle and the Queensland border since construction began in 1996

Sections of the Pacific Highway opened to traffic in 2017–18

Halfway Creek to Glenugie

The 12-kilometre upgrade of the highway progressively opened to traffic during [August 2017](#). The project includes twin bridges across Halfway and Wells Crossing creeks, and a heavy vehicle inspection station.

Kundabung to Kempsey

The 14 kilometres of highway to a four-lane divided road between Kundabung and the South Kempsey interchange progressively opened to traffic during [September 2017](#). The \$230 million project was jointly funded by the Australian and NSW governments and involved building an interchange at Kundabung Road, new intersections for local access roads, bus stops and new rest areas at Barrys Creek.

Woolgoolga to Halfway Creek

In [October 2017](#), a 10-kilometre section between the Arrawarra interchange and Range Road opened to traffic. The remaining four kilometres between Range Road and Halfway Creek opened in [December 2017](#), along with a new heavy vehicle rest area at Arrawarra.

Oxley Highway to Kundabung

In [November 2017](#), 18 kilometres between Oxley Highway and Haydons Wharf Road opened to traffic. This includes the twin bridges over the Hastings and Wilson rivers, and a bypass of Telegraph Point. The remaining five kilometres between Haydons Wharf Road and Kundabung opened in [March 2018](#).

Warrell Creek to Nambucca Heads

In [December 2017](#), 14 kilometres between Bald Hill Road and the Nambucca interchange opened to traffic. This upgrade provides 15 new bridges, including the major crossing of Nambucca River and new interchanges at Warrell Creek and Bald Hill Road. In [June 2018](#), the remaining six kilometres between Warrell Creek to the Bald Hill interchange was opened to traffic.

New crossing of Nambucca River – The Phillip Hughes Bridge

In December 2017, the four-lane Phillip Hughes Bridge at Mackville opened to traffic. The new 850 metre bridge is part of the Warrell Creek to Nambucca Heads project, and provides a new crossing over the Nambucca River. The bridge also removes a significant bottleneck on the Pacific Highway that had caused drivers up to 75 minute delays in peak summer periods.

The new bridge:

- provides significant benefits to the local community, businesses and tourists
- is named after late test cricketer Phillip Hughes, who grew up in Macksville and was a role model for the community
- is a key link on the 20 kilometre, \$700 million Warrell Creek to Nambucca Heads Pacific Highway upgrade.



The new Phillip Hughes Bridge in Macksville, named after the late cricketer, completed in December 2017.

Continuing construction and planning on the Pacific Highway

Woolgoolga to Ballina

During the year, work on the \$4.9 billion, 155 kilometre [Woolgoolga to Ballina](#) project increased significantly. The Woolgoolga to Ballina stretch of the Pacific Highway is the final link of the highway upgrade. During 2017-18, 26 kilometres of the highway between Woolgoolga and Glenugie was opened to traffic. The remaining sections of the project are well advanced and on track to progressively open to traffic in 2020.

Coffs Harbour bypass

The Australian and NSW governments are funding the [Coffs Harbour bypass](#).

Planning is well underway on the project which includes a 14 kilometre bypass of Coffs Harbour from Englands Road in the south to Korora in the north, and an upgrade of the existing highway between Korora and Sapphire. The bypass seeks to improve connectivity, road transport efficiency and safety for local and interstate motorists. The preferred concept design was displayed for community feedback in late 2018.



Aerial view of the new Foxground to Berry Bypass, near Tindalls Lane Bridge.

Princes Highway upgrade

We continue to upgrade the [Princes Highway](#) between Sydney and the Victorian border. Key achievements in 2017-18, include:

Foxground to Berry bypass

In November 2017, the \$500 million [Foxground and Berry bypass](#) was completed ahead of schedule. The 12.5 kilometre upgrade is delivering improved safety and travel times for about 16,000 motorists travelling on the highway daily. It is estimated the new bypass will save up to seven minutes in travel time, reduce crashes by over 60 per cent and improve safety for pedestrians.

Following the opening of the bypass, Roads and Maritime in consultation with Destination NSW chose Berry to be involved in a new pilot program - Bypassed Town Signage - and has installed signs on the Princes Highway to encourage drivers to stop and support the community in Berry.

New bridge over the Shoalhaven River at Nowra

The NSW and federal governments have each committed funding of \$155 million to construct a new four-lane concrete [bridge](#) with a 3.5 metre shared use path over the Shoalhaven River on the Princes Highway at Nowra. The project will also add additional lanes on the highway and upgrade intersections at Bolong Road, Illaroo Road, Bridge Road and Pleasant Way. The project will improve traffic flow for around 50,000 vehicles on the Princes Highway and deliver more reliable journeys within the Nowra-Bomaderry area. It will improve access for freight vehicles by removing current height restrictions for southbound traffic. The concept design and environmental assessment was displayed in August 2018.

Burrill Lake Bridge

The \$58 million [Burrill Lake Bridge](#) replacement project was completed in March 2018. The new bridge is 290 metres long and improves the overall reliability of the Princes Highway on the South Coast, delivers a lake crossing designed above the 1 in 100 year flood level, improves pedestrian and cyclist access and safety, and provides safer access to local roads.

ACHIEVEMENTS AND BUSINESS RESULTS

We manage and maintain over 5,800 bridges across NSW. In 2017-18:

62
new bridges
opened to traffic

7
major bridge
upgrades complete

Bridges for the Bush

The \$200 million [Bridges for the Bush](#) program will enhance freight productivity in regional NSW. It is an investment in critical infrastructure to remove a number of significant freight pinch points on the state road network and to improve the safety and reliability of some old bridge structures. Key achievements in 2017-18, included:

- inviting the construction tender for the second road over rail bridge on the Oxley Highway at Gunnedah
- completing upgrade work to restore and strengthen Middle Falbook Bridge
- awarding the contract for the detailed design for Nelligen Bridge replacement on the Kings Highway
- completing the detailed design for the Colemans Bridge upgrade over Leycester Creek on Union Street, Lismore
- starting construction of the \$48 million Tabulam Bridge over the Clarence River
- the \$31 million Sportsman Creek Bridge at Lawrence opening to traffic in February 2018.

Lignum Creek Bridge replacement

In April 2018, Roads and Maritime awarded the tender for the replacement of the [Lignum Creek Bridge](#). The bridge is located on the Mid-Western Highway, 60 kilometres west of Grenfell. Built in 1937, the bridge is narrow and in poor condition.

The NSW Government is providing \$6.7 million for the replacement of the Lignum Creek Bridge as part of the Bridges for the Bush program. We will remove the current timber bridge and build a new, wider concrete bridge in its place. This will provide a smoother and longer lasting bridge, improve safety, and reduce ongoing maintenance costs. The new bridge is expected to be completed by June 2019.

Sportsmans Creek Bridge

The new \$31 million [Sportsmans Creek Bridge](#) opened to traffic in February 2018 and replaces the existing timber bridge over Sportsmans Creek at Lawrence. The new bridge will support the future requirements of the surrounding farming community and increase freight productivity. The old timber truss bridge will be removed in 2019.

Riverina Highway

In December 2017, Roads and Maritime completed the final stage of the \$11 million Riverina Highway upgrade program between Lake Hume Village and Bethanga Bridge. The project was delivered ahead of schedule and provides consistent travelling conditions from Albury to Bethanga Bridge. It also improves safety through increased lane and shoulder widths.



Work in progress on the reconstruction of the Riverina Highway from Lake Hume Village to Bethanga Bridge. The reconstructed highway improves safety for all drivers.

Hunter and Central Coast Roads

The [M1 Upgrades](#) make up the \$391.6 million M1 Productivity Package funded by the Australian and NSW governments. The M1 between Sydney and Newcastle is one of Australia's busiest roads with more than 70,000 vehicles travelling between the Central Coast, Hunter Region and Sydney each day. The three major upgrades underway will improve traffic flow and safety. In 2017-18, key achievements were:

- Work started in August 2017 to widen a 12 kilometre section of the M1 between Wyong Road and the Doyalson Link Road. This project is expected to be completed in 2020.
- Construction of the intersection upgrade at Weakleys Drive and John Renshaw Drive started in April 2018. This intersection is used by about 4,000 vehicles per hour in peak times and when the upgrade is complete the roundabout will have been replaced with traffic lights to ease freight and traffic congestion.
- Widening the motorway between the Kariong and Somersby interchanges started in April 2018. The upgrade is expected to be completed in 2020.



Heritage in the Hunter – Morpeth Bridge

We completed \$2.9 million of essential maintenance work this year on the [Morpeth Bridge](#). The timber truss bridge, sitting over the Hunter River at Morpeth, is State heritage listed and was identified for conservation in our Timber Truss Bridge Conservation Strategy.

We have now replaced the majority of the timber truss elements, reinforcing the strength and capacity of the historic bridge. Planning is underway to replace the remaining timber truss elements and repaint the bridge.



The State heritage listed Morpeth Bridge after maintenance works were completed in 2017-18.

Other achievements in the Hunter and Central Coast region include:

- November 2017 - completed the construction of the Wyong Road and Pacific Highway intersection upgrade at Tuggerah
- December 2017 - completed the construction of the Wyong Road intersection upgrades at Mingara Drive and Tumbi Road, Tumbi Umbi
- November 2017 - completed the northbound twin bridge and opened to traffic the Pacific Highway upgrade between Ourimbah Street, Lisarow and Glen Road, Ourimbah
- March 2018 - completed the stabilisation work at the New England Highway maintenance upgrade from Aberdeen to Willow Tree near Parkville
- June 2018 - completed the duplication of road and new bridge as part of the Tourle Street and Cormorant Road upgrade from Industrial Drive, Mayfield West to Egret Street, Kooragang.

Wayfinding

To remove traffic from town centres, and to reduce congestion, noise, and improve safety, Roads and Maritime continues to build and plan bypasses.

A pilot program, [Bypassed Town Signage](#), has been instigated by Roads and Maritime in consultation with Destination NSW to encourage travellers to turn off highways and visit bypassed towns. The signs are a first for NSW and feature colour images that depict the towns' best features.

The towns of Berry off the Princes Highway, Holbrook off the Hume Highway and Macksville off the Pacific Highway are in the pilot program. If the signs are successful, they may be rolled out more widely across the State.



Signage installed on the Pacific Highway to encourage both north and southbound motorists to visit Macksville, as part of the Bypassed Town Signage pilot program.

3.3 Metropolitan road projects

Our work in the Sydney region is focused on maintaining and upgrading roads, including freight routes, getting more out of the existing network, defining future needs, facilitating mode shift through an integrated transport system, and prioritising traffic and transport solutions that will achieve the greatest benefits.

We also facilitate the end to end management of the NSW motorways network by overseeing the development, delivery and operations of motorways and tollways with valued partners.

In 2017-18, we opened 72 infrastructure projects to traffic, and had 73 infrastructure projects in delivery.

Motorways

We aim to deliver a faster, easier, safer and more reliable motorways network for people travelling by public transport or in private or commercial vehicles.

We are working on a series of new motorways projects that will integrate with the wider Sydney transport network. These will create free-flowing, reliable, safe and quality journeys with ease of payment options and wayfinding that meet our customers' needs today and into the future.

Currently there are two motorway projects in construction: WestConnex and NorthConnex, and three more in development: Western Harbour Tunnel and Beaches Link, F6 Extension Stage 1 and Sydney Gateway.

Building WestConnex

Over the last year, we continued to work with the Sydney Motorway Corporation to deliver [WestConnex](#). As the largest transport infrastructure project in Australia, the \$16.8 billion WestConnex project will support Sydney's long term economic growth with improved motorway access and connections to Western Sydney and key employment hubs across Sydney. The project will seamlessly link the M4 and M5 motorways, creating a 33 kilometre continuous motorway.

WestConnex is being delivered in three stages but we are already seeing results in easing congestion, connecting communities and creating local employment.

Table 4: Current status of our motorway projects

Project	Status 30 June 2018
WestConnex	
• New M4 Widening (Parramatta to Homebush)	Completed - July 2017
• New M4 (Homebush to Haberfield)	In construction - to open early 2019
• New M5 (Kingsgrove to St Peters)	In construction - to open 2020
• King Georges Road interchange upgrade (Beverley Hills)	Completed - December 2016
• M4-M5 Link Tunnels	In construction - to open 2023
• Rozelle Interchange and Iron Cove Link	In procurement
NorthConnex	In construction - to open 2019
Western Harbour Tunnel and Beaches Link including the Warringah Freeway upgrade	In planning
F6 Extension Stage 1	In planning
Sydney Gateway	In planning

Stage 1 New M4 Widening (Parramatta to Homebush)

The [New M4](#) opened to traffic on 4 July 2017 and has already eased congestion in Clyde, Granville and Auburn. The project involved widening the existing M4 from Parramatta to Homebush from three to four lanes in each direction.

New M4 Tunnels (Homebush to Haberfield)

The New M4 will link Homebush to Haberfield via Concord with 6.5 kilometres of new motorway.

The project includes a new 5.5 kilometre motorway tunnel with tunnel excavation work completed in March 2018. The project is over 80 per cent complete (as at June 2018) and is expected to open in early 2019. In preparation for the project's completion, three new tolling gantries were erected and tolling testing began in May 2018.

Stage 2 New M5 (Beverly Hills to St Peters)

The [New M5](#) will provide twin underground motorway tunnels, nine kilometres long, from Kingsgrove to a new St Peters interchange at the site of the old Alexandria landfill facility. The new interchange at St Peters will provide motorists with connections to Alexandria and Mascot and the future Sydney Gateway to the airport and port.

More than 75 per cent of the tunnelling on the New M5 is complete and the project is due to open in 2020.

King Georges Road interchange upgrade (Beverly Hills)

In December 2016, the [King Georges Road interchange](#) opened to traffic, providing a new interchange between the M5 East and M5 West.

Stage 3 M4-M5 Link Tunnels

The [M4-M5 Link tunnels](#) will connect the New M4 at Haberfield to the New M5 at St Peters. The twin tunnels will be around 7.5 kilometres long and able to accommodate up to four lanes of traffic in each direction.

On 27 April 2018, we received planning approval for the project. In June 2018, the Sydney Motorway Corporation selected Lendlease Samsung Bouygues Joint Venture to deliver the project with construction expected to commence in 2020.

Rozelle interchange and Iron Cove Link

Work continues on the Rozelle Interchange and Iron Cove Link, with procurement in its final stages. Roads and Maritime expects to award a design and construct contract before the end of 2018. This project consists of a new motorway interchange at Rozelle providing important connectivity to the City West Link, and an underground bypass of Victoria Road between Iron Cove Bridge and Anzac Bridge.



Tunnelling in progress for the New M4 Tunnels - Homebush to Haberfield. In June 2018, the project was 80 per cent complete.

Building NorthConnex

Tunnelling for [NorthConnex](#) commenced in March 2016 and in June 2018, over 90 per cent of the twin nine kilometre tunnel was completed. This project is being delivered by NorthConnex Company.

Once complete, NorthConnex will link the M1 Pacific Motorway at Wahroonga to the M2 Hills Motorway at West Pennant Hills. NorthConnex will save motorists 15 minutes of travel time, allowing them to bypass 21 sets of traffic lights on Pennant Hills Road. It will also remove 5,000 trucks a day from Pennant Hills Road, reducing congestion and improving air quality. The project will connect Sydney's north to the orbital network and form part of the National Highway route, allowing motorists to drive from Newcastle to Melbourne without a single set of traffic lights.



Work on NorthConnex in progress.

NorthConnex – Supporting Liberty OneSteel and Western Sydney jobs

As a project, NorthConnex is set to create around 8,700 new jobs over its duration. Many businesses have benefited from the opportunity to supply goods and services to the project.

A great example of a company that has benefitted from NorthConnex is Liberty OneSteel, a steel manufacturer we engaged in November 2015. The company has provided structural and reinforcing steel. We have used its products across the project, both above and below ground. In total, Liberty OneSteel has supplied approximately 4,000 tonnes, enough steel to run the distance from Sydney to Perth.

Working on NorthConnex has also seen Liberty OneSteel underpin the employment of approximately 300 employees at its Rooty Hill Steel Mill, approximately 17 per cent of its total workforce.

Liberty OneSteel Managing Director said: “The project involves a number of outstanding local businesses in the supply chain, including Liberty OneSteel, as well as fabricators, fixers and transport companies that consistently demonstrate their commitment to building a better Sydney. We are proud to contribute to projects of the scale and importance of NorthConnex. This is nation building at work, paving the way for the future of our workforce, communities and Australia.”

The NorthConnex Training Hub – building skills for decades to come

The legacy of the \$3 billion NorthConnex project will live on for decades to come, thanks in part to the NorthConnex Training Hub.

Developed in anticipation of a potential skills shortage in civil construction over the next decade, the hub has helped more than 7,000 tunnellers, labourers and tradesmen learn new skills or refine existing ones.

Courses delivered at the hub include Certificate III civil construction, mobile plant operation, leadership programs, cultural heritage awareness, first aid, product quality, financial acumen, MATES in Construction, emergency and crisis management, fatigue and resilience.

NorthConnex has invested \$10 million in the hub to train the workforce for the future, with a strong focus on addressing skills shortages in Western Sydney and the Central Coast.

The hub is also focused on:

- 5 per cent Indigenous representation of staff and labour across the project (direct and indirect)
- 20 per cent of all trade work completed by apprentices
- upskilling of Lendlease Bouygues Joint Venture employees.



Participants of the NorthConnex Training Hub.

Motorways in development

Roads and Maritime is planning a number of new motorways in the Sydney metropolitan region to complement the existing roads and motorways and the ones currently under construction. The motorways in development are the Western Harbour Tunnel and Beaches Link, Warringah Freeway upgrade, F6 Extension Stage 1 and Sydney Gateway.

Western Harbour Tunnel

The [Western Harbour Tunnel](#) will connect to WestConnex at the Rozelle Interchange, cross beneath Sydney Harbour between the Birchgrove and Waverton areas and connect with the Warringah Freeway at North Sydney.

The tunnel will provide wide ranging benefits, changing the way people move around Sydney and how people travel between the North Shore, the central business district and Western and Southern Sydney. It will take pressure off the congested Sydney Harbour Bridge, Anzac Bridge and Western Distributor and integrate with public transport and the broader network.

Warringah Freeway upgrade

Upgrading Australia's busiest road between the Sydney Harbour Bridge and Naremburn, the Warringah Freeway upgrade will streamline traffic by reducing merging and providing connections to the new tunnels.

Community consultation

Roads and Maritime has been undertaking extensive community and stakeholder engagement on the Beaches Link program. This includes at least 16 formal community engagement sessions.

Beaches Link

[Beaches Link](#) will connect to the Northern Beaches at Seaforth and Balgowlah, cross under Middle Harbour, and connect to the Warringah Freeway near Cammeray and the Gore Hill Freeway at Artarmon. It is an integrated transport solution that will improve car and bus journey times to and from the Northern Beaches. Beaches Link will also provide new connections to St Leonards and Macquarie Park linking people with jobs, education and services. By taking pressure off key arterial roads, Beaches Link will lead to more reliable trips across the North Shore and reduced rat-run traffic on local streets.



The New M4 opened to traffic on 4 July 2017. This was the first stage of WestConnex to be completed.

Bypass **23 Sets**
of traffic lights
between St Peters
and Kogarah



Remove **2,000** heavy vehicles
off surface roads in the area

F6 Extension Stage 1

The [F6 Extension Stage 1](#) will be the first phase in completing the missing link from southern Sydney to the wider motorway network. The F6 Extension will provide a motorway connection between the New M5 Motorway at Arncliffe and President Avenue at Kogarah.

The project provides new underground tunnels around four kilometres in length and will include:

- twin tunnels linking with the New M5 Motorway
- ramps between the motorway tunnel and the surface intersection at President Avenue
- tunnel stubs for a future connection south for the next stage of the F6 Extension
- provision of new shared cycle and pedestrian pathways.

Sydney Gateway



Investing
in roads around Sydney Airport



Sydney Gateway

In 2017-18, Roads and Maritime continued preparing design concepts and a business case for [Sydney Gateway](#). Sydney Airport and Port Botany are critical international gateways helping to move people and goods around NSW. Together they are set to grow significantly over the next 20 years.

Sydney Gateway will provide a new alternative route to enhance connections and reduce travel times to Sydney's ports. It will also help provide improved access to all airport terminals and cater for increased rail freight, which will take pressure off local roads.



Roads in Western Sydney

Western Sydney Infrastructure Plan

The Australian and NSW governments announced joint funding for a 10 year, \$3.6 billion road investment program for Western Sydney in April 2014. Key projects currently under construction include upgrades of [Bringelly Road](#), [The Northern Road](#) and the [Glenbrook intersection](#). We are continuing to plan for the new [M12 Motorway](#).

The [Western Sydney Infrastructure Plan](#) is delivering major road infrastructure upgrades to support an integrated transport solution for the region and capitalise on the economic benefits from the Western Sydney Airport at Badgerys Creek.

Schofields Road upgrade

The final stage of the \$340 million, 8.2 kilometre upgrade of [Schofields Road](#) between Windsor Road, Rouse Hill and Richmond Road, Marsden Park opened to traffic in June 2018.

The upgrade provides the community with a vital flood-free link between Schofields Railway Station, the Sydney Metro Northwest and town centres at Rouse Hill and Marsden Park. The link will help to meet the future transport needs of the North West Growth Area and support the rapid housing growth occurring in the area.

Since opening, the upgrade has already reduced travel times, with motorists saving four minutes on each trip.

The overall project was delivered on time and under budget. Construction started in September 2012 and was delivered over three stages.

Table 5: Western Sydney Infrastructure Plan milestones achieved in 2017-18

Project	Milestone	Target achieved
Stage 1 – The Northern Road upgrade between The Old Northern Road, Narellan and Peter Brock Drive, Oran Park	Open to traffic	8 March 2018
Stage 2 – The Northern Road upgrade Peter Brock Drive, Oran Park to Mersey Road, Bringelly	Start major construction	31 July 2017
Stage 3 – The Northern Road upgrade between Glenmore Parkway, Glenmore Park and Jamison Road, South Penrith	Start major construction	25 August 2017
Stage 2 – Bringelly Road upgrade	Start major construction	31 July 2017
Local Roads Package	Start work on all round two projects	Complete – all work commenced
M12 Motorway	Display the preliminary concept design	February to March 2018

The Northern Road Training and Employment Hub

The [Northern Road Employment and Training Hub](#) (TNRHub) is connecting local jobseekers with training, upskilling, on-the-job experience and employment. The joint initiative between Roads and Maritime, industry partner Lendlease, vocational education and training groups, and non-government groups will run until 2020 as part of construction work on The Northern Road upgrade - a component of the \$3.6 billion Western Sydney Infrastructure Plan.

TNRHub is providing on-the-job construction industry training and jobs for the long-term unemployed, young people under the age of 25, women in construction, refugees and Aboriginal and Torres Strait Islanders. Thirty-two people from the target groups have been employed on The Northern Road upgrade with more expected as the project continues. Roads and Maritime, with industry, will launch three more Employment and Training hubs throughout 2018 and 2019 for project construction as part of the Infrastructure Skills Legacy Program for jobseekers.



Construction workers working on The Northern Road upgrade.

M4 Smart Motorway – getting more out of our road network

The NSW Government is investing \$470 million towards the [M4 Smart Motorway project](#), which will introduce intelligent technology to the M4 Motorway between Pitt Street, Mays Hill and Russell Street, Lapstone.

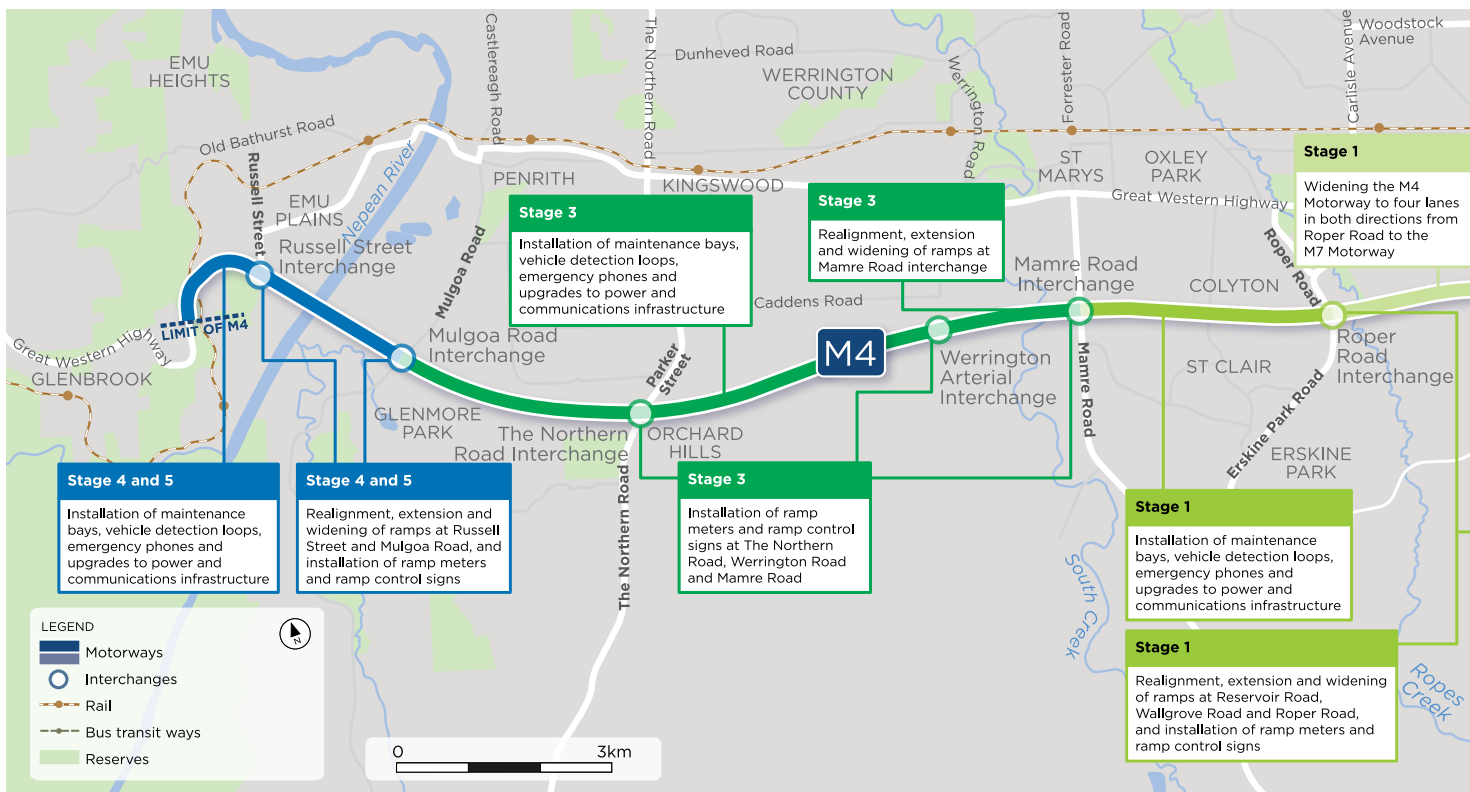
This landmark project signals a new way forward for congestion management on our motorway network. This globally recognised approach to managing traffic on motorways uses technology to control the flow of traffic to save time on road journeys.

The M4 project includes a 35-kilometre upgrade along the M4 Motorway from Lapstone to Mays Hill, and will use real-time information, communication and traffic management tools to provide motorists with a safer, smoother and more reliable journey.

It will be the first smart motorway for NSW and will bring together intelligent traffic technologies to maximise the performance of the motorway. The M4 Smart Motorway will be delivered in five stages and will be completed in 2020. Progress on the first three stages includes:



Figure 8: M4 Smart Motorway map



Stage 1 – Mamre Road, St Marys to Reservoir Road

Work on Stage 1 is expected to be completed in 2019, and in 2017-18, key activities included:

- relocating intelligent transport systems and utility services
- completion of the widening and lengthening of the Wallgrove Road Westbound entry ramp at Eastern Creek
- asphaltting two new additional lanes between Farrington Street and McFarlane Drive, Minchinbury
- widening and lengthening the Roper Road eastbound entry ramp at Colyton.

Stage 2 – Reservoir Road, Prospect to Pitt Street, Mays Hill and Stage 3 Mulgoa Road, Penrith to Mamre Road, St Marys

Key activities in 2017-18, included:

- completion of site investigations between Pitt Street, Mays Hill and Reservoir Road, Prospect
- establishing a site compound and undertaking geotechnical, survey and utility investigations.



Sydney Harbour Bridge

The Sydney Harbour Bridge is one of Australia's most recognisable icons. As the custodian of this iconic structure we coordinate a continuous improvement and maintenance program for the Harbour Bridge.

We work to ensure the Sydney Harbour Bridge can meet the needs of a modern city, while respecting its heritage and preserving its beauty and character. In 2017-18, we undertook a number of key projects on the Bridge:

- fitted **130 replicas** of the original bronze and glass lanterns – we will fit another 130 in 2019, restoring a key part of NSW's heritage
- removed the redundant toll booths and **simplified traffic** movements at the southern end of the Bridge
- commenced construction of lifts on the southern and northern ends of the bridge to allow **step free access** to the bridge
- completed **15,091** square metres of painting
- installed a **38 metre gantry** to support seven colour Variable Guide Signs and seven Lane Use Signals
- installed **three, 30 metre** light towers
- **upgraded** the Electronic Lane Control System
- Deployed technology for maintenance – a world first in an urban environment.

