Roads and Maritime Services
Motorways
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Photos on pages 8, 10 and 15 courtesy of Sydney Motorway Corporation.
The NSW Government is continuing its record levels of investment with more than $51.2 billion on roads and public transport projects as part of our integrated transport solution.

This is a pivotal time for NSW as we continue to invest to deliver safer roads, more public transport, reduce congestion and provide greater economic benefits for the communities we work in. This will help to create a more connected Sydney and facilitate easier and faster travel to regional NSW.

The planned key road projects in Western and South Western Sydney including Bringelly Road, The Northern Road and the future M12 Motorway are clear examples of how we are investing $2.6 billion to boost the economy, support jobs and connect Sydney’s residents.

Meanwhile, the upgrades set to take place at major intersections across Sydney, will substantially reduce journey time and improve safety, which is paramount to making our customer journeys more efficient. These investments, like the $300 million Gateway to the South Pinch Point Program, will enable people to spend less time travelling and more time at home with their families.

The NSW Government is also reducing travel times on main arterial routes through widening roads such as King Georges Road, Henry Lawson Drive and Heathcote Road, as well as improving traffic flow on the M4 from Parramatta through to the Blue Mountains with the M4 Smart Motorway upgrade.

While we tackle issues like congestion through improvements to our road network we are also supporting local communities through a legacy of jobs and highly trained workers.

With this historic investment in infrastructure, it’s critical a pipeline of skilled people is created to supply current projects while leaving a legacy of capable workers ready to tackle future projects. These jobs will support our communities to ensure there are economic benefits in everything that we do, with both regional and urban areas able to reap the benefits of our investment to make NSW a better place to live and work.

With population growth predicted to continue to rise, our roads and waterways need to be ready to meet this increased demand.

We are honoured to be leading the improvements we are delivering to provide a safer and more efficient commute on our roads and waterways, and infrastructure to facilitate better living conditions for the people of NSW.

The upgrades that are set to take place will substantially reduce journey time and improve safety, which is paramount to making customer journeys more efficient.

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

The Hon. Andrew Constance MP
Minister for Transport and Infrastructure,

The Hon. Stuart Ayres MP
Minister for Western Sydney, Minister for WestConnex, Minister for Sport

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

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Minister for Transport and Infrastructure

The Hon. Stuart Ayres
Minister for Western Sydney, Minister for WestConnex, Minister for Sport
Message from Camilla Drover
Executive Director, Motorways

Our vision is to create a faster, easier and safer and more reliable network which facilitates connections to public transport hubs and returns local roads to local communities.

NSW is in the midst of a historic investment in roads infrastructure. We are preparing for a Greater Sydney Region where people can access the jobs, education and services they need within 30 minutes by vehicle, public and active transport.

In 2018/19 alone $7.5 billion was allocated in the NSW Budget to road projects. Combined with private investment funds, that’s over $10 billion allocated to help future proof our state. Looking forward the NSW Government will invest more than $51.2 billion on roads and public transport projects as part of their integrated transport solution, Future Transport Strategy 2056.

In Motorways we see our role as completing and getting more capacity and efficiency out of the Sydney Motorway Network, while ensuring seamless integration with the arterial network.

We’re working to close critical gaps, making it possible for motorists, public transport and freight to cross Sydney, bypassing the CBD, avoiding dozens of traffic lights and reducing travel times.

Our vision is to create a faster, easier and safer and more reliable network which facilitates connections to public transport hubs and returns local roads to local communities.

We have seen a first glimpse of what’s to come with the Widened New M4 open to traffic. The New M4 Tunnels open in 2019, with NorthConnex and the New M5 also entering the final stages of construction over the coming years.

And we are changing the game with our approach to projects in planning. The M4-M5 Rozelle Interchange and Iron Cove Link tender has seen the introduction of a Collaborative Contractor Client procurement model, creating a new form of interaction, trust and innovation. We will be looking for similar collaboration and innovative partnerships as we procure the F6 Extension Stage 1, Western Harbour Tunnel Beaches Link, the Warringah Freeway Upgrade and Sydney Gateway.

Evolving the way we work with the private sector to deliver, and manage motorways will lead to better outcomes for the people of New South Wales. Similarly we are actively working with the retail e-tolling business to review the challenges that we may face in the future and how we can best improve ease of use for our customers.

We are looking to the best minds and partners to join us on this journey, building one of the most complex and integrated motorway networks in the world.

