Roads and Maritime Services in regional NSW
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This financial year alone, $7.5 billion is going directly into Roads and Maritime Services’ program of work to design, deliver and maintain the road, waterway, bridge and freight infrastructure needed to keep our State driving and thriving.

We’re making changes in the regions where it matters. We’re sealing the last two unsealed state highways in NSW – Cobb and Silver City – by 2023, and further contributing to a jobs boom that has put more than 500,000 people in jobs since we first came to office.

Country residents make up one-third of the NSW population, yet consistently account for more than two-thirds of deaths on country roads. Government initiatives such as Saving Lives on Country Roads (as part of Towards Zero) are in place to bring to a halt the risky attitudes and factors contributing to the alarming number of deaths and injuries currently devastating locals, families and communities.

Progress on major highway upgrades, such as the Pacific Highway upgrade, now at 81 per cent complete, has not only seen immediate reductions in fatalities and serious crashes, but has also connected communities through the provision of reliable, comfortable and reduced travel times.

We are also investing in our freight network through fixing country rail and road initiatives to ensure equality of access and to ease pressure for this critical industry, further encouraging the safe and efficient movement of more than $200 billion worth of products throughout the State.

This Government is boldly investing in infrastructure because it’s what our State needs to continue growing. We’re delivering for families, communities, workers and visitors in regional NSW today in order to pave the way for the people of tomorrow.

I look forward to continuing on the journey to make NSW an even safer, more prosperous and highly connected transport ecosystem in which we can all live, work and play.

The Hon. Melinda Pavey MP
Minister for Roads, Maritime and Freight
Message from Roy Wakelin-King
Executive Director Regional and Freight

We’re ready to safely and successfully deliver the Government’s $4.2 billion program in regional NSW in 2018/19.

With another significant infrastructure investment of $7.5 billion entrusted to Roads and Maritime Services this financial year – $4.2 billion specifically injected into the regions – Regional and Freight teams will continue to improve the lives, travel times and safety of those using our road, maritime and freight networks in NSW.

Our teams are ready to deliver the Government’s program in regional NSW in 2018/19 including hundreds of safety work, intersection upgrades, overtaking lanes and other key projects:

- Princes Highway – Berry to Bomaderry upgrade, the Albion Park Rail bypass and the Batemans Bay replacement bridge and completing the Dignam’s Creek realignment
- Scone bypass, New England Highway
- Gunnedah second road over rail bridge, Oxley Highway
- Guanna Hill realignment, Mitchell Highway
- Gocup Road upgrade, part of Restart NSW’s Regional Freight Pinch Point and Safety Program
- Flood immunity improvements, Oxley Highway
- Sealing the final 200 kilometres of the Cobb and Silver City highways.

Bridges across NSW will be reconstructed, replaced or repainted to connect regions with cities, making for faster movement of goods and improving access such as the Bridges for the Bush program at Tabulam.

We’ll keep safety at the heart by working collaboratively to deliver the Government’s safety improvement program in regional NSW including redesigning dangerous curves, widening shoulders and centre lines, and installing flexible rumble strips and wire rope barriers.

Regional NSW is an area that requires collaboration with community, industry and governments if we are to meet population and freight demand forecasts in the coming years. We are also working with the road freight and farming industries through these difficult times of drought by enabling faster and wider access for heavy vehicles carrying hay to stricken farming communities.

We’ll get more out of the network through programs such as our Delineation Maintenance Program, remarking more than 9000 kilometres of lines on the regional road network.

We’re also increasing customer value via enhancements to the operational management of the NSW road network, including providing real time information to enable customers to make informed journey decisions.

At a time when our State is seeing immense infrastructure growth and transport enhancements, I’m proud to be part of a team delivering real outcomes for regional economies and communities.

Roy Wakelin-King
Executive Director
Regional and Freight
Roads and Maritime Services
Roads and Maritime Services: Who we are and what we do

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 to connect people to economic opportunities and vibrant, liveable communities while delivering on NSW Government transport system priorities.
Our 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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Access to road and maritime transport

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.**
Regional and Freight division

Who we are and what we do

Regional and Freight provides efficient, safe and reliable road transport solutions for regional and freight customers. The division achieves this through planning, building, maintaining and operating the regional road network and by improving access for the road freight industry across NSW.

We engage and work with regional communities to deliver the services they need with a focus on connectivity and safety, ensuring we facilitate strong, connected and productive communities.

We also support the delivery of the Government’s program and priorities, putting customers first in decision making, maximising use of existing networks and achieving goals with safety as the highest priority.

Who we serve

Our division serves and supports a wide range of customers across the regional road network to meet their transport needs.

In regional NSW, we operate within a multifaceted environment characterised by the varying needs of our customers and industry groups - such as long distance travel, peak seasonal flows, intercity and interstate connections as well as major movements, such as freight and a mix of road types.

What underpins our day to day work is our continuing commitment to safety and ongoing partnerships with industry to deliver more value and better connecting communities where it matters.