Southern Toll Plaza Precinct upgrade

The Sydney Harbour Bridge [Southern Toll Plaza](#) precinct upgrade saw Roads and Maritime remove redundant toll booths and simplify traffic movements at the southern end of the Bridge. Road users now have a safer and more efficient entry into the northern end of the CBD.

This was a complex project that required meticulous planning, collaboration and detailed staging arrangements to ensure that existing traffic volumes – around 160,000 vehicles per day – continued to flow while the work was underway.

An innovative approach informed motorists of traffic changes – with multiple drive-through animations demonstrating all journeys over the bridge from the various access and exit points. We updated these animations at every stage of the project.



Artist impression – Southern Toll Plaza (not to scale).

3.4 Maritime infrastructure

We coordinated and delivered coastal and boating infrastructure programs and projects across NSW that support recreational boating, fishing, tourism and a range of other commercial activities. In 2017-18, we continued to deliver the [Wharf Upgrade Program](#) in conjunction with Transport for NSW – upgrading ferry wharves across Sydney to improve ferry services for customers. The new wharves are being delivered as part of the NSW Government’s [Transport Access Program](#) – an initiative to deliver modern, safe and accessible transport infrastructure across the State.

We successfully collaborated with councils throughout NSW, providing expert advice to those looking for guidance and support on their own maritime infrastructure and dredging projects.

In 2017-18, Roads and Maritime worked with the Department of Industry to establish the [Maritime Infrastructure Delivery Office](#). The new delivery office will commence on 1 July 2018 and will consolidate the functions split currently split between the two organisations. The new Maritime Infrastructure Delivery Office will improve the coordination and delivery of coastal and boating infrastructure projects for the benefit of the community and businesses of NSW.

Sydney Harbour ferry wharf upgrades

We have continued to upgrade wharves on Sydney Harbour as part of the Transport Access Program. The Wharf Upgrade Program aims to provide a better experience for public transport customers by delivering modern, integrated, accessible transport infrastructure.

The program has improved wharf accessibility for wheelchair users with 26 wharves serviced by Sydney Ferries now wheelchair accessible. This is an increase from 18 wharves in 2016-17.

In 2017-18, we completed upgrades to the following wharves:

- July 2017 – Chiswick Wharf
- August 2017 – Cockatoo Island Wharf interchange
- November 2017 – Milsons Point Wharf
- April 2018 – Birchgrove Wharf
- June 2018 – Abbotsford Wharf.

We began construction in February 2018 on the Cabarita Wharf and interchange, and continued planning for the Parramatta Wharf and Rydalmere Wharf upgrades.



Cockatoo Island Wharf interchange.

3.5 Safer and more reliable journeys

The transport system plays a critical role in creating better places to live, work and visit. We support vibrant liveable communities, where people are connected to each other and to economic opportunities. We respect the community and engage with our customers to understand what is important to them as we continue to plan and manage the growing demand on the roads and waterway networks. This will deliver an integrated transport system for more seamless journeys across travel modes.

Safety is a core value and priority. Our safety commitment means a safer NSW for you, your family and your community. We continue to deliver programs to reduce the road toll and injuries, boating fatalities and injuries, and workplace safety risks.

Table 6: Key performance indicators on road and maritime network travel reliability and safety

Measure	2013-14	2014-15	2015-16	2016-17	2017-18 target	2017-18 actual
Reliable journeys						
Journey time reliability - peak travel on key routes is on time (%) ⁷	N/A	N/A	86	87	≥90	91
Average incident clearance time (for 98%) of incidents on principal routes (minutes)	37.6	38.1	38.7	41.8	<40	42.3
Sydney Harbour commuter wharves compliant with disability standard for accessible public transport (%)	52	57	59	68	N/A	74.0
Safer journeys						
Road fatalities per 100,000 population ⁸	4.6	4.1	5.1	4.73	≤4.18	4.95
Boating fatalities per 100,000 vessels (registered commercial and recreational)	2.9	6.7	4.6	1.2	≤4.31	2.28
Serious injuries per 100,000 registered vessels	37.9	35.6	23.2	32.8	N/A	16.5
Mobile speed enforcement hours delivered against program targets (%)	110	100	99	101	N/A	92

7 Journey time reliability was introduced as a new performance measure in 2015-16. This measures the percentage of journeys where the daily average travel times were within a threshold (a five-minute variation on a typical thirty-minute journey), during the combined AM and PM peak periods on 92 Sydney metropolitan area roads. This year's data collection is sourced from Google travel time which commenced in March 2017. In previous years, Journey Time Reliability was calculated based on GPS fleet vehicle data (July 2016 to September 2016) and linear interpolation in the absence of GPS data (October 2016 to June 2017).

8 Road fatalities for 2013-14 and 2014-15 were recorded per calendar year. From 2015-16 onwards they were recorded per financial year.

Activities which support making our roads safer

The NSW Government is committed to improving road safety for the community and plans to make our roads the safest in the country. The NSW Road Safety Strategy explains how we will achieve this by 2021. The 'Working Towards Zero Vision' is a key part of the strategy. As part of Roads and Maritime's commitment to reducing crashes on NSW roads, we worked closely with service providers throughout the State to deliver infrastructure projects aimed at improving road safety.

In 2017-18, through the Australian Government [Black Spot program](#), we delivered 73 projects with a value of \$28 million.

In the [Safer Roads Program](#), we delivered 156 projects with a value of \$69 million. As part of the 2017-18 program, planning and development activities were undertaken to progress over 100 new projects that we expect to complete in 2018-19.

Delivery of the Behavioural Road Safety Program included:

- 60 senior pedestrian safety presentations across Sydney, many delivered to culturally and linguistically diverse communities.

- 116 Stepping On workshops delivered to over 1,800 people, in partnership with NSW Health. The aim of the workshops was to reduce the severity of crashes involving older pedestrians.
- 60 workshops to help learner drivers become safer drivers.
- 10 workshops for new arrivals to Australia from overseas that focused on NSW Road Rules, speed, alcohol/drugs and distraction. They aim to explain the laws and increase safety for road users.
- Launching the NSW Road Safety Partnership program in partnership with Sydney TAFEs to target young road users, particularly young men, in the first years licensing.
- Coordinating Child Car Seat Check programs to increase the safety of babies and young children in vehicles with local councils. During 2017-18, approximately 950 child restraints were checked and/or fitted.



Child Car Seats in use. A child who is properly secured in an approved child car seat is less likely to be killed or injured.

Making waterways safer

The [Maritime Safety Plan 2017-2021](#) was released in January 2018. The Transport for NSW Centre for Maritime Safety collaborated with Roads and Maritime to develop the plan. The Maritime Safety Plan forms a key part of the Government's objective to promote safety on NSW waterways. It sets out a comprehensive list of initiatives that aim to

reduce fatalities and serious injuries by 30 per cent, and lay the foundation to achieving the long-term target of zero fatalities on the water.

We delivered five Statewide boating safety, education and compliance campaigns in 2017-18. More than 90 per cent of vessels complied with safety requirements.

Campaign	Date	Result
Check the decks	23 September - 2 October 2017	92%
Alcohol and water don't mix	2 December - 10 December 2017	90%
You're the skipper, you're responsible	13 January - 22 January 2018	92%
Boating safety first	17 February - 25 February 2018	92%
Smart boating is best	21 April - 22 April 2018	90%

In 2017-18, Boating Education Officers engaged with more than **50,000 customers**, attended more than **250 boat shows** and field days, and conducted **148 school visits** to promote boating safety throughout the State.

They also conducted over **55,000 vessel safety inspections** on waterways across the State.



A Roads and Maritime Boating Safety Officer assisting a customer.

Easing congestion in Sydney

Congestion costs Sydney around \$6 billion each year and with the city's population forecast to grow by 1.3 million people by 2031, the existing road network will be under pressure due to increased demand from motorists, public transport and freight.

A key focus for us in Sydney is delivering work that eases congestion. Our congestion management approach is part of a coordinated effort across the NSW Government from our planning tools to our public transport strategy and approach. Planning and building communities close to job centres, providing new public transport projects such as Sydney Metro, new motorways and better bus services all form part of how congestion will be managed in the long term. In the short and medium term, we are working to deliver a range of programs that ease congestion on our most travelled corridors.

Sydney Clearways Strategy

The \$121 million [Sydney Clearways Strategy](#) was introduced in 2013. The Strategy identified over 1,000 kilometres of State roads which may benefit from new and extended clearways by removing kerbside parking and making an additional lane available to road users at peak travel times. Our work on the [Clearways Program](#) is enabling people and goods to get to destinations sooner with greater efficiency, safety and reliability, and has realised significant journey time savings on some of Sydney's busiest corridors.

In 2017-18, Roads and Maritime delivered 226 kilometres of new and extended clearways across 44 routes, taking the total length installed in Sydney since December 2013 to 420 kilometres. In March 2018, the final high priority project in the Sydney Clearways Strategy was completed with new and extended clearways operational through Wiley Park on Roberts Road and King Georges Road from the Hume Highway, Greenacre to M5 Motorway, Beverly Hills.

Clearways have resulted in travel time reductions of up to:

- 40 per cent on Victoria Road on weekends
- 46 per cent on Mona Vale Road
- 20 per cent on Princes Highway at Heathcote on Sundays.

New clearway - Mona Vale Road, St Ives

The clearway installed recently in the stretch on Mona Vale Road through St Ives shops has already reduced weekday travel times by up to 46 per cent. Over the course of a year, a commuter using this thoroughfare daily will save around 8 hours, resulting in increased employee productivity and decreased business costs. Multiply this by the more than 40,000 people who use this road daily, and you can quickly see how only one clearway as part of the Program can positively impact the NSW economy.



The new Mona Vale Road clearway at St Ives.

Pinch Point Programs

The NSW Government has committed over \$825 million to fixing pinch points across Sydney's road network. Our [Pinch Point Programs](#) aim to reduce traffic delays, manage congestion and improve travel times on Sydney's major roads, particularly during weekday peak periods.

Pinch points are traffic congestion points, intersections or short lengths of road at which a traffic bottleneck exists slowing down the

broader network. They cause a build up of traffic and travel delays at these spots and on the wider road network. Roads and Maritime is delivering three Pinch Point Programs and in 2017-18, we opened 15 pinch point projects and initiatives, details of our achievements under the Pinch Point Programs are detailed below:

Table 7: Total number of projects delivered to date under the \$825 million Pinch Point Programs

Program	Life of program	Projects completed since start of program
\$225 million Pinch Point Program	2012-2018	163 projects and initiatives, comprising of 62 pinch points projects, 33 variable message signs and 68 closed circuit televisions
\$300 million Urban Road Pinch Point Program	2016-2021	28 projects, comprising of 7 pinch points projects, 15 variable message signs and 6 closed circuit televisions
\$300 million Gateway to the South Pinch Point Program	2016-2021	3 projects and initiatives



Improving bus journey times and reliability

We are delivering the [Bus Priority Infrastructure Program](#) and the [Northern Beaches B-Line Program](#) (B-Line) in partnership with Transport for NSW, improving bus corridors and implementing bus priority measures. These programs support the vision outlined in the [Future Transport Strategy 2056](#), by delivering infrastructure that makes bus services faster and more reliable such as bus lanes, bus priority at intersections and better bus stop placement.

In 2017-18, we spent a total of \$45.7 million delivering this program of works, \$28.5 million on the Bus Priority Infrastructure Program and \$17.2 million on the B-Line. Key projects include:

- Windsor Road, Baulkham Hills – northbound bus bay extension – completion
- Macquarie Park Bus Priority & Capacity Improvement – delivery near completion for Stage 1
- Charles Street bus layover, Parramatta – completion
- On-time running rationalisation – completion of approved scheme for phases 1 and 2, delivery of approved schemes on Rapid Bus Routes 6, 7, 10 and 11 underway for phase 3
- Bus reliability through lane management – completion of strategy and bus lane markings trial of a new patch and line marking approach.

In November 2017, the new B-Line double decker bus service began. The new bus service is providing a more frequent reliable service for commuters travelling between the Northern Beaches, Lower North Shore and Sydney CBD. This B-Line is a key addition to the multimodal transport system the NSW Government is developing. Roads and Maritime has played a critical part in developing and delivering road improvements and bus priority to support the B-Line service.



The Bus Priority Improvement Program Team and project partners taking a test ride of the new double decker bus on route T65 in June 2018.



3.6 Supporting communities

In 2017-18, we continued to deliver projects to support communities across NSW, delivering infrastructure and engaging with the community to create safer, more accessible and liveable communities.

We worked in partnership with Transport for NSW and councils to deliver the Active Transport Program - targeting investment to improve the number of walking and cycling options available. We also continued to deliver the NSW Boating Now program with Transport to support initiatives that enhance the boating experience in NSW, including the delivery of recreational boating infrastructure across NSW waterways.

Roads and Maritime engages frequently with communities and acts on feedback. We have a dedicated Aboriginal Engagement team helping deliver road safety and licensing programs to targeted Aboriginal communities. The work of this team was recognised this year when they were awarded Indigenous Road Safety Award by the Australian Road Safety Foundation for the delivery of the Driver Licensing Access Program.

Active transport - improving cycling and walking opportunities

We have partnered with local councils across NSW to make walking and cycling more convenient, safe and enjoyable transport options. By targeting investment to improve walking and cycling paths in areas where most short trips occur, we aim to support more accessible, liveable and productive towns, cities and centres.

Our walking and cycling programs contribute to the [Future Transport Strategy 2056](#), [Sydney's Walking Future](#) and Regional Transport Plans.

In 2017-18, we continued to invest in walking and cycling infrastructure through the [Walking and Cycling](#) (Active Transport) Program, spending over \$38 million across 148 projects.

This year, the Walking and Cycling (Active Transport) Program delivered 90 cycling projects, 60 walking projects, including kerb ramp upgrades, and provided 24.4 kilometres of new cycling infrastructure.

Investment was spread across the State, with 70 projects in the Sydney region and 78 in regional areas.

Connecting with communities to improve Aboriginal road safety

A key commitment under the [NSW Road Safety Strategy 2012-2021](#) is to improve Aboriginal road safety. Key road safety education initiatives and objectives from the [Aboriginal Road Safety Action Plan](#) continue to be implemented to promote safe behaviours and help reduce crashes in Aboriginal Communities. These initiatives are funded by the Community Road Safety Fund, which includes money raised from speed camera offences. Some of the initiatives include:

- The [Driver Licensing Access Program](#) which helps disadvantaged individuals including those in Aboriginal communities to obtain and retain their driver licence and remain safe and legal drivers. In 2017-18, the program helped more than 1,600 individuals in 55 communities obtain their learner or provisional licence. This achievement and Roads and Maritime's extensive collaboration with Indigenous communities was recognised by the Australian Road Safety Foundation which awarded Roads and Maritime the 2017 Indigenous Road Safety Award.
- The [Aboriginal Bike Safety Program](#), covering 98 locations in NSW, delivered over 90 bike safety, skateboard and scooter workshops. The workshops give participants a fun, interactive learning experience that teaches safety by developing their bike riding skills, knowledge and confidence.
- We continue to collaborate with communities across NSW to deliver the [Child Car Safety Seat Program](#). This program was delivered to 11 communities with 126 child car seats provided to improve safety in vehicles.
- The [Tour Da Country](#) ride is a partnership between Transport for NSW and Roads and Maritime to promote bike safety awareness and Indigenous health in regional and remote Aboriginal communities. Each year, the bike ride travels through different parts of the State. The 2017 Red Dust Tour travelled from Walgett to Menindee, visiting Brewarrina, Bourke, Cobar, Wilcannia and Broken Hill. During the tour, the bicycle riders visited schools to talk about the importance of wearing a helmet and having it fitted correctly, and how the road rules help save lives. As part of the road safety education campaign, more than 500 children received bicycle helmets featuring an Aboriginal artwork design. Aboriginal people are over-represented in road crashes in NSW and education campaigns are crucial to help close the gap.



A member of our Aboriginal Engagement Team delivering the Aboriginal Bike Safety Program on the Tour da Country 2017.

NSW Boating Now – new and improved recreational facilities

In 2017-18, we provided \$11.1 million to councils and community groups through the [NSW Boating Now](#) program for new and improved boating facilities and to improve safety on the waterways. A large number of projects were completed including:

- 135 priority regional projects
- 22 projects on the Far North Coast of NSW (Ballina, Tweed, Clarence and Lismore)
- 14 projects on the Georges River in Sydney.

Wheelchair accessible kayak and canoe launch facility

The National Parks and Wildlife Service developed a new kayak and canoe launch facility at the Edward River campground at Mathoura with \$54,000 of funding from the NSW Boating Now program. The project, catering for people of all abilities, was completed in May 2018.

The launch facility is a unique design as it uses the construction materials sourced from recycled plastic products from the Moama community, such as shopping bags, and food and soft drink containers. The new facility enables individuals of all abilities to access sport and recreation on the Edward River.

The new launch facility is supported by parking, toilets, picnic and barbeque facilities for people of all abilities.



The new kayak and canoe launch facility in use at the Edward Park River campground at Mathoura.

Major events

The agency was integral in ensuring major events were carried out safely:



August 2017
Sydney International Boat Show



December 2017
Sydney Extreme Sailing Series



December 2017
Sydney Hobart Yacht Race



December 2017
New Year's Eve celebrations



January 2018
Sydney Festival



January 2018
Australia Day celebrations



March 2018
Mardi Gras



April 2018
Anzac Day celebrations



May to June 2018
Vivid Festival

Aerial view of the Sydney to Hobart Yacht Race 2017.

Boating licence course for Indigenous communities

Roads and Maritime collaborated with Marine Parks, Fisheries NSW and Service NSW to conduct a boating licence course for the Indigenous communities.

The course was part of an initiative called Sea Country, and Aboriginal people from Eden to Ulladulla travelled to Narooma to take part. The program required cooperation from several quarters: Roads and Maritime provided a fee waiver for the first year of licence fees as well as a safety vessel, while Service NSW conducted the licence tests, and Narooma Marina donated the use of seven hire vessels for the practical part of the course. This is a great example of government and community cooperation to achieve a fantastic outcome for local Aboriginal people.



Sustainability and environmental performance



Roads and Maritime ensures environmental safeguards are in place to protect fauna such as kangaroos and wallabies on road network developments.



4.1 2017-18 highlights

Our agency drives improvement in environmental performance through monitoring environmental compliance, educating and influencing employees and industry partners.

In 2017-18, we:



carried out
1,452
environmental
inspections on
286
separate projects



carried out detailed
**environmental
performance
reviews**
which were targeted
based on analysis
of environmental
performance data and
environmental risk



promoted
**sharing of
knowledge**
via distribution of our
quarterly environment
newsletter, four 'Lessons
Learnt' from incidents,
two Environmental fact
sheets and two 'Enviro
Ideas and Innovations'
to project teams and
industry partners

delivered more than
**58 training
sessions**
to almost
740 participants, to
improve environmental
outcomes across
13 environmental
topic areas

Strategic environmental management advice and specialist support was provided to significant infrastructure projects including WestConnex, NorthConnex and Pacific Highway upgrade projects.



developed a
framework
for strategic inspection
and maintenance of
fauna connectivity
structures



prepared a
protocol
for environmental
management of
traffic incidents



developed an
**interactive
web portal**
to inform the community
about Sydney's air quality
and what we're doing
to uphold our high air
quality standards

Respecting the environment

As the NSW population and economy grows and the demand for our services increases, we will ensure that we meet the needs of the community and the environment. In all our work we continue to minimise and mitigate the effects of our activities and contribute to a more sustainable transport system across NSW, reducing our environmental impact and environmental footprint.

Key performance indicators on environmental performance

Our environmental performance indicators track how we are achieving our objectives, minimising environmental impacts and meeting environmental compliance requirements. These include indicators that measure how we identify environmental risks and the recycling of key construction materials.

Table 8: Environmental performance indicators

Measure	2013-14	2014-15	2015-16	2016-17	2017-18 target	2017-18 actual
Red environmental inspections across our projects (%)	4.8	4.1	4.9	3.6	<6	4.3
Recycling of reclaimed asphalt pavement (%)	99	99.5	97	97	≥90	99
Recovery of concrete (%)	97	91	86	94	≥90	95
Recycling virgin excavated natural materials (%)	99	99	92	98	≥90	95
Waste removed from Sydney Harbour (cubic metres)	1,923	2,394	2,053	2,277	N/A	2,055

Reducing road traffic noise

We have continued to work at reducing road traffic noise within the community. Our procedures and guidelines place a high value on acoustic amenity within the community. Existing high noise levels within the catchment for new projects are considered for mitigation as part of the assessment and design of those projects. In addition, the [Noise Abatement Program](#) has continued to provide mitigation to dwellings and other existing noise sensitive land uses such as schools, hospitals and churches exposed to high levels of road traffic noise.

During 2017-18, Roads and Maritime has:

- Invested \$6.2 million on architectural treatments to properties and a further \$6.7 million on noise walls.
- Treated 136 properties in the Sydney region and 64 properties across other parts of NSW. This included acoustically treating or upgrading windows, doors and seals.
- Built two new noise walls with one underway.

Keeping roads tidy

We invest about \$10 million each year on litter clean ups and graffiti removal and regularly carry out maintenance work, including roadside clean ups during off-peak travel times to reduce the impact on motorists and to ensure the safety of workers.

Air quality

We recognise that good air quality is important for everyone. As our population continues to grow, we are committed to maintaining high air quality standards. We achieve this through managing our transport systems effectively, as well as incorporating cleaner technology and new design into projects.

Roads and Maritime provides a supporting role in the NSW Government's Advisory Committee on Tunnel Air Quality, which is chaired by the NSW Chief Scientist and Engineer. Roads and Maritime collaborates with the committee by providing scientific advice based on national and international best practice and experience with motorway tunnels. This collaborative approach facilitates improvement of air tunnel quality across NSW.

In 2017-18, Roads and Maritime contributed to research that facilitated a whole-of-government position on tunnel air quality for extended tunnel journeys. More information about the Advisory Committee on Tunnel Air Quality and the research undertaken during the year can be found on its website.

A clean Sydney Harbour and waterways

Roads and Maritime operates a Harbour Environmental Services Team 12 hours a day, 7 days a week, to keep Sydney Harbour clean of rubbish and debris. In 2017-18, this team continued to deliver the Sydney Harbour [cleaning program](#):

- visiting 23,278 sites around the Harbour
- removing 2,056 cubic metres of litter and debris
- collecting 16 million litres of sewage at commercial and recreational vessel sewage pump out facilities
- removing 2,206 navigational hazards.



Our Environmental Services Team cleaning up Sydney Harbour foreshore.

Marine pollution response

NSW Maritime continued to respond to incidents and build capability for marine pollution response through:

- leading the response to the YM Efficiency incident involving the loss of 81 containers on 1 June 2018, which littered the Port Stephens coastal area
- assisting regions in responding to numerous fishing vessel groundings
- supporting the national leadership in marine pollution response through positive engagement and involvement in the [National Plan for Maritime Environmental Emergencies](#)
- supporting environmental issues with a significant focus on regional response to marine incidents
- delivering marine pollution response training, regional exercises, and a state response team workshop to strengthen capability, including:
 - conducting more than 21 marine pollution response training courses and exercises, which were attended by 396 NSW participants
 - North coast oil spill exercise in South West Rocks on 7 March 2018
 - South coast oil spill exercise at Ulladulla on 13 September 2017
 - State exercise held in Blacktown on 12 October 2017
 - equipment deployment exercise held at Lord Howe Island on 24 October 2017
 - shoreline response exercise held at Yaccaaba (Port Stephens) 13 December 2017.

Marine pollution response team

Roads and Maritime's Marine Pollution Response Unit led the clean-up of Central Coast beaches and headlands, collecting more than 1,000 cubic metres of debris from 81 containers that fell from a 42,000-tonne Taiwanese freight ship during a storm and five-metre swell.

On the morning of 2 June 2018, the containers and debris were located off Fingal Head and in, and around, Port Stephens. Roads and Maritime mobilised land and water resources, as well as establishing an Incident Management Team at the Incident Control Centre in Sydney.

The clean-up involved employees and divers, collecting debris from the 40-foot containers, including corrugated iron, food items, car parts, wooden bowls and other items being imported to Australia.

It also involved Roads and Maritime coordinating services from other State and Commonwealth Government agencies. This included drift modelling from the Australian Maritime Safety Authority, which analysed current and wind data to predict where the containers and debris might have ended up.

Many of the containers were not easy to see from the waterline and posed a major navigational hazard. This prompted Roads and Maritime to give regular warnings of the potential dangers to ship operators. We also held four community and industry briefings in relation to the response to, and impacts of, the incident.

The response was managed in accordance with the [NSW State Waters Marine Oil and Chemical Spill Contingency Plan](#), which is closely aligned to State emergency management arrangements and the National Plan for Maritime Environmental Emergencies.

Roads and Maritime manages State maritime incidents, including oil and chemical spills in NSW State waters.





Our Pollution Response Team working with other agencies and organisations to clean up spilled cargo from the ship YM Efficiency.

Flora and fauna management

Roads and Maritime avoids having an impact on our environment where possible, and minimises, mitigates or compensates for the impact on sensitive ecology in all our projects. The projects and activities showcased below highlight our ongoing commitment to environmental sustainability.

Protecting koalas on State roads

Vehicle activated safety signs

To improve driver awareness and reduce koala road strikes, we have installed six vehicle activated signs and seven static koala signs on local and State roads that are hot spots for koala road strikes.

The vehicle activated signs are permanent and combine a static sign and radar activated LED sign that lights up when a vehicle is travelling faster than the speed limit. Each sign has flashing amber lights in the top corners of the sign and SLOW DOWN in white LED at the bottom. Using these types of signs ensures drivers do not miss the important message.

We have worked closely with the Environmental Protection Authority, Ballina Shire Council and Friends of the Koala to decide the sign locations. Ballina Council's [Koala Plan of Management](#) also includes road and traffic management measures targeting vehicle strike black spots and signage in key koala habitat areas.

We are committed to reducing koala road strikes, one of the key threats to the Ballina koala population identified in the Ballina Koala Plan.

Saving Azam the koala

As part of our pre-clearing ecological surveys and phased resource reduction, koala surveys, rigorous monitoring, and assessments are carried out to ensure koalas are unharmed and get veterinary treatment if needed.

Azam, a four year old adult male koala, was found between bushfire affected habitat and an area to be cleared near the project boundary, just north of Old Bagotville Road. Project ecologists and Friends of the Koala worked together to visually assess Azam who was showing signs of stress and looked to be slightly malnourished.

Azam was carefully captured using a koala rescue kit and transported to Friends of the Koala Care Centre in Lismore where he was given a preliminary assessment and provided with fresh leaves. A veterinarian assessed him as generally healthy and after two weeks rest and food Azam was ready to be released. With agreement from Jali Local Aboriginal Land Council and support from IPA rangers, he was released into suitable habitat within Ngunya Jargoona IPA. Azam has been described as 'one chilled out dude' and is being monitored to ensure he settles into his new habitat.



Vehicle activated safety sign in Ballina to reduce koala road strikes.



Azam being safely released by rangers into his new habitat within the Ngunya Jargoona IPA.



Jet, the koala detection dog at work looking for koalas.

Jet, a koala's best friend

Meet Jet, the koala detection dog. Jet is a Field Springer Spaniel trained by Steve Austin, a world-renowned conservation dog trainer. As part of Roads and Maritime's pre-clearing surveys the contractor is required to have the nominated clearing area surveyed by a koala detection dog and handler. Jet's detective work is needed on the morning of scheduled clearing to check for evidence of fresh koala activity.

Jet wears a GPS collar so his movements can be tracked and downloaded to report the search parameters and fresh koala activity locations. A dog is able to detect a scent 1000 times better than humans and cover more land more efficiently to determine recent koala activity in the area.

When Jet finds koala activity he sits, helping his handler to locate the koala that may be present in the area. What does Jet get as a reward? He gets to chase his favourite ball before getting back to work. Jet is also trained to work quietly without barking, to avoid snakes and chasing native fauna and never takes food from the ground (in case it is a bait).

A koala was recently detected at Broadwater during pre-clearing surveys. The koala detection dog identified fresh koala scats in a nearby feed tree. A buffer zone was established around the koala so it could safely relocate in its own time.

The koala detection dog, trainer and handlers are appropriately certified and have relevant licences, permits and approvals to conduct koala surveys with a detection dog in NSW.

Biodiversity values of residual land project - Murray's Beach, Swansea

On 3 July 2017, we lodged our first [BioBanking](#) Agreement application for over 20 hectares of land owned by Roads and Maritime at Murray's Beach near Swansea. The agreement will conserve three distinct coastal forest types, contribute to the water quality of Lake Macquarie and help retain the area's bushland character. Once the BioBanking process is complete, the agreement requires that management actions be taken to reduce weeds, improve fencing, apply ecological fire management techniques and rehabilitate vegetation. This work demonstrates that our land portfolio contributes to the improved conservation management of important bushland and is an efficient source of biodiversity credits to offset the impacts of our infrastructure projects on biodiversity.

4.2 Environmental Sustainability Strategy and reviews

In 2017-18, we continued to implement our [Environmental Sustainability Strategy 2015-19](#), which includes key corporate sustainability objectives.