Please take the time to familiarise yourself with the information contained in this brochure and contact us for more information.

Camilla Drover
Executive Director, Motorways Division
Roads and Maritime Services

Roads and Maritime Services, as part of the Transport cluster, exists to make NSW a better place to live. The agency works to enable safe, efficient and reliable journeys on road and maritime networks, connecting people, economic opportunities and vibrant, liveable communities by delivering on NSW Government transport system priorities.

Roads and Maritime customer groups
Who we deliver services to

Regional and freight road users
Sydney road users

Roads and Maritime Core Services
What we deliver to customers

Safe and reliable road and maritime journeys

Integration across

1
Increase customer value

2
Get more out of the network

3
Keep safety at the heart

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

Enablers
How we will use supporting capabilities to deliver these priorities

Capable people. Great culture. Strong values.

Innovation in technology
Strategic priorities

Outlined in the 2018–2021 Roads and Maritime Corporate Plan, the following six strategic priorities capture the agency's commitment to the Government and to the people of NSW over the next four years.

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<th>Maritime network users</th>
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1. Integration across the transport cluster
2. Increase customer value
3. Get more out of the network
4. Keep safety at the heart
5. Respect our community and the environment
6. Deliver the Government's program
7. Partner to improve services

Access to road and maritime transport

Cross the transport cluster

4. Respect our community and the environment
5. Deliver the Government's program
6. Partner to improve services

Technically excellent, ready for the future, diverse, and reflective of the community we serve

Supporting delivery of business plans
Who we serve

The OneRMS operating model places our customers at the centre of everything we do and ensures we have clear accountabilities and deliver value for every dollar that we spend. Our structure is made up of five customer-focused divisions and four support-focused divisions. Each division is aligned to focus on customer needs, to deliver better customer outcomes sustainably.

Customers at the heart of everything we do

Industry trends continue to create opportunities for us to improve what we do for customers:

- **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.
Motorways

**Purpose**

We manage Sydney’s motorways network end to end
The Motorways division oversees the development, delivery and operations of motorways and tollways with valued partners

**Vision**

To create a faster, easier, safer and more reliable motorways network – whether travelling by private vehicle or public transport

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**Who we are**

The purpose of the Motorways Division is to manage Sydney’s motorway network end to end – from development and delivery through to the ongoing operations and maintenance of motorways and tollways with our valued partners.

**What we do**

Our vision is to create a faster, safer, easier and more reliable motorways network – whether travelling by private vehicle or public transport. To deliver on that vision we are organised around three key branches:

- Our project teams have responsibility for the delivery of new motorways to meet Sydney’s future transport needs – from project design, consultation, and planning through to procurement and construction.

- Our Motorways Partnerships (network management) branch manages the operations phase for our motorway concessions, ensuring the safety and availability of these motorways for about 250 million toll paying customer trips each year, in partnership with our concessionaires.

Our commitment is not only to create an integrated motorways network but also to ensure seamless integration with the wider Sydney arterial network to create free flowing, reliable, safe and quality journeys with ease of payment options and way finding that meets our customers’ needs today and into the future.

To achieve this we:

- manage the planning, design, build and maintenance operations of our motorways networks to meet customer needs and improve overall satisfaction
- keep customers informed about our activities, minimising network disruptions and enabling efficient reliable journeys
- respectfully engage with communities at all stages of our work
- integrate motorways networks with the broader transport system including arterial roads and public transport.
Motorway’s strategic priorities

**Increase customer value**

*Drive* strategic decision making guided by consideration of place, needs, purpose and the broader transport network

*Develop* a world-class tolling business which is customer centric, efficient and supports interoperability

**Keep safety at the heart**

*Keep* our customers, people and industry partners safe

**Get more out of the network**

*Develop* tools and systems to manage Sydney’s motorways as an integrated network, optimising safety, efficiency, capacity and integration with the Sydney road network

*Investigate* opportunities to get more capacity and efficiency out of the motorway network
Deliver the Government’s program

Deliver in line with commitments

Implement value for money mechanisms for procurement and operations of the network

Partner to improve services

Work proactively with our stakeholders to maximise value from our partnerships

Respect our community and environment

Understand the needs of the community in the planning and delivery of motorways with proactive engagement throughout design, construction and operations
We are in the middle of a historic investment in Motorways infrastructure... to prepare for the Sydney of the future
## Our project portfolio