Key needs of our customers in the regional and freight space

| Private Vehicles | • Safety  
|• Road quality and design  
|• Signage and markings  
|• Travel information  
|• Customer service |
| Heavy Vehicles | • Safety – Infrastructure  
|• Experience with heavy vehicle safety inspections  
|• Road quality and design  
|• Signage and markings  
|• Information  
|• Customer service |
| Motorcycles | • Safety  
|• Road quality and design  
|• Signage and markings |
| Cyclists | • Safety  
|• Connected cycleway network  
|• Facilities |
| Pedestrians | • Safety  
|• Connectivity  
|• Pavement access and quality |
| Public Transport Passengers | • Connectivity  
|• Integration  
|• Travel information |
Regional and Freight division’s operating model

The Regional and Freight division is divided into five regional branches: Hunter, Northern, Southern, South West and Western, each with end-to-end accountability on delivery.

In addition to the regions, there are four branches supporting delivery:

- The Regional Operations Branch, who support the Executive Director and the regions to manage the day-to-day operation of the State road network across regional NSW. In addition, the branch manages the oversize/overmass vehicle access function for the entire state, including the Sydney metro region.
- The Regional Maintenance Branch maintains and reconstructs the main road network and bridges in rural and regional NSW using internal, council and industry partners to provide safe and efficient journeys for the people of NSW.
- The Planning and Programs Branch has a number of key functions, primarily within the regions, to respond to the transport needs of regional communities and customers across NSW. This branch also has oversight in the delivery of specific programs, such as Safer Roads, providing support to the regional project managers to ensure appropriate implementation.
- The Freight Branch is focused on improving the access, efficiency and viability of the road freight industry for the road network throughout NSW, and improving access on local government roads.

The division views the four pillars of planning, building, maintaining and operating through the customer lens.

Through these four pillars, the division focuses on meeting the needs of our customers, including safety, road quality, equity, access and productivity with regulation, compliance, safety and asset protection as underlying priorities. Our industry and delivery partners are essential to ensure we achieve the end-to-end design, construction, delivery and maintenance of our projects and services.
Delivered over $3.4 billion across 4300 infrastructure projects, regional services and support to all our customers and stakeholders

Met 95 per cent of our deliverable commitments

Delivered over 95 per cent of our programs and projects in line with our budget forecasts

Maintained 18,000 kilometres of regional state roads

Completed 15,000 kilometres of line marking
Increase customer value

Critical to the seamless and successful movement of heavy vehicles and their goods around NSW is equitable access along safe and well-maintained freight corridors – and this was one of the primary objectives behind the Newell Highway improvement work completed by Roads and Maritime in February 2018.

With the 600 heavy vehicles currently using the Newell Highway each day projected to increase to more than 1000 by 2031, the new two-lane, 2.7 kilometre section of highway (now located west of Grong Grong) has ensured current and future road capacity requirements are met following improved access for longer, heavier vehicles such as road trains.

Once a missing link for these freight vehicles, higher productivity road trains are now approved to operate along the 418 kilometre stretch of the Newell Highway between the NSW/Victorian border at Tocumwal to Daroobalgie (Forbes).

These Type 1 A-double, B-triple, AB-triple and Modular B-triple road trains carry increased volume and mass compared to B-doubles and general access trucks, resulting in less trucks on the road – reducing the opportunity for human error and fatigue, lower fuel costs and environmental impacts, and a minimisation of pavement wear and maintenance needs.

While the majority of the Newell Highway has a posted speed limit of 110km/h, the highway in Grong Grong has been reduced to 60km/h and has incorporated a 90 degree bend at the intersection of Junee and Berrembed streets in a bid to reverse the concerning number of truck roll-overs that have occurred at this juncture in the past.

Improving freight efficiency and road safety on the Newell Highway

Roads and Maritime is committed to addressing the present and future needs of customers and adding value where it matters.
Connecting communities and regional centres all the way from the Queensland border to the Victorian, the upgrade also secures the long term future and viability of surrounding local areas with the inclusion of turning lanes and signposting for better access into Grong Grong.

More than 6600 Australian native trees and shrubs will be planted as part of the project and we will build gravel access tracks at the Grong Grong Earth Park in the coming months.

All the way from project inception to design, delivery and right through to maintenance, we are committed to addressing the present and future needs of customers and adding value where it matters, while considering any social, environmental or economic influences to ensure that critical industries – like freight – can keep on moving around the State, for decades to come.
Get more out of the network

Balancing infrastructure and heritage to improve network capacity

Our investment and critical work across regional NSW to strengthen the road network, rebuild and maintain our bridge assets and improve freight access is connecting communities and boosting local economies.

The NSW Government has committed $529.5 million to improve road freight productivity by replacing or upgrading bridges at 17 key locations in regional NSW as part of the Bridges for the Bush initiative. The initiative will provide a saving of $200 million in social, economic and environmental costs over the next 30 years and is estimated to reduce 8000 heavy vehicle trips each year.