As part of this strategy, we monitor and aim to continually improve the sustainability of our network. We have achieved substantive energy savings by installing new lighting technologies and increasing our recycling of waste materials from road works. We also focused on the sustainability of our office portfolio. Sustainability performance is a key consideration when we refit our buildings or select leased properties.



Our Environmental Services Team at work. In 2017-18, they visited over 23,000 sites on Sydney Harbour removing litter and debris.

State significant infrastructure projects

State significant infrastructure is assessed under Division 5.2 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) and approved by the Minister for Planning and Environment.

During the reporting period, three Environmental Impact Statements for State significant infrastructure were approved:

- The [Northern Road upgrade](#) Mersey Road, Bringelly to Glenmore Parkway, Glenmore Park
- [WestConnex M4-M5 Link](#)
- [Princes Highway Albion Park Rail bypass](#).

Other projects

Many of the agency's activities are not of sufficient scale or potential impact to be assessed as State significant infrastructure.

These activities are assessed under Division 5.1 of the EP&A Act. For these projects, we prepare a Review of Environmental Factors report before determining whether the project should proceed.

Our projects must satisfy environmental assessment and approval requirements under the *Commonwealth Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act), where they impact matters of national environmental significance including nationally listed threatened species and communities or the environment of Commonwealth land.

During 2017-18, we determined the Review of Environmental Factors for more than 80 projects and more than 180 routine and minor works. The Review of Environmental Factors assesses and addresses the environmental impact of planned project activities.

A number of Reviews of Environmental Factors on projects were publicly exhibited for community input including:

- Newell Highway: Narrabri to Moree project
- Newell Highway: North Moree project
- Gee Gee Bridge
- Camp Street Bridge replacement
- Barrington Bridge replacement and demolition
- Stockton Boat Harbour
- Raleigh Bridge repainting
- Stewart Avenue and Parkway Avenue intersection upgrade
- Kings Hill Grade separated interchange on Pacific Highway
- Beckers Bridge replacement
- Epping Town Centre
- M1 Princes Motorway, Mount Ousley interchange
- Empire Bay Drive at The Scenic Road, Kincumber intersection upgrade
- Proposed clearway on Forest Way, Belrose to Frenchs Forest
- Proposed clearway on Warringah Road, Roseville Bridge to Beacon Hill
- Bus Priority Infrastructure Program – On Time Running improvements for various routes displayed including Parramatta to Hurstville (Route 7), Castle Hill to M2 Motorway (Route 10), Hornsby to Blacktown (Route 11), Hurstville to Macquarie Park (Route 3), and Kingsgrove Bus Depot (Routes 412, 422, 423, 426 and 428)
- Birchgrove Wharf upgrade
- Abbotsford Wharf upgrade
- Cabarita Wharf upgrade
- Parramatta Wharf upgrade.

Strategic assessment approval

In the Annual Report, we are committed to publishing activities assessed under Division 5.1 of the *Environmental Planning and Assessment Act 1979* as well as actions taken to implement measures identified in a recovery plan in accordance with section 70(1) of the *NSW Threatened Species Conservation Act 1995*. These identified activities are likely to have a significant impact on nationally listed threatened species and ecological communities and are being undertaken in accordance with the Program Report – Strategic Assessment of Environmental Assessment. Table 9 reports on these determined (approved) activities.

The Roads and Maritime strategic assessment approval under the EPBC Act commenced in September 2015. The approval requires us to report any project that has been assessed under that process.

Up until the 2017-18 period, two projects were determined under the EPBC Act strategic assessment approval.

The Mona Vale Road West Upgrade, McCarrs Creek Road, Terry Hills to Powderworks Road, Ingleside was determined under the strategic assessment approval due to impacts on the EPBC Act listed plants Caley's Grevillea (*Grevillia caleyi*), Angus's Onion Orchid (*Microtis angusii*) and the EPBC Act listed Giant Burrowing Frog (*Heleioporus australiacus*).

The Pacific Highway upgrade, Parsons Road to Ourimbah Street was determined under the strategic assessment approval due to impacts on the EPBC Act listed plant Biconvex Paperbark (*Melaleuca biconvexa*).

In 2017-18, the New England Highway Upgrade between Belford and the Golden Highway triggered the strategic assessment and was placed on public exhibition, but not yet determined under the strategic assessment approval.

Table 9: Activities identified as likely to have a significant impact on nationally listed threatened species and endangered ecological communities

Likely impacts on Matters of National Environmental Significance	Mitigation and offset measures	Public consultation	Current status
Mona Vale Road West Upgrade, McCarrs Creek Road, Terrey Hills to Powderworks Road, Ingleside			
<p>Direct:</p> <p><i>Grevillia caleyi</i> – 3.4ha potential habitat including 75 known individuals</p> <p><i>Microtis angusii</i> – 1469 known individuals</p> <p><i>Heleioporus australiacus</i> – 0.22ha of breeding habitat</p> <p>12.5ha of potential non-breeding habitat</p> <p>Indirect:</p> <ul style="list-style-type: none"> fragmentation and isolation of individuals and habitats noise, dust and other construction impacts hydrological impacts on downstream habitats fauna collision and mortality. 	<p>Principle mitigation measures are:</p> <ul style="list-style-type: none"> Implementing the Roads and Maritime Biodiversity Guidelines (2011a) for the pre-clearing process. Construction of a fauna landbridge to connect Ku-ring-gai Chase and Garigal National Parks. Two fauna underpasses supported by: <ul style="list-style-type: none"> fauna-proof fencing and rehabilitation weed management. <p>All residual impacts to nationally listed threatened species will be offset through the purchase of “biodiversity credits” in accordance with the Framework for Biodiversity Assessment. Offsetting for one species, <i>Microtis angusii</i> is subject to taxonomic and conservation status review.</p>	<p>A Review of Environmental Factors and Species Impact Statement was exhibited from 10 February 2017 – 13 March 2017.</p>	<p>Project determined (approved) by Roads and Maritime with concurrence from NSW Office of Environment and Heritage – 14 November 2017.</p> <p>As at 31 June 2017, construction not yet commenced.</p>
Pacific Highway Upgrade, Parsons Road to Ourimbah Street, Lisarow			
<p>Direct</p> <p><i>Melaleuca biconvexa</i> – 2.61ha with estimated 2153 mature stems</p> <p>Indirect</p> <p><i>Melaleuca biconvexa</i> – 0.73ha with an estimated 2575 mature stems</p>	<p>Principle mitigation measures are:</p> <ul style="list-style-type: none"> Implementing the Roads and Maritime Biodiversity Guidelines (2011a) for the pre-clearing process. Management of water quality and hydrology through a wetland management plan and soil management plan. <p>Offsetting</p> <ul style="list-style-type: none"> All residual direct and indirect impacts to <i>Melaleuca biconvexa</i> will be offset through the purchase of “biodiversity credits” in accordance with the Framework for Biodiversity Assessment. 	<p>A Review of Environmental Factors and Species Impact Statement was exhibited from 18 July 2016 – 19 August 2016.</p>	<p>Project determined (approved) by Roads and Maritime with concurrence from NSW Office of Environment and Heritage – 21 February 2017.</p> <p>As at 31 June 2017, construction not yet commenced.</p>

Environment Protection and Biodiversity Conservation Act (EPBC) bilateral agreement

NSW is signatory to an EPBC Act bilateral agreement with the Commonwealth Department of Environment and Energy in relation to environmental assessments. The bilateral agreement commenced on February 2015. This year, the following projects were considered for the bilateral agreement, with only the Coffs Harbour Bypass on the Pacific Highway upgrade subject to it.



The Pacific Highway upgrade, [Coffs Harbour Bypass](#), was identified to be a controlled action subject to the bilateral agreement. This project was referred to the Department of Environment and Energy due to potential impacts to nationally listed threatened species and communities.



In May 2018, the Albion Park Rail Bypass - Princes Highway upgrade project was approved by the Department of Environment and Energy. This project was assessed outside the bilateral agreement as the endangered ecological community was listed after exhibition of the NSW Environmental Impact Statement and, as such, the bilateral agreement does not apply.



In June 2018, The Northern Road upgrade, Mersey Road, Bringelly to Glenmore Parkway, Glenmore Park was approved by the Department of Environment and Energy. This project was assessed outside the bilateral agreement due to the potential for significant impact on the environment of Commonwealth land at the Defence Establishment Orchard Hills and the Western Sydney Airport site.

Biodiversity conservation

Avoiding, mitigating and offsetting residual impacts on biodiversity, including nationally and NSW-listed threatened species and endangered ecological communities, is a routine component of our road development activities.

We apply best practice environmental safeguards, including protecting environmentally sensitive areas, controlling pathogens and weeds, caring for any native fauna encountered, providing temporary nest boxes and providing connectivity structures to reduce fragmentation effects.

One example of this was an innovative approach taken for the clearing of trees to prepare for the construction of a section of the [Woolgoolga to Ballina](#) Pacific Highway Upgrade project. The approach, known as 'phased resource reduction', involved the gradual ringbarking or collaring of trees to slowly reduce the habitat value of the tree for koalas. This reduced the likelihood of koalas being present in the trees when clearing operations commenced. Combined with careful clearing practices supervised by a trained ecologist, a research program investigating stress levels in koalas, and over 100 hectares of koala feed tree plantings, aims to maintain the local koala population over the long term.

We have strengthened our efforts to offset the impacts of our activities on biodiversity. In 2017-18, we:

- Worked with NSW Office of Environment and Heritage to place biodiversity agreements over Roads and Maritime owned land at six locations across NSW. These agreements will ensure the in perpetuity conservation management of these sites and help Roads and Maritime to offset the impacts of road development on biodiversity.
- Released guidelines to assist private landholders sell biodiversity credits to Roads and Maritime.

- Entered agreements with nine landholders to purchase biobanking credits for a range of projects across NSW.

We support research activities and community conservation efforts. In 2017-18, we:

- Commenced a project with the University of Sydney investigating the spread of cane toads in NSW and identifying optimal approaches to cane toad control and impact mitigation, including management of sediment control basins in road works.
- Commenced a project with Southern Cross University investigating the efficacy of nest boxes in supplementing the habitat for hollow dependent native fauna.
- Provided financial support to the NSW Wildlife Council, a volunteer group which coordinates and promotes the care of injured and orphaned wildlife.
- Continued to provide financial support to the University of Queensland, which is investigating the swimming performance of native fish through culverts and options to improve culvert design.
- Continued a project with the University of Sydney investigating the stress hormone (cortisol) levels in koalas impacted by clearing activities.



4.3 Sustainability performance

Social procurement

Roads and Maritime continued its journey to integrate sustainability principles, planning and implementation into its procurement practices. Since the NSW Government's [Aboriginal Procurement Policy](#) (APP) was announced, Roads and Maritime has been well placed to deliver an effective implementation of the APP in partnership with other Transport agencies.

The APP introduced measures that allow NSW Government agencies to procure goods and services directly from suitably qualified Aboriginal businesses for values up to \$250,000, which is directly in line with Roads and Maritime Social Procurement Strategy. APP aims to award three per cent of government goods and services contracts to Aboriginal owned businesses and, together with the [Aboriginal Participation in Construction Policy](#), support 3,000 Aboriginal job opportunities by 2021.

Water savings

In 2016–17, we further reduced our water use by more than 3,500 kilolitres per annum⁹. Since 2013–14, 107,000 kilolitres in total have been saved. Key initiatives to reduce water consumption included introducing water efficiency measures in office refits, and relocating employees to more water efficient buildings. We also purchased water efficient appliances where possible.

Energy savings

Total energy consumption reduced by 9.4 per cent in 2016–17¹⁰ and by around 25 per cent compared with 2012–13. The 2016–17 Roads and Maritime [statement of compliance](#) for the NSW Government Resource Efficiency Policy (GREP), outlines how we are on track to meet the energy efficiency targets of the policy.

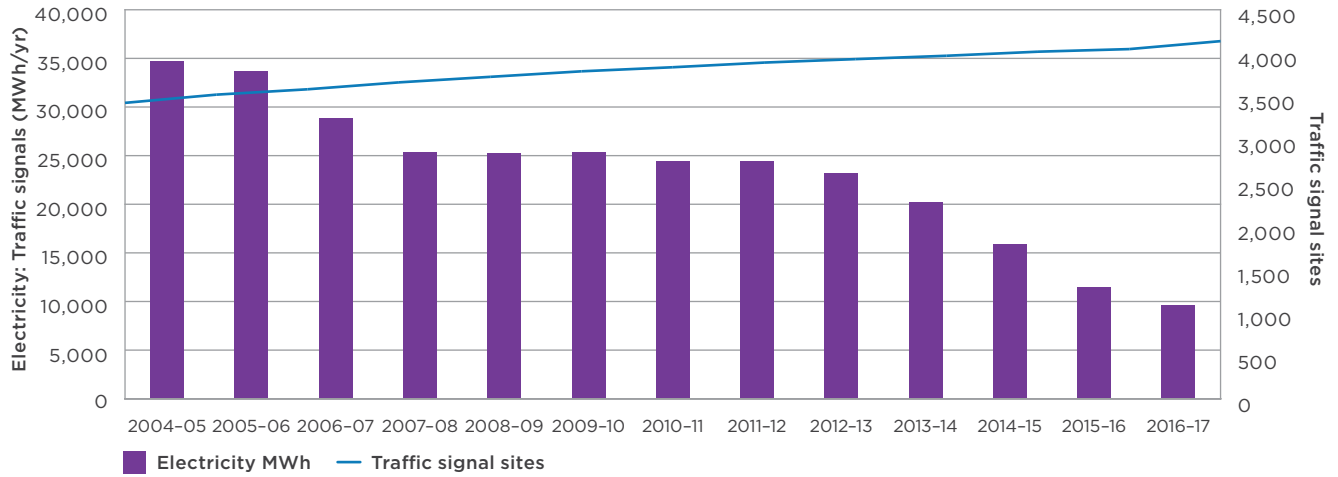
A significant component of our energy consumption is electricity use. Our annual electricity consumption in 2016–17 decreased by 8.5 per cent compared with 2015–16.

To reduce our electricity consumption we have increased the use of new and innovative lighting technologies. The lighting on the Sydney Harbour Bridge has been progressively upgraded to include energy efficient light-emitting diode (LED) lanterns and reproduction lamps to reinstate an original design feature of the bridge.

⁹ Further information on the performance of our operational properties against this measure can be sighted in Transport for NSW's Resource Efficiency Policy (GREP) Statement of Compliance.

¹⁰ Electricity, fuel and greenhouse gas data for the agency is reported 12 months in arrears to allow for receipt and verification of invoiced energy consumption data.

Figure 9: Electricity use in traffic signals



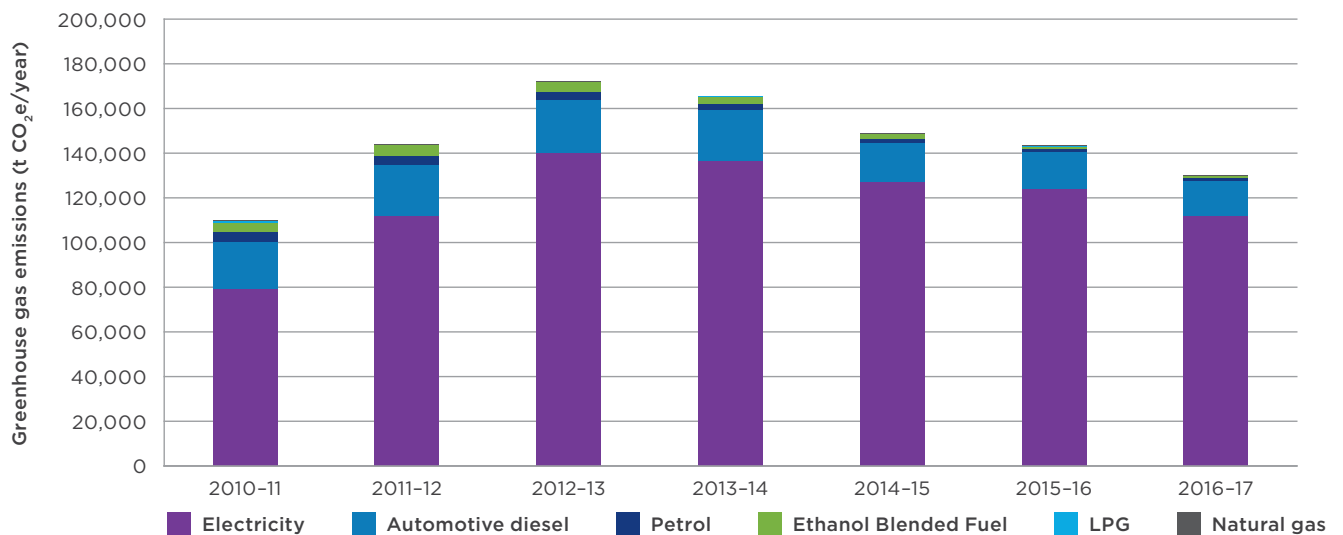
Reducing energy use from traffic lights

Since 2012, our policy has been to only use LED lanterns in new installations or on major signal replacement projects. The signals are also dimmed at night, saving further power. Despite an increase of around 21 per cent in the total number of traffic signals in operation from 2004-05 to 2016-17, overall electricity consumption reduced by 72 per cent during the same period (Figure 9).

Carbon and greenhouse gas emission reduction

During 2016-17, our greenhouse gas emissions decreased to 129,935 tonnes CO₂-e from 143,356 tonnes CO₂-e, a 9.4 per cent decrease on the previous reporting period (Figure 10). This has been achieved primarily through reducing liquid fuel use (diesel, petrol, and ethanol-blended petrol) in our light and heavy vehicle fleets and improvements in the greenhouse emissions associated with our electricity use. We continued to purchase up to six per cent GreenPower electricity as part of major electricity supply contracts.

Figure 10: Greenhouse gas emissions



Waste reduction

To construct and maintain the state road network, we purchase and use large quantities of raw and manufactured materials and non-construction related goods and services. We reduce the impact of this use by minimising consumption of non-renewable resources, using recycled materials where feasible, and reducing the quantity of waste disposed to landfill.

The [NSW Waste and Resource Recovery Strategy](#) sets a NSW target of recycling 80 per cent of construction and demolition waste by 2021-22. Table 9 shows the waste recovery rates for the three main waste streams generated as part of the Road Maintenance Program during 2016-17. Our waste recovery rates continue to significantly exceed the NSW Government’s waste recovery targets.

In 2015-16, we introduced a comprehensive technical guide to assist our employees and

contractors to better understand how materials can be reused or recycled. The implementation of the guide has allowed us to achieve 100 per cent reuse of some key wastes and exceed all targeted recycling rates.

By carefully planning, designing and estimating the amount of earthworks to be undertaken on our projects, we have been able to successfully recover and reuse 98% of virgin excavated natural materials. This reuse rate has been achieved by finding beneficial reuse opportunities for the materials within projects, primarily through balancing cut and fill requirements and utilising material for noise mounds where required for the road design. Where there is remaining excess material, we identify off site locations in need of clean materials for approved developments.

Table 9: Waste recovery rates

Waste type	Roads and Maritime waste recovery rates 2016-17 (%)	Roads and Maritime waste recovery rates 2017-18 (%)	Roads and Maritime target (%)	NSW Government waste recovery targets by 2021-22 (%)
Virgin excavated natural material/fill	98	98	95	80
Concrete	94	96	90	80
Asphalt	97	99	90	80

Applications for Recycled Materials in Road Construction

We have been using recycled materials, including recycled asphalt pavement, fly ash, furnace bottom ash and slags, in road construction for over 50 years. The diversity of recycled materials is increasing as technology develops to enable the suitability of recycled materials as substitutes for virgin products. This has led to greater innovation in their use and contributed significantly towards our sustainability goals.

Reclaimed asphalt pavement (asphalt and aggregates recovered during reconstruction or resurfacing of roads) is then used in applications such as base and subbase layers for roads or blended for use in new asphalt. We use reclaimed asphalt pavement as it has immense financial and environmental benefits, including saving natural resources, reducing transport requirements and avoiding landfill disposal.

4.4

Heritage including Aboriginal cultural heritage

Heritage and Conservation register

Our [Heritage and Conservation Register](#) contains 388 heritage assets including historic roadways, archaeological sites and historic properties.

We maintain all assets on the register in accordance with requirements of the *Heritage Act 1977*, as well as the Office of Environment and Heritage's [State Agency Heritage Guide](#).

We manage the register through the Office of Environment and Heritage online State Heritage Web Application. This ensures that information about heritage assets is up to date and available to the public via the [State Heritage Inventory](#).

The State Agency Heritage Guide recognises that it is not always practicable for agencies to conserve all heritage assets. During 2017-18, we removed four items from the register to allow for upgraded or new infrastructure. These were:

- Gee Gee Bridge over the Wakool River, Cunninyeuk
- Barrington Bridge over the Barrington River, Barrington
- Camp Street Bridge over Lake Forbes on Camp Street, Forbes
- Abernethy's Creek Bridge over Abernethys Creek, Shoalhaven Shire.

Aboriginal cultural heritage

We are proud to work closely in collaboration with Aboriginal people and communities to manage the development and sustainable delivery of road projects across regional NSW. We consult Aboriginal people to understand potential impacts on Aboriginal cultural heritage and consider redesign options.

We have a dedicated [Aboriginal Engagement team](#) to facilitate relationships and discussions, gather perspectives, and draw on invaluable community knowledge to inform road and waterway project activities. Our approach to listening, understanding and recognising Aboriginal communities has been critical in sensitively managing the varied issues involved in developing our roads.

This year, we undertook more than 600 preliminary Aboriginal cultural heritage assessments and held more than 40 meetings with registered Aboriginal parties to share information and seek input into the planning of infrastructure projects.

Our [Procedure for Aboriginal Cultural Heritage Consultation and Investigation](#) underpins all the extensive and valuable work we do in this complex area, building on the elements of existing practices and providing a consistent and known approach to collaborating with local Aboriginal people and communities.

Batemans Bay Bridge

This year, our Southern Region Aboriginal Engagement and Batemans Bay Bridge project teams began working closely with the Batemans Bay Local Aboriginal Land Council and Registered Aboriginal parties to gather local Aboriginal community perspectives on the bridge plan.

The [Aboriginal Cultural Heritage Archaeological Report](#) identified an Aboriginal burial site and many significant objects in the proposed design. In response, we worked closely with the parties and Aboriginal Community Elders to redesign the plan in order to prevent harm to objects identified and minimise the impact on local Aboriginal cultural heritage.

The outcome has been positive. We are partnering with NSW Department of Industry Training Services on the ['Smart and Skilled' program](#) to provide job readiness training for more than 20 local Aboriginal people, including five women, over a four month period. Construction of the [Batemans Bay Bridge](#) is expected to commence in 2019.

Heritage outreach and conservation

Roads and Maritime has continued to engage the community and promote and celebrate cultural heritage by continuing the digitisation of its historical image collection. Digitised material will be made available for viewing in the Roads and Maritime Road Projects channel on [YouTube](#).

A public presentation was made to the Ashfield District and Historical Society in November 2017 about the history and significance of the State Heritage Register listed Gladesville Bridge.

Technical guidance on heritage

Our Heritage Committee held quarterly meetings during 2017-18. The committee provided technical guidance and feedback to the agency about the management and appreciation of heritage assets and ways to appropriately manage the impact on heritage items and places as a result of infrastructure development and routine works.

Key projects brought before the committee this year included:

- [WestConnex](#)
- [Windsor Bridge](#) Replacement Project
- [Lansdowne Bridge](#), Lansvale refurbishment
- [Batemans Bay Bridge](#) replacement
- Sydney Harbour Bridge [Access projects](#).

The committee includes external members representing the Heritage Division, Office of Environment and Heritage, the National Trust of Australia (NSW), Engineers Australia and the Royal Australian Historical Society. Roads and Maritime provides internal expertise in the areas of asset, engineering services, urban design and environment.

Heritage outcomes on projects

We have a legal and corporate responsibility to manage assets with heritage value appropriately, practically, cost-effectively and in a culturally sensitive manner. Some of the positive outcomes of the past year included the following:

- We undertook comprehensive Aboriginal and non-Aboriginal archaeological excavations on the southern approach alignment to the new Windsor Bridge in Thompson Square. This confirmed the presence of Aboriginal occupation dating back to before the last glacial maximum, and more than 20,000 years ago. When found, much of this deposit had already been heavily disturbed by a brick barrel drain built in c.1814-15, during Governor Macquarie's era. We will be able to conserve most of the barrel drain in situ, and the analysis of the Aboriginal archaeology can provide insight into some of the earliest known occupation of Aboriginal Sydney.
- We conserved and reinstalled the figurehead of Captain James Cook from the former Sydney Harbour Trust pilot vessel the Captain Cook in the refurbished foyer of the Roads and Maritime and Service NSW office at Rozelle. The figurehead is a life-size bronze created by the sculptor Nelson Ilingworth in 1893. It is significant because it connects Roads and Maritime to its predecessor agencies 125 years ago. It is one of the first major sculptures both created and cast in Australia and, as such, warranted preservation and public display.
- At Rozelle, we conserved and installed a number of war memorials reflecting the military service of agencies that eventually became Roads and Maritime Services to create a new dedicated commemorative space.
- The Minister for the Environment approved the [construction of lifts](#) at either end of the Sydney Harbour Bridge, which will provide step-free access to the bridge for the first time.

Timber Truss Bridge Conservation Strategy

In 2012, the NSW Heritage Council endorsed the Roads and Maritime [Timber Truss Bridge Conservation Strategy](#) which outlines our commitment to conserving a representative population of timber truss bridges as part of the NSW operational road network. Work carried out during 2017-18 in accordance with the Strategy included:

- Obtaining Heritage Council endorsement of the overarching Roads and Maritime Timber Truss Bridge Conservation Management Plan 2018, that guides all future works on the timber truss bridges. This sets the framework across the population, with specific bridge conservation plans assessing the heritage significance of individual bridges. The first of these conservation management plans, for Victoria Bridge at Picton, was lodged.

Some other highlights of the past year include:

- Completed the upgrade of the timber truss bridge over Glennies Creek on Middle Falbrook Road as part of the Bridges for the Bush Program 2. The upgrade included replacing the bridge spans, constructing a new concrete abutment and rebuilding the road approaches at both ends of the bridge.
- Started the replacement of the timber truss bridge over the Clarence River at Tabulam. The existing Bruxner Highway bridge is being replaced with a new two lane structure downstream of the existing bridge, which will improve travel efficiency and safety on the Bruxner Highway.
- Obtained heritage approval for the upgrade of Monkerai Bridge over the Karuah River.



The St Albans Bridge over the Macdonald River was used to test new drone technology to inspect the bridge for any maintenance work needed.



The year ahead



An aerial shot of Bradfield Highway, looking south at Sydney's Central Business District.



5.1 Our new Corporate Plan

Our new [Corporate Plan](#) came into effect on 1 July 2018. It is our commitment to the NSW Government and to the people of NSW, and sets out a clear direction for us over the next four years. In 2017-18, the [2017-18 Priorities](#) provided Roads and Maritime with an interim plan prior to the development of our new Corporate Plan.

The plan will present our six strategic priorities, and outlines how we will support these. Everything we do in our day-to-day work is linked to these priorities. Our strategic priorities are underpinned by our key enablers.

Strategic Priorities
 What we will commit to doing over 2018-21

- Increase customer value
- Get more out of the network
- Keep safety at the heart
- Respect our community and the environment
- Deliver the Government’s program
- Partner to improve services

Enablers
 How we will use supporting capabilities to deliver these priorities

Capable people. Great culture. Strong values. Innovation in technology

Top 10 activities for 2018-19

- continuing to improve freight efficiency on the [Newell Highway](#)
- display the Environmental Impact Statement for the [Coffs Harbour bypass](#) Pacific Highway project
- continuing the Roads and Maritime [Innovation Network](#)
- commence construction of the [Batemans Bay Bridge](#) over the Clyde River
- continue the upgrade of the New England Highway at [Bolivia Hill](#)
- commence construction on Stage 2 and 3 of [M4 Smart Motorway](#)
- complete the Final Business Case for the M1 North Smart Motorway Project
- complete the upgrade of [Bringelly Road](#) between Camden Valley Way and King Street to traffic
- publish our Environmental Strategy 2018-2023
- complete [WestConnex M4 East](#).

Acknowledging the challenges ahead as NSW grows and industry trends change, we have identified ways in which we can improve what we do for our customers. These opportunities will be part of our renewed focus in the coming year.



The NSW Government is continuing its customer focus, to help build a granular understanding of our customers so we can **make better decisions** based on what they value.



We are working to meet **rising community expectations** regarding transparency and reliability, demonstrating respect for our community and environment.



We are working with our Transport colleagues to better integrate and provide **seamless journeys** for customers across transport modes.



New transport technology and intelligent transport systems are enabling us to improve how we use existing transport networks.



Innovative services for transport customers are becoming the norm as we work with industry to integrate emerging **transport and mobility services**.



Our delivery of the Government's **growing infrastructure investment** is supporting NSW's growing population and sustaining a strong economy.



Leveraging the **shift towards commercial infrastructure ownership** is enabling us to implement best practice from commercial infrastructure owners and asset managers.



New industrial technology is helping to make our work safer and more productive.