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Parramatta Road, Sydney
Motorways project portfolio

In delivery

**NorthConnex**

NorthConnex is a nine kilometre tunnel that will link the M1 Pacific Motorway at Wahroonga to the Hills M2 Motorway at West Pennant Hills, removing around 5,000 trucks off Pennant Hills Road. (Delivery by NorthConnex Company)

**WestConnex New M5**

Duplicating the M5 East from King Georges Road Interchange at Beverly Hills with twin motorway tunnels from Kingsgrove to a new interchange at St Peters. (Delivery by Sydney Motorway Corporation)

**WestConnex New M4 tunnels**

Extending the M4 Motorway in tunnels between Homebush and Haberfield via Concord. (Delivery by Sydney Motorway Corporation)

**M4–MS Link Tunnels**

An underground connection between the New M4 at Haberfield and the new M5 at the St Peters Interchange. (Delivered by the Sydney Motorway Corporation)

In procurement

**M4–MS Link Rozelle Interchange & Iron Cove Link**

A motorway interchange at the former Rozelle Rail Yards, including connections to the City West Link and the Anzac Bridge. A toll free underground link between Iron Cove Link and the Rozelle interchange will also be built. (Delivery by Roads and Maritime Services)

In development

**Sydney Gateway**

Sydney Gateway will provide a new alternative route to improve connections and reduce travel times to Sydney airport terminals, Port Botany and key distribution centres. The program will also duplicate the Port Botany Rail Line between Botany and Mascot.

**F6 Extension Stage 1**

Tunnels linking the New M5 Motorway at Arncliffe to President Avenue at Kogarah. Tunnel stubs for a future connection south to extend the F6 Extension.

**Western Harbour Tunnel**

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.

**Warringah Freeway Upgrade**

Upgrade Australia’s busiest road between the Sydney Harbour Bridge and Naremburn. Free-flowing continuous bus lane southbound from Miller Street to Sydney Harbour Bridge.

**Beaches Link**

Beaches Link tunnel will connect to the Warringah Freeway, cross under Middle Harbour connecting the Burnt Bridge Creek Deviation at Balgowlah. The Wakehurst Parkway would be upgraded to two lanes each way between Seaforth and Frenchs Forest.

Recently completed

**WestConnex New M4 Widening**

Widening the existing M4 Motorway from Parramatta to Homebush from three to four lanes in each direction. Open to traffic in July 2017. (Delivery by Sydney Motorway Corporation)

Motorways Division manages Sydney’s motorway networks end to end, overseeing development, delivery and operations of motorways and tollways.

Our vision is to create a world-class motorway network which provides customers with easy, reliable, safety and efficient journey – by private vehicle or transport.
Locations shown on map are a guide only.
Drawing not to scale.
NorthConnex

NorthConnex is a nine kilometre twin tunnel linking the M1 Pacific Motorway at Wahroonga to the Hills M2 Motorway at West Pennant Hills.

The NorthConnex Motorway will include interchanges to the north and south to accommodate connections at either end of the project. Once complete it will link Sydney’s north to the Orbital network and form part of the National Land Transport Network.

The twin tunnels are being built with a height clearance of 5.3 metres to help avoid over height incidents. NorthConnex is being built with a future capacity of three lanes, but will initially operate with two lanes and a breakdown lane in each direction.

Integration work along the Hills M2 motorway is complete. The third westbound lane from Pennant Hills Road to the Windsor Road interchange opened in May 2018 - one month ahead of schedule, following the reopening of the westbound bus lane in February 2018.

**Design and Construct Contractor:**
Lendlease Bouygues Joint Venture

**Save**
**motorists**
**15 minutes travel time**

**Remove**
**5000 trucks**
off Pennant Hills Road

**Bypass**
**21 Sets of traffic lights**
on Pennant Hills Road

**Newcastle to Melbourne without**
a single set of traffic lights
WestConnex

WestConnex supports Sydney’s long term economic growth with improved motorway access and connections to Western Sydney and key employment hubs across Sydney.

In delivery

**New M4 Tunnels – open early 2019**
Extending the M4 in twin underground tunnels between Homebush and Haberfield via Concord. It will connect to the new widened New M4 in the west and to City West Link and Parramatta Road at Haberfield in the east.