Since the program’s inception in 2012, a total of nine bridges have been replaced or upgraded and opened to traffic, a further four are in delivery (Lignum Creek Bridge in the State’s West; Gee Gee Bridge in the South West; Tabulam Bridge in the North; and Echuca – Moama Bridge in conjunction with the Victorian Government in the South West) and a further five are expected to start construction in the coming months.

The National Transport Commission identified bridges and their load capacity as the most significant obstacle to improving transport efficiency and safety. To ensure we continue to increase productivity on the current road network in regional NSW, we are committed to addressing these issues while preserving the historic and heritage significance of bridges for future generations.

Built in 1904, Middle Falbrook Bridge over Glennies Creek in the Hunter region is a heritage-significant bridge with deep ties to the historical expansion of the road network over time in NSW, having acted as the link between growing communities, growing families and travellers for over a century.

As one of the bridges earmarked for the Bridges for the Bush initiative, Roads and Maritime, in collaboration with the Heritage Council of NSW, completed the upgrade in June 2018. This involved replacing bridge spans (which were pre-fabricated offsite to minimise disruption to customers), constructing a new concrete abutment and, given around 300 vehicles use the bridge daily, rebuilding the road approaches at both ends of the bridge in order to meet present-day vehicle load standards.
We will commit to delivering our strategic priorities over 2018–21

The upgrade not only provides greater value to freight customers and motorists by reducing maintenance costs, but it increases freight capability and boosts economic productivity in the region.

To continue improving the regional road network for current and future communities, we have also continued our collaboration with local councils. Across NSW, local councils are responsible for 660 timber bridges requiring ongoing replacement and maintenance.

Recognising the need for a practical and cost-effective solution, our Country Bridge Solutions team worked closely with local councils to roll-out standardised, easy-to-build bridge designs, enabling councils to replace and maintain these bridges sustainably, productively and at the highest industry standard.

In regional NSW, communities rely on safe and connected journeys - and bridges are a critical component in this. The Middle Falbrook Bridge upgrade demonstrates the value in balancing infrastructure and heritage to improve the road network’s capability and capacity.
It takes more than simply telling people about regional road safety to trigger and sustain lasting behaviour change - they need to be engaged in the conversation to ensure the greatest possible impact for the target audience in mind.

That’s the thinking behind a successful collaboration between Roads and Maritime, TAFE and the Centre for Road Safety targeting apprentices in male dominated trades.

Roads and Maritime’s Road User Safety team collaborated with TAFE Customer Engagement to create a one-hour, interactive Towards Zero workshop – and it’s a program proving so successful since its inception in 2016 that it’s now being rolled out to thousands of automotive, electrical, plumbing and construction apprentices at TAFE Institutes across the State.

Program materials are custom designed to encourage storytelling and address the most critical road safety issues facing young drivers, including speed, fatigue, distraction, alcohol, drugs, and animals on roads.

Participants are encouraged to share their own stories of near misses and incidents and talk through the lessons they’ve learnt – an approach that’s been far more powerful than using traditional lecture-style education.

Trade apprentices, while usually on provisional licenses, travel vast distances every month for work and study. In Western NSW, some apprentices travel as far as 1500 kilometres in one round trip to TAFE through some of the State’s most remote roads.

Dealing with wildlife on the road has been particularly salient with drought conditions persisting, increasing the numbers of native animals near roads. In some sessions up to a third of participants will report previous wildlife collisions.
We will commit to delivering our strategic priorities over 2018–21

Parents and employers are also beneficiaries of the program and receive additional material around keeping apprentices safe, including selecting safe vehicles and travel routes, the importance of rest breaks, monitoring speed and avoiding driver distractions.

A driver’s licence is the most important tool in an apprentice’s tool box. A single infringement or damage to a work ute can cost an apprentice their career. It’s in everyone’s interest to keep them safe.

With safety at the heart of everything we do, the Towards Zero TAFE Partnership speaks to the values we want to embody and the outcomes we want to achieve for customers across the State.
Respect our community and the environment

Early and ongoing engagement crucial to sustainable outcomes

We are proud to work closely and in collaboration with Aboriginal people and communities to manage the development and sustainable delivery of road projects across regional NSW.

Roads and Maritime has a dedicated Aboriginal Engagement branch who work closely with Aboriginal groups and communities around the State to facilitate discussions, gather perspectives and draw on invaluable community knowledge when considering how to design and deliver road projects in NSW.

We value our engagement with Aboriginal communities, to better understand the land, to better value the notion of place and the importance of kinship, and to recognise Aboriginal peoples’ connection with age-old objects of sentimental and cultural significance.

In 2016, our Aboriginal Engagement team in the Southern Region (together with project teams overseeing the Batemans Bay Bridge replacement project) began working with the Batemans Bay Local Aboriginal Land Council (BBLALC) and the New South Wales Aboriginal Land Council to gather local Aboriginal perspectives and feedback on the proposed bridge design.

