

3. KEY INFRASTRUCTURE DEVELOPMENTS DELIVERED ACROSS NEW SOUTH WALES

3.1 Key infrastructure delivered

In 2024-25, an estimated \$28.6 billion will be invested in key infrastructure developments across New South Wales.

Major infrastructure delivered in 2024-25 includes:

- extension of the Sydney City Metro from Chatswood through to Sydenham. Operation began on 19 August 2024
- Parramatta Light Rail Stage 1 connecting Westmead to Carlingford via the Parramatta CBD and Camellia, with a two-way track spanning 12 kilometres and 16 light rail stops. First Passenger Services for Parramatta Light Rail Stage 1 began operations in December 2024
- Sydney Gateway, a new, toll-free connection from St Peters Interchange to improve journey times to Sydney Airport, the M5 and Eastern Distributor. This project opened to public in September 2024
- completion of the delivery of 54 new and upgraded ambulance stations under the Rural Ambulance Infrastructure Reconfiguration (RAIR) Program, providing local paramedics with modern, fit-for-purpose infrastructure to better meet the emergency medical care needs of communities in regional and rural NSW. New ambulance stations have been delivered at Fairy Meadow and Kingscliff as part of Stage 2 of the Program
- Concord Hospital Car Park. The project included the construction of a new multi-storey car park providing an additional 550 car spaces at the Concord Repatriation General Hospital. The multi-storey car park includes accessible spaces, lift access and provision for future EV charging stations
- new and upgraded schools including Melonba Public School, Melonba High School, Jindabyne Education Campus, Murwillumbah High School, Matthew Pearce Public School, Hastings Secondary College, Birrong Boys and Girls High Schools and Castle Hill Public School
- opening of Qtopia, the largest museum and cultural centre for queer history and culture in the world
- the revitalised state-of-the-art Walsh Bay Arts Precinct delivering a new home for making, performing and experiencing theatre, dance and music right on Sydney's most iconic waterfront
- since the launch of the Building Homes for NSW program in last year's state budget, Homes NSW has so far led and funded projects that will deliver 1,234 social and affordable homes across the state. As of 31 May 2025, Homes NSW has delivered 416 public housing dwellings and is forecast to spend \$823.0 million to deliver 685 social homes for public housing by 30 June 2025.

3.2 Climate Change, Energy the Environment and Water

Table 3.1: Key Climate Change, Energy, the Environment and Water projects delivered in 2024-25

Key Climate Change, Energy, the Environment and Water projects delivered in 2024-25

Cumberland Plains Conservation Plan

The project delivered biodiversity offsets conserving biodiversity in Western Sydney under the Cumberland Plain Conservation Plan.

3.3 Communities and Justice

Table 3.2: Key Communities and Justice projects delivered in 2024-25

Key Communities and Justice projects delivered in 2024-25

Building Homes for NSW

Since the launch of the Building Homes for NSW program in last year's state budget, Homes NSW has so far led and funded projects that will deliver 1,234 social and affordable homes across the state. As of 31 May 2025, Homes NSW has delivered 416 public housing dwellings and is forecast to spend \$823.0 million to deliver 685 social homes for public housing by 30 June 2025.

Alexandria Fire Station Remediation and Renovation

The revitalised 50-year-old building now serves one of Australia's highest population density areas and acts as a HAZMAT specialist for the broader Sydney region. With the increasing complexities of HAZMAT incidents, crews need a modern station to ensure their safety and preparedness.

Integrated Call and Dispatch (Emergency Services Computer Aided Dispatch Upgrade) Program

A major upgrade to modernise Fire and Rescue NSW's emergency response communications and dispatch operation system. The now completed upgrade will improve public safety by enabling faster and smarter incident responses.

Cessnock New Fire Station

The new Cessnock Fire Station replaces the outdated station built in 1916. This new station houses existing firefighting resources and allows for future growth to meet the service requirements of an expanding community. The new station also offers advanced equipment and training areas that improve delivery efficiency and effectiveness of fire services in the Cessnock region.