Our organisation

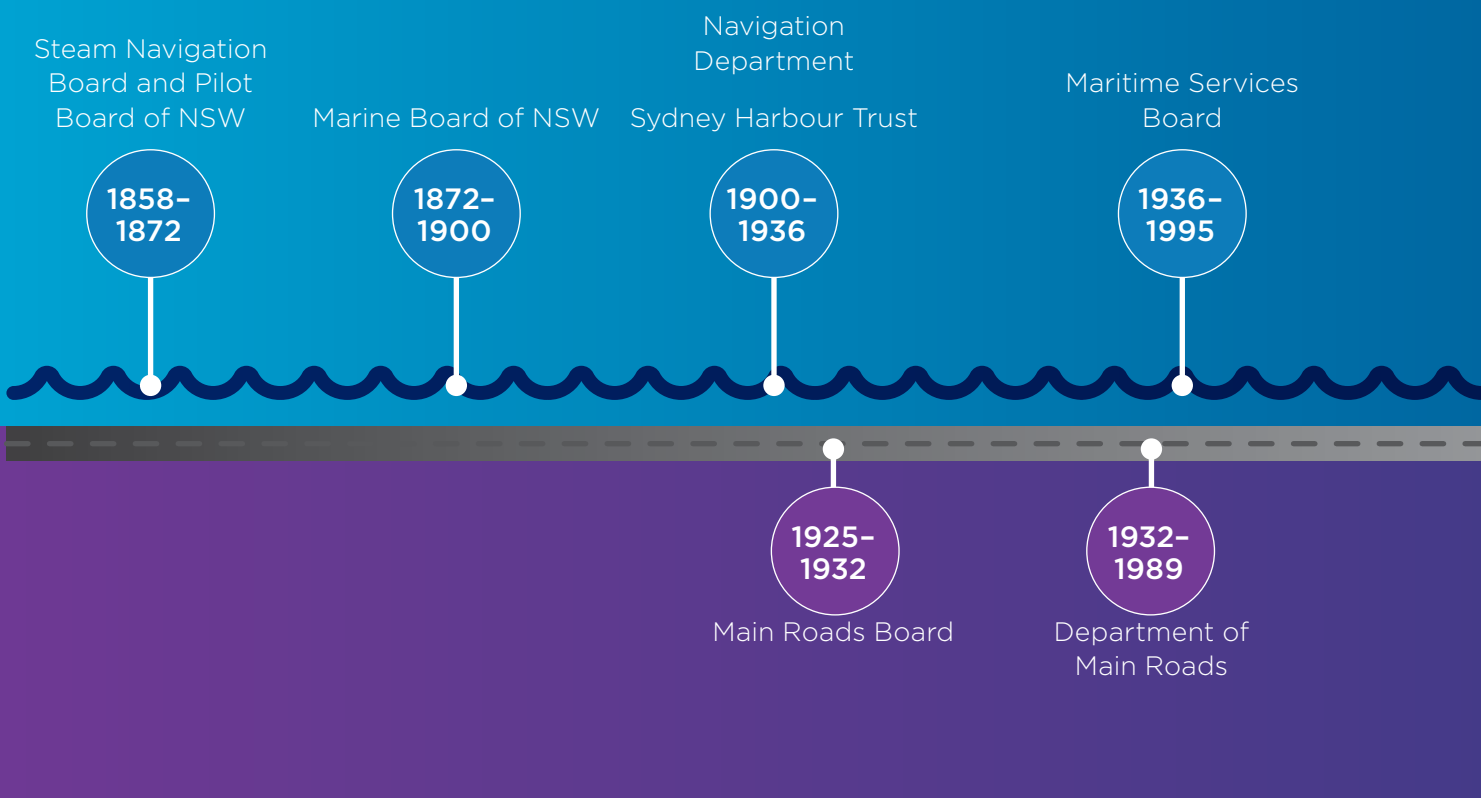


Roads and Maritime employees working in our Milsons Point Office in Sydney.

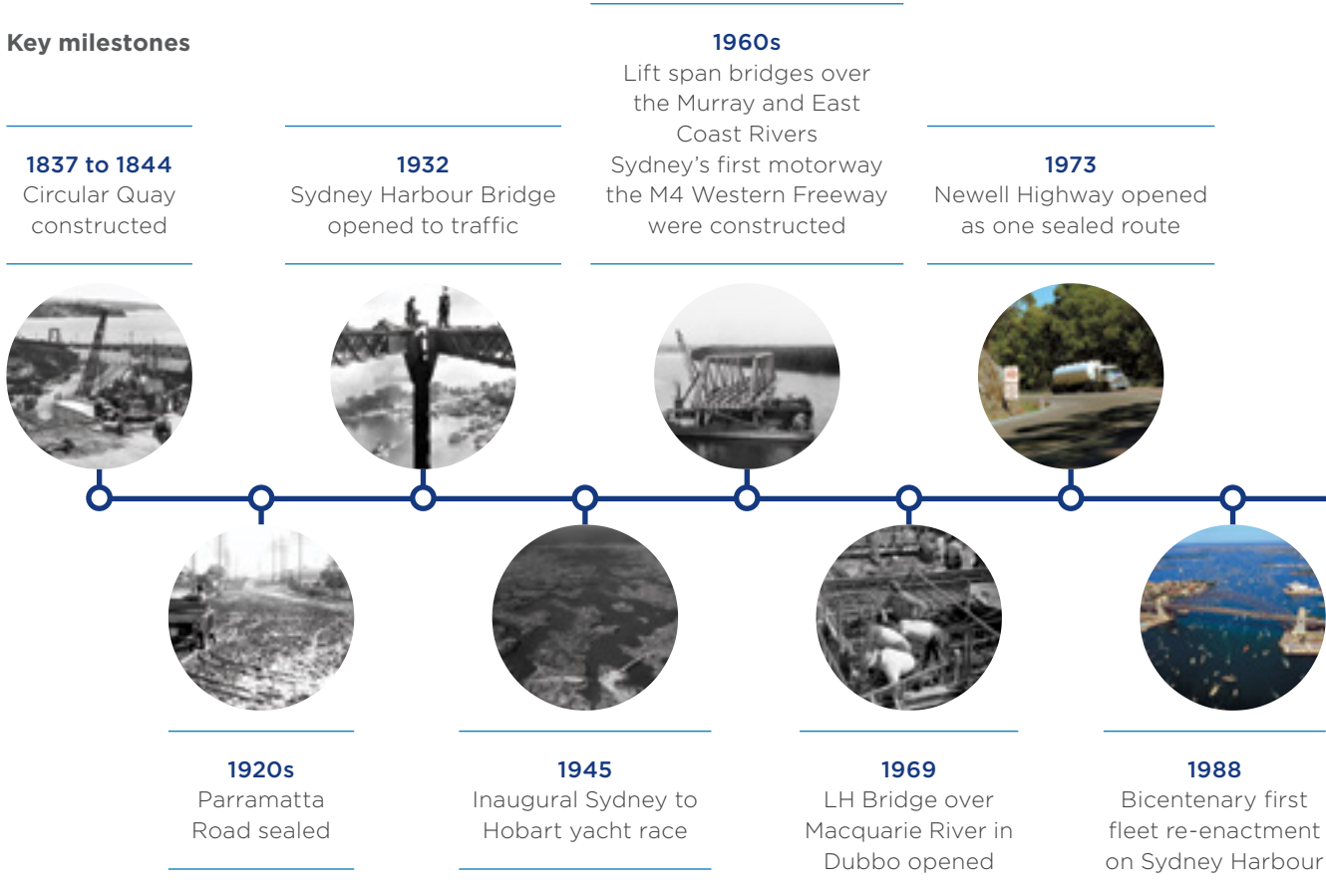


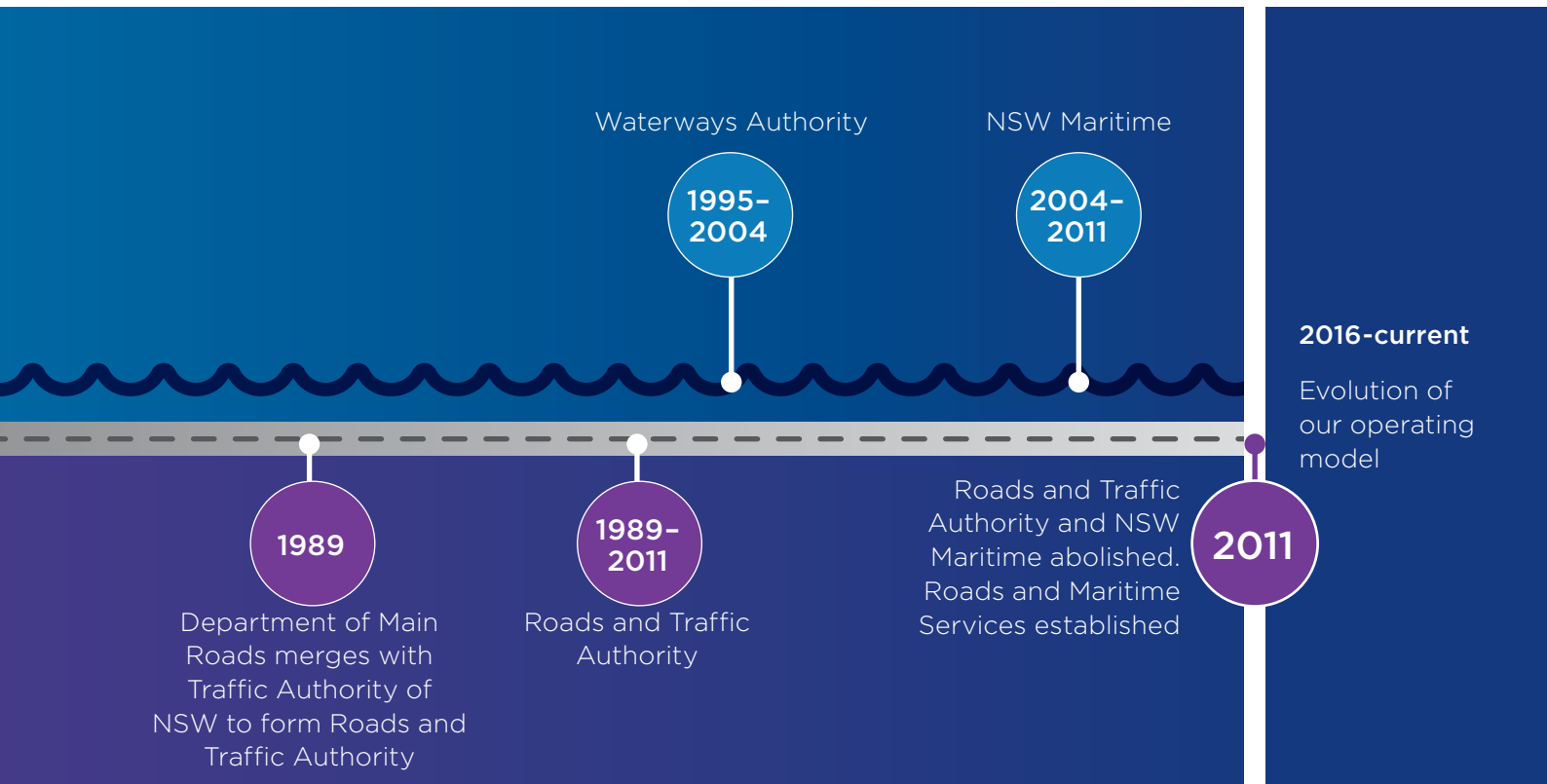
6.1 Our evolution

Figure 11: Historic timeline of Roads and Maritime Services



Key milestones





1992
Sydney Harbour Bridge tunnel opened to traffic



1996
Work starts on Pacific Highway upgrade



2005
Sea Cliff Bridge in Clifton opened to traffic



2015
Work commences on WestConnex and NorthConnex



1993
The Maritime Services Board relinquished control of Goat Island



2000
Waterways Authority supported Sydney 2000 Olympic events



2014
Hunter Expressway opened



2018
Over 80 per cent of the Pacific Highway now complete



6.2 Our organisational structure

Roads and Maritime has a workforce of more than 5,700 full time equivalent positions across the State, with around 3,500 employees working in regional NSW.

The OneRMS operating model places customers at the centre of everything we do, ensuring we have clear accountabilities and deliver value for every dollar that we spend.

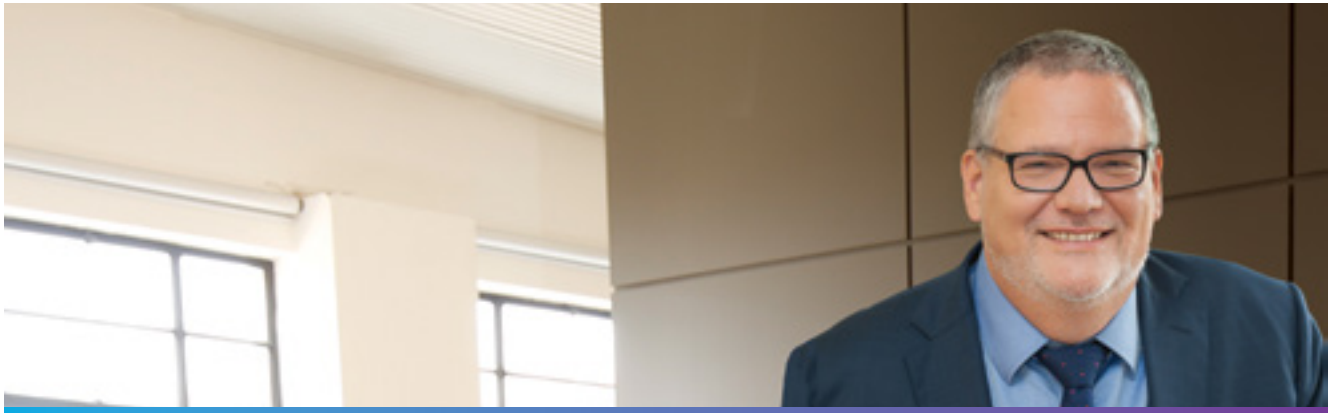
Customer facing divisions are supported by high quality technical, project and corporate services, and stakeholder engagement and communications expertise. Their work is enabled by technical and support divisions.

39% of our people are in Sydney, with the remaining **61%** throughout NSW

Figure 12: Roads and Maritime's organisational structure as at 30 June 2018

Customer – Journey	Sydney	Provides efficient, reliable, sustainable and better integrated road network for our Sydney customers.
	Motorways	Oversees the development, delivery and management of motorways and tollways to ensure seamless integration into the wider road network for NSW customers.
	Regional and Freight	Provides efficient, safe and reliable road transport solutions for our regional and freight customers.
Customer – Access	Maritime	NSW'S maritime safety regulator for commercial and recreational vessels and their operators.
	Compliance and Regulatory Services	Regulates the NSW road networks through engagement, education, enforcement and co-regulatory partnerships to achieve safer drivers and operators, safer vehicles and safer road users.
Client – Service Delivery	Technical and Project Services	Develops and delivers projects for customer divisions, and provides technical, engineering and asset/network information and services across Roads and Maritime.
Client – Enabler	Business Services	Provides a diverse range of strategic and operational support services to Roads and Maritime, as a whole, as well as working in partnership with the customer divisions to enable the delivery of the agency's customer service functions and infrastructure portfolio.
	Finance and Investment	Provides high quality financial advice, assurance and governance for the agency, underpinned by robust performance management, investment management and enterprise planning frameworks.
	Corporate Affairs	Provides support to the Chief Executive, manages key stakeholder relationships and oversees the agency's project management office and all corporate communications.

6.3 Our executives



Chief Executive – Ken Kanofski

Period 1 July 2017 – 30 June 2018

Ken was appointed Chief Executive of Roads and Maritime Services in August 2016. As Chief Executive, Ken is responsible for leading and managing the performance of the road and maritime networks to meet customer needs. This includes delivery of a record infrastructure program, as well as maintaining, operating and regulating road and waterway networks.

Prior to his appointment as Chief Executive, Ken spent three years as the Roads and Maritime Chief Operating Officer.

Prior to joining Roads and Maritime, Ken served as Chief Executive Officer of three statutory corporations – NSW Land and Housing Corporation, Government Property NSW and WSN Environmental Solutions.

Ken has served as a board member and chair on statutory authorities, industry bodies and community organisations.

Qualifications: BBus, MBA, FCPA, GAICD



Our Executive at our Milsons Point office, from left: Camilla Drover, Angus Mitchell, Fiona Trussell, Roy Wakelin-King, Kathy Roil, Ken Kanofski, Matthew Fuller, Jeff McCarthy, John Hardwick and Melinda Bailey.



Kathy joined Roads and Maritime Services as the Chief of Staff in October 2017. Kathy has held Executive strategic and operational positions with the NSW government and the private sector. She has a track record in building effective relationships and delivering lasting reform in complex, policy driven and service delivery environments. With a passion for the challenges of both corporate strategy and social policy, Kathy brings a deep understanding of the impacts government decisions have on our customers.

As Chief of Staff, Kathy leads the Corporate Affairs Division. She supports the Chief Executive to lead the organisation and interact effectively with internal and external stakeholders, including Ministers and the Secretary. Kathy is a top level advisor to the Chief Executive and provides independent, reliable and timely advice on a wide remit of policy, strategic and organisational matters.

Under the leadership of the Chief of Staff, the Corporate Affairs Division:

- leads the development and implementation of organisational strategic direction, including engagement with senior leadership, key external partners and Ministerial Offices
- ensures consistent, timely and accurate flow of information and news, both internal and external
- provides professional governance to RMS Boards and Committees.

Note: The Chief of Staff is a new position created in 2017-18



Fiona joined Roads and Maritime Services as the Chief Financial Officer in March 2015. Fiona has more than 20 years' experience working in professional services firms, energy and the public sector. Before joining the agency, Fiona held positions with Snowy Hydro and Ausgrid. She has an extensive understanding of business risk frameworks, governance and compliance requirements, financial management and strategy. Fiona has a BEc (Accounting), is a member of Chartered Accountants Australia and New Zealand, and the Institute of Company Directors.

As Chief Financial Officer, Fiona provides financial management, reporting and investment advice to optimise the value of every dollar invested. She also leads the Finance and Investment Division to drive agency performance, facilitates enterprise planning, and guides the organisation to make good business decisions based on sound financial, economic analysis and insightful performance reports and management frameworks.

Under the Chief Financial Officer's direction, we meet our financial management, accounting and governance obligations through:

- statutory accounting, management accounting and financial reporting
- preparation of financial budget and annual financial statements
- management and control of financial risk
- governance frameworks and governance of capital and operational expenditure
- reporting externally on performance, and driving effective enterprise planning and investment optimisation processes.

Qualifications: BEc (Accounting), CA, GAICD



Jeff has more than 30 years' experience in the development and delivery of major infrastructure and developing technical capability, both in Australia and overseas. He has held numerous leadership positions in a range of organisations including Westlink M7, ABB, Tenix (now Downer) and Sydney Water.

The operational focus of the Technical and Project Services Division is to develop and deliver major infrastructure projects across NSW to meet defined transport needs and project outcomes for customer divisions and provide technical, asset/network information and engineering services for the whole organisation.

Jeff leads the Technical and Project Services Division to:

- develop and deliver major infrastructure programs and projects
- develop best practice technologies, policies and specifications for road and urban design
- provide engineering services, technical advice, intelligent transport systems
- provide network insights using data advanced analytics and asset information systems.

Qualifications: BE (Elec Hons), M Comm, GAICD



Angus has been Executive Director of the NSW Maritime Division for the past four years. He joined Roads and Maritime with over 25 years' experience in senior operational and leadership positions from Deputy Harbour Master of Australia's busiest combined ports of Sydney and Botany to roles spanning the globe throughout a 17 year military career. Angus is also the State Marine Pollution Controller.

NSW Maritime is the State's safety regulator for commercial and recreational vessels and their operators, as well as the network manager for almost 32,000 square kilometres of NSW waterways. NSW Maritime is also responsible for the delivery of recreational boating infrastructure and the protection of the environment in connection with the use of vessels in State waters.

Key responsibilities of the division include:

- boating safety education, policies, regulations and enforcement
- funding and delivery of recreational boating infrastructure across NSW
- administering recreational boating licences and vessel moorings
- enforcing maritime related environmental laws and environmental management
- managing Sydney Harbour litter
- licensing all aquatic events
- supporting the Australian Maritime Safety Authority in commercial vessel regulation
- planning, preparing and responding to marine environmental incidents.

Qualifications: BEd (Hons)



Melinda joined Roads and Maritime Services as the Executive Director, Regulatory Reform in February 2016. Before joining the agency, Melinda was most recently the Chief Financial Officer and Executive Director, Corporate Services at the National Heavy Vehicle Regulator. She has private and public sector experience within Australia and internationally with ASX listed, multinationals and government entities across transport, manufacturing, mining, resources, utilities and industrial services sectors.

The Compliance and Regulatory Services Division's purpose is to regulate through engagement, education, enforcement and co-regulatory partnerships to achieve safer drivers and operators, safer vehicles and safer road users.

Key responsibilities of the division include:

- ensuring regulatory programs are effective and deliver on intended outcomes
- enabling authorised and competent drivers, operators and vehicles access to the road network
- informing and influencing road users and stakeholders
- delivering risk-based regulatory activities that encourage safe and compliant road user behaviour
- maintaining productive partnerships with co-regulators and contracted parties.

Qualifications: B Com (Hons), FCPA, FAICD



Before joining Roads and Maritime, John was Head of Asset Management for Ausgrid, where he delivered ongoing savings of more than \$30 million a year and the successful lease of the network business. Previously John held a number of senior management positions including Head of Network Strategy at Networks NSW, where he led key transformations and cost savings for three electricity distribution businesses (Ausgrid, Endeavour and Essential Energy).

John is also a 2018 MESA medallist. The MESA Medal is awarded by the Asset Management Council to an individual who has personally contributed at the highest level to the advancement of science and/or the practice of asset management.

John serves as chairman for numerous global and Australian asset management organisations and co-authored the book *Living Asset Management*.

Key responsibilities of the division include:

- planning and managing Sydney's road network to achieve the safe, efficient and reliable movement of people and goods that effectively integrates with the transport system
- delivering infrastructure programs and traffic operations services that meet customer expectations, safely and sustainably
- enabling network resilience by managing risks to critical infrastructure across NSW, and effectively 'prevent, prepare, respond and recover' from hazard risk events.

Qualifications: CFMA, MBA, Associate Diploma - Electrical Engineering



Camilla is the Executive Director Motorways, responsible for managing the future development and delivery, and current operations of Sydney's motorway network, including tolling services. This includes the management of contractual arrangements across the full range of planning, investigation, design, construction and operation of motorways and tolling services.

Since taking up this role, Camilla has delivered on:

- awarding the successful tender for the WestConnex M4-M5 Link Mainline Tunnel
- commencing the procurement of Rozelle Interchange
- releasing the reference designs for F6 Extension Stage 1.

Camilla is a civil engineer with over 25 years' experience in the development, delivery, structuring, and financing of transport and other large infrastructure projects.

Peter Gemell was Acting Executive Director Motorways from 3 April 2017 to 20 August 2017.

Qualifications: B Eng, GAICD



Before joining Roads and Maritime, Roy held the position of Chief Executive at the NSW Taxi Industry Association where he was instrumental in enabling the industry to withstand, sustain and prosper through technological and legislative disruption, resulting in a more competitive environment. Roy has held other senior executive positions such as the Chief Executive of the NSW Government World Youth Day Coordination Authority and the Sydney Metropolitan Development Authority.

Roy leads the Regional and Freight Division of Roads and Maritime, which has accountability to plan, build, maintain and operate the regional State road network for rural and regional customers. Roy also leads the planning and implementation of improved road access for the road freight industry.

Roy has the responsibility to deliver a road transport network in regional NSW that is safer, more efficient, more reliable and better integrated with the overall transport system.

Key responsibilities of the division include:

- delivering the NSW Government's road investment program
- assessing the current and future needs of the regional road network
- improving connections with the multi-modal freight transport network
- developing, influencing, managing and enhancing the heavy vehicle and freight network
- delivering over 200 major road projects and thousands of smaller projects a year across the network of State roads in regional NSW.

Qualifications: Gdp BA, Bps, MAICD



Matthew joined Roads and Maritime as the Executive Director of Business Services in July 2017. Prior to joining Roads and Maritime, Matthew has spent the last 20 years in senior management positions within the tourism and leisure industry across corporate and government environments, including as Director of Taronga Western Plains Zoo, regional NSW's largest tourism attraction.

Matthew has also held a number of non-executive director roles in Tourism, Conservation and Government organisations, including the Sydney Opera House Trust. He is a graduate member of the Australian Institute of Company Directors, and in 2011 was awarded as a fellow of the Winston Churchill Memorial Trust.

Key responsibilities of the division include:

- Commercial Property Management, including the Corporate Real Estate portfolio
- People and Culture programs that support Roads and Maritime diverse requirements
- Information Technology
- Work Health and Safety programs
- Goods and Services Procurement
- Property Acquisition services
- Environmental services, advice and assurance activities
- General Counsel and legal services
- Audit, Risk and Assurance activities

Andrew Graham was Acting Executive Director Business Services from 22 June 2017 to 23 July 2017.

Qualifications: GAICD, CF



Angela is a senior communications and engagement professional with extensive experience in leading and managing strategic communications and stakeholder engagement projects in the private and public sectors. Before joining Roads and Maritime, Angela held senior roles on high profile and complex projects in the resources, utilities, construction and energy sectors, including for the Sydney Motorway Corporation and BHP Billiton. Angela left Roads and Maritime on 28 February 2018.

In 2017-18, Roads and Maritime's operating model evolved to better serve customers and communities across NSW and the Stakeholder and Community Engagement Division's functions were realigned into Business Services and Corporate Affairs.

Qualifications: BA Communications (Public Relations and Marketing), majoring in PR and Marketing



Senior executive remuneration GSE Bands 1 to 3

In 2017-18, the percentage of total employee related expenditure relating to senior executives was 5.8 per cent compared to 4.2 per cent in the 2016-17 annual report.

Table 10: Numbers and remuneration of senior executives

Transport Senior Service Level ¹¹	Female	Male	Total	Average of total remuneration package ¹²
TSSE Band 1 or Equivalent				
2017-18	47	84	131	\$255,600
2016-17	27	70	97	\$246,131
2015-16	21	62	83	\$245,890
TSSE Band 2 or Equivalent				
2017-18	4	10	14	\$378,314
2016-17	5	9	14	\$364,998
2015-16	5	10	18	\$344,114
TSSE Band 3 or Equivalent				
2017-18	0	1	1	\$512,601
2016-17	0	1	1	\$500,098
2015-16	0	1	1	\$569,704
2017-18 Total	51	95	146	
2016-17 Total	32	80	112	
2015-16 Total	26	73	102	

¹¹ Senior executives of Roads and Maritime are senior service employees of Transport for NSW.

¹² The average total remuneration package is based on contracted annual salary as at 30 June 2018.

6.5

Our employees

Our capable, agile, and diverse workforce is committed to delivering outcomes for the NSW Government and our communities. Over the last 12 months, we have been working to enhance the capability of our people and their engagement. We believe our workforce should reflect the communities we serve, and that diversity and inclusion enhances our capability, engagement and ultimately, our performance.

We value our people and know that having a capable, agile and diverse workforce is critical to delivering our strategic priorities. Our focus on strong values ensures that we uphold an inclusive culture and that all our people are supported, challenged and given opportunities to learn and grow. Moving towards our OneRMS model has also enabled our people to deliver even better outcomes to our customers.

Our employee profile

Table 11: Total full time equivalent (FTE) employees by category

Year	Salaried employees	Wages employees	Casual employees	Total FTE
As at 30 June 2018	4,390	1,318	82	5,789
As at 30 June 2017	4,370	1,362	85	5,817
As at 30 June 2016	4,502	1,410	18 ¹³	5,930
As at 30 June 2015	4,793	1,010	249	6,052
As at 30 June 2014	5,223	1,051	241	6,515

Flexible working

Providing a flexible workplace and work approach allows us to attract a broad range of talent and retain our employees by delivering a strong employee value proposition¹⁴.

Activity based working (ABW) contributes to that flexibility and helps us build an agile workforce. This year, we extended the number of our ABW sites and 38 per cent of our office-based employees now have access to ABW. Seventy per cent of our people say they work to flexible start and finish times, 28 per cent work from different locations and 30 per cent work from home as needed.

To help our leaders consistently and effectively implement our flexible approach to working, we hosted workshops to define flexibility and

delivered a Managing Agile Teams Program in the Northern, Hunter, Western, South West and Southern Regions.

Health and wellbeing

The health and wellbeing of our people is paramount. In addition to the Work Health and Safety initiatives discussed in Chapter 7, we support our employees through our wellbeing framework. In 2017-18, we achieved the following:

- 1,765 Flu vaccinations
- Subsidised entry into the City2Surf
- Mental Health awareness days and mindfulness workshops
- Continuation of our comprehensive Employee Assistance Program.

¹³ With the transition to Equip software in 2016, the classification of some employees was impacted.

¹⁴ An employee value proposition (EVP) is the unique set of benefits which an employee receives in return for the skills, capabilities and experience they bring to a company.

Capability building

As part of our capability building priority, we provide a range of formal learning offerings, both face-to-face and online, complemented by a range of development opportunities. These include transfer and secondment opportunities, formal and informal mentoring, and access to external professional development and accreditation through recognised associations. We give our people the flexibility to learn and develop at a convenient time and place.

This year, our people completed more than 9,000 face-to-face learning courses and nearly 9,000 online courses, giving them the skills and capability to deliver on their objectives.

