Section 3
Roads and Maritime at a glance

Who we are

Roads and Maritime Services is a NSW statutory authority established on 1 November 2011 under the *Transport Legislation Amendment Act 2011.*

Roads and Maritime is a multimodal transport agency within the broader Transport cluster, known as Transport for NSW, which has responsibility for transport policy, planning and coordination functions and the oversight of infrastructure delivery and asset management.

Roads and Maritime implements initiatives to improve the movement of people by various transport modes, including public transport (bus and ferry), cycling and walking, as well as boats and motor vehicles. The agency also delivers initiatives to improve the movement of goods on the freight network by improving accessibility and infrastructure, with a focus on reliability, productivity and safety.

We manage and maintain

More than 18,000km of State Roads including 4317km of National Road Network

Around 3000km of regional and local roads in the unincorporated area of NSW

44 commuter wharves

5287 bridges

26 road tunnels

32,424km² of navigable waterways and **2137km of coastline**

3945 traffic signal sites and around **12,000 other traffic facilities, systems and corridor assets**

More than 26,000 moorings, including **193** courtesy moorings, and **more than 3400 maritime aids** to navigation

Our purpose

To enable safe and efficient journeys throughout NSW.

Our vision

To be the leader in the management and delivery of safe, efficient and high quality services and infrastructure to the community and businesses of NSW.
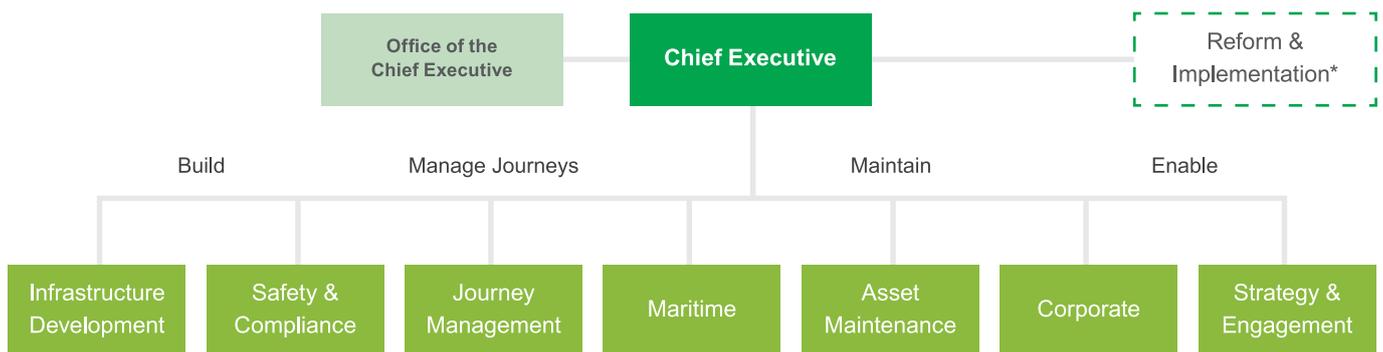
Our values

Roads and Maritime contributes to a shared set of Transport cluster values that underpin our decisions and our behaviour when working with customers, colleagues, stakeholders and partners.

Our values are:

- **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.

Our structure

*Note: This is a temporary/limited duration structure.

The Roads and Maritime structure demonstrates how our core businesses will:

- Grow the road and maritime networks (Build).
- Improve services and the operation of our networks (Manage Journeys).
- Maintain roads and maritime assets (Maintain).
- Finance, plan and support current and future networks (Enable).

Build

Roads and Maritime delivers new road and maritime infrastructure to optimise the safety, efficiency and effectiveness of its networks. This involves significant design, community engagement and civil construction work, including:

- New privately-financed motorway projects and enhancements to existing motorways.
- New road and maritime capital infrastructure.
- Enhancements to road and maritime capital infrastructure.
- Replacement or rebuilding of road and maritime infrastructure, typically with realignment or relocation work.

Manage journeys

Roads and Maritime ensures the road and waterway networks are optimised for customer journeys in the most effective and relevant way. This includes:

- Delivering solutions to maximise the efficiency of the existing road and waterway networks.
- Providing support to ensure motorists, vehicles and vessels are safe and compliant.
- Delivering solutions to execute road and maritime safety policies and regulation.
- Delivering asset protection and ongoing network operations solutions to allow for the efficient movement of people and goods.
- Managing incident response and traffic and waterways for major special events.

Maintain

Roads and Maritime plans and delivers maintenance programs for road and maritime infrastructure to optimise safety, traffic management and asset sustainability through design, stakeholder engagement, civil construction work and the delivery of maintenance services. This includes:

- Asset maintenance planning.
- Asset information collection, analysis and distribution.
- Routine maintenance of roads, roadsides, bridges, wharves and navigational aids.
- Resurfacing, resealing, rehabilitation and repair of roads.
- Complex and minor improvement work on roads and bridges.
- Management of council grant programs, including natural disaster relief.

Enable

The Enable areas of Roads and Maritime support every part of the agency, including customer service, financial accountability, transparency in decision-making, customer and community information, organisational values, and planning and performance accountabilities:

- The provision of customer information on projects, activities and services, and in response to inquiries.
- Local community and stakeholder engagement activities.
- Financial management, information management, information technology, human resources and Work Health and Safety support.
- Governance mechanisms to deliver efficient, effective and transparent outcomes.
- Leadership and advisory services in risk management.
- Working across government to implement Service NSW and other cluster-wide initiatives.

The reform agenda

In 2013–14 Roads and Maritime implemented significant organisational reform to drive greater operational and service capabilities aligned to our core accountabilities.

The agenda provided the road map for the new agency and detailed how the target operating model would be achieved. This is delivering significant change for the organisation in terms of structure, capabilities and ways of working.

In 2013–14 the delivery of the reform agenda saw the implementation of organisation structures, as described above, the commencement of stewardship road maintenance contracts in the Sydney area and the start of the transition of Roads and Maritime's motor registry services to Service NSW.