Dungog New Station

The new Dungog Fire Station provides a modern facility that addresses flooding and geographical challenges. As a primary rescue station, it will help support the recruitment and retention of on-call staff by providing a safe work environment and improved privacy for a gender-diverse workforce. The state-of-the-art facilities will contribute to better management of emergency situations and enhance community safety.

Flood Inquiry Funding Package

This project has significantly strengthened Fire and Rescue NSW in-water rescue and flood response capability. It has enhanced both capability and capacity across in-water, on-water and over-water environments by expanding specialist staffing and acquiring critical operational equipment.

Wagga Wagga Accommodation

This project increases and reconfigures the available office space to meet the current and future workforce needs to deliver effective prosecution services in the Wagga Wagga area.

Police Dog Unit Command Facilities

This project redeveloped the existing site at Menai and completed the construction of new facilities for the NSW Police Force Dog Unit.

Key Communities and Justice projects delivered in 2024-25

Dubbo Regional Education and Training Centre

The project delivered a state-of-the-art police training facility in Dubbo that will significantly boost the capability of officers across regional NSW and provide shared training services with Fire and Rescue NSW.

Newcastle Police Station Refurbishment and Upgrade

The project refurbished and upgraded the existing Newcastle Police Station to increase the station's amenities and locker rooms and improve the internal layout.

Goulburn Academy Critical Incident Response Training upgrade

State-of-the-art training facilities at the Goulburn Academy to enable NSW Police Force to undertake Critical Incident Response Training in order to protect the community.

Permanent Armoured Vehicle Capability

Acquisition of tactical armoured vehicles (Bearcat) strategically positioned across NSW to strengthen the capability of the NSW Police Force to respond to high risk, tactical, and counter terrorism situations.

3.4 Creative Industries, Tourism, Hospitality and Sport

Table 3.3: *Key Creative Industries, Tourism, Hospitality and Sport projects delivered in 2024-25*

Key Creative Industries, Tourism, Hospitality and Sport projects delivered in 2024-25

Arts Maintenance and Upgrades Program

The Arts Maintenance and Upgrades Program comprised a series of upgrades to existing cultural venues, to deliver improved accessibility, sustainability and amenities for patrons. The majority of works were conducted during the COVID-19 crisis, where underutilisation of venues could be leveraged to deliver project works.

Australian Museum - Extreme Fire Risk Compliance Issues

This project addressed three extreme risk fire compliance issues across the Australian Museum sites at 1 William Street and its Castle Hill storage facility. Works included replacement of combustible cladding on the Australian Museum Research Institute building, installation of fire sprinklers and an upgrade of existing fire systems within the Spirit House building and installation of an in-rack sprinkler system at the Castle Hill storage facility.

State Library of NSW – Critical Asset Maintenance Program

The State Library critical maintenance program replaced a total of seven elevators over a period of two years, maintaining safety and compliance standards and continued building access for visitors and staff.

Australian Museum - Critical Maintenance

The critical maintenance program upgraded end of life assets, including Heating, Ventilation and Air Conditioning (HVAC) systems and a full replacement of Building Management Systems. In addition, solar panels and rainwater collection systems were installed at the Australian Museum's 1 William Street site.

These capital works will enhance the comfort of Australian Museum's one million annual visitors and reduce greenhouse gas emissions enhancing the Museum's energy efficiency.

Museums and Houses Critical Works

Over the past 18 months, Museums of History NSW have undertaken vital conservation efforts at two of New South Wales' most historically significant sites: Rouse Hill Estate and the Mint. At the Mint, structural stabilisation of the first floor has improved safety and access for staff and visitors. Meanwhile, at Rouse Hill Estate, extensive work has been carried out to remediate water damage, preserving original masonry and restoring historic interior finishes.

Australian Museum - Pasifika Gallery

Housed within the Australian Museum, the new permanent Pasifika Gallery, Wansolmoana, provides a long-awaited opportunity for Pasifika diaspora in New South Wales and across the Pacific region to share their stories.