The Cultural Heritage Assessment Report identified evidence of past Aboriginal occupation and behaviour in the form of an Aboriginal burial site as well artefacts, shell middens and cultural objects near the proposal area.

Following the display of the concept design and Review of Environmental Factors to the community, a Native Title Claim was lodged in January 2018. The Native Title Claim was part of the 16,000m² Native Title Claim of the South Coast Peoples. In addition, Aboriginal Land Claims were also lodged on and around the project area before and during the development of the project.

Early and ongoing engagement enabled us to continue open and collaborative discussions with the NTSCorp (the Native Title Service Provider for Aboriginal Traditional Owners), BBLALC and Batemans Bay Elders around access and amendments to the claims throughout the duration of the project.
We will commit to delivering our strategic priorities over 2018–21

We are also planning to provide job readiness training for more than 20 local Aboriginal people over a four month period, with support from the NSW Department of Industry and their ‘Smart and Skilled’ program.

Consulting with the local Aboriginal community has been fundamental in the process of building and strengthening relationships. Our work has ensured engagement during salvage and site work to manage expectations, negotiate flexible solutions and ensure sustainability.

Our Procedure for Aboriginal Cultural Heritage Consultation and Investigation (PACHCI) underpins the extensive and valuable work we undertake with Aboriginal groups and outlines a four stage process for investigating potential impact to Aboriginal cultural heritage.

By following the PACHCI, we not only minimise potential delays and costs to projects, but rightly ensure the preservation of treasured Aboriginal artefacts and objects.

With construction expected to commence in 2019, our consultation with local and Aboriginal communities has ensured the sustainable development of a bridge that will benefit not only the residents of Batemans Bay, but surrounding communities and visitors in the decades to come.

The existing Batemans Bay Bridge
Deliver the Government’s program

Berry to Bomaderry first Princes Highway project to roll out the Infrastructure Skills Legacy Program

A fitting project for the many young people, apprentices and contractors set to sharpen their skills while delivering yet another of the Government’s priority projects in 2018.

Work will start on the $450 million Berry to Bomaderry Princes Highway upgrade in the coming months to improve road safety and traffic flow, increase road capacity and ensure reliability for motorists and the wider community along this essential tourist and transport corridor.

Downer Seymour White Joint Venture was recently appointed to build the 10.5 kilometre, four-lane highway between Mullers Lane, Berry and Cambewarra Road, Bomaderry. Once complete, it will signal the end to a 30-plus kilometre highway upgrade from Gerringong to Bomaderry on the NSW South Coast.

Importantly, it is the first Princes Highway project to roll out the NSW Government’s Infrastructure Skills Legacy Program (ISLP). The ISLP aims to enhance and enrich the pool of skilled workers and qualified tradespeople in the building and construction sector in an effort to counteract skills shortages currently persisting across most trades.

ISLP will deliver short and long term benefits for communities throughout NSW – both economic and social – by offsetting lost productivity, securing career paths for young people and enhancing engagement with, and opportunities for, under-represented groups like women and Aboriginal and Torres Strait Islander people in civil construction.
We will commit to delivering our strategic priorities over 2018–21

Contractors will be supported to achieve the program's aims through collaborative arrangements between commissioning agencies, NSW’s Department of Industry, local training organisations and registered providers to ensure the flow on effects are passed to the communities, businesses and the broader pipeline of infrastructure projects set to directly benefit from the ISLP.

With the project being built over the next four years (allowing for delays and weather impacts) and including four lanes of divided highway, two highway overpasses (above the highway) and one highway underpass (local road under highway), the Berry to Bomaderry upgrade is a fitting project for the many young people, apprentices and contractors set to sharpen their skills and qualifications while delivering yet another of the Government’s priority projects in 2018.

The existing Princes Highway between Berry and Bomaderry
Deliver the Government’s program continued

Transforming the Pacific Highway into a safer and more reliable journey

The most important benefit of the upgraded four lane divided highway is the reduction in fatalities and serious road crashes from a peak of over 50 per year to less than 20 in 2017.

The ongoing significant investment by the Australian and NSW governments has transformed one of Australia’s busiest transport corridors – the Pacific Highway – into a safer and more enjoyable journey for road users, while contributing to regional growth, economic development and efficiencies in freight movements due to shorter travel times.

As Australia’s largest regional infrastructure project, the Pacific Highway upgrade has seen significant progress. Between July 2017 and June 2018, 83 kilometres of four lane divided carriageway opened to traffic. In just one year, the project increased from 70 per cent to 81 per cent complete, a scale of progress never seen before in the project’s 21 year history.

The most important benefit of the upgraded four lane divided highway is the reduction in fatalities and serious road crashes from a peak of over 50 per year to less than 20 in 2017. It is anticipated the rate will continue to reduce this year and beyond as the project moves to full completion.