By lifting the capability of our leaders, we enable them to effectively and ethically lead their people, while being agile and responsive to customer needs. This year, more than 330 employees completed one or more programs focused on developing their leadership skills and key capabilities for delivering high performance. In addition, we have focused on identifying our future leaders and have created cross functional leadership opportunities.

During 2017-18, Roads and Maritime moved to the [NSW Public Sector Capability Framework](#) and role description template. In line with best practice, this framework streamlines the capabilities and associated behaviours expected of employees at every level. We held upskilling sessions for around 50 managers, building their capability to recruit based on the framework. We also held upskilling sessions for our employees on addressing capability-based applications and interviews. More than 445 employees attended.

Cultural diversity training

On our journey and commitment to supporting cultural diversity, we offer a range of courses that educate and build awareness to support a diverse and inclusive workforce, including the programs below.

- The Aboriginal Cultural Education Program provides an opportunity to build an understanding of Aboriginal history

and culture so that our people can work effectively with our Aboriginal customers and colleagues. This year, more than twice the number of people completed this program as compared to last year.

- The Conscious Inclusion Program aims to improve our leaders' understanding of unconscious bias and how to drive inclusive culture in their teams, with a focus on Aboriginal staff and women in leadership, and building a flexible workspace. Nearly 600 employees have completed this program, representing more than 60 per cent of our supervisors.
- The Unconscious Bias e-learn Program allows our people to understand and identify unconscious bias and develop strategies to reframe approaches and minimise biases. A growing number of employees are undertaking this program, and a total of 866 employees have completed it.
- The Bullying and Harassment (Diversity, Equity and Respect) e-learn Program encourages our people to raise awareness of bullying and harassment and promote discussions within teams. This is the most commonly completed diversity and inclusion course, and as of early 2018, nearly 1,000 employees have completed it.

Diversity and inclusion networks

To acknowledge diversity and give a voice to all our people, we are establishing employee networks for our diversity groups. Networks established or reinvigorated this year include the Aboriginal Employee Network, Connecting Women's Alumni, and membership in the Transport Young Professionals Network.

We also engaged our Aboriginal employees through local forums and launched our Aboriginal Employee Network. The forums and network helped us to engage our employees with a platform to provide feedback and share ideas, as well as better promote career development opportunities and provide support.

Workforce diversity measures

We continue to monitor progress on our diversity commitments through the key workplace diversity targets below. Data collection methodology for Diversity and Inclusion data has changed from previous years. This may be reflected in the reported figures.

Table 12: Representation of workforce diversity groups

Equal employment opportunity groups	Target	2013-14 (%)	2014-15 (%)	2015-16 (%)	2016-17 (%)	2017-18 (%)
Women***	50% by 2025	35.3	35.4	34.6	32.5	32.4*
Women in senior service roles	32.7% by 30 June 2018	19.6	20.9	22.4	24.6	27.9*
Aboriginal and Torres Strait Islander peoples	2.06% by 30 June 2018	0.8	1.6	1.8	1.8	2.4
Employees whose first language is not English	19%	8.2	9.3	10	10.8	1.2**
Employees with disability	N/A	3.0	2.9	2.7	2.9	1.1**
Employees with disability requiring adjustment	1.5%	0.9	0.8	0.7	0.9	0.48

The People Matter Employee Survey

In order to ensure we are building our employees' capability effectively, we need to understand the qualities, strengths and needs of our workforce. The annual [People Matter Employee Survey](#), used across the NSW Government, is one of our most useful tools to obtain the opinions of our employees. The survey allows us to benchmark and improve organisational performance and also improve employee satisfaction. The survey is the most comprehensive source of information to inform us on the culture of our organisation.

We extended the survey to all our people this year, from only permanent employees, to gain insights from across our business. This saw a record number of 4,526 employees taking part, representing an 80.5 per cent response

rate from across our organisation. Topics for this survey included engagement, culture and leadership. Based on the responses, we will develop an action plan to improve our people environment and how we work.

We also asked our employees to provide demographic information this year, including cultural heritage, education and disability. The responses allow us to better understand our workforce diversity representation and measure our diversity targets. This year, we exceeded our annual target for Aboriginal representation. The responses also enable us to design and deliver programs to increase diversity and inclusion in our workforce, which is crucial to building a workforce that reflects our community.

* Data reported in previous years has been amended to align with the NSW Public Service Commission Workforce Profile methodology and financial year reference period to reflect seasonal variation in employment.

** This information is based on self-identification. Due to a new data drive undertaken in 2017-18, these figures do not take into account legacy data.

*** The slight downward trend in women's representation can be largely attributed to the significant organisational reforms undertaken within our organisation over the past three financial years.

We reduced our FTE by 12.8% in 2013-14, 7.1% in 2014-15 and 2.0% in 2015-16, with the transition of staff to Service NSW being a significant part of the reforms.

The former Customer Service Groups that transitioned into Service NSW operated above the gender parity target and of the 1,207 people who transitioned to Service NSW between May 2013 and July 2016, 859 (71%) were female. The transition included 15 motor registries transferred in 2016-17 and a further 24 registries last year.



Diversity and Inclusion Plan 2020

We are committed to building a culture that plans for and encourages diversity. We recognise that a diverse workforce benefits our employees and customers.

Introduced in 2017-18, our [Diversity and Inclusion Plan 2020](#) aims to increase workforce diversity and create an inclusive culture valuing and celebrating diversity of thought. The priority areas outlined opposite present the greatest opportunity for improvement and align to both NSW public sector and Transport cluster diversity and inclusion priority areas.

Our five diversity and inclusion priorities are being delivered across three strategic pillars, consistent with the approach being undertaken across the Transport cluster.

A contractor on site – Roads and Maritime is establishing new ways of collaborating with the private sector to deliver the Government's record infrastructure program.

2020 diversity commitments

We will increase representation of women at every level, in every area, and support the development of women in the workplace.

We will drive an inclusive culture through flexible mindsets and flexible work practices to improve outcomes for our employees, customers and communities.

We will increase representation of Aboriginal employees at all levels, support career development and improve our cultural competency.

We will work to increase workforce diversity in the areas of disability, CALD¹⁵, LGBTIQ¹⁶ by establishing mechanisms to measure representation and lay foundations for the future.

We will work with our networks and industry partners to improve our workforce diversity and improve communities.

Priority areas



Strategic pillars

Storytelling and celebrations

Sharing and celebrating progress and achievements in women in leadership, flexibility, Aboriginal representation strategy, disability, CALD and LGBTIQ.

System improvements

Data driven instruments to drive diverse and inclusive decision making for all our priority areas.

Knowledge and tools

Click, Call, Consult options available to support leaders and individuals in women in leadership, flexibility and Aboriginal representation strategy, disability, CALD and LGBTIQ.

Foundation

Inclusive leadership

Employee life cycle

Attract and Onboard



Deploy



Develop



Retain

¹⁵ Culturally and Linguistically Diverse.

¹⁶ Lesbian, Gay, Bisexual, Transgender, Intersex and Questioning.

Roads and Maritime People Plan 2021

Introduced in 2017, our People Plan 2021 sets out the ways in which we enable our workforce to meet current and future needs. This plan aligns with our organisational strategic objectives and supports our OneRMS model to increase workforce engagement and performance. The plan outlines our four strategic people priorities and the key projects to deliver these.

Roads and Maritime People Plan 2021			
People priorities align to our strategic priorities to drive business outcomes			
Invest in our people capability	Establish more robust workforce planning	Support leadership and change	Foster breadth of thought through a diverse and inclusive workforce
<p>Develop our people and ensure their capabilities meet the future needs of Roads and Maritime.</p> <p>Projects:</p> <ul style="list-style-type: none"> • Capability development • Project and technical capability • Performance management • Implement the NSW Capability Framework: <ul style="list-style-type: none"> - development of role descriptions - embed into Talent Management processes. 	<p>Improve how we attract, resource, mobilise, empower and retain talent within our workforce.</p> <p>Projects:</p> <ul style="list-style-type: none"> • Talent management • Workforce planning • Workforce mobility • Organisational design • Recruitment and onboarding experience. 	<p>Develop our internal leaders to use data for informed decisions, prioritise for customer value, manage change, and lead teams.</p> <p>Projects:</p> <ul style="list-style-type: none"> • Change and transition management • Workforce management approach • Build a customer focused culture • Embed culture of recognition. 	<p>Continue to support and retain women in leadership, Aboriginal representation, flexibility, expanding our diversity networks and partnering with stakeholder groups and industry.</p> <p>Projects:</p> <ul style="list-style-type: none"> • Deliver the Roads and Maritime 2020 Diversity and Inclusion Plan: <ul style="list-style-type: none"> - Women in Leadership - Aboriginal Representation - Flexibility - Extending Diversity Focus - Network and Industry Partners.



Roads and Maritime employee collaborating with an industry partner.



Industrial and workplace relations and policy

Communication and consultation

Communication and consultation in relation to employee- and industrial-related matters takes place either through regular forums with professional associations and unions representing salaried and wages employees throughout the year, or on an ad hoc basis. Meeting regularly, the Peak Consultative Committee is the primary point of consultation between our agency and the salaried employees' associations and unions. Meeting on a quarterly basis, the Single Bargaining Unit is the peak negotiation and consultation forum for wages employees.

Human resources policies

We continued to work with Transport for NSW and other cluster agencies throughout the year to coordinate and align policies and processes.

In late 2017, we implemented the Employee Lifecycle. It provides a new structure for the Human Resources Manual to help managers and employees source relevant policies, procedures, forms and other helpful information. Our procedures are being progressively reviewed and updated to a new plain-English format, using instructional design techniques to present information in a more user-friendly, accessible manner.

Awards and movements in salaries and wages

In 2017-18, the following industrial instruments applied to the agency:

- Roads and Maritime Services (Wages Staff) Award 2017
- Roads and Maritime Services (Traffic Signal Staff) Award 2017
- Roads and Maritime Services School Crossing Supervisors Award 2017
- Roads and Maritime Services Consolidated Salaried Award 2017.

Staff members employed under these awards received an annual increase of 2.5 per cent from 1 July 2017.

The awards provide for increases of 2.5 per cent each year for the periods 2017-18 and 2018-19 and have a term of two years, expiring 30 June 2019.

Participation in industrial action

Nil days were lost due to employee participation in industrial action for 2017-18.



Roads and Maritime employees in our Rozelle Office, an activity based working environment and the main location of our maritime operations.



Work health and safety



NorthConnex workers on site. Tunnelling for NorthConnex to link the M1 Pacific Motorway at Wahroonga to the Hills M2 Motorway at West Pennant Hills.





Work health and safety performance

There is nothing more important than the safety and wellbeing of our people and protecting members of the public. Every day our people perform work on our road and maritime networks that has the potential to result in serious consequences if not managed effectively.

Our [strategic vision](#) is to systematically reduce all injuries while focusing on the elimination of those high potential incidents that may result in loss of life or permanent disability – essentially life changing events.

We have invested in a targeted safety initiative, the Network Fatal Risk Program, to build a better understanding of our critical risk activities across our operations and assets. It establishes the minimum mandatory risk controls necessary to address the greatest hazards to our people, keeping them free from serious harm. This key initiative will create a safer workplace for us all as we share the responsibility to see each other return home safely every day.

We are pleased with our performance of continuous safety improvement, particularly over the last 12 months. The success of our endeavours to systematically reduce high frequency, lower consequence events can be measured by a 44 per cent reduction in both lost time and medical treatment incidents over the last financial year. This significant reduction has been achieved, in part, due to an emphasis on the continued improvement in our early intervention and injury management systems and processes. These have assisted us in both reducing the severity of injuries and lessening absenteeism in the workplace.

Roads and Maritime has introduced Incident Cause Analysis Method (ICAM), to investigate incidents that have serious potential consequences. ICAM provides the ability to identify what really went wrong and to make recommendations on necessary remedial actions to reduce risk and build error-tolerant defences against future incidents. To embed this investigation methodology and provide a consistent platform within the organisation, over 60 safety professionals and operational staff have now been trained.

Our achievements included:

- an improved hazard and near miss reporting culture, substantiated by a **27.9 per cent** year-on-year improvement in the number reported compared with 2016-17
- a **reduction** in the frequency of safety incidents
- a reduction in total recordable injuries comprising fewer lost time injuries and fewer medical treatment injuries, demonstrated by a **56 per cent** reduction in injuries year-on-year comparing 2016-17 to 2017-18
- **improvements** in the effectiveness of incident management
- **targeted safety** initiatives implemented in collaboration with our workers and industry partners
- total recordable injury rate reduced by **6.19 injuries** per million hours worked
- hazard and occurrence reporting has increased by **106.67** average reports per month.

A fundamental component of better practice accident prevention is the reporting of near misses and hazards in order to afford advance warning of identified latent safety issues, and provide the agency with the opportunity to implement proactive actions designed to prevent future safety incidents. Our hazard and near miss reporting numbers over the last 12 months are evidence of an improved reporting culture, with a 28 per cent increase.

Table 13: Work health and safety performance 2013-18

Performance Indicator	Financial Year				
	2013-14	2014-15	2015-16	2016-17	2017-18 ¹⁷
Near misses and hazards reported	1,843	2,380	3,742	3,890	4,975
Total recordable injuries (includes lost time ¹⁸ and medical treatment injuries ¹⁹)	n/a	n/a	163	150	84
Other occurrences reported (including asset or property damage)	643	789	875	1,038	1,104
Total occurrences reported (including hazards)	3,545	4,034	5,498	5,805	7,088
Compensable workplace injuries	385	292	245	252	305
Total Claim costs (\$million)	5.9	4.3	3.1	2.0	3.4

Roads and Maritime will continue to build on the safety performance achievements gained over the last financial year with a focus on:

- the operationalisation of the Network Fatal Risk minimum control standards to drive better safety practice
- further enhancement of safety data trend analysis and reporting to enable more informed risk based decision making and to aid the implementation of targeted safety initiatives
- the delivery of a targeted Safety Leadership Program to strengthen and enhance the agency's safety culture
- implementation of a fit-for-purpose [safety management system](#)
- establishment of minimum control standards for the network fatal risks to drive better practice
- further enhancement of data collection and reporting capability to enable more informed risk based decision making

- continuing to develop capability across the agency to undertake incident investigations and improve compliance with heavy vehicle chain of responsibility legislative requirements
- implementation of a program of assurance activities focussing on the review of safety controls, and prioritisation of investment in continuous improvement safety initiatives.

Prosecutions

Roads and Maritime was not defendant to any prosecutions either commencing or continuing under the *Work Health and Safety Act 2011* during 2017-18.

¹⁷ Roads and Maritime safety data is for 1 July 2017 - 30 June 2018.

¹⁸ Lost time injuries were previously reported as a separate indicator until 2015-16 financial year where it was combined with medical treatment injuries.

¹⁹ Roads and Maritime introduced total recordable injury frequency rate as a WHS performance indicator in July 2015. This includes lost time and medical treatment.



2017-18 Key highlights

Safety Programs

Roads and Maritime has projects and initiatives in place with our industry partners to support the work, health and safety of our people and community. Key achievements from some of these programs are detailed below.

Network Fatal Risks Program

We commenced the Network Fatal Risks Program this year. This program is a targeted safety initiative that builds awareness and better understanding of the critical risk activities across the agency. Twelve key network fatal risks have been identified, and individual workshops have been held for each, with participation from all Roads and Maritime divisions, including the Executive team. By having those with the most relevant expertise participate in the workshops, we have identified the controls required to address each critical risk activity. This has allowed us to strengthen our focus on risks and set minimum control standards for areas of greatest risk.

Heavy Vehicle Chain of Responsibility

We have strengthened our approach to the management of [heavy vehicle chain of responsibility](#), delivering training to almost 2,000 employees across our organisation. Additional tailored training is currently in development. Our increased activities in this area are helping to more effectively manage safety risks and increase knowledge of our legislative obligations where we have a direct or indirect role in heavy vehicle activity through each stage of the supply chain.

Working Near Traffic Program

Through 2017-18, the [Working Near Traffic Program](#) increased its focus on sharing information about risk controls and strengthening arrangements for the safe introduction of innovative control measures to improve safety for workers and customers at roadwork sites.

We continued to divert traffic from roadwork sites by planned road closures on a number of projects where it is feasible, which improved safety, project delivery and community/customer outcomes.

We also improved how we report on Working Near Traffic risk management and assurance processes for Roads and Maritime controlled sites.

Driver Safety Study through Roadwork Zones on the Pacific Highway

Our [Pacific Highway](#) Project office, in partnership with Pacific Complete, is researching the benefits of two initiatives: yellow line-markings and variable speed limit signs, to improve the safety of workers and customers, through roadwork zones. The Australian Road Research Board has been commissioned to conduct this study.

The approach obtains information from the driver's perspective and analyses the data to gain a greater understanding of the impact for drivers. Volunteers from the local community and the heavy vehicle industry are participating in driver studies and surveys. The findings will now be reviewed to evaluate the effectiveness of these initiatives and further improve safety through roadwork zones.

Improving our incident management systems and procedures



Safety Risk Information Management System (SRIMS)

A new and improved safety incident and reporting database (SRIMS) was successfully launched in May 2018. This intuitive system makes it easier for workers to directly report hazards and incidents and will help to improve the reporting culture across our organisation. The system enables extraction of more meaningful corporate safety performance reporting and provides a greater degree of data accuracy to help drive improvements to keep our people free from harm.

Implementation was supported through comprehensive, organisation-wide communications, creation of a network of system champions, training (face-to-face and online bite-size, narrated simulations), and access to a telephone query hot line. This approach facilitated accelerated user take-up rates.

Strengthening our incident management procedures and investigations

In collaboration with the Transport cluster, we improved our processes for the notification of significant safety incidents and introduced escalation protocols. We have an integrated approach across Transport for NSW and the Traffic Management Centre to ensure responses to serious incidents occur quickly and are coordinated and controlled for the safety of customers and workers.

We strengthened our capability for investigating incidents to promote a best-practice approach with training for over 200 employees. This will build our organisational ability to identify causal factors and recommend remedial actions to reduce safety risks and build error-tolerant defences against future incidents. Training will continue throughout 2018-19.

Safety Leadership

An executive safety induction program has been implemented together with safety leadership and due diligence training. These initiatives have strengthened our safety leadership capability across Roads and Maritime.

Collaborating to keep our people and industry partners safe

Project SafeR

Roads and Maritime is leading a game changing initiative to improve the safety of the 10,000 road workers – from our agency and the broader industry – across the State.

Safety is one of Roads and Maritime’s principal values and we want to make sure that our workers and all those who work on our road projects get home safely at the end of the day, every day.

It is not an area where we want industry to compete, but an area where we collaborate as we continue to build substantial road projects.

In a demonstration of trust and transparency, we are collaborating with key industry partners and are now sharing work health and safety data on active road construction projects.

This allows a deeper understanding of data so we can identify trends, track issues, and pinpoint opportunities for improvement.

The data sharing occurred in March this year, when 60 work health and safety industry leaders, including Roads and Maritime, met at the SafeR forum. We collected and catalogued data from 42 construction projects from around the State, roughly equating to 22 million worker hours.

Collaboration is ongoing with our industry partners. Hazard and near miss data will continue to be openly shared, encouraging the exchanging of advice and support when incidents happen.



Roads and Maritime employees working with industry partners to achieve safer work sites at a Project SafeR Industry Forum.

People Plant and Proximity Technology Trial

People and plant interaction is a significant safety risk facing our industry. Roads and Maritime has been working with an industry partner to trial the use of wearable technology that monitors the movement of multiple machines and people and records and analyses data in real time. The intent is to provide a better understanding of the correlations between people and plant operator behaviour and whether existing controls are effective.

The wearable technology also provides real-time warnings as a further layer of control to prevent plant-on-plant and plant-on-people interactions. This is in addition to existing controls including the separation of works and worker.

Feedback from the trial has been positive, with further implementation planned across more Roads and Maritime projects over the coming 12 months.

Driver experience of yellow line-markings and variable speed limit signs in roadwork zones

To improve safety around road work sites, the [Pacific Highway](#) upgrade project has been trialling two innovations to improve driver and worker safety. Variable speed limit signs have been introduced that are updated with the speed limit without the need for workers to enter the road corridor. Yellow line-marking has been introduced to give clearer indications to drivers that they have entered a work zone and more care is required due to the change of road conditions and driving environment. During the year, a driver safety study was carried out to see how drivers interact and respond to these initiatives.

Why has Roads and Maritime Services conducted a driving study?

Roads and Maritime wanted to achieve a better understanding of how motorists interact with, and respond to yellow line-markings, by conducting an instrumented drive through the yellow line-marking sites. The agency commissioned the Australian Road Research Board to conduct this on-road driver safety study.

The study

The study was conducted between February and June 2018, and consisted of 22 participants (aged between 25 and 65), selected to drive along a section of

the Woolgoolga to Ballina Pacific Highway upgrade. All participants held a full NSW driver licence and drove on average three days a week. The participants were not told of the exact purpose of the study beforehand and were fitted with special equipment. Finally they were interviewed to achieve a better understanding of how drivers perceived and interacted with the variable speed limit signs and yellow line-markings.

Key findings

The feedback received indicated that drivers prefer the yellow colour line-markings over white, due to greater visibility and increasing the awareness of work zones.

Key observations regarding the Variable Speed Limit Signs indicate that drivers adhered to the speed limits displayed on the signs which they felt were highly visible, improving situational awareness.

How we are using this information

The findings together with other data collected, such as speed information and community surveys, will be used to develop further specifically targeted safety initiatives.



Corporate governance



Our General Counsel (centre) working with employees from across the transport cluster.



8.1 Chief Executive

The Secretary, Transport for NSW, appoints the Chief Executive of Roads and Maritime with the approval of the Minister for Roads, Maritime and Freight. Under the governance arrangements of the *Transport Administration Act 1988*, the Chief Executive manages and controls the affairs of Roads and Maritime, subject to the control and direction of the Minister for Roads, Maritime and Freight, and in accordance with any direction of Transport for NSW.

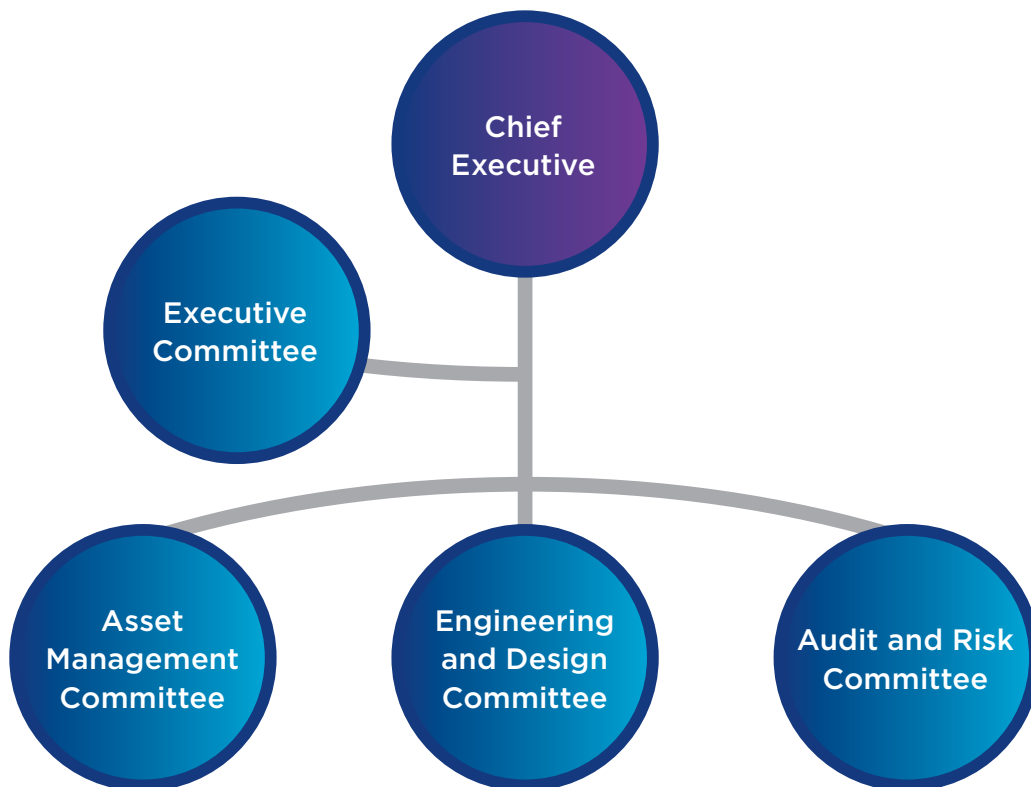
8.2 Governance framework

The Roads and Maritime Executive Committee is the key governance body for the agency. The committee meets weekly to support the Chief Executive in the management and oversight of Roads and Maritime operations and holds a monthly meeting on strategic matters. The Chief Executive chairs the Committee, which includes the Chief Financial Officer and Executive Directors.

The Executive Committee is supported by the following committees:

- Asset Management Committee
- Audit and Risk Committee
- Engineering and Design Committee.

Figure 13: Governance framework



Asset Management Committee

The Asset Management Committee supports the Chief Financial Officer to prioritise the agency's asset investment portfolio. The Chief Financial Officer is accountable for decisions made based on the recommendations of the committee, under delegation from the Chief Executive. In addition to setting the strategic direction, and making decisions on asset investment priorities, the Committee reviews assurance activities and progress reports on high-risk and high-value projects. Membership comprises the Executive Directors and Chief Financial Officer from Roads and Maritime, as well as Executive Directors from Transport for NSW. The committee meets monthly.

Audit and Risk Committee

The Audit and Risk Committee has responsibility under the [Internal Audit and Risk Management Policy](#) for the NSW Public Sector to provide independent assistance to the Chief Executive by monitoring, reviewing and providing advice about the agency's governance processes, risk management and control frameworks, and its external accountability obligations. The committee meets every quarter on risk, audit and governance matters. Its responsibilities include the review and oversight of the following areas for Roads and Maritime, as well as all controlled entities:

- internal controls
- risk management
- corruption and fraud prevention
- external accountability (including the financial statements)
- applicable laws and regulations
- internal and external audits.

Engineering and Design Committee

The Engineering and Design Committee's focus is to oversee agency input into Austroads guidance and Transport for NSW requirements, promote consistency of engineering and technical approaches across programs, and review exceptions to agreed approaches. Membership is made up of Executive Directors from Roads and Maritime, Executive Directors from Transport for NSW, and two nominated specialist roads and/or bridge engineers. The committee meets every quarter and is chaired by the Executive Director Regional and Freight.

8.3

Audit and risk management

Internal audit

Internal audits provide independent assurance to the Chief Executive about the controls in place to manage priority risk areas. The Chief Audit and Risk Officer oversees the internal audit function, which is jointly accountable to the Audit and Risk Committee and Chief Executive.

We completed a number of internal audits during 2017–18, including assessments of our:

- driver and boat licence application processing by Service NSW
- slope stability program management
- moorings compliance management
- M4 Smart Motorway procurement management
- Berry to Bomaderry upgrade
- working near traffic program management
- Urban Road Pinch Point program management
- IT disaster recovery and service continuity management
- major marine pollution preparedness and response management
- fitness to drive and management of digitalised medical records.

A rolling three-year internal audit strategy informs the selection of internal audit projects. The strategy was reviewed and extended during the year to cover the period to 2020–21. The strategy and supporting annual work plans are comprehensively reviewed each year to cater for changes in our operating environment. Internal audit plans are endorsed by the Audit and Risk Committee and approved by the Chief Executive.

Risk management

The Chief Audit and Risk Officer is responsible for advising the Chief Executive on the identification, recording, and management of key risk areas across Roads and Maritime. The Chief Audit and Risk Officer provides regular reports on risk management to the Executive Committee and the Audit and Risk Committee.

The Audit and Assurance branch works across the agency to advise on and assess enterprise-wide, strategic, program and project related risks. During the year, the team supported and provided advice on:

- operating risks within divisions and branches
- development of crisis and incident management capabilities, and business continuity plans for the agency
- heavy vehicle chain of responsibility compliance management
- fraud and corruption risk management
- purchasing card use and management
- regulatory program and system risk
- National Heavy Vehicle Regulator transition risks
- rollout of a governance, risk, and compliance tool.

This work has contributed to improvements in risk management and business practice across the areas assessed.

Specialist functions also operate to coordinate risk management for work health and safety, information technology, contract and project management.

Corruption and fraud prevention

The Chief Audit and Risk Officer oversees the agency's corruption control framework and is responsible for receiving and assessing allegations of corrupt conduct on behalf of the Chief Executive. A Corruption Control Plan, designed to minimise the likelihood of fraud and corruption across the organisation, was approved by the Roads and Maritime Executive during May 2018.

Education on gifts and benefits was targeted, which included development of a fact sheet regarding corporate invitations and hospitality. The focus on the gifts and benefits policy saw a 200 per cent increase in reporting of gifts and benefits offers.

During 2017-18, the Corruption Prevention and Investigation team facilitated detailed fraud and corruption risk assessments across high-risk areas within Roads and Maritime, including the Sydney Division. The team delivered corruption prevention and ethical decision-making education sessions across the State to over 500 employees. This included routine training sessions in high-risk areas as well as presentations as part of the Transport for NSW Corruption Prevention Month in September 2017. Training for nominated disclosure officers was delivered to employees within the NSW Ombudsman's Office. Further information on public interest disclosures can be found in Appendix 9.