**Design and Construct Contractor:** CPB Contractors, Samsung C&T Corporation and John Holland Joint Venture

**Operations and Maintenance Contractor:** Fulton Hogan and Egis Joint Venture

**M4-M5 Link tunnels – open 2023**
M4-M5 Link tunnels will connect the New M4 and New M5 motorways. The twin tunnels will be around 7.5 kilometres long and able to accommodate up to four lanes of traffic in each direction.

**Design and Construct Contractor:** Lendlease Samsung Bouygues Joint Venture

**Operations and Maintenance Contractor:** Fulton Hogan and Egis Joint Venture

**New M5 – open 2020**
Providing 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.

**Design and Construct Contractor:** CPB Contractors, Dragados and Samsung Joint Venture

**Operations and Maintenance Contractor:** Fulton Hogan and Egis Joint Venture

In procurement

**M4-M5 Link Rozelle Interchange and Iron Cove Link – open late 2023**
A new underground 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. This project also provides a future connection to the Western Harbour Tunnel.
Western Harbour Tunnel and Beaches Link

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 program will provide wide ranging benefits to the Northern Beaches, North Shore and Sydney CBD as well as Sydney more broadly by providing new connections into the Sydney motorway network, and unlock new levels of access to jobs, recreation and services, including health and education across, Sydney.

It will change the way people move around Sydney and for the first time provide a direct motorway link between the Northern Beaches and the rest of Sydney – meaning people will less time in traffic and more time for their daily lives.

The program includes:

- **Western Harbour Tunnel** – a new bypass of the Sydney CBD, the Anzac Bridge, the Harbour Tunnel and Sydney Harbour Bridge. The 6.5km twin tunnels will link Rozelle to the Warringah Freeway with three lanes in each direction.

- **Beaches Link** – the 7.2km twin tunnels from Northern Beaches, under Middle Harbour and connecting with Warringah and Gore Hill Freeways. It will bypass 19 sets of traffic lights from The Spit to Falcon Street, North Sydney with three lanes in each direction.

- **Warringah Freeway upgrade** – upgrade to streamline the freeway, reduce merging and provide connections to the new tunnels.
F6 Extension Stage 1

The F6 Extension Stage 1 will provide a motorway connection between the New M5 Motorway at Arncliffe and Presidents Avenue at Kogarah.

The existing F6 corridor was reserved in the early 1950s to meet the future needs of the growing populations of southern Sydney and the Illawarra.

The proposed F6 Extension will provide a motorway connection between the WestConnex New M5 Motorway at Arncliffe and the M1 Princes Motorway at Loftus in Sydney’s south.

The F6 Extension Stage 1 will be the first stage in completing the missing link from southern Sydney to the wider motorway network. 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.

The F6 Extension Stage 1 will ease congestion, meaning less time in traffic and faster trips to the CBD and across Greater Sydney.

It will contribute to a more accessible, more liveable and productive Greater Sydney.
Sydney Gateway

Sydney Airport and Port Botany are critical international gateways helping to move people and goods around New South Wales. Together they are set to grow significantly over the next 20 years.

Supporting this growth requires efficient connections to the city and Sydney’s other major hubs and freight terminals. Part of the solution is Sydney Gateway.

Sydney Gateway will provide an alternative route to enhance connections and reduce travel times to Sydney’s ports. It will also provide improved access to all airport terminals and help cater for increased rail freight, which will reduce congestion on roads around the precinct.

Sydney Gateway includes two key projects:

1. **Road:** A new alternative route to the domestic and international airport terminals from the motorway network at St Peters Interchange.

2. **Rail:** Duplicate a three-kilometre section of the Port Botany freight rail line to increase capacity and improve service reliability. This project will be delivered by Australian Rail Track Corporation (ARTC).

Together these projects effectively extend the M4 corridor to Port Botany and increase capacity on the M5 corridor, better connecting Port Botany and freight precincts in Western Sydney.

Motorists will have greater choice in how they access and bypass Sydney Airport through an elevated route along Qantas Drive. Sydney Gateway will complement future upgrades taking place in the airport precinct.
Roads and Maritime Services panels and schemes

1. The National Prequalification Scheme

Contractors wishing to tender for road and bridge construction contracts with Roads and Maritime Services must be prequalified under the National Prequalification Scheme. All Australian states and territories are participants in the National Prequalification Scheme. Contractors seek prequalification in the state or territory in which they are based but can apply for mutual recognition with other jurisdictions.

Contractors are prequalified on a three year basis and prequalification is based on past performance and technical capacity, resources, financial capacity and management systems. Prequalification is also awarded for specified financial levels.