As well as safer and more reliable journeys, the most recently bypassed communities of Telegraph Point, Macksville and Nambucca Heads have seen immediate improvements to local access and visual amenity in the surrounding areas. These towns are then free to expand and diversify into regional centres, providing a better environment for locals and visitors.
We will commit to delivering our strategic priorities over 2018–21

The Pacific Highway upgrade is not only significant because of its size and scale, but because it traverses some of the most diverse and environmentally sensitive landscapes. Crossing several major river systems and flood plains, navigating coastal ranges, travelling through forests and adjoining marine parks, the project design and engineering team has been responsive to the geographical sensitivities and requirements of this type of environment.

With all remaining sections of the last link between Grafton and Ballina now under major construction, the project is on track to progressively open these remaining sections during 2020.

Looking north over the Phillip Hughes Bridge, east of Macksville
Partner to improve services

Robust and ongoing partnerships with industry

We work together with industry partners to provide a safe and sustainable road network to better connect NSW communities.

This financial year, we are responsible for managing $4.2 billion to deliver a large and diverse program improving and expanding networks across the state.

Nowhere has this become more important than on roads in regional NSW where, in the first quarter of 2018 alone, the NSW Centre for Road Safety recorded a concerning 84 fatalities. While only one-third of the state’s population live in the regions, two-thirds of all fatalities occur on rural roads.

That’s why we are committed to improving safety and delivering more value through our road projects for our workers and customers – but we can only achieve this task with robust and ongoing partnerships with industry.

Partnering with industry is essential if we are to meet current and future road network demands across regional NSW. By holding interactive events and carrying out collaborative industry initiatives – all year long – we are strengthening relationships and maximising the value we bring to customers.

Every year, we host hundreds of industry partners and government stakeholders at our biggest industry event – our Major Projects forum. Now in its fourth year, the event is designed to showcase information and progress on our major construction projects while facilitating discussion between Government and industry, helping us to plan and meet future demand.

 Explicitly, our Forward Work Plan brochure – the first of its kind in the NSW Government – sets out our major projects ($10m+) for the year ahead, providing increased transparency for industry over the project pipeline.

We also communicate our strategic priorities, legislative requirements and values to industry so they know what to expect from us and what we expect from them, to ensure we can continue to meet our shared infrastructure priorities.
We will commit to delivering our strategic priorities over 2018–21

Similarly, the Newell Highway Overtaking Lane briefing held in June this year drove home the importance of our projects and the positive impact we, together with industry, have on people’s lives. We are using an alliance contracting approach to carry out the Newell Highway safety work to leverage private sector expertise and accelerate delivery. Early modelling suggests we will achieve completion in half the time by using this approach – over four years instead of eight – to deliver more value and improved journey times for customers in the short and long term.

Last year, we also held five regional industry forums in locations around the State to facilitate interactive and collaborative engagement at Ministerial, industry and local government levels. So we can continue the conversation with local people and industry partners about local projects and priorities, we will be hosting these forums again in select locations in the coming months.

We are also working smarter and more efficiently with industry to deliver tangible outcomes on regional roads by:

• Pioneering a new approach to procurement on our $100 million Barton Highway safety upgrade by engaging industry early and welcoming comments on our technical standards to ensure we innovate every step of the way

• Launching our first Innovation Network: Innovating regional road maintenance initiative. We invited industry to submit their innovation solutions around things like line marking, surveying, vegetation clearance, inspections and more in a bid to achieve funding for a trial on our maintenance program in 2017–18. We welcomed over 80 submissions and a whole host of potential solutions for our maintenance projects, demonstrating the appetite within industry to collaborate and innovate to ultimately benefit NSW regional road customers. Winners will be announced soon. More information can be found on pages 26–27.

Roads and Maritime – together with our industry partners – will continue to drive innovation and efficiency, deliver improved project outcomes and support growth to enable safer, better connected journeys for the people of regional NSW.
Regional Operations branch

The team behind the operational management and essential delivery road services in regional NSW are locals, family members and community members too.

The Regional Operations branch in Roads and Maritime’s Regional and Freight division is delivering the critical services and essential road network support keeping our regional communities thriving and our road users driving – safely and efficiently all over NSW.

The team ensures the reliable, safe and efficient movement of people and goods on regional roads through the successful delivery of their core services, which this year includes:

• Managing the effective transportation and delivery of the towers and blades by oversize overmass vehicles to a number of wind farms currently being built in NSW

• Coordinating the safe and successful movement of the 6600 athletes, 50,000 volunteers and 1.5 million spectators who travelled on our highways in the NSW/Queensland border precinct for the Commonwealth Games 2018

• Planning and implementing traffic management initiatives at known ‘pinch point’ locations throughout the 2018 Easter holidays, as well as coordination with the Transport Management Centre to provide customers with real travel time information

• The ongoing delivery of alpine operations for visitors and residents in the alpine region throughout the snow season, including, traffic coordination and incident management to keep our customers travelling safely and smoothly in times of potentially hazardous weather

• Management and coordination of traffic associated with unplanned (emergency) related incidents within NSW to ensure a safe and reliable journey for motorists.