Privacy protocols for Driver Vehicle System (DRIVES)

Our agency requires the NSW Police Force and the NSW Crime Commission to undertake audits of access to Roads and Maritime driver licences, photo cards and mobility parking scheme photos through the Driver Vehicle (DRIVES) system. The audits were performed in accordance with criteria specified in privacy protocols governing access.

The audits are required annually from both agencies. At the time of writing, our agency is awaiting the receipt of the audits due for the 2017-18 financial year from both the NSW Police Force and the NSW Crime Commission.

8.4 Insurance

Principal Arranged Insurance

Roads and Maritime continues to provide Principal Arranged Insurance (PAI) for its capital works contracts via iCare [Construction Risk Insurance Fund](#), as per [Treasury Circular TC16/11](#). The major focus of PAI is on construction and maintenance works for roads, bridges, associated structures and professional service agreements/contracts. PAI is also available as specific cover for real estate works, ferries operated on behalf of Roads and Maritime by external contractors, and various arrangements such as the [Vehicle Safety Compliance Certification Scheme](#). The scope of PAI coverage includes contract works, environmental impairment liability, third party liability, material damage and professional indemnity.

Treasury Managed Fund

The [Treasury Managed Fund](#) is a NSW Government arranged indemnity scheme, operated by iCare self-insurer. The scheme covers the insurable risks of participating government agencies arising from their own activities. The fund covers agencies for their exposure to loss or damage for workers compensation, motor vehicles, property, legal liability (including cyber liability), fidelity guarantee and travel. In doing so it provides confidence that unforeseen losses and damages can be managed with minimal impact to the State Budget.

Premium details and claim performance on the major insurance categories for the period 1 July 2017 to 30 June 2018 are as follows:

Table 14: Premium details and claim performance on major insurance categories

Insurance type	Premium (\$ million)	Claim performance
Workers compensation	\$5.2	5.4 claims per 100 employees
Motor vehicle	\$2.3	10.1 claims per 100 employees
Property	\$7.9	N/A
Liability	\$12.0	N/A



Digital information security policy attestation statement

For the 2017-18 financial years for Road and Maritime Services

I, Ken Kanofski, am of the opinion that Roads and Maritime Services had an information security management system in place during the 2017-18 financial year that is consistent with the core requirements set out in the NSW Government [Digital Information Security Policy](#).

The controls designed to mitigate identified risks to the digital information and digital information systems of Roads and Maritime Services are adequate.

Risks to the digital information and digital information systems of Roads and Maritime Services have been assessed with an independent Information Security Management System (ISMS) certified in accordance with the NSW Government Digital Information Security Policy.

Roads and Maritime Services has maintained certified compliance with ISO 27001 Information Technology - Security techniques - Information security management systems - Requirements by an Accredited Third Party during the 2017-18 financial year.

The agency continues to provide innovative services while focusing on the protection and privacy of customers' information.

Roads and Maritime Services will continue to enhance awareness of security requirements and the classification and labelling of information to ensure efficient and effective management of sensitive information.

Ken Kanofski
Chief Executive
Roads and Maritime Services



Internal audit and risk management attestation statement

For the 2017-18 financial year for Roads and Maritime Services

I, Ken Kanofski, am of the opinion that Roads and Maritime Services has internal audit and risk management processes in operation that are compliant with the eight core requirements set out in the [Internal Audit and Risk Management Policy](#) for the NSW Public Sector, specifically:

Core requirements		Status
Risk management framework		
1.1	The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2	A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal audit function		
2.1	An internal audit function has been established and maintained	Compliant
2.2	The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee		
3.1	An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2	The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3	The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The chair and members of the Audit and Risk Committee are:

Title	Name	Term commenced	Term finishes
Independent chair	Lyn Baker	1 February 2017	1 February 2020
Independent member	Allan Cook	4 December 2013	4 December 2018
Independent member	Brian McGlynn	1 January 2016	1 January 2020

These processes demonstrate that Roads and Maritime has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within Roads and Maritime Services.



Ken Kanofski

Chief Executive

Roads and Maritime Services



Appendices



Aerial photo of the Great Western Highway upgrade at Forty Bends. The project was completed in October 2017 and provided safety upgrades and road improvements between Hartley Valley and Forty Bends.



Appendix 1: Community enquiries

Customer feedback

We are committed to using feedback, suggestions and complaints to help us continually improve and deliver customer value.

During 2017–18, the agency received 16,732 feedback submissions from customers. When providing feedback, customers self-select if their feedback is a complaint. Table 15 below shows the nature and number of these self-selected complaints received this year.

We are committed to using customer feedback to continually improve our products and services. During 2017–18, inter-agency collaboration was strengthened resulting in positive customer outcomes through improvements to policies, procedures, website content, analytical tools on customer issues and sentiment, customer communications, and awareness methods.

Table 15: Online customer complaints received in 2017–18²⁰

Nature of online complaint	Number of complaints
Traffic management and congestion	2,756
Road maintenance	2,261
Waterways management	849
Major highways, regional roads and projects	290
Licence or registration	281
Public passenger vehicles and drivers	211
Environment	193
Safety cameras	150
Maritime property, products and services	79
Customer service	63
Other	61
Heavy vehicles	50
Motorway maintenance	46
Mobility parking	32
Cycling and cycleways	10
Tolling	10
Total	7,342

Ombudsman enquiries

We welcome enquiries from the NSW Ombudsman as part of our commitment to continually improving our service delivery to the public.

In 2017–18, we recorded 140 inquiries from the NSW Ombudsman, compared to 146 in 2016–17. The enquiries received include information requests, pre-emptive referral of customer enquiries, and more formal inquiries that are made when assessing a complaint. We continue to work closely with the NSW Ombudsman to proactively resolve matters and further improve customer experience.

Table 16: Ombudsman enquiries received by subject

Subject	Number of enquiries
Tolling	38
Registration	33
Licensing	24
Guidelines and regulations	7
Major projects	7
Compliance and enforcement	7
Driver testing	4
Penalty Notices	3
Customer experience	3
Number plates	3
Road user safety	2
Maintenance	2
Towing	2
Proof of identity	2
Mooring and boating	2
Liability claims	1
Total	140

Media statistics

Table 17: Details the number of media related activities completed in 2017–18

Media activity	
Media opportunities and events	240*
Media inquiries	600*
Media releases	1,200*

* estimated

²⁰ Written feedback and complaints received through Ministerial, Chief Executive and other correspondence are not included in the above table.



New Grafton Bridge on the Clarence Valley: groups of year five and six students from schools throughout the Clarence Valley are given insight into building bridges.

Appendix 2: Major infrastructure projects

Table 18: Major infrastructure projects 2017-18

Project description	Location	Status (as at 30 June 2018)	Announced completion date	Announced estimated total cost (\$'000)	2017-18 expenditure (\$'000)	Expenditure in previous years (\$'000)
Established Sydney roads						
Alfords Point Road Widening Brushwood Drive to Georges River	Alfords Point	Complete	2017	40,000	5,584	27,597
Campbell Road and Euston Road upgrades	Alexandria	Construction	2020	323,000	125,015	55,955
Epping Town Centre Road upgrades	Epping	Complete	2018	31,000	16,412	22,683
Heathcote Road, Infantry Parade to Macarthur Drive	Holsworthy	Planning	N/A	N/A	3,029	2,718
King Georges Road widening, Stoney Creek Road to Connells Point Road	Beverley Hills - South Hurstville	Planning	N/A	N/A	1,000	380
Mona Vale Road, McCarrs Creek Road to Powder Works Road	Ingleside	Planning	N/A	N/A	2,482	11,042
Mona Vale Road, Manor Road to Foley Street	Mona Vale	Planning	2021	N/A	7,322	10,660
Nepean River Bridge	Penrith	Construction	2018	49,000	18,227	26,328
Northern Beaches Hospital, road connectivity and network enhancements	Frenchs Forest	Construction	2018	500,000	160,590	287,303
Pitt Town Bypass	Pitt Town	Planning	N/A	N/A	5,472	491
Showground Road, Old Northern Road to Carrington Road	Castle Hill	Complete	2018	41,000	14,019	24,263
Sydney Harbour Bridge, Southern Toll Plaza Precinct upgrade	Millers Point	Complete	2018	59,000	30,994	29,616
Windsor Bridge over Hawkesbury River Replacement	Windsor	Planning	2021	N/A	9,180	25,519
Sydney Airport area road upgrades						
Sydney Airport East, Wentworth Avenue Extension and Joyce Drive Widening (State and federal funded)	Mascot	Construction	2019	170,000	49,212	48,662
Sydney Airport West, Marsh Street	Arncliffe	Complete	2017	34,000	8,266	37,082
Sydney Airport North, O'Riordan Street Widening	Mascot	Planning	2020	90,000	27,108	14,869

Project description	Location	Status (as at 30 June 2018)	Announced completion date	Announced estimated total cost (\$'000)	2017-18 expenditure (\$'000)	Expenditure in previous years (\$'000)
Easing Sydney's congestion						
Bus Priority Infrastructure is an ongoing program delivered jointly by Transport for NSW and Roads and Maritime Services	Various	Construction	N/A	N/A	28,497	95,066
Easing Sydney's congestion, pinch points and clearways packages 1 and 2	Various	Construction	N/A	246,000	52,256	198,758
Easing Sydney's congestion, pinch points and clearways package 3	Various	Construction	N/A	376,500	46,327	25,380
Gateway to the South pinch points	Various	Construction	N/A	300,000	33,570	17,090
Intelligent Congestion Management Program (Stage 1)	Various	Planning	N/A	N/A	12,168	5,466
M4 Smart Motorway	Various	Construction	2021	N/A	75,415	51,288
M1 Smart Motorway	Various	Planning	N/A	N/A	5,272	2,038
Sydney Motorways Real Time Travel Information	Various	Construction	N/A	N/A	915	5,874
WestConnex Motorway						
WestConnex (State and federal funded) ²¹	Various	Construction	2023	16,800,000	360,096	1,379,458
NorthConnex						
NorthConnex, M1 to M2 Motorway Link (State, federal and private sector funded)	Various	Construction	2019	3,000,000 ²²	442,038	316,034
Sydney Motorways						
F6 Extension	Various	Planning	N/A	N/A	24,378	29,073
M5 Motorway, Belmore Road Ramps (State and Federal Funded)	Riverwood	Construction	2019	N/A	9,265	960
Outer Sydney Orbital Corridor Preservation	Various	Planning	N/A	N/A	1,888	11,352
Sydney Gateway	Various	Planning	N/A	N/A	19,880	23,162
Western Harbour Tunnel and Beaches Link	Various	Planning	N/A	N/A	149,706	51,239

21 Represents Roads and Maritime Services' capital contributions to the WestConnex program delivered by Sydney Motorway Corporation. This is included within the WestConnex estimated total cost of \$16.8 billion.

22 The \$3 billion project will be mainly funded through private financing supported by toll charges with additional State and Australian Government contributions. The expenditure listed only includes Roads and Maritime Services, capital contributions and does not include contributions relating to private financing.

APPENDICES

Project description	Location	Status (as at 30 June 2018)	Announced completion date	Announced estimated total cost (\$'000)	2017-18 expenditure (\$'000)	Expenditure in previous years (\$'000)
Western Sydney roads to support Sydney's second airport at Badgerys Creek						
The Northern Road Glenmore Parkway to Jamison Road (State and federal funded)	Penrith	Construction	2020	295,000	59,889	45,473
The Northern Road, Mersey Road to Glenmore Parkway (State and federal funded)	Luddenham	Pre-construction	N/A	N/A	72,160	23,608
M12 Motorway, M7 to The Northern Road (State and federal funded)	Badgerys Creek	Planning	N/A	N/A	12,374	8,270
Bringelly Road, Camden Valley Way to King Street; King Street to The Northern Road (State and federal funded)	Leppington	Complete/Construction	2018; 2020	509,000	92,531	206,417
The Northern Road, Peter Brock Drive to Mersey Road (State and federal funded)	Bringelly	Construction	2020	465,000	42,423	105,112
The Northern Road, Camden Valley Way to Peter Brock Drive (State and federal funded)	Oran Park	Complete	2018	90,000	37,484	55,510
Western Sydney growth roads						
Appin Road Improvements (federal funded)	Appin	Planning	N/A	N/A	1,495	313
Bandon Road Link, Windsor Road to Richmond Road	Vineyard	Planning	N/A	N/A	861	2,443
Campbelltown Road upgrade	Edmondson Park	Planning	N/A	N/A	7,669	14
The Horsley Drive, M7 Motorway to Cowpasture Road	Horsley Park	Planning	N/A	N/A	470	5,538
Jane Street and Mulgoa Road Infrastructure Upgrade (State and federal funded)	South Penrith	Planning	N/A	N/A	3,795	5,730
Memorial Avenue, Old Windsor Road to Windsor Road	Kellyville	Pre-construction	N/A	N/A	18,328	23,679

Project description	Location	Status (as at 30 June 2018)	Announced completion date	Announced estimated total cost (\$'000)	2017-18 expenditure (\$'000)	Expenditure in previous years (\$'000)
Narellan Road, Camden Valley Way to Blaxland Road (State and federal funded)	Narellan, Campbelltown	Complete	2018	140,000	44,443	104,006
Schofields Road Stage 2, Tallawong Road to Veron Road	Schofields	Complete	2018	135,000	10,628	129,325
Schofields Road Stage 3, Veron Road to Richmond Road via South Street	Schofields	Complete	2018	140,000	25,189	86,879
Central Coast roads						
Empire Bay Drive, The Scenic Road and Cochrone Street Intersection upgrade	Kincumber	Construction	N/A	N/A	1,030	0
Manns Road, Central Coast Highway to Narara Creek Road	West Gosford - Narara	Planning	N/A	N/A	2,844	1,362
Pacific Highway and Manns Road, Narara Creek Road to Parsons Road	Narara - Lisarow	Planning	N/A	N/A	448	22,040
Pacific Highway, Parsons Road to Ourimbah Street	Lisarow	Construction	N/A	N/A	7,871	12,243
Pacific Highway, Ourimbah Street to Glen Road	Lisarow - Ourimbah	Construction	2018	70,000	19,310	39,851
Pacific Highway, Wyong Road intersection upgrade	Tuggerah	Complete	2018	84,000	10,335	70,292
Pacific Highway, Wyong Town Centre	Wyong	Pre-construction	N/A	N/A	1,798	23,226
Warnervale Link Road, Albert Warner Drive to Pacific Highway	Watanobbi	Planning	N/A	N/A	1,295	1,443
Wyong Road, Mingara Drive to Tumby Road upgrade	Tumby Umbi	Complete	N/A	35,000	6,524	24,382
Pacific Motorway widening, Kariong Interchange to Somersby Interchange (State and federal funded)	Kariong - Somersby	Construction	2020	113,000	10,624	26,419
Pacific Motorway widening and reconstruction, Wyong Road to Doyalson Link Road (State and federal funded)	Tuggerah - Kair	Construction	2020	245,000	40,600	37,639

APPENDICES

Project description	Location	Status (as at 30 June 2018)	Announced completion date	Announced estimated total cost (\$'000)	2017-18 expenditure (\$'000)	Expenditure in previous years (\$'000)
Great Western Highway and Bells Line of Road						
Bells Line of Road Stage 2 (Chifley Road)	Bell - Lithgow	Planning	N/A	N/A	1,540	4,736
Katoomba to Mount Victoria Safety Works (State and federal funded)	Various	Planning	2020	N/A	8,598	44,127
Forty Bends and Hartley Valley Safety Improvements (State and federal funded)	Hartley	Complete	2017	135,000	6,979	125,712
Hunter Roads						
Cormorant Road, Industrial Drive to Stockton Bridge (State and federal funded)	Kooragang Island	Construction	2018	87,000	25,646	48,861
Hunter Pinch Points	Various	Construction	N/A	23,500 (Rebuilding NSW allocations)	1,079	1,670
Newcastle Inner City Bypass, Rankin Park to Jesmond	Lambton	Construction	N/A	N/A	3,871	21,079
Pacific Motorway (M1), extension to Raymond Terrace	Hexham	Pre-construction	N/A	N/A	2,611	27,698
Pacific Motorway, John Renshaw Drive and Weakleys Drive intersection upgrade (State and federal funded)	Beresfield	Construction	N/A	N/A	8,042	4,575
New England Highway						
New England Highway, heavy duty pavement	Aberdeen - Willow Tree	Construction	2019	25,000	11,912	10,715
New England Highway, Belford to Golden Highway upgrade	Belford	Planning	N/A	N/A	1,659	4,145
New England Highway, Bolivia Hill upgrade (State and federal funded)	Bolivia	Construction	2019	N/A	2,595	7,689
New England Highway, Gowrie Gates, widen rail underpass	Singleton	Construction	N/A	N/A	6,133	1,847
New England Highway, Muswellbrook Bypass	Muswellbrook	Pre-construction	N/A	N/A	646	3,742
New England Highway, Scone Bypass (State and federal funded)	Scone	Construction	2020	N/A	10,546	12,267

Project description	Location	Status (as at 30 June 2018)	Announced completion date	Announced estimated total cost (\$'000)	2017-18 expenditure (\$'000)	Expenditure in previous years (\$'000)
New England Highway, Singleton Bypass	Singleton	Planning	N/A	N/A	3,059	3,544
New England Highway, Tenterfield Heavy Vehicle Bypass (federal funded)	Tenterfield	Planning	N/A	N/A	2,764	2,722
Newell Highway						
Newell Highway, heavy vehicle pavement upgrades	Various	Planning	N/A	N/A	3,800	798
Newell Highway, Grong Grong Grong realignment	Grong Grong	Complete	2017	18,000	6,361	10,229
Newell Highway, Mungle Back Creek to Boggabilla heavy duty pavement (State and federal funded)	Boggabilla	Construction	N/A	N/A	3,156	5,610
Newell Highway, New Dubbo Bridge	Dubbo	Construction	N/A	N/A	2,085	1,447
Newell Highway overtaking lanes	Various	Construction	N/A	N/A	16,243	80,150
Newell Highway, Trewilga realignment	Trewilga	Complete	2018	33,000	12,564	21,220
Newell Highway, Parkes Bypass	Parkes	Planning	N/A	N/A	2,469	2,783
Newell Highway, West Wyalong Heavy Vehicle Bypass	West Wyalong	Complete	2018	14,700	5,870	10,890
Newell Highway improvements through Coonabarabran	Coonabarabran	Planning	N/A	N/A	1,054	206
Pacific Highway						
Oxley Highway to Kundabung (State and federal funded)	Kundabung, Thrumster	Complete	2017	820,000	81,218	565,190
Kundabung to Kempsey (State and federal funded)	Kempsey, Kundabung	Complete	2017	230,000	31,439	174,928
Warrell Creek to Nambucca Heads (State and federal funded)	Macksville	Complete	2017	830,000	118,376	526,034
Coffs Harbour Bypass (State and federal funded)	Coffs Harbour	Pre-construction	N/A	N/A	11,200	64,375
Woolgoolga to Ballina (State and federal funded)	Grafton, Maclean	Construction	2020	4,356,000	1,210,884	1,519,241

APPENDICES

Project description	Location	Status (as at 30 June 2018)	Announced completion date	Announced estimated total cost (\$'000)	2017-18 expenditure (\$'000)	Expenditure in previous years (\$'000)
Princes Highway						
Albion Park Rail Bypass	Yallah - Oak Flats	Construction	N/A	N/A	23,734	39,369
Burrill Lake Bridge replacement	Burrill Lake	Complete	2017	58,000	11,962	36,499
Foxground and Berry Bypass, Toolijooa Road to South Berry	Berry	Complete	2017	580,000	21,823	466,855
Berry to Bomaderry upgrade	Berry - Bomaderry	Construction	2021	N/A	22,134	44,946
Princes Motorway improvements, Bulli Tops to Picton Road (State and federal funded)	Cataract	Pre-construction	N/A	N/A	2,817	3,737
Princes Motorway, interchange at Base of Mount Ousley	Mount Ousley	Planning	N/A	N/A	2,085	3,585
Nowra Bridge over Shoalhaven River (State and federal funded)	Nowra	Planning	N/A	N/A	3,064	6,536
Dignams Creek realignment	Dignams Creek	Construction	2019	45,000	17,689	12,747
Replacement Bridge over Clyde River	Batemans Bay	Pre-construction	N/A	N/A	13,757	2,615
Regional NSW Major Road upgrades						
Barton Highway Improvements (State and federal funded)	ACT - Hume Highway	Complete	N/A	N/A	1,119	5,187
Golden Highway Safety and Productivity Works (State and federal funded)	Various	Construction	2019	133,000	29,102	23,198
Gocup Road upgrade	Gundagai - Tumut	Construction	2019	70,000	17,152	28,265
Hume Highway heavy duty pavement (State and federal funded)	Marulan	Construction	N/A	N/A	386	2,026
Kings Highway, Replacement Clyde River Bridge	Nelligen	Pre-construction	N/A	N/A	3,722	4,274
Kings Highway, River Forest Road realignment	Nelligen	Complete	2017	12,270	2,273	12,483
Kosciuszko Road overtaking lanes and safety improvements	Cooma - Jindabyne	Planning	N/A	N/A	7,662	932

Project description	Location	Status (as at 30 June 2018)	Announced completion date	Announced estimated total cost (\$'000)	2017-18 expenditure (\$'000)	Expenditure in previous years (\$'000)
Main Road 54 (Goulburn to Bathurst) initial sealing	Tuena	Complete	N/A	N/A	2,562	10,370
Mitchell Highway, Guanna Hill realignment	Molong	Construction	2018	40,000	12,318	22,168
Monaro Highway, overtaking lanes and safety improvements	Williamsdale - Cooma	Planning	N/A	N/A	1,440	1,057
Oxley Highway safety and realignment works	Various	Planning	N/A	50,000	9,116	5,512
Queanbeyan Bypass, Ellerton Drive extension (State, federal and local government funded)	Queanbeyan	Construction	2020	N/A	16,639	5,336
Riverina Highway safety upgrade	Lake Hume Village	Complete	2017	11,000	1,598	10,326
Silver City and Cobb Highway seal extension	Various	Construction	N/A	N/A	14,033	41,282
Summerland Way, additional Clarence River crossing Grafton	Grafton	Construction	2019	240,000	55,002	88,782
Bridges for the Bush						
Cobb Highway, New Bridge at Echuca-Moama (NSW contribution)	Echuca - Moama	Construction	2021	N/A	1,466	5,757
Oxley Highway, Gunnedah Bridge over rail	Gunnedah	Pre- construction	2021	N/A	1,478	11,751
Sportsman Creek Replacement Bridge	Lawrence	Complete	2018	29,000	6,173	18,585
Program 2: Timber truss bridge replacements and upgrades	Various	Construction	N/A	N/A	19,645	38,894
Program 3: Bridges for the Bush	Various	Planning	N/A	N/A	6,144	7,334

Planning - Strategic/concept/detailed design, approvals

Pre-construction - Planning complete and in delivery procurement stage

Construction - Construction commenced

Completed - Project completed (based on open to traffic date)

Appendix 3: Driver, vehicle and maritime statistics

NSW Maritime information

Table 19: NSW Maritime information by year

Outputs	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Number of general boat driving licences (not including personal watercraft licences)	443,596	444,141	447,752	458,035	458,024	459,645
Number of personalised watercraft driving licences	42,202	44,985	48,341	54,564	58,120	61,294
Number of recreational vessel registrations (not including personal watercraft registrations)	218,950	221,276	221,007	225,657	223,359	223,486
Number of personalised watercraft registrations	9,666	10,502	11,234	12,480	13,063	14,174
Number of aquatic licences issued	722	710	811	720	524	617
Number of environmental assessments for mooring and aquatic licences	2,784	2,967	1,422	2,680	3,114	1,985
Boating fatalities per 100,000 registered vessels (recreational and commercial)	11.3	2.9	6.7	4.6	1.2	4.2
Safety compliance rate: recreational vessels, including personalised watercraft	91%	90.8%	91.2%	89%	91%	91.7%
Safety compliance rate: commercial vessels	93.1%	92.6%	85.1%	82%	94.2%	89.6%

NSW boat licences

Table 20: NSW boat licences by class

Licence class	Number of licences	% of total
General boat licence	459,645	88.2
Personalised watercraft licence	61,294	11.8
Total	520,939	

Table 21: Number of maritime licences opted in to a combined licence card

Licence class	Number of licences	% of total
General boat licence	66,019	14.4
Personalised watercraft licence	8,339	13.6

Table 22: NSW boat licence holders by gender

Gender	General boat licences		Personalised watercraft licences		Total boat licences	
	Number of Licences	% of total	Number of licences	% of total	Number of licences	% of total
Female	64,960	14.1	10,171	16.6	75,131	14.4
Male	385,833	83.9	48,764	79.6	434,597	83.4
Gender not recorded	8,852	1.9	2,359	3.8	11,211	2.2

Table 23: NSW boat licence holders by age

Age group	General boat licences		Personalised water craft licences		Total boat licences	
	Number of licences	% of total	Number of licences	% of total	Number of licences	% of total
12-16	6,338	1.38	2,037	3.32	8,375	1.61
17-19	7,329	1.59	2,517	4.11	9,846	1.89
20-24	16,104	3.50	5,646	9.21	21,750	4.18
25-29	22,891	4.98	7,002	11.42	29,893	5.74
30-34	29,208	6.35	7,246	11.82	36,454	7.00
35-39	35,871	7.80	7,376	12.03	43,247	8.30
40-44	45,082	9.81	7,763	12.67	52,845	10.14
45-49	55,355	12.04	7,922	12.92	63,277	12.15
50-54	53,095	11.55	5,803	9.47	58,898	11.31
55-59	54,957	11.96	4,040	6.59	58,997	11.33
60-64	45,687	9.94	2,075	3.39	47,762	9.17
65-69	38,126	8.29	1,076	1.76	39,202	7.53
70-74	28,982	6.31	572	0.93	29,554	5.67
75-79	13,309	2.90	165	0.27	13,474	2.59
80-84	5,375	1.17	40	0.07	5,415	1.04
85+	1,936	0.42	14	0.02	1,950	0.37
Total	459,645	100	61,294	100	520,939	100

NSW drivers and riders

Table 24: Number of licences by licence class

Licence class	Number of licences	% of total	Female	Male	Gender not specified
Car	4,957,313	81%	2,651,783	2,305,432	98
Heavy combination	103,651	2%	1,587	102,056	8
Heavy rigid	208,283	3%	10,621	197,644	18
Light rigid	92,413	2%	26,717	65,693	3
Medium rigid	135,613	2%	12,091	123,513	9
Multi combination	26,859	0%	281	26,573	5
Rider	607,867	10%	76,067	531,755	45
Total	6,131,999	100%	2,779,147	3,352,666	186

Table 25: Number of licences by age group

Age group	Number of licences	% of total	Female	Male	Gender not specified
16-19	301,668	5%	147,350	154,318	
20-24	433,012	7%	206,912	226,099	1
25-29	509,255	8%	238,107	271,147	1
30-34	569,535	9%	265,860	303,674	1
35-39	574,671	9%	264,047	310,624	
40-44	547,691	9%	250,324	297,364	3
45-49	573,854	9%	261,034	312,792	28
50-54	526,022	9%	234,710	291,272	40
55-59	538,157	9%	235,645	302,462	50
60-64	471,545	8%	205,670	265,847	28
65-69	404,954	7%	175,991	228,952	11
70-74	322,524	5%	140,017	182,496	11
75-79	189,542	3%	81,828	107,707	7
80-84	109,275	2%	46,376	62,894	5
85+	60,294	1%	25,276	35,018	
Total	6,131,999	100%	2,779,147	3,352,666	186

NSW registered vehicles

Table 26: NSW vehicles registered by usage

Vehicle usage	Number of vehicles
Bus/tourist/vehicle charter used for hire	9,311
Business general	927,026
Taxi	6,541
Pensioner concession	832,072
Federal interstate trade	2,676
Primary producer	117,342
General private	4,627,772
Vehicle held for re-sale by a dealer	45,299
Others	236
Total	6,568,275

Table 27: NSW vehicle registrations by type

Group	Vehicle type	Number of vehicles
Heavy		
	Bus	13,946
	Domestic trailers	2,172
	Goods vehicle - rigid truck	98,662
	Other trailers	46,324
	Panel van with windows and seats/side windows	16
	Passenger vehicles	10
	Plant	7,663
	Prime mover	22,025
Heavy Total		190,818
Group	Vehicle type	Number of vehicles
Light		
	Bus	10,373
	Domestic trailers	890,193
	Goods vehicle - rigid truck	899,230
	Motorcycle	238,304
	Other trailers	52,942
	Panel van with windows and seats/side windows	503,509
	Passenger vehicles	3,780,974
	Plant	1,932
Light Total		6,377,457
Combined total		6,568,275

Table 28: NSW vehicles registered by manufacture year

Year of manufacture	Number of vehicles
1900-1949	3,124
1950-1959	4,516
1960-1969	18,296
1970-1979	94,717
1980-1989	260,969
1990-1999	574,381
2000	142,433
2001	151,003
2002	181,593
2003	218,618
2004	241,538
2005	263,316
2006	266,947
2007	301,410
2008	303,216
2009	287,071
2010	331,064
2011	323,567
2012	366,298
2013	385,521
2014	382,932
2015	427,110
2016	447,534
2017	442,503
2018	148,410
Unknown	188
Total	6,568,275