Smaller contractors are eligible to apply for prequalification for lower value and less complex roadwork and bridgework. They can also carry out subcontract work for a head contractor, or apply for prequalification in one or more of the Roads and Maritime specialist categories:

- Concrete paving (machine placed)
- Asphalt paving (machine placed)
- Pretensioned concrete
- Steel fabrication
- Protective treatment (field)
- Traffic signals.

Newly formed companies may also apply and will be assessed on a case-by-case basis.

Tender advertisements will specify the minimum prequalification class(es) applicable to that tender.

Prequalification is not to be construed as a guarantee of work. Prequalification only determines a contractor’s eligibility to tender for work, subject to meeting any local legislative/regulatory requirements.

Before Roads and Maritime awards a contract, the tenderer needs to meet additional requirements:

Contractors Work Health and Safety (WHS) system must meet the requirements of the NSW Government WHS Guidelines Edition 5

Contractors Environmental Management Systems (EMS) must meet the requirements of the NSW Government Environmental Management Guidelines

Contractors need to provide evidence that their Quality Management System meets the requirements of Roads and Maritime Quality Specification Q6

Contractors must satisfy the requirements of a financial assessment.

For more information on the National Prequalification Scheme, please visit: http://www.rms.nsw.gov.au/business-industry/partners-suppliers/tenders-contracts/prequalification-scheme.html
2. Roads and Maritime Registration Scheme

The Registration Scheme supplements the National Prequalification Scheme and classifies contractors and subcontractors based on their technical and managerial expertise, financial capacity and previous performance.

Registration with Roads and Maritime will be on a three year basis. Contractors will be notified when to apply to renew their registration.

The scheme gives assurance over the quality of services provided to Roads and Maritime and applicants are assessed on past performance, technical capacity, resources, financial capacity and management systems.

Engagements rarely exceed $0.5 million.

The Registration Scheme categories are:

- Bridge design
- Road design
- Drainage construction
- Earthwork
- Erection of formwork for bridges
- Traffic control
- Construction industry laboratories
- Erosion, sedimentation and soil conservation consultancy
- Fabrication of minor steel items
- Urban design services
- Demolition of properties
- Stabilisation work.

For more information on the Registration Scheme, please visit http://www.rms.nsw.gov.au/business-industry/partners-suppliers/tenders-contracts/registration-scheme.html
3. Engineering Services Contractor panels

The Engineering Services Contractor panel is used by Roads and Maritime for engaging consultants. Panel members sign a Deed Agreement with Roads and Maritime to provide services when ordered.

The initial panel term expired in June 2017, with panels extended for 12 months to July 2018. Panels are open and unpriced, and suppliers from time to time may be added.

These panels differ to registration/prequalification and are limited in membership. Membership depends both on the assessed capability level of suppliers and the anticipated demand for services.

Panels are grouped into six main categories with sub-categories, as shown below:

1. Design Services
   • Design consulting services
   • Drainage investigation and design
   • Traffic control signal design (civil and electrical)
   • Lighting and electrical designs
   • Standard road design
   • Complex road design
   • Standard bridge design
   • Complex bridge design
   • Bridge rehabilitation design
   • Bridge load testing and monitoring
   • Structural drafting
   • Materials and durability services – metals
   • Materials and durability services – concrete
   • Bridge and structural dynamics and fatigue assessment
   • Level 2 bridge inspection

2. Surveying
   • Cadastral surveying
   • Survey drafting
   • Surveys for civil works
   • Geospatial surveys
   • Utility location and subsurface mapping

3. Pavement, Geotechnical and Testing Services
   • Pavement analysis and design
   • Geotechnical structures and pavement drafting
   • Pavement investigation and design
   • General laboratory and field testing
   • Geotechnical consulting services
   • Level 2 bridge inspection
   • In Situ geotechnical testing and sampling services
   • Geomechanics laboratory and site testing services
   • Engineering geophysics

4. Culvert Risk Assessment

5. Environmental Services
   • Environmental impact assessment
   • Heritage
   • Socio-economic
   • Biodiversity
   • Noise and vibration

6. Project Procurement
   • Road concept design assessments
   • Project management support
   • Build, Own, Operate and Maintain/design and construction contract management support.

For further information regarding Engineering Services Contractor panels, please call 13 22 13 or visit http://rms.nsw.gov.au/contact-us/