Trusted by business owners, heavy vehicle operators and regulators across the State, the team is also responsible for providing equitable access for heavy and oversize vehicles while maintaining the capacity of the road network to safe and seamless standards.
We will use our supporting capabilities to deliver our strategic priorities

Our team is there when it matters, offering assistance and making a real difference in the lives and livelihoods of people affected by devastation or disaster.

Often first-on-scene in response to emergencies, vehicle crashes or natural disasters like floods and fires, the team works tirelessly to get our road network back to normal and operating as smoothly and safely as possible.

The team also works closely with other government agencies and emergency response providers to develop and implement the plans and operating frameworks which guide our workers, rescuers and volunteers in times of need.

The Regional Operations branch exemplify the values that we, as an agency, strive to achieve on a daily basis: capable people, strong values, safety at the heart, network maximisation and delivering more value for our customers.

Team profile

- The Regional Operations branch – a team of 40-strong – live and work in regional hubs across the State, spanning Wagga Wagga, Parkes, Grafton, Newcastle, Wollongong and finally McLeods Shoot, home to the team managing the St Helena and Tugun tunnels on the NSW North Coast.

- The branch comprises four function areas: Road Access, Field Operations and Services, Special Events and Operations Planning, and the Regional Traffic Operations Centre.
Innovation in technology

Innovation Network

Bringing together the very best people, companies, technologies and solutions will truly make a difference to how we maintain our road network and ultimately, improve safety for workers and customers.

Working smarter and more efficiently in the regional road maintenance space is crucial if we are to continually improve customer value and deliver safer outcomes as part of our growing maintenance program in 2018/19.

This will be increasingly important in the future as road use increases; our freight task is set to more than double by 2031 and our regional population is rapidly growing.

So, since the beginning of 2018, Roads and Maritime’s Regional and Freight division has been at the forefront of an agency-first initiative bringing safer and more efficient maintenance solutions to regional NSW roads.

The inaugural Innovation Network: Innovating regional road maintenance initiative is a take-out from a series of regional industry forums which we hosted last year, where our regional delivery partners expressed a strong desire to work smarter and more efficiently with us to deliver maintenance on regional NSW roads.

We called on industry partners, innovators and inventors in the regional road maintenance space to submit their innovation solutions for our consideration around things like line marking, resealing, surveying, vegetation clearance, inspections, timesheet efficiencies and more.

Testament to the significant volume of expertise and experience among industry in the innovation space, we welcomed more than 80 submissions from individuals, partnerships and infrastructure advisory firms from across the nation.
We will use our supporting capabilities to deliver our strategic priorities

From this significant pool of submissions, a top ten were chosen, with innovations covering vegetation management systems, innovation in pavement replacement, drone inspection systems, ‘push-in’ technology to improve traffic signal accessibility, mobile application pavement evaluation technology and more. The top ten ‘pitched’ their innovations in more detail to an expert panel of industry thought-leaders, prominent academics, and Roads and Maritime maintenance, legal and safety experts.

We will fund and support the trial and possible roll out of winning innovations via our regional road maintenance program in 2018/19 – winners will be announced soon, so keep an eye out on our Facebook page (@NSWRoads) or on our website.

Bringing together the very best people, companies, technologies and solutions will truly make a difference to how we maintain our road network and ultimately, improve safety for workers and customers. We’re grateful for the opportunity to partner with industry to bring some of these solutions to life through our projects.

Platforms such as our Innovation Network encourage government and private sector collaboration with the ultimate benefit delivered to the end users – who are, in this instance, the regional and rural customers driving on NSW roads.
Improving the lives, travel times and safety of our customers using our road, maritime and freight networks in regional NSW are our key priorities.
Our projects by region

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Broken Hill
Regional road projects in NSW
Southern region

Locations shown on map are a guide only. Drawing not to scale. Please note the Newcastle, Wollongong and Blue Mountains Local Government Areas are not included in the NSW regional budget total.

**In construction**
1. Princes Highway, Dignams Creek upgrade
2. Princes Highway, Berry to Bomaderry upgrade
3. Ellerton Drive extension
4. Lanyon Drive and Tompsitt Drive intersection improvements – Jerrabomberra
5. Princes Highway, Albion Park Rail bypass
6. Princes Highway, Batemans Bay Bridge project

**In planning**
12. Hume Highway, Marulan Bypass pavement rehabilitation
13. Picton Bypass, Picton

**Some recently completed projects**
14. Princes Highway, Burrill Lake Bridge replacement
15. Princes Highway, Foxground and Berry bypass
16. Kings Highway upgrade – River Forest Road to Mongarlowe River

**Major roads in the region:**
- Princes Highway
- Kings Highway
- Monaro Highway
- Hume Highway.
Project profile

Batemans Bay Bridge

Roads and Maritime is replacing the Batemans Bay Bridge over the Clyde River.