Table 29: NSW vehicles registered by motive power year

Motive Power	Number of vehicles	% of Total
Diesel	1,265,315	19.26%
Electricity	1,952	0.03%
Electricity and petrol (hybrid)	31,308	0.48%
Hydrogen	64	0.00%
Liquefied petroleum gas (LPG)	20,023	0.30%
Natural gas (compressed/liquid)	528	0.01%
Petrol	4,208,977	64.09%
Steam	155	0.00%
Uncategorised	1,039,953	15.83%
Total	6,568,275	100%

Appendix 4: Research and development

In 2017-18, we undertook the following research and development activities:

Activity	Status	Partners and collaborators
<p>Transport of dangerous goods through road tunnels</p> <p>Research into strategies deployed in other jurisdictions for nominating routes for transporting dangerous goods. This topic was a key focus of the March 2018 delegation to Stockholm to meet with the representatives of the Swedish Transport Administration.</p>	Ongoing	Transport for NSW Austroads Trafikverket (Sweden)
<p>Driver behaviour in tunnels</p> <p>Providing a scientific framework for collecting data on human behaviour related to driving in tunnels. The data supports user-centred design and evaluation of Sydney tunnels to optimise customer experience and safety in tunnels.</p>	Completed in August 2018	Australian Road Research Board
<p>Validation of Vehicle Emissions Estimation</p> <p>The development and delivery of road tunnels has used World Road Association methodologies for estimating in-tunnel vehicle emissions and the resultant required tunnel ventilation capacity. An updated NSW specific methodology was required for stages 3A and 3B of WestConnex. The work included development of the methodology and validation of the methodology using data recorded during operation of the Lane Cove Tunnel.</p>	Completed in July 2018	—
<p>Fire Incident and Fire Safety Operational Data</p> <p>Collecting, processing and analysing information regarding the 78 vehicle fires that have occurred in major Australian tunnels, from the opening of the Sydney Harbour Tunnel in 1992 to 2016.</p>	Completed in March 2018	Austroads Australian Road Tunnel Operators Group Transurban
<p>Location services in road tunnels</p> <p>Global Navigation Satellite Systems (GNSS) do not work in tunnels. Roads and Maritime is investigating alternative options for providing in-tunnel navigation services using proprietary wireless technologies (e.g. Bluetooth) and GNSS simulators.</p>	Ongoing	Sydney Motorway Corporation
<p>Incident detection and traffic monitoring</p> <p>Developing an incident and traffic monitoring system on Motorways with Distributed Acoustic System using existing fibre network.</p>	Ongoing	—

Activity	Status	Partners and collaborators
<p>On-Road Driver Safety Study (YLM and VLS)</p> <p>The aim of this project is to investigate drivers' interaction with, and perspectives towards, the work zone safety initiatives (yellow line marking and variable speed limit signs) in roadwork zones. For each of the two initiatives, we conducted a cross-sectional study (representative of a snapshot in time). We collected data in February 2018 for the yellow line marking (with 12 volunteers) and in June 2018 for the variable speed limit signs (with 10 volunteers), in which volunteers drove through the treated parts of the highway.</p>	<p>Expected completion August 2018</p>	<p>Pacific Complete The Australian Road Research Board</p>
<p>Heavy Vehicle Survey</p> <p>The project aimed to obtain qualitative data on heavy vehicle drivers' situational awareness, workload, decision-making, risk perception and distribution of attention as they drive through worksites through the Woolgoolga to Ballina upgrade. We collected data through interviews, focus groups and a survey. A cross-sectional study is planned to investigate heavy vehicle drivers' perceptions of roadwork sites on the Pacific Highway Woolgoolga to Ballina upgrade, including the variable speed limit signs, yellow line marking and wider road shoulder initiatives. In-depth interviews were conducted with four drivers in June 2018. We will then develop a survey of long- and short-haul drivers in August 2018. This approach permits researchers to collect data from a larger sample of individuals across a region and focus on the drive through the entire Woolgoolga to Ballina upgrade project.</p>	<p>Expected completion October 2018</p>	<p>Pacific Complete and The Australian Road Research Board</p>
<p>Temporary Portable Rumble Strips at work zones</p> <p>Evaluate the effects of temporary portable rumble strips (TPRS) within work zones. This work looked at the effects of TPRS on speed reduction, identified hazards and benefits of using TPRS from a worker's perspective and investigated the rate at which drivers swerved around TPRS.</p>	<p>Completed in September 2017</p>	<p>Ergonomie</p>
<p>Maintenance contract models</p> <p>Identify and embed a future model for Sydney maintenance services, reflecting international best-practice contracting models that could be applied to Sydney.</p>	<p>Expected completion May 2019</p>	<p>JWS Research</p>

Appendix 5: Access to government information

Report under the *Government Information (Public Access) Act 2009*

Review of Proactive Release Program

Under section 7 of the *Government Information (Public Access) Act 2009* (GIPA Act), agencies must review their programs to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

We continued to provide information on the Open Government website, including detailed reports on its infrastructure and maintenance projects and statistics. The website also continues to provide a range of publications free of charge to assist customers wishing to use our services.

Number of access applications received – Clause 7(b)

During the reporting period, our agency actioned 1,832 access applications (not including invalid applications).

Number of refused applications for Schedule 1 information – Clause 7(c)

During the reporting period, we refused 24 access applications because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications, 11 were refused in full and 13 were refused in part.

Statistical information about access applications – Schedule 2

Table 30: GIPA Act applications by type of applicant and outcome²³

	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	Total
Media	2	7	10	6	1	0	0	0	26
Members of Parliament	8	10	7	8	1	5	0	0	39
Private sector business	480	511	100	50	2	6	0	73	1,222
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0
Members of the public (by legal representative)	48	28	29	17	0	1	0	24	147
Members of the public (other)	230	78	39	55	1	3	0	41	447
Total	768	634	185	136	5	15	0	138	1,881

²³ As more than one decision can be made for a particular access application, each decision is recorded. This means that from 1,832 access applications actioned, that 1,881 decisions were determined.

Table 31: GIPA Act applications by type of application and outcome²⁴

	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	Total
Personal information applications ²⁵	19	9	3	1	0	0	0	4	36
Access applications (other than personal information applications)	749	625	182	135	5	15	0	134	1,845
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0
Total	768	634	185	136	5	15	0	138	1,881

Table 32: Invalid GIPA Act applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	575 ²⁶
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	575
Invalid applications that subsequently became valid applications	528

Table 33: Conclusive presumption of overriding public interest against disclosure – matters listed in Schedule 1 of GIPA Act

	Number of times consideration used ²⁷
Overriding secrecy laws	0
Cabinet information	19
Executive Council information	0
Contempt	1
Legal professional privilege	6
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
Total	26

24 As more than one decision can be made for a particular access application, each decision is recorded.

25 A personal information application is an application by an individual under the GIPA Act to access personal information (as defined in Clause 4 of Schedule 4 to the Act).

26 Transport for NSW Resource and Compliance Unit makes decisions on validity. Due to the introduction of a credit card payment facility, applications have to be initially entered as invalid and then changed to valid after the credit card payment is approved. Of the 575 invalid applications, 528 were credit card related. As such, only 47 applications were received that were invalid.

27 When more than one public interest consideration applies to a particular access application, each consideration is recorded.

Table 34: Other public interest considerations against disclosure – matters listed in table to section 14 of GIPA Act

	Number of times consideration used ²⁸
Responsible and effective government	29
Law enforcement and security	6
Individual rights, judicial processes and natural justice	765
Business interests of agencies and other persons	38
Environment, culture, economy and general matters	2
Secrecy provisions	343
Exempt documents under interstate Freedom of Information legislation	0
Total	1,183

Table 36: Timeliness of GIPA Act decisions²⁹

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	1,811
Decided after 35 days (by agreement with applicant)	15
Not decided within time (deemed refusal)	1
Total	1,827

Table 35: Number of applications reviewed under Part 5 of the GIPA Act by type of review and outcome

	Decision varied	Decision upheld	Total
Internal review	2	7	9
Review by Information Commissioner ³⁰	8	9	16
Internal review following recommendation under section 93 of the Act ³¹	1	2	3
Review by the NSW Civil and Administrative Tribunal ³²	0	5	4
Total³³	11	23	32

Table 37: Applications for review under Part 5 of the GIPA Act by type of applicant

	Number of applications for review
Applications by access applicants	28
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	4
Total	32

Table 38: GIPA Act applications transferred to other agencies

	Number of applications transferred
Agency-initiated transfers	17
Applicant-initiated transfers	0
Total	17

28 When more than one public interest consideration applies to a particular access application, each consideration is recorded.

29 All applications actioned were dealt with on time.

30 The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data provided indicates the Information Commissioner has made a recommendation to vary or uphold the original decision.

31 A recommendation by the Information and Privacy Commission to conduct a s93 internal review is not binding. Of the 7 recommendations made, 3 were completed, 2 declined and 2 are not yet complete.

32 Note that a total of 7 review requests were lodged with NCAT in the 2017-18 period. Of this number, 4 were upheld and 3 are still ongoing. An additional matter that was received in the 2016-17 period was also finalised in 2017-18, and is reflected in the table.

33 Totals reflect 2017-18 figures, ie:

- the total number of decisions may include matters received in the 2016-17 period that were finalised in 2017-18
- the total number of reviews reflects only the number of review matters received during 2017-18.

Appendix 6: Overseas travel

Table 39: Overseas travel – paid or partially paid for by Roads and Maritime Services

Officer	Destination	Purpose of visit
Manager Information Analysis, Technical and Project Services	Singapore	Participation in the Executive Master Public Administration Program which is funded by the NSW Public Sector Commission.
Executive Director Sydney	Canada and United Kingdom	Meetings at the World Partners in Asset Management (WPIAM) and Global Forum on Maintenance and Asset Management. The meetings were held at the Plant Engineering and Maintenance Association of Canada.
Executive Director Sydney	United Kingdom	Meeting with Department of Transport.
Executive Director Technical and Project Services	Canada	Annual ITS World Congress – the largest event related to emerging transport technologies and bringing together leaders in intelligent and transformative transportation from across the World.
Chief Executive	New Zealand	Austroads Board Meeting number 29 and 8th Annual General Meeting.
Chief Executive	India	World Roads Meeting conference and exhibition. The conference provides an outlet for the sharing of cutting edge research, best practice and experiences on road transport and mobility.
Manager Network and Safety Services	India	World Roads Meeting conference and exhibition.
Director Road Design	New Zealand	Austroads Road Design Task Force Meeting. Roads and Maritime has a high profile within and is a significant member of Austroads. We have committed to being an active member in the Austroads Safety Program and its three specialist task forces.
Tunnel Technology Manager	Sweden	International Symposium on Tunnel Safety and Security. We also held meetings with representatives of the Swedish Transport Administration to learn from their experiences with complex road tunnel networks.

Appendix 7: Legal change

Acts and subordinate legislation affecting Roads and Maritime

Minister for Transport and Infrastructure

Passenger Transport Act 1990

Passenger Transport (Drug and Alcohol Testing) Regulation 2010

Passenger Transport Regulation 2007 [to 31.08.2017]

Passenger Transport (General) Regulation 2017 [from 01.09.2017]

Passenger Transport Act 2014

Passenger Transport Regulation 2014

Point to Point Transport (Taxis and Hire Vehicles) Act 2016 (No 34)

[only relating to matters in the Regulation involving taxi licence record keeping by Roads and Maritime]

Point to Point Transport (Taxis and Hire Vehicles) Regulation 2016

Minister for Roads, Maritime and Freight

City of Sydney Act 1988

[Part 4A and Schedule 2, jointly with the Minister for Transport (remainder, the Minister for Local Government)]

Driving Instructors Act 1992

Driving Instructors Regulation 2016

Heavy Vehicle (Adoption of National Law) Act 2013

Heavy Vehicle (Adoption of National Law) Regulation 2013

Heavy Vehicle National Law (NSW)

Heavy Vehicle (Fatigue Management) National Regulation (NSW)

Heavy Vehicle (General) National Regulation (NSW)

Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW)

Heavy Vehicle (Transitional) National Regulation (NSW)

Heavy Vehicle (Vehicle Standards) National Regulation (NSW)

Marine Pollution Act 2012

Marine Pollution Regulation 2014

Marine Safety Act 1998

Marine Safety Regulation 2016

Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001

Motor Vehicles Taxation Act 1988

Motor Vehicles Taxation Regulation 2016

Photo Card Act 2005

Photo Card Regulation 2014

Ports and Maritime Administration Act 1995

Ports and Maritime Administration Regulation 2012

Recreation Vehicles Act 1983

[Parts 4 and 6 (remainder, the Minister for the Environment)]

Minister for Roads, Maritime and Freight

Road Transport Act 2013

Road Rules 2014

Road Transport (Driver Licensing) Regulation 2008 [to 31.08.2017]

Road Transport (Driver Licensing) Regulation 2017 [from 01.09.2017]

Road Transport (General) Regulation 2013

Road Transport (Vehicle Registration) Regulation 2007 [to 31.08.2017]

Road Transport (Vehicle Registration) Regulation 2017 [from 01.09.2017]

Roads Act 1993

[jointly with the Minister for WestConnex (except parts the Minister for the Environment, the Minister for Local Government and the Minister for Lands and Forestry)]

Roads Regulation 2008

Sydney Harbour Tunnel (Private Joint Venture) Act 1987

Tow Truck Industry Act 1998

[to 30.06.2017 - Allocated to the Minister for Innovation and Better Regulation 01.07.2017]

Tow Truck Industry Regulation 2008

[as for principal Act]

Transport Administration Act 1988

[Part 4A, Divisions 1 to 3, so far as it relates to Roads and Maritime Services, Part 6, and so much of the Act as relates to Roads and Maritime Services (remainder, the Minister for Transport and Infrastructure)]

Transport Administration (General) Regulation 2013

[provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight]

Transport Administration (Staff) Regulation 2012

[provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight]

Minister for WestConnex

Roads Act 1993

[jointly with the Minister for Roads, Maritime and Freight (except parts, the Minister for the Environment, the Minister for Local Government and the Minister for Lands and Forestry)]

Minister for Western Sydney

Nil

New Acts and amendments to Acts affecting Roads and Maritime in the portfolio of the Minister for Transport and Infrastructure

- *Statute Law (Miscellaneous Provisions) Act 2017* (2017 No 22). Commenced on 01.07.2017 or 07.07.2017 (varies by amendment provision).
- *Transport Administration Amendment (Transport Entities) Act 2017* (2017 No 12). Commencement Proclamation 2017 No 330 – Schedule 1 commenced 01.07.2017.
- *Point to Point Transport (Taxis and Hire Vehicles) Act 2016* (Act 2016 No 34). See section 2(2) for provisions commenced on assent (28.06.2016). Part 10 commenced 08.07.2016. Commencement Proclamation 2017 No 577 – Parts 2 – 8 and Schedules 1, 2 (other than clause 1), 5 (other than Schedule 5[25]), 6 and 7 commenced 01.11.2017. Commencement Proclamation 2018 No 14 – Remaining uncommenced provisions commenced 01.02.2018.
- *Statute Law (Miscellaneous Provisions) Act 2018* (2018 No 25). Amendments to Acts – Sch. 5.28. Commenced on 9.06.2018 – Assent 15.06.2018; commencement 14 days after assent.
- *Transport Administration Amendment (Sydney Metro) Act 2018* (2018 No 18). Commencement Proclamation 2018 No 275 – to commence 01.07.2018.

New subordinate legislation and amendments to subordinate legislation affecting Roads and Maritime in the portfolio of the Minister for Transport and Infrastructure

- Point to Point Transport (Taxis and Hire Vehicles) Regulation 2017 (2017 No 424). Commencement linked to commencement of provisions in the principal Act see clause 2; and Regulation historical notes.
- Passenger Transport (General) Regulation 2017 (2017 No 473). Commenced on 01.09.2017.
- Passenger Transport (General) Amendment (Authorised Officers) Regulation 2017 (2017 No 717). Commenced on 15.12.2017.
- *Smoke-free Environment Amendment Act 2018* (2018 No 13). Assent 18.04.2018. Commencement Proclamation 2018 No 243 – to commence 01.07.2018.
- *Statute Law (Miscellaneous Provisions) Act 2018* (2018 No 25). Amendments to Regulations – Sch. 5.29 & 5.30. Commenced on 29.06.2018 – Assent 15.06.2018; commencement 14 days after assent.

New Acts and amendments to Acts in the portfolio of the Minister for Roads, Maritime and Freight

- *Heavy Vehicle National Law and Other Legislation Amendment Act 2016* (Queensland Act No. 65 of 2016). Assent 09.12.2016. Chapters 2 and 3 only are directly relevant to the National Law. Chapter 3 Maintenance amendments (except ss. 118 & 119 which were without effect for NSW due to provisions being omitted) commenced 01.07.2017 (Qld 2017 SL No. 102). The automatic commencement of the uncommenced revisions has been postponed to the end of 09.12.2018 (Regulation QLD 2017 No. 217).
- *Statute Law (Miscellaneous Provisions) Act (No 2) 2017* (2017 No 63) Sch. 4.21 & 4.31. Commenced on 14.01.2018 – section 2(1).
- *Transport Legislation Amendment (Automated Vehicle Trials and Innovation) Act 2017* (2017 No 41). Commenced on assent 14.08.2017.
- *Road Transport Amendment (Driver Licence Disqualification) Act 2017* (2017 No 46). Commencement Proclamation 2017 No 592 – Act commenced 28.10.2017.
- *Road Transport and Related Legislation Amendment Act 2017* (Act 2017 No 61). Commenced on assent 23.11.2017; except Schedule 1.3 not in force; and Schedule 2 commenced 01.05.2018. Section 2 and Commencement Proclamation 2018 No 153.
- *Statute Law (Miscellaneous Provisions) Act 2018* (2018 No 25). Amendments to Acts – Sch. 1.22; 1.23; & 5.11). Commenced on 29.06.2018 – Assent 15.06.2018; commencement 14 days after assent.
- *Heavy Vehicle National Law and Other Legislation Amendment Act 2018* (Queensland Act No. 10 of 2018). Assent 18.06.2018. Part 4 (ss. 12–43) only is directly relevant to the National Law. Some sections are to commence immediately after s.10 of the *Heavy Vehicle National Law and Other Legislation Amendment Act 2016* (not yet commenced); some sections to commence 01.07.2018; remaining sections to commence on a day fixed by proclamation; see s.2.
- *Road Transport Legislation Amendment (Road Safety) Act 2018* (Act 2018 No 15). To commence on 01.07.2018.
- *Miscellaneous Acts Amendment (Marriages) Act 2018* (Act 2018 No 28). Commenced on assent 15.06.2018; except Schedule 1.3 not in force; and Schedule 2 commenced 01.05.2018. Schedule 1.32 amended the note to s.212 of the *Road Transport Act 2013*.

New subordinate legislation and amendments to subordinate legislation in the portfolio of the Minister for Roads, Maritime and Freight

- Driving Instructors Amendment (Fees) Regulation 2017 (2017 No 240). Commenced on 01.07.2017.
- Marine Safety Amendment (Fees) Regulation 2017 (2017 No 242). Commenced on 01.07.2017.
- Photo Card Amendment (Fees and Penalty Notice Offences) Regulation 2017 (2017 No 244). Commenced on 01.07.2017.
- Ports and Maritime Administration Amendment (Fees) Regulation 2017 (2017 No 245). Commenced on 01.07.2017.
- Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2017 (2017 No 246). Commenced on 01.07.2017.
- Roads Amendment (Penalty Notice Offences) Regulation 2017 (2017 No 247). Commenced on 01.07.2017.
- Tow Truck Industry Amendment (Fees) Regulation 2017 (2017 No 248). Commenced on 01.07.2017.
- Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2017 (2017 No 311). Commenced on 01.07.2017).
- Heavy Vehicle National Amendment Regulation 2017 (2017 No 329) (Queensland Regulation). Commencement is this Regulation is linked to the commencement of ss. 6 & 114 of the *Heavy Vehicle National Law and Other Legislation Amendment Act 2016* (QLD Act No. 65 of 2016). Part 2 (Amendment of Heavy Vehicle (Fatigue Management) National Regulation) is linked to s.6 and the remaining provisions are linked to s.114. Section 6 was commenced as part of Chapter 3 on 01.07.2017 (Proclamation QLD 2017 SL No. 102). The automatic commencement of section 114 has been postponed to the end of 09.12.2018 (Regulation QLD 2017 No. 217).
- *Road Transport and Related Legislation Amendment Act 2017* (Act 2017 No 61) Schedule 4. Commenced on assent 23.11.2017; except Schedule 1.3 not in force; and Schedule 2 commenced 01.05.2018. Section 2 and Commencement Proclamation 2018 No 153.
- Road Transport (Driver Licensing) Amendment (Use of Digital Driver Licence) Regulation 2017 (2017 No 582). Commenced on 20.10.2017.
- Road Amendment (Point to Point Transport) Rule 2017 (2017 No 598). Commenced on 01.11.2017.
- Road Transport (Driver Licensing) Amendment (Point to Point Transport) Regulation 2017 (2017 No 599). Commenced on 01.11.2017.
- Road Transport (Vehicle Registration) Amendment (Point to Point Transport) Regulation 2017 (2017 No 600). Commenced on 01.11.2017.
- Road Transport Legislation Amendment (Penalty Notice Offences and Certification) Regulation 2017 (2017 No 617). Commenced on 10.11.2017.
- Road Transport (Driver Licensing) Amendment (Provisional P2 Licence Extension) Regulation 2017 (2017 No 629). Commenced on 20.11.2017.
- Road Transport Legislation Amendment (Demerit Points and Penalty Notice Offences) Regulation 2017 (2017 No 718). Commenced on 30.01.2018.
- Roads Amendment (Barangaroo) Regulation 2017 (2017 No 710). Commenced on 15.12.2017.
- Roads Amendment (Roads Authority) Regulation 2017 (2017 No 711). Commenced on 15.12.2017.
- *Statute Law (Miscellaneous Provisions) Act (No 2) 2017* (2017 No 63). Sch. 4.14 & 4.42 - commenced 14.01.2018. Sch. 5 clause 1 re Road Transport (Vehicle Registration) Regulation 2017 Schedule 5 - commenced 07.12.2017 (14 days after assent on 23.11.2017).

- Motor Vehicles Taxation Amendment (Toll Relief Scheme) Regulation 2018 (2018 No 137). Commenced on 16.04.2018.
- Road Transport (Vehicle Registration) Amendment (Toll Relief Scheme) Regulation 2018 (2018 No 139). Commenced on 16.04.2018.
- Roads Amendment (Toll Relief Scheme) Regulation 2018 (2018 No 140). Commenced on 16.04.2018.
- Road Transport Legislation Amendment (Stationary Emergency Vehicles) Regulation 2018 (2018 No 181). To commence on 01.09.2018.
- Roads Amendment (Toll Services) Regulation 2018 (2018 No 220). Commenced on 25.05.2018.
- Roads Amendment (Incomplete Crown Road Purchases) Regulation 2018 (2018 No 235). Minister for Lands and Forestry. Commences same day as Sch.3 to the *Crown Land Legislation Amendment Act 2017* which commences the same day as the Crown Land Management Act 2016 repeals the *Crown Lands Act 1989* - Commencement Proclamation 2018 No 225 - to commence 01.07.2018.
- Heavy Vehicle (Registration) National Regulation (2018 No 298) (Queensland Regulation). Commencement linked to the commencement of Chapter 12, Part 12.2A of the National Law, as inserted by s.39 of the *Heavy Vehicle National Law and Other Legislation Amendment Act 2018* (QLD), commences in NSW. To commence on 01.07.2018.
- *Statute Law (Miscellaneous Provisions) Act 2018* (2018 No 25). Amendments to Regulations & Rules - Sch. 5.26; 5.35; & 5.36. Commenced on 29.06.2018 - Assent 15.06.2018; commencement 14 days after assent.
- Road Transport (General) Amendment (Parking Fines Reduction) Regulation 2018 (2018 No 280). To commence on 01.07.2018.
- Heavy Vehicle National Legislation Amendment Regulation 2018 (2018 No 299) (Queensland Regulation). To commence on 01.07.2018.
- Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2018 (2018 No 353). To commence on 01.07.2018 or otherwise as per clause 2.
- Heavy Vehicle (Adoption of National Law) Amendment Regulation 2018 (2018 No 354). To commence on 01.07.2018 or otherwise as per clause 2.
- Marine Safety Amendment (Fees) Regulation 2018 (2018 No 326). To commence on 01.07.2018.
- Photo Card Amendment (Fees and Penalty Notice Offences) Regulation 2018 (2018 No 329). To commence on 01.07.2018.
- Point to Point Transport (Taxis and Hire Vehicles) (Industry Adjustment) Amendment Regulation 2018 (2018 No 330). Commenced on 29.06.2018.
- Ports and Maritime Amendment (Fees) Regulation 2018 (2018 No 331). To commence on 01.07.2018.
- Road Amendment (Penalties for Speeding Offences) Rule 2018 (2018 No 333). To commence on 01.07.2018.
- Road Transport (Vehicle Registration) Amendment (Heavy Vehicles) Regulation 2018 (2018 No 335). To commence on 01.07.2018.
- Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2018 (2018 No 334). To commence on 01.07.2018.
- Roads Amendment (Penalty Notice Offences) Regulation 2018 (2018 No 336). To commence on 01.07.2017.
- Driving Instructors Amendment (Fees) Regulation 2018 (2018 No 318). To commence on 01.07.2018.

Significant judicial decisions

Desane Properties Pty Limited v State of New South Wales [2018] NSWSC 553

Decision of Hammerschlag J Supreme Court of NSW

In May 2017, Roads and Maritime Services issued a proposed acquisition notice (PAN) to Desane Properties Pty Limited (Desane) giving notice of the proposed compulsory acquisition of Desane's land at 68-72 Lilyfield Road, Rozelle. Desane's land was required for the Rozelle Interchange, which is part of WestConnex Stage 3.

Desane commenced proceedings in the Supreme Court of NSW challenging the validity of the PAN. It argued, amongst other things, that the PAN had no statutory effect because it was not in the correct form, and the acquisition was not for the purpose of the *Roads Act 1993*.

The Court agreed with Desane.

The Court held that Roads and Maritime Services was legally required to issue a PAN in a particular "valid" form in circumstances where there was no valid form, because the published form relied upon was outdated, and did not reflect the current language of the *Land Acquisition (Just Terms Compensation) Act 1991*, - and in any event, even if the published form was valid, the PAN issued to Desane did not strictly comply with that form.

The Court also found that ultimately, on the evidence before it, the dominant purpose of the acquisition was to create open space and green parkland, rather than to build a road tunnel, making the PAN invalid as having been given for an improper purpose.

Roads and Maritime Services appealed the judgment to the NSW Court of Appeal.

Roads and Maritime Services v Desane Properties Pty Ltd [2018] NSWCA 196

Decision of Bathurst CJ, Ward JA, Payne JA Court of Appeal of the Supreme Court of NSW

The appeal from the original Desane judgment was heard over three days in June and July 2018. In September 2018, the Court of Appeal issued its decision, upholding all grounds of Road and Maritime's appeal and overturning the original judgment. Of note, the Court of Appeal determined that the PAN was not invalid as it substantially complied with the statutory form, that there was no statutory need to set out a specific public purpose in the PAN, and that on the evidence there was no improper exercise of Roads and Maritime's acquisition power.

Appendix 8: Report of contracts with private sector entities

Under Part 3 of the *Government Information (Public Access) Act 2009 (GIPA Act)*, Roads and Maritime is required to maintain a register of government contracts that records information about each government contract to which Roads and Maritime is a party, and has, or is likely to have, a value of \$150,000 (GST inclusive) or more.

The Premier's Memorandum No 2007-01 mandates the disclosure of particular information about invitations to tender.

Our government contracts register and tender disclosure information is available on the Department of Finance, Services and Innovation's eTender website at tenders.nsw.gov.au.

We maintain a separate register of government contracts that is available on Transport for NSW [website](https://www.transport.nsw.gov.au/industry/contracts-awarded) and available for view by class of contract: <https://www.transport.nsw.gov.au/industry/contracts-awarded>.

Appendix 9: Public Interest Disclosures Report to Minister

In accordance with Section 31 of the *Public Interest Disclosures Act 1994*, Roads and Maritime is supplying the following information (as stipulated by Clause 4 of Public Interest Disclosures Regulation 2011) to the Minister for Roads, Maritime and Freight and the Minister for Transport. The Act came into effect on 1 January 2012 and the reporting period for this report is 1 July 2017 to 30 June 2018.

On 1 January 2014, the following three categories of Public Interest Disclosures (PIDs) were established:

- Public Interest Disclosures made by public officials performing their day-to-day functions
- Public Interest Disclosures made under a statutory or other legal obligation
- all other Public Interest Disclosures.

In 2017-18, Roads and Maritime finalised 18 Public Interest Disclosures that have been received since 1 January 2012.

In accordance with section 6D of the *Public Interest Disclosures Act 1994*, Roads and Maritime has a Public Interest Disclosures internal reporting policy in place.