Key Creative Industries, Tourism, Hospitality and Sport projects delivered in 2024-25

Sydney International Regatta Centre Replacement of Obsolete Electronic Timing System

The Office of Sport has replaced the Sydney International Regatta Centre electronic timing mechanism with a refreshed system up to industry standard. The electronic timing system provides a range of functions, including judge and competitor communication, start and finish recording, timing validation with photographic capture and broadcast functions. The replacement of the electronic timing system will enable the Regatta Centre to continue hosting competitive regattas including international events.

3.5 Customer Service

Table 3.4: Key Customer Service projects delivered in 2024-25

Key Customer Service projects delivered in 2024-25

Live NSW (Spatial Digital Twin)

Delivery of a cross-sector collaborative environment (shared digital platform) for visual location information (mapping) in a four-dimensional model to support decision making across utilities, land use, and planning

3.6 Education

Table 3.5: Key Education projects delivered in 2024-25

Key Education projects delivered in 2024-25

Melonba Public School

Originally due to open in temporary facilities, accelerated construction progress meant Melonba Public School opened six months ahead of schedule, allowing students to get the best start in learning. Co-located with Melonba High School, Melonba Public School features 44 classrooms, a new library, canteen administration facilities and a multipurpose hall. With new covered outdoor learning areas (COLA), outdoor play areas including sports courts, and outdoor landscaped learning areas, Melonba Public School provides an environment where students can thrive academically, socially and creatively.

Melonba High School

This project delivered a new permanent high school to address growth in Sydney's north-west, providing world class educational facilities. The new high school features 97 classrooms, including specialist classrooms for science, wood and metal workshops, performing arts, textile, hospitality and kitchen spaces. The project also features a new library, canteen, hall and outdoor activity areas that ensures the school will be in a thriving learning hub for local students.

Kingscliff TAFE Campus

Kingscliff Expansion project was completed in June 2025 with the total cost of \$33.7 million. The project included the refurbishment of facilities for Health, Community Services, Library, Student Services and Learning Support. Two new buildings were completed to allow expansion of Aviation, Creative Industries, Animal Studies, Electrotechnology, Horticulture and Warehousing courses on the campus.

Jindabyne Education Campus

The new Jindabyne Education Campus is a state-of-the-art educational facility, which includes the new Jindabyne Public School and Jindabyne High School, reflects the continued commitment to ensure students in regional NSW have access to world-class educational facilities. The new Jindabyne Public School features 20 new classrooms, a purpose-built playground, a multipurpose hall and a new library. The new Jindabyne High School contains 25 new classrooms, commercial kitchens designed for VET hospitality programs, workshops for metalwork, woodwork and construction, a fully equipped gym and specialised agricultural facilities to support students studying agricultural subjects.

Key Education projects delivered in 2024-25**Murwillumbah High School**

As a part of returning four public schools to the Murwillumbah community, Murwillumbah High School has undergone significant refurbishment. The project delivered more than 40 refurbished classrooms and specialist spaces, including science labs, wood and metal workshops, as well as a new Student Support Unit. The upgraded Murwillumbah High School also features a refurbished school library and hall, upgraded front office, staff and administration spaces and outdoor areas with new landscaping and play areas.

Hastings Secondary College, Port Macquarie

The upgraded Hastings Secondary College Port Macquarie campus features 15 new and upgraded classrooms, a redeveloped school entry and improved accessibility with three new lifts. The upgrade also featured a new building with new classrooms, new Technological and Applied Studies (TAS) facilities, a seminar room, a new staffroom and accessible facilities as a part of the new building. The school is also using a new multipurpose sports facility, built in partnership with the Police Citizens Youth Clubs (PCYC), that includes sports courts, gymnastic facilities, a youth hub and staff kitchen facilities.

Irrawang High School Upgrade

This project delivered a new building at Irrawang High School to provide new inclusive and innovative learning environments for students. The upgrade includes a new learning hub with 8 classrooms, six specialist support classes, expanded and refurbished library, new school entry, new support student drop-off/pick-up area, expanded staff car park, yarning circle and collaborative artwork. The new facilities contribute to an improved school environment that promotes wellbeing and collaboration.

3.7 Health

Table 3.6: Key Health projects delivered in 2024-25

Key Health projects delivered in 2024-25**Concord Hospital Car Park**

The project included the construction of a new multi-storey car park (ETC value of \$32.4 million) providing an additional 550 car spaces at the Concord Repatriation General Hospital. The multi-storey car park includes accessible spaces, lift access and provision for future EV charging stations.

Blacktown Mental Health Recovery Centre (Bunya Unit relocation)

Delivered as part of the \$669.8 million Statewide Mental Health Infrastructure Program, a new 44-bed medium and low forensic care facility was constructed on the Blacktown Hospital campus, replacing the former 24-bed Bunya Unit at Cumberland Hospital. Focusing on residential rather than institutional care, the new facility is designed to encourage participation in activities which promote recovery, independence and a sense of purpose for users of the service.

Key Worker Accommodation – Far Western Region

The project (ETC value of \$15.3 million) delivered 20 new self-contained, fully furnished accommodation units for healthcare workers at the Broken Hill Health Service. The two-storey accommodation complex will support health care workers looking to establish themselves in the Broken Hill community by providing temporary accommodation close to work, which is a key factor in attracting and retaining health workers at rural and regional hospitals. In addition, 4 units were installed at Balranald Multipurpose Service as part of the project. The new accommodation is available to new permanent staff members who are establishing themselves in the community, as well as health professionals coming to work at Balranald MPS on a temporary basis.

Key Worker Accommodation – Murrumbidgee Region

The project (ETC value of \$15.0 million) delivered 16 new self-contained, fully furnished accommodation units for healthcare workers at 4 sites in the Murrumbidgee Local Health District: Leeton District Hospital (3 units including 1 accessible unit); Narrandera Health Service (4 units); Finley Health Service (6 units, including 1 accessible unit) and West Wyalong (3 units including 1 accessible unit). All units were manufactured offsite and delivered to the hospital sites on the back of trucks. The units are fit-for-purpose and provide a comfortable and safe place for temporary or newly relocated staff to stay.

Key Health projects delivered in 2024-25

Key Worker Accommodation - Southern NSW Region

The project (ETC value of \$15.0 million) delivered 12 new self-contained, fully furnished accommodation units for healthcare workers at the Cooma Health Service along with a communal room and deck, providing additional recreational space. The key worker accommodation is located within the hospital grounds on Bombala Street, providing a safe and comfortable place for healthcare workers to stay close to work.

Port Macquarie Hospital Helipad Relocation and Car Park

The project (ETC value of \$34.0 million) included relocating and constructing a new helipad on the hospital roof ensuring improve helicopter retrieval for critically ill patients and new car parking facilities on the site of the previous helipad; 363 additional parking spaces were delivered, increasing car parking capacity for hospital patients, visitors and staff.

Projects under the Rural Ambulance Infrastructure Reconfiguration (RAIR) Program

This program (ETC value of \$232.1 million) delivered 54 new and upgraded ambulance stations, providing local paramedics with modern, fit-for-purpose infrastructure to better meet the emergency medical care needs of communities in regional and rural NSW. New ambulance stations have been delivered at Fairy Meadow and Kingscliff as part of Stage 2 of the Program. The new stations feature internal parking for additional emergency ambulance vehicles, administration and office areas, staff rest facilities, logistics and storage areas, internal wash bay, and staff parking.

The completion dates identified in Chapter 4 are the financial completion dates, which involve the finalisation of all commercial payments and confirmation that all contractual obligations have been met. This may occur 12-18 months after the building has become ready for commissioning and occupied by patients and staff.

3.8 Planning, Housing and Infrastructure

Table 3.7: Key Planning, Housing and Infrastructure projects delivered in 2024-25

Key Planning, Housing and Infrastructure projects delivered in 2024-25

Crown Land Priority Services Renewal Program

This program delivered priority asset renewal over Crown lands. The program included upgrades to roads and bridges and improvements to the safety and functionality of parks and trails. The program also included funding to develop a comprehensive asset management system for Crown lands.

3.9 Primary Industries and Regional Development

Table 3.8: Key Primary Industries and Regional Development projects delivered in 2024-25

Key Primary Industries and Regional Development projects delivered in 2024-25

Foot and Mouth Disease – Risk and Response

The \$14.3 million program supported urgent operations and response capacity and enabled broader surge response capability for Foot and Mouth Disease preparedness and management. This capital investment included facilities and equipment, including an effluent decontamination and sterilisation system, main water reservoirs back-up system, data transmission improvements, and sensor-activated automatic wheel and truck wash facilities at key handling sites.

Biosecurity Enhanced Response Capacity

The \$4.9 million program reduced the state's biosecurity risk including scaling up response capacity. This was done through new techniques and technologies in the detection and management of pests and diseases so that threats and incursions are detected sooner and eradicated faster to reduce the impact on communities and industries.

Chickpea Breeding Program

The \$3.0 million investment in Tamworth enhanced the development of high-yielding, disease-resistant chickpea varieties, supporting the agricultural sector on supplying quality produce that will meet the increasing demand from offshore trade partners.

Bushfire Fence Repairs

The \$2.6 million Bushfire Fence Replacement program involved the replacement of fences as part of Local Land Services' response to the 2019-20 bushfires. The fences were predominantly for the travelling stock reserves.

Windmill Replacement

The \$1.8 million Windmill Replacement initiative replaced outdated windmills with modern, efficient models to improve water management and support sustainable agriculture in regional areas.

3.10 Transport

Table 3.9: Key Transport projects delivered in 2024-25

Key Transport projects delivered in 2024-25

Spring Farm Parkway Stage 1

Stage 1 of the Spring Farm Parkway project includes a new interchange with City facing on and off ramps, connecting the Hume Motorway to Menangle Road.

This includes a new four lane divided road extending about 1km from Menangle Road, west over the Hume Motorway to Menangle Park Urban Release Area. Upgrade of 600m of Menangle Road at Menangle Park including a new signalised intersection at the Spring Farm Parkway. A shared-use path on the southern side of Spring Farm Parkway to provide access to Broughton Anglican College and four new signalised intersections.

The project opened to traffic in August 2024.

Prospect Highway, Reservoir Road to St Martins Crescent

Prospect Highway connects motorists with the M4 Motorway, the Great Western Highway, Old Windsor Road and the M2 Motorway (NSW and Australian Government funded). This project improved safety and access for local and through traffic, and safety for cyclists and pedestrians.

Key features of this project include the upgrade to a four-lane divided road from an undivided two-lane road, duplicating the bridges over M4 Motorway and Great Western Highway, a new two-way link road and a number of new traffic lights.

The project opened to traffic in November 2024.

Key Transport projects delivered in 2024-25

Memorial Avenue, Old Windsor Road to Windsor Road

Memorial Avenue is about 2.2 kilometres long and connects Old Windsor Road in the west with Windsor Road in the east. It intersects the new Balmoral Road development and provides access to Blacktown, Glenwood, Stanhope Gardens, Parklea, Baulkham Hills, Castle Hill and Kellyville (NSW and Australian Government funded).

The Memorial Avenue upgrade will improve road safety, reduce travel times and congestion for motorists.

The project was completed in November 2024.

Parramatta Light Rail Stage 1

Parramatta Light Rail Stage 1 connects Westmead to Carlingford via the Parramatta CBD and Camellia, with a two-way track spanning 12 kilometres and 16 light rail stops.

By 2026, around 22,000 people are expected to use the Parramatta Light Rail every day, with an estimated 130,000 people living within walking distance of the 16 light rail stops.

First Passenger Services for Parramatta Light Rail Stage 1 began operations in December 2024.

Transport Access Program - Commuter Wharf Upgrades

As part of this accessibility program, South Mosman and Greenwich Point Wharves were upgraded and completed in 2024-25.

Sydney Gateway

Sydney Gateway is a new, toll-free connection from St Peters Interchange to improve journey times to Sydney Airport, the M5 and Eastern Distributor.

The project completed more than five kilometres of new road including 19 new bridge structures and over three kilometres of new pedestrian and cycling path. Sydney Gateway will improve connections to the Airport Precinct, providing a high-capacity network and more reliable journeys.

This project opened to public in September 2024.

Western Distributor Smart Motorway

The Western Distributor Smart Motorways project provides technology improvements in the corridor from Darling Drive onramp, across the Anzac Bridge to the Victoria Rd intersection and WestConnex 3B approaches (NSW and Australian Government funded). The upgraded technology includes Integrated Speed Lane Usage electronic signs, automatic incident detection technology, vehicle detection, CCTV cameras and variable message signs

Transport for NSW has installed 19 new gantries and upgraded four existing gantries between Anzac Bridge and Sydney Harbour Bridge to support smart motorway technology and signage.

Smart motorway technology became operational in December 2024.

Maritime Infrastructure Upgrades

Transport for NSW completed the upgrade for the Kamay Wharves project at Kurnell and La Perouse. This iconic engineering feat showcases Transport's ability to deliver complex maritime infrastructure projects that enhance the cultural significance of the local area in South-East Sydney. This new infrastructure will serve as a popular tourist destination and will enable cultural connection for First Nation's people of the north and south shores of Botany Bay.

The project includes accessible fishing, enhanced public spaces and large, state-of-the-art vessel berthing facilities at both wharves.

The wharves opened to the public in February 2025.

Safe, Accessible Transport Program

The Safe, Accessible Transport Program provides upgrades to train stations making them more accessible, safe and secure. This can also include the provision of car parking facilities.

Key upgrades completed in 2024-25 including a multi-storey Commuter Car Park with 200 parking spaces at Beverly Hills, accessibility upgrades of Heathcote station and regional train stations Tuggerah and Griffith were also upgraded.

Key Transport projects delivered in 2024-25

Sydney Ferries Minor Works

The three of seven new Parramatta Class ferries (The Isobel Bennett, Martin Green and Ruby Payne Scott) were put into service in 2024-25.

This ferry purchase program allows the gradual retirement of the seven RiverCat ferry fleet while maintaining service levels.

Kings Highway Safety Upgrade

The Kings Highway safety upgrade program has delivered a range of safety and efficiency upgrades on the Kings Highway to keep the community safe and freight moving between Batemans Bay and the NSW/ACT border.

This upgrade included two overtaking lanes constructed, two safety projects delivered (including wide centreline treatment, audio tactile linemarking, widened shoulders and roadside safety barrier, and high friction asphalt), three safety projects developed for future funding opportunities, and one roadside safety barrier project being handed over to delivery partner for construction by 30 June 2025.

Great Western Highway, Cocks River Road Upgrade

Cocks River Road Upgrade at Hartley delivered 2.4km of the Great Western Highway, with a grade separated interchange, new sections of connecting roadway, creating a local service road network and delivering improved journeys between Sydney and the state's Central West (NSW and Australian Government funded).

This project was opened to the public in April 2025.

Newell Highway, Parkes Upgrade

The Parkes Bypass project has delivered a new 10.5-kilometre bypass on the western outskirts of Parkes.

This upgrade increases road safety, reduce travel time, support connectivity, improve freight productivity and efficiency, pedestrian access through Parkes and traffic flow (NSW and Australian Government funded).

This project was opened to the public in April 2025.

Sydney Metro City

The historic start of metro services through the Sydney CBD on August 19, 2024, marked a new era of public transport in NSW. Metro services now extend from Chatswood, under the harbour, through the CBD and to Sydenham, providing unrivalled connectivity around our city.

The City extension to the M1 Line from Tallawong adds an extra eight stations and 15.5km of metro rail. The M1 Line now includes more than 51 kilometres of fast, reliable metro rail services across 21 stations between the growing North-West and Inner West of Sydney.