**Benefits:**
- Improved freight access
- Reduced traffic delays at the Kings and Princes Highway intersection in peak periods
- Reduced economic and social impacts by removing the current lift span bridge and remove delays due to bridge openings.

John Holland has been selected as the preferred tenderer and will be using the recommendations from the community and key stakeholders to help shape the detailed design.

Roads and Maritime will continue to work with the community and John Holland on planning the Batemans Bay Bridge replacement and will keep the community informed as the project progresses.

The design and construction tender for the project will be announced in 2018.

**Progress:** Construction is expected to start in early 2019. The existing bridge will be demolished when the new bridge is open to traffic.
South West region

Locations shown on map are a guide only. Drawing not to scale.

**Key**
- In construction
- In planning
- Recently completed

**Major roads in the region:**
- Barton Highway
- Hume Highway
- Newell Highway
- Riverina Highway
- Sturt Highway.

**In construction**
1. Gocup Road upgrade
2. Gee Gee Bridge
3. Barton Highway – Package Four
4. Echuca-Moama Bridge

**In planning**
5. Barton Highway – Packages One, Two and Three
6. Tooleybuc Bridge replacement
7. Yoogali intersection treatment
8. Newell Highway Overtaking Lanes Alliance

**Some recently completed projects**
9. Olympic Highway realignment and Kapooka Bridge replacement
10. Newell Highway, Grong Grong realignment
11. Lachlan Valley Way overtaking lanes
12. West Wyalong Heavy Vehicle Alternate Route
Project profile

Barton Highway project

The Australian and NSW governments are providing $100 million ($50 million each) over four years to upgrade the Barton Highway. The funding is being used to fund the short term investment priorities nominated in the Barton Highway Improvement Strategy, and has been split into four packages:

**Package one:** Duplication of the Barton Highway – ACT border towards Murrumbateman.

**Package two:** Concept design and environmental assessment for future duplication of the Barton Highway from the end of package one to Murrumbateman.

**Package three:** Strategic business case for future duplication of the whole length of the Barton Highway.

**Package four:** Safety work.

**Kilometres:** 52 kilometres.

**Benefits:** The aim of the project will be to improve journey reliability, ease congestion, improve driver safety and boost freight productivity.

**Progress:** Packages one, two and three are currently in planning. Package four is under way.
Western region

Locations shown on map are a guide only. Drawing not to scale. Please note the Newcastle, Wollongong and Blue Mountains Local Government Areas are not included in the NSW regional budget total.

**Key**
- In construction
- In planning
- Recently completed

### In construction
1. Mitchell Highway, Guanna Hill realignment
2. Silver City Highway initial road sealing
3. Cobb Highway initial road sealing
4. Newell Highway Mungle Back Creek to Boggabilla heavy duty pavement
5. LH Ford Bridge strengthening, Dubbo

### In planning
6. Newell Highway, Parkes Bypass
7. Newell Highway, new Dubbo Bridge
8. Newell Highway upgrade at Coonabarabran
9. Newell Highway, Narrabri to Moree heavy duty pavement
10. Newell Highway, North Moree heavy duty pavement
11. Bells Line of Road – Upgrade at Scenic Hill
12. Bells Line of Road – Road over rail bridge at Clarence
13. Newell Highway, Overtaking Lanes Alliance
14. Newell Highway Mitchell Highway intersection upgrade, Dubbo
15. Newell Highway upgrade at Boggabilla
16. Newell Highway, Pilliga widening
17. Mitchell Highway (Cobra Street) and Fitzroy Street intersection upgrade, Dubbo
18. Great Western Highway, Katoomba to Lithgow
19. Great Western Highway, Kelso to Raglan
20. Camp Street Bridge replacement, Forbes
21. Mandagery Creek Bridge replacement, Manildra
22. Newell Highway realignment at Trewilga
23. Nee Nee Creek Bridge, Newell Highway
24. Uarbry Bridge, Golden Highway

Some recently completed projects

### Roads and Maritime Services in regional NSW
The Newell Highway is being upgraded along its entire length from Tocumwal to Boggabilla. Projects completed under the $500 million upgrade package since 2015 include realignments at Grong Grong and Trewilga as well as 15 new overtaking lanes.

The Newell Highway Overtaking Alliance was announced in 2018, with an objective to partner with the private sector to accelerate the delivery of up to 30 overtaking lanes in planning between the Victoria and Queensland borders. Other projects in planning along the Newell Highway include Parkes Bypass, new Dubbo Bridge, Munglie Back Creek to Boggabilla heavy duty pavement and Newell Highway and Mitchell Highway upgrade at Dubbo.

Kilometres: 1060 kilometres
Value: $500 million
Benefits:
• Increased efficiency and safety for freight movements
• Improved road safety by providing overtaking lanes and more rest opportunities for drivers.

The sealing work involves sealing the last 200 kilometres of unsealed roads on the Cobb and Silver City highways in the State’s far west.