The Chief Executive has taken action to meet employee awareness obligations under Section 6E(1)(b) of the *Public Interest Disclosures Act 1994*. The actions taken include:

- providing a policy briefing to senior managers
- publishing a statement of commitment on the agency's intranet site
- online Public Interest Disclosure reporting form established on the intranet
- reinforcement of Public Interest Disclosure reporting processes in the agency's internal newsletter
- September 2017 was nominated as Corruption Prevention Month. Public Interest Disclosure was focus of this month
- video presentation on Public Interest Disclosures by Principal Manager Corruption Prevention and Investigations was published on the Intranet

- information on Public Interest Disclosures included in the Code of Conduct e-learning module completed by all new employees and discussed at the face-to-face 'on boarding' day
- Code of Conduct refresher training for staff that had not completed training in the past two years, organised as part of Corruption Prevention Month
- Public Interest Disclosure incorporated in the Fraud and Corruption Prevention training provided by the Corruption Prevention and Investigation Section. During the year, 37 training sessions were given at various locations around the state
- NSW Ombudsman's Office requested to do two Public Interest Disclosure Presentations to Roads and Maritime Disclosure Officers.

Table 40 Public Interest Disclosures for Roads and Maritime Services 2017-18

	Public Interest Disclosures made by public officials performing their day-to-day functions	Public Interest Disclosures made under a statutory or other legal obligation	All other Public Interest Disclosures	Total Public Interest Disclosures 2017-18
Number of public officials who made Public Interest Disclosures directly	6	0	8	14
Number of Public Interest Disclosures received	6	0	10	16
Of Public Interest Disclosures received, number primarily about:				
Corrupt conduct	6	0	10	16
Maladministration	0	0	0	0
Serious and substantial waste	0	0	0	0
Government information contravention	0	0	0	0
Local government pecuniary interest contravention	0	0	0	0

Appendix 10: Privacy Management Plan

In compliance with section 33 of the *Privacy and Personal Information Protection Act 1998* (PPIP Act), Roads and Maritime has a Privacy Management Plan. The plan includes information about the development of policies and practices to ensure compliance by the agency with the requirements of PPIP Act and the *Health Records and Information Privacy Act 2002* (HRIP Act):

- the communication of those policies and practices to persons within Roads and Maritime Services
- the procedures that the agency adopts in relation to any internal review under Part 5 of the PPIP Act and
- other matters as are considered relevant by Roads and Maritime Services in relation to privacy and the protection of personal information held by the agency.

The plan is available on our [website](#).

Questions, compliments or complaints about the management of personal and health information should be initially directed to the Privacy Officer at Transport for NSW, who will direct the inquiry to Roads and Maritime.

Post: The Privacy Officer
Information and Privacy Unit
Transport for NSW
PO Box K659
Haymarket NSW 1240

Phone: 02 8202 3768

Email: privacy@transport.nsw.gov.au

Privacy reviews

During 2017–18, we conducted six internal reviews about conduct relating to the use, disclosure, security, access and/or steps taken to determine the accuracy of personal and/or health information. The internal reviews determined that no breaches had taken place.

Appendix 11: Multicultural policies and services

Roads and Maritime is committed to providing high-quality service and support for the entire community, including those members from diverse cultural, linguistic and religious backgrounds.

Roads and Maritime has collaborated with Transport for NSW on a set of cluster-wide multicultural policies. These policies outline how the Transport cluster will respond to the government's multicultural objectives and incorporate multicultural principles into processes and systems.

Core objectives

Transport for NSW has identified five key objectives to enable us to meet our multicultural commitment:

1. able to confidently use transport services
2. able to equitably access transport services and information
3. satisfied with the quality of communications and cultural sensitivity of transport service and program delivery
4. able to have their views and concerns heard on policy and program development and service delivery
5. embed multicultural activity as a core function of the transport agencies.

Community Language Allowance Scheme

Roads and Maritime has a Community Language Allowance Scheme aimed at encouraging and rewarding frontline employees who use their linguistic skills in service delivery. As part of the Roads and Maritime workforce speaks a language other than English as a first language, the organisation seeks to use this language and cultural diversity to provide a unique opportunity to enhance our multicultural service capabilities.

Interpreter and translator services

Roads and Maritime has a strong commitment to reducing barriers for people from culturally and linguistically diverse backgrounds. Several Roads and Maritime publications are translated into commonly used languages. These publications reflect the visual identity of people from different backgrounds. The Translating and Interpreting Service for non-English speakers is promoted clearly on the transportnsw.info website. Customers can call **131 450** and ask for an interpreter. Roads and Maritime's employee induction includes training on the multicultural values of our customers and the differing needs of our customers. Roads and Maritime also values the skills of employees with cultural and linguistic skills and has a register of employees with linguistic skills to assist in operational and customer service delivery.

Agreements with Multicultural NSW

Roads and Maritime does not have any agreements with Multicultural NSW.

Appendix 12: Disability Action Plan

The Transport for NSW [Disability Inclusion Action Plan 2018-2022](#) outlines practical measures to be taken across the Transport cluster to meet the objectives and principles of the *Disability Inclusion Act 2014* and meet its obligations under the Transport Standards. This plan is part of Transport for NSW's strategy to provide accessibility for all. Its strategic objectives are to:

- deliver barrier-free end-to-end journeys for all customers
- build accessibility into our business processes and systems
- provide accessible planning and cutting edge assistive technology
- ensure people with disability influence the future of transport in NSW
- establish the Transport cluster as an employer of choice for people with disability.

To achieve these objectives, the plan organises 169 actions under the following areas:

- Liveable communities: To provide barrier free end to end journeys for all customers.
- Accessible systems and processes: To build accessibility into our business systems and processes.
- Accessible customer information technology and research: To provide accessible planning and cutting edge assistive technology.
- Inclusive customer service and feedback: To ensure people with disability will influence the future of transport in NSW.
- Inclusive employment: To become an employer of choice for people with disability.

In September 2017, Roads and Maritime launched our [Diversity and Inclusion Plan 2020](#), which included disability as a diversity focus area for the first time. This focus, and the resulting two projects discussed opposite, have helped us progress towards being an inclusive employer.

Improving our data around employees with disability

From 2013, all organisations within the Transport cluster report on the number of staff who identify as having a disability and the number who require workplace adjustments. The base for this data showed very poor response rates. Early in 2018, Roads and Maritime began working with Transport for NSW to improve the quality of this data, with the outcome showing a significant increase in reporting of people with disabilities. In 2017, 47.4 per cent of employees provided disability information through our internal systems. Following a data drive in June 2018, this increased to 52.6 per cent of employees having responded to this question. A secondary question in the new system addresses employees requiring a workplace adjustment. Previously, very few employees had responded to this question. This data drive was designed to better promote the availability of workplace adjustments and the relevant policy, resulting in an additional 13 employees (0.2 per cent) initiating a discussion for a workplace adjustment.

Creating a flexible and agile workforce

To support the needs of staff with disability and staff who are carers of people with disability, Roads and Maritime promote inclusive workplace practices. Through online articles, newsletters and a suite of training for managers and employees, we have increased employee capability and awareness.

Activity based work (ABW) areas provide improved accessibility as well as height-adjustable desks to accommodate employees with mobility and sit/stand requirements. We have continued to increase the number of ABW areas, with six locations now across the Hunter, Sydney and South West regions. These accommodate more than 1,650 (38 per cent) of Roads and Maritime employees.

Appendix 13: Waterways Fund

Financial overview

Roads and Maritime administers the Waterways Fund, which was established under section 42 of the *Ports and Maritime Administration Act 1995*.

It accounts for all [revenues and expenditures](#) associated with the boating safety, maritime property management, and infrastructure functions delivered in accordance with NSW marine legislation. Approval of expenditure drawn from the Waterways Fund aligns with the approval process for project funding across the Transport cluster.

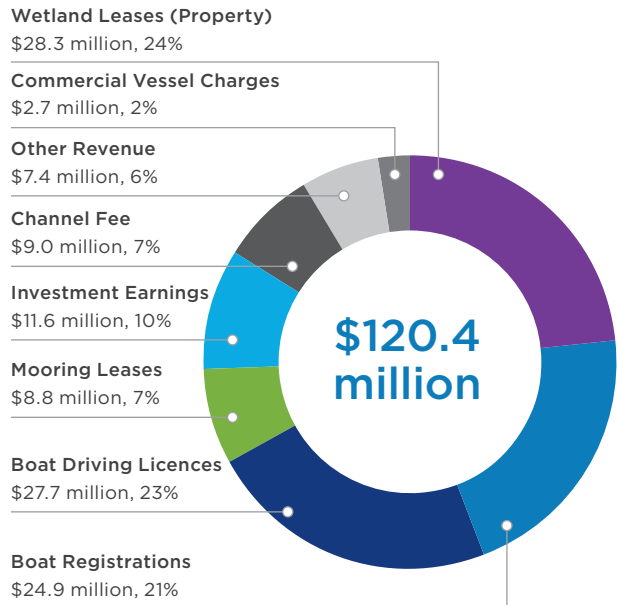
The fund is subject to financial controls and monitoring to ensure it receives all revenue payable to it and that expenses met by the fund are consistent with the governing legislation. The main sources of revenue are from maritime property, boat driver licensing, vessel registrations, mooring fees and commercial vessel fees for National Certificates of Survey, Operation and Competency.

The operating and capital costs of the fund are incurred in delivering safety, education and compliance services to the boating public, and improved maritime infrastructure.

During 2017-18, Transport for NSW provided the maritime and boating strategic policy agenda and Roads and Maritime delivered safety and education services and programs.

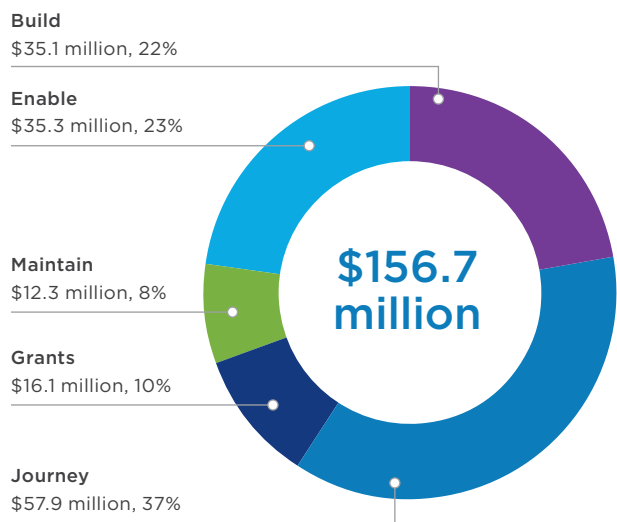
Information relating to the Waterways Fund is aggregated in Volume 2 financial statements of this report. The following provides summary information on Waterways Fund revenue and expenditure.

Figure 14: Waterways Fund revenue 2017-18



Expenditure

Figure 15: Waterways Fund expenditure 2017-18



Building works and infrastructure upgrades

The Sydney Harbour [Wharves Upgrade Program](#) continued in 2017-18, at a cost of \$28.3 million. An additional \$6.8 million included the [Elizabeth Bay Marina](#) redevelopment, [Stockton Harbour](#) redevelopment and Woollooware Bay. Other minor works brought the total to \$35.1 million.

Journey management and operations

Journey management represents the largest portion of Waterways Fund expenditure (Figure 15). It includes the operations of the Maritime Division, which are focused on core boating safety, education and compliance, mooring and aquatic event management, marine pollution preparedness and response, commercial vessel survey and certification functions, and broader Roads and Maritime customer service (\$50.1 million).

Journey management expenditure also includes functions delivered by Transport for NSW's Freight, Strategy and Planning Division (\$7.8 million). This division delivers port safety management and marine pollution strategic capability and policy functions for the State.

Asset maintenance

Roads and Maritime maintains maritime assets including property, wharves and navigation aids to benefit our customers and the users of the ferry network. In addition, we maintain the patrol vessel fleet, which is instrumental for boating safety. The total maintenance investment over 2017-18 was \$12.3 million.

Enabling functions and property

Enabling functions support every part of the agency, including those connected to the property portfolio and information management and technology. In 2017-18, direct expenditure (Figure 15) comprised:

- \$20.8 million on administration and management of the maritime property portfolio, which is valued at more than \$1 billion and includes the beds of Sydney Harbour, Port Botany, Port Kembla and Port of Newcastle, as well as some adjoining lands
- \$4.5 million on administration and management of customer support services
- \$2.5 million on vessel procurement and equipment
- \$2.4 million to support delivery of boat driver, aquatic and mooring licence and vessel registrations via the Government Licensing Service
- \$2.3 million contribution to the development of a Joint Agency Marine operations centre in Tweed Heads
- \$1.9 million for software application development to provide customers with online access and live remote access to customer details for boating safety compliance and governance
- \$0.9 million for other minor works.

Marine and boating grants

We provide grants to support recreational boating infrastructure, safe navigation and volunteer marine rescue services. Grants of \$16.1 million, paid in 2017-18, included:

- \$11.2 million for the [NSW Boating Now Program](#)
- \$2 million for dredging activities
- \$1.7 million to Marine Rescue NSW to support its operations
- \$1.2 million to the Australian Maritime Safety Authority.

We also collected a contribution on behalf of Marine Rescue NSW as part of boat licences and vessel registrations. In 2017-18, we forwarded \$6.2 million to the Ministry of Police and Emergency Services for the funding of Marine Rescue NSW.

Appendix 14: Land disposal

Roads and Maritime owns property for operational and infrastructure purposes. We also acquire property for the construction of road and maritime assets. Properties that are surplus to requirements are disposed of in accordance with NSW Government policy. We use proceeds from property sales to support road safety initiatives and support and improve the State's road and maritime infrastructure.

In 2017-18, we brought contracts to account for the sale of 62 properties for a total value of \$23.77 million (exclusive of GST). Of these, 16 properties were valued at more than \$500,000 each, totaling to a value of \$19.67 million.

The properties listed in Table 41 were offered for sale by a publicly contestable process (public auction, public tender or a call for expressions of interest).

No properties were sold to people with a family or business connection to the person responsible for approving the disposal. Access to documents relating to the disposal of properties is available under the *Government Information (Public Access) Act 2009*.

Table 41: Major land disposals in 2017-18

Property	Total (\$'m)
Barton Dr, Kiama Downs	2.65
113 Fox Valley Rd, Wahroonga	1.85
15 Cyrus Ave, Wahroonga	1.78
19 Valda St, Arncliffe	1.73
8 Unwin St, Earlwood	1.53
39 Woodvale Ave, Epping	1.41
20 Cyrus Ave, Wahroonga	1.35
37 Woodvale Ave, North Epping	1.13
77 Devon St, North Epping	1.12
Phillips Ave, Gwynneville	1.00
386 The Entrance Rd, Erina Heights	0.80
13 Kangaroo Valley Rd, Berry ³⁴	0.78
29-35 Sydney Rd, Kelso	0.68
422 The Entrance Rd, Erina Heights	0.67
396 The Entrance Rd, Erina Heights	0.61
388 The Entrance Rd, Erina Heights	0.58

³⁴ 13 Kangaroo Valley Rd Berry was compulsorily acquired by agreement at market value from Roads and Maritime by the Health Administration Corporation for the purposes of the *Health Administration Act 1982*.

Appendix 15: Accounts payment and grants

Funds granted to non-government community organisations

Table 42: Funds granted to non-government community organisations from 1 July 2017 to 30 June 2018

Grant recipient	Grant	Program area	Project description	Target audience
NSW Wildlife Council	\$25,000	Biodiversity	Support for wildlife carers who help native fauna injured on roads	Regional communities Conservation groups
Sailability NSW Inc. (Port Macquarie Branch)	\$81,138	Boating Now	Improved disabled boating access at McInherney Park, Port Macquarie	Recreational boating community
Sydney Flying Squadron	\$62,161	Boating Now	Investigations to improve non-powered boating access at Milson Park, Kirribilli	Recreational boating community
Wentworth Angling Club	\$52,500	Boating Now	Fort Courage boat ramp repairs	Recreational boating community
Top Lake Subsets Pty Ltd	\$39,528	Boating Now	Improve disabled access by upgrading existing jetty and installing crane at Top Lake, Merimbula	Recreational boating community
Woollahra Sailing Club	\$33,063	Boating Now	Investigations to improve non-powered Boating Access at Rose Bay	Recreational boating community
Manning Park Amateur Sailing Club Inc.	\$8,297	Boating Now	Extend Manning Park Amateur Sailing Club jetty and install pontoon	Recreational boating community
New Italy Museum Inc	\$12,199	Driver Reviver Program	Driver reviver	Community and Road users
Wonnarua Aboriginal Corporation	\$1,020	Bicycle Promotions/ Active Transport	Bike week	Schools and Aboriginal Community
Johns River Community Hall & Reserve Trust	\$35,608	Rest Areas	Contribution towards upgraded picnic area and toilet facilities in Johns River reserve, which is now signposted as a rest area, for Pacific Highway users	Road users

Payments to consultants

The following tables outline the amounts paid to consultants in 2017-18.

The NSW Government defines a consultant as a person or organisation 'engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management'.

Table 43: Payments to consultants

Consultant	Category	Project	Cost
Contracts of \$50,000 or more			
Ernst & Young	Organisational review	Strategic consultancy for ICT Scheme	\$399,450
The Boston Consulting Group Pty Limited	Organisational review	Roads and Maritime Value Chain Analysis and Opex Benchmarking	\$1,810,111
Total			\$2,209,561
Contracts less than \$50,000			
One contract	Compliance and Regulatory Services	Specialist advice on rider training programs	\$28,454
Total expenditure for 2017-18			\$2,238,016

Accounts payment performance

Payment of accounts for goods and services

In 2017-18, Roads and Maritime Services settled 95 per cent of supplier accounts on time.

Accounts due or paid within each quarter

Table 44: Accounts due or paid within each quarter

Measure	September	December	March	June
All suppliers				
Number of accounts due for payment	25,337	22,612	20,163	26,284
Number of accounts paid on time	24,249	21,733	18,728	24,665
Actual percentage of accounts paid on time (based on number of accounts)	95.7%	96.1%	92.9%	93.8%
Dollar amount of accounts due for payment (\$'000)	\$1,790,686	\$1,714,806	\$1,502,248	\$1,871,755
Dollar amount of accounts paid on time (\$'000)	\$1,693,865	\$1,630,112	\$1,255,684	\$1,340,722
Actual percentage of accounts paid on time (based on \$)	94.6%	95.1%	83.6%	71.6%
Number of payments for interest on overdue accounts	-	-	1	-
Interest paid on overdue accounts (\$'000)	-	-	\$0	-
Small business suppliers				
Number of accounts due for payment to small businesses	523	388	202	287
Number of accounts due to small businesses paid on time	523	386	200	287
Actual percentage of small business accounts paid on time (based on number of accounts)	100%	99.5%	99.0%	100%
Dollar amount of accounts due for payment to small businesses (\$'000)	\$3,166	\$3,175	\$1,583	\$2,000
Dollar amount of accounts due to small businesses paid on time (\$'000)	\$3,166	\$3,154	\$1,558	\$2,000
Actual percentage of small business accounts paid on time (based on \$)	100%	99.3%	98.4%	100%
Number of payments to small business for interest on overdue accounts	-	-	1	-
Interest paid to small businesses on overdue accounts (\$'000) ³⁵	-	-	\$0	-

³⁵ Rounded to zero as amount is less than \$500.

Aged analysis at the end of each quarter

Table 45: Accounts payment analysis by quarter

Quarter	Current (that is within due date)	Less than 30 days overdue	Between 30 and 60 days overdue	Between 61 and 90 days overdue	More than 90 days overdue
All suppliers (net of advances) (\$'000)					
September	-\$27,276	-\$4,253	-\$2,844	\$19,908	-\$1,171
December	-\$32,398	-\$4,865	-\$1,943	-\$505	\$10,326
March	-\$49,983	-\$29,252	-\$228	\$2	\$7,535
June	-\$65,823	-\$14,511	-\$2,901	\$464	\$3,700
Advances (\$'000)					
September	\$25,518	\$297	-	\$3,001	\$7,489
December	\$69,673	\$13,225	-	\$5,105	\$11,022
March	\$89,289	\$28,749	\$3,438	-	\$22,213
June	\$83,027	\$1,581	\$3,697	\$2,176	\$51,455
Small business suppliers (\$'000)					
September	-\$210	-\$1	-	-	-
December	-\$169	-\$1	-\$5	-	-
March	-\$146	-	-	-	\$8
June	-\$671	-\$3	-	-	-

Index

A-B

Aboriginal cultural heritage 87
 Aboriginal Participation in Construction policy 84
 Aboriginal Procurement Policy 84
 Aboriginal road safety 65
 Access to government information 152-154
 Accounts payment and grants 171-173
 Active Transport Program 20, 64
 Advisory Committee on Tunnel Air Quality 73
 Asset condition and performance 25
 Asset Maintenance 29, 169
 Asset Management Plan 24
 Awards and movements in salaries and wages 114
 Batemans Bay Bridge 87, 88, 92, 144
 Behavioural Road Safety Program 57
 Biodiversity 77, 79-83, 171
 Black Spot Program 57
 Boat licences 67, 146-147, 169
 Boating fatalities 56, 146
 Boating Now Program 64, 66, 169
 Boating safety and education 58
 Bridges for the Bush Program 38, 145
 Budgets, see Volume 2
 Bus Priority Infrastructure Program 62, 79, 139

C-D

Carbon and greenhouse gas emission reduction 85
 Central Coast roads 40-41, 141
 Chief Executive 3, 99, 100, 126, 131, 133, 136, 155
 Chief Financial Officer 28-29, 101, 126-127
 Chief of Staff. 101
 Child Car Seat Check programs 57
 Clearways Program 60, 139
 Customer groups 18
 Community engagement 19, 46, 105
 Compliance and regulation 122
 Committees 126-127

- Asset Management Committee 126-127
- Audit and Risk Committee 126-127, 128, 132-133
- Engineering and Design Committee 126-127
- Executive Committee 126, 128
- Heritage Committee 88
- Peak Consultative Committee 114

 Community Language Allowance Scheme 166
 Community Road Safety Fund 65
 Consultants 171
 Controlled entities, see Volume 2
 Corporate governance 124-133
 Corporate Plan 2018-2021 92-93

Corruption prevention 129, 163-164
 Customer Charter 18-19
 Customer groups 18
 Customer satisfaction 6
 Community enquiries and complaints 136
 Digital information security policy attestation statement 131
 Disability Action Plan 167
 Diversity and Inclusion Plan 110-111, 112, 167
 Diversity measures 109
 Driver Licences 129, 147-148
 Driver Licensing Access Program 64-65
 Driver, vehicle and maritime statistics 146-149

E-F

Easing congestion in Sydney 60, 139
 Employees 107
 Environmental Impact Statements 19, 79
 Environmental performance 70-83
 Environment Protection and Biodiversity Conservation Act bilateral agreement 82
 Environmental Sustainability Strategy 78
 Executives 100-105
 Expenditure 29
 F6 Extension 42, 47, 104, 139
 Flexible working 107
 Flora and fauna management 76-77
 Funding 28

G-H

Governance Framework 126-127
 Heavy vehicle chain of responsibility 119, 120, 128
 Number of licences 146-148
 Heritage 40, 52, 87-89, 153
 Heritage and Conservation register 87
 Hunter and Central Coast Roads 40-41

I-J

Incident management 118, 121, 128
 Industrial and workplace relations 114
 Industry engagement 20
 Insurance 130
 Internal audit and risk management attestation statement 132-133
 Investment performance, see Volume 2

K-L

King Georges Road interchange upgrade 42-43
 Land disposal 170
 Legal change 156-162
 Lignum Creek Bridge replacement 38

M-N

M1 Productivity Package 40
M4 Smart Motorway 32, 50-51, 92, 128, 139
Major infrastructure projects 6, 102, 138-145
Major Projects Forum 20
Marine and boating grants 169
Marine pollution response 74-75
Maritime Safety Plan 2017-2021 58
Motorways 42-47
Multicultural Policies and Services 166
National Heavy Vehicle Regulator 20, 103, 128
Network Fatal Risks Program 120
Noise Abatement Program 72
NorthConnex 32, 42, 44-45, 97, 139
NorthConnex Training Hub 45
Northern Beaches B-Line Program 62
NSW Centre for Maritime Safety 58
NSW Road Safety Partnership 57
NSW Road Safety Strategy 57, 65

O-P

Ombudsman enquiries 136
OneRMS 98, 107, 112
Organisational structure 98-99
Overseas travel 155
Pacific Highway upgrade 32-33, 34-36, 79-83, 97, 123, 143

- Coffs Harbour bypass 36, 82, 92, 143
- Halfway Creek to Glenugie 34-35
- Kundabung to Kempsey 34-35, 143
- Oxley Highway to Kundabung 33, 34-35, 143
- Warrell Creek to Nambucca Heads 34-36, 143
- Woolgoolga to Ballina 34, 36, 83, 123, 143, 151
- Woolgoolga to Halfway Creek 34-35

People Plant and Proximity Technology Trial 123
People Matter Employee Survey 109
Phillip Hughes Bridge 36
Pinch Point Programs 61
Premier's Priorities 16
Princes Highway upgrade 37, 82, 144

- Burrill Lake Bridge 37, 144
- Foxground to Berry bypass 37, 144
- New bridge over the Shoalhaven River at Nowra 37, 144

Privacy Management Plan 165
Project SafeR 122
Public Interest Disclosures 163-164

R-S

Riverina Highway 38-39, 145
Registrations 146, 149, 168-169

Report of contracts with private sector entities 163
Research and development 150-151
Review of Environmental Factors 79, 81
Roads and Maritime People Plan 2021 112
Road infrastructure 20, 24, 34-35, 48
Road fatalities 56
Road pavement health index 25
Safety Programs 17, 105, 120
Safety Risk Information Management System 121
Safer Roads Program 57
Schofields Road upgrade 33, 48
Senior Executive remuneration 106
Service NSW 17, 20-21, 67, 88, 109, 128
Social Procurement Strategy 84
Southern Toll Plaza Precinct upgrade 53
Sportsmans Creek Bridge 38, 145
State significant infrastructure projects 79
State Priorities 16
Strategic assessment approval 80
Sustainability performance 78, 84-84
Sydney Clearways Strategy 60
Sydney Gateway 42-43, 46-47, 139
Sydney Harbour Bridge 46, 52-53, 84, 88, 96-97
Sydney Harbour cleaning program 73
Sydney Harbour ferry wharf upgrades 54

T-V

Timber Truss Bridge Conservation Strategy 89
The Northern Road Training and Employment Hub 49
Vehicle registrations 149

W-Z

Warringah Freeway upgrade 42, 46
Waste reduction 86
Waterways Fund 168-169
Wayfinding 41, 42
WestConnex 32, 42-43, 46, 79, 88, 97, 139, 150, 162

- King Georges Road interchange 42-43
- M4-M5 Link 42-43, 79, 104
- New M4 Tunnels 42-43
- New M4 Widening 42-43
- New M5 42-43, 47
- Rozelle interchange and Iron Cove Link 42-43

Western Sydney Infrastructure Plan 32, 48-49
Western Harbour Tunnel and Beaches Link 42, 46, 139
Wharf upgrade program 54
Work health and safety performance 118-119
Workforce diversity 109-111
Working Near Traffic Program 120, 128

Contact details

General inquiries

13 22 13

(7am – 7pm Monday to Friday)

Traffic inquiries

13 27 01 (24 hours)

To report traffic conditions, incidents and signal faults:

Transport Management Centre
13 70 00 (24 hours)

Maritime Contact Centre

13 12 36

International callers (outside Australia)

+61 2 9132 2115

(8.30am – 5pm Monday to Friday,
and Sat and Sun 8.30am to 4.30pm AEST)

National Relay Service

TTY (Teletypewriter service for hearing and speech-impaired customers): 13 36 77

Speak and Listen users: 1300 555 727

Head office

20–44 Ennis Road Milsons Point 2061

Locked Bag 928, North Sydney 2059

Tel: 131 782

DX 10516

Maritime head office

33 James Craig Road, Rozelle 2039

Locked Bag 5100 Camperdown 1450

Sydney Region

27–31 Argyle Street, Parramatta 2150

PO Box 973, Parramatta CBD 2124

Tel: 131 782

DX 28555 Parramatta

Hunter Region

266 King Street, Newcastle 2300

Locked Bag 2030 Newcastle 2300

Tel: 131 782

DX 7813 Newcastle

Northern Region

76 Victoria Street, Grafton 2460

PO Box 576, Grafton 2460

Tel: 131 782

DX 7610 Grafton

Southern Region

Level 4, 90 Crown Street, Wollongong 2500

PO Box 477, Wollongong 2500

Tel: 131 782

DX 5178 Wollongong

South West Region

193–195 Morgan St, Wagga Wagga 2650

PO Box 484, Wagga Wagga 2650

Tel: 131 782

DX 5407 Wagga Wagga

Western Region

51–55 Currajong Street, Parkes 2870

PO Box 334, Parkes 2870

Tel: 131 782

DX 20256 Parkes

www.rms.nsw.gov.au

To minimise environmental and financial impacts, Roads and Maritime only produces hard copies of its annual report for Parliament. The report is available on the Roads and Maritime website at www.rms.nsw.gov.au/about/corporate-publications.

External design services were used to ensure the annual report would comply with the Web Content Accessibility Guidelines (WCAG). The total external costs associated with producing the PDF version of the report were approximately \$22,000, including design layout and proof-reading.



Boats moored in Currambene Creek, Huskisson in Jervis Bay.
Photo credit: Dee Kramer.



Roads and Maritime Services

Locked Bag 928
North Sydney NSW 2059
rms.nsw.gov.au

© Roads and Maritime Services

Users are welcome to copy, reproduce and distribute the information contained in this report for non commercial purposes only, provided acknowledgement is given to Roads and Maritime Services as the source.

RMS 18.1058
ISSN: 2201-1269