

TRANSPORT NSW

aR 2002

Annual Report 2002

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Director General's Report

Our report last year charted early progress by Transport NSW in moving from a traditional regulatory role to a more active one which sees the Department driving reform across the transport sector to improve services for transport users. Over the past year, the move gained considerable momentum as this report indicates.

One of the key mechanisms through which Transport NSW is shaping an integrated transport system is the Transport Coordination Committee. The revitalised committee, comprising the heads of all public transport agencies plus the Environment Protection Authority and Planning NSW, met monthly in 2001/02 to work on a number of major initiatives. One such initiative was the drafting of a transport strategy for the Sydney CBD which will achieve the kind of central Sydney we want, in transport terms, for the next decade and beyond. To be finalised in 2002/03, the strategy proposes a planning framework covering five broad areas – better transport management, improving the rail system, improving the bus system, extending light rail, and making better use of roads.

Turning to actual rather than planned service improvement, customers will have noted the performance turnaround of Sydney Ferries after a spate of safety incidents early in 2001. The rapid turnaround is due to the efforts of the Ferries Taskforce chaired by Transport NSW. While the cornerstone of the reforms is a comprehensive safety management system conforming with international standards, the taskforce also oversaw the implementation of quality systems for all shore-based operations along with the development of a customer-focused organisational culture. What the reforms mean for customers is clean, safe and on-time ferries.

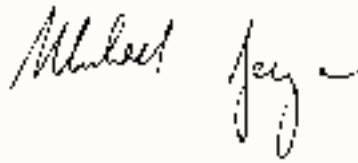
In regional NSW, the Department was able to make a real difference for local people and tourists alike through the upgrading and closure of dangerous level crossings. A total of 41 crossings were upgraded with safety features such as boom gates, an increase of 36 compared to the year before and an average of two updates annually prior to that. Local communities were keen to be involved in discussion on crossing closures, contributing many good suggestions and supporting the closure of 285 level crossings which were no longer needed. The level crossing program demonstrates the value of putting the right people together to resolve issues.

Director General's Report [CONTINUED]

As documented in this report, a series of important projects progressed significantly. These included the Liverpool to Parramatta rapid bus transitway, the Parramatta to Chatswood rail link and the integrated ticketing system for Sydney's public transport, the last typifying the department's whole-of-journey approach to transport planning.

As the central co-ordinating transport agency, Transport NSW continued to build good working relationships throughout the sector. In 2001/02 there was widespread acceptance of our leadership role and of closer departmental monitoring of performance. Some industry players were, however, a little reluctant to embrace change, even while agreeing on the improved outcomes that change will deliver.

None of the progress outlined above would have been possible without a dedicated and hard working staff. Their commitment to the vision of increasing the use of public transport and willingness to lift their own performance standards have contributed to the improvement in transport services across NSW.



MICHAEL DEEGAN ~ DIRECTOR GENERAL

Transport NSW Annual Report 2002

This Annual Report for Transport NSW discusses the Department's progress in meeting the strategic objectives of the NSW Government: providing services to the community, attracting investment and jobs, and safeguarding the environment. To address these overarching objectives, Transport NSW reports within seven key result areas (KRAs):

01

Meeting Future Transport Needs

02

Improving Service Delivery

03

Delivering Safe and Reliable Services

04

Providing Equity of Access

05

Delivering Rural and Regional Services

06

Protecting the Environment

07

Providing Strategic Management

Meeting Future Transport Needs

Meeting the needs of our growing communities by planning for the future.

Priorities

- Deliver initiatives under Action for Transport 2010 to meet the needs of the growing urban, regional and rural populations, and the expanding tourism and freight markets.
- Proactively co-ordinate all transport-related strategic decisions and master plans.
- Improve the efficiency of road/rail transport to NSW ports in collaboration with the port corporations, transport agencies and industry groups, thereby improving the ports' competitive advantages.
- Ensure the development and implementation of the T-way rapid bus services.

Performance Highlights

Co-ordinating transport infrastructure planning and development.

Chaired by Transport NSW, the Urban Planning and Infrastructure Committee was established in November 2001 to co-ordinate transport infrastructure planning in the Sydney, Newcastle and Wollongong regions. Members include all transport portfolio agencies, and other groups such as: Planning NSW, the Environment Protection Authority and Premier's Department. The Committee has successfully overseen major projects, including the Long Term Strategic Plan for Rail, and the Scenario Modelling Project. The latter tested the transport implications of alternative land use and scenarios, such as the level of development in fringe areas of Sydney, and the concentration of employment within centres.

The Transport Co-ordination Committee (TCC) was created to be the leading advisory body of the entire transport portfolio for the Minister for Transport. Committee membership comprises senior executives from Transport NSW, State Rail Authority, State Transit Authority, Waterways Authority, Rail Infrastructure Corporation, Sydney Ports Corporation, Newcastle Port Corporation, Port Kembla Port Corporation, Roads and Traffic Authority, Planning NSW, Environment Protection Authority, the Premier's Department, and independent customer council representatives from passenger and freight services.



PORTS AND FREIGHT STRATEGY

The Department initiated the development of a ports and freight strategy for consideration by the NSW Government. This strategy will provide a framework designed to guide development within the ports and freight network.

ACTION FOR TRANSPORT 2010

As part of the NSW Government's continued commitment to improving the quality of new urban development and the reduction of adverse environmental impacts, Transport NSW worked with other agencies including Planning NSW on delivering better integration of transport and land use planning. Major planning was undertaken to prepare for major