Kilometres: 203 kilometres (99 km Cobb Highway, 104 km Silver City Highway)
Value: $130 million (total investment since 2011 – $195 million)
Benefits: Sealing the last 200 kilometres of the Cobb and Silver City highways will improve freight efficiency and provide a safer, more reliable and accessible road for all motorists.
Progress: Work to seal the road is currently underway with new work to begin in September 2018. The sealing work is expected to be completed by 2023.
Hunter region

Locations shown on map are a guide only. Drawing not to scale.

**In construction**
1. Pacific Highway upgrade, Ourimbah to Lisarow
2. M1 Motorway upgrade, Tuggerah to Doyalson
3. M1 Motorway upgrade, Kariong to Somersby
4. M1 Motorway, Weakleys Drive and John Renshaw Drive intersection upgrade
5. New England Highway, Scone bypass
6. New England Highway, Gowrie Gates underpass

**In planning**
7. M1 Motorway extension to Raymond Terrace
8. New England Highway, Belford to Golden Highway upgrade
9. New England Highway, Singleton bypass
10. Pacific Highway and Manns Road upgrade, Lisarow to Narara
11. Manns Road upgrade, Narara to West Gosford
12. Newcastle inner city bypass, Rankin Park to Jesmond
13. Golden Highway upgrade, Mudies Creek
14. Golden Highway upgrade, Ogilvies Hill
15. Golden Highway upgrade, Winery Hill
16. Cessnock Road at Testers Hollow
17. Pacific Highway, Northcott Drive and Kahibah Road intersection upgrades at Highfields
18. Avoca Drive, Algona Avenue to Joalah Road, Kincumber
19. Pacific Highway, Parsons Road to Ourimbah Street, Lisarow
20. Pacific Highway, Wyong Town Centre
21. Warnervale Link Road

**Some recently completed projects**
22. Wyong Road, Tumbi Road and Mingara Drive intersections upgrade
23. Pacific Highway and Wyong Road intersection upgrade at Tuggerah
24. New England Highway pavement strengthening between Aberdeen and Willow Tree
25. Duplication of Tourle Street and Cormorant Road at Kooragang

Roads and Maritime Services in regional NSW
Project profile

New England Highway upgrade between Belford and the Golden Highway

The New England Highway is being upgraded between Belford and the Golden Highway to provide two travel lanes in each direction and a flyover for vehicles turning right from the Golden Highway towards Maitland and Newcastle.

Kilometres: 3.5 kilometres
Value: $85 million

Benefits:

- Increases capacity and connectivity for the efficient and reliable movement of freight
- Improves safety for road users
- Improves traffic flow and travel times.

Progress: The environmental assessment for the upgrade was finalised in July 2018. Detailed design is progressing. Construction tenders are expected to be invited in mid to late 2019, subject to approval of the final business case and release of funding for delivery.
Northern region

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**Northern**

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<tr>
<td>1. New Grafton Bridge</td>
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<td>2. New Bridge over Clarence River at Tabulam</td>
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<td>3. New England Highway, Bolivia Hill upgrade</td>
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<td>4. Improvements at Spencers Cutting</td>
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<td>5. Improvements on Oxley Highway at Rosewood Road</td>
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<td>6. Gunnedah second road over rail bridge</td>
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<td>7. Tenterfield heavy vehicle bypass</td>
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<td>8. Removal of existing timber bridge over Sportsmans Creek, Lawrence</td>
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**Pacific Highway**

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<td>10. Woolgoolga to Ballina upgrade</td>
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<tr>
<td>11. Coffs Harbour bypass</td>
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**Some recently completed projects**

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<td>12. Frederickton to Eungai upgrade</td>
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<td>13. Nambucca Heads to Urunga upgrade</td>
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<td>15. Oxley Highway to Kundabung upgrade</td>
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<td>16. Warrell Creek to Nambucca Heads upgrade</td>
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<th>Some recently completed projects</th>
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<tr>
<td>9. New Sportsmans Creek Bridge, Lawrence</td>
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Project profile

**New England Highway, Bolivia Hill upgrade**

The New England Highway is being upgraded at Bolivia Hill, about 32 kilometres south of Tenterfield.

**Overview:** Includes building more than two kilometres of new road, a new 320 metre long cantilever bridge, wider lanes in each direction and widened road shoulders.

**Value:** $80 million

**Benefits:** The upgrade will improve road transport productivity, efficiency and reliability of travel for all motorists.

**Progress:** Early work started in May 2018 to build the site compound, install boundary fencing and implement environmental controls.

An official ceremony to mark the start of work was held in early July. Work is continuing on building access tracks and carrying out slope stability investigations.

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**Major roads in the region:**

- Pacific Highway
- New England Highway
- Bruxner Highway
- Gwydir Highway
- Oxley Highway
- Waterfall Way

- Fossickers Way
- Summerland Way
- Gold Coast Highway
- Kamilaroi Highway
- Bangalow Road/Lismore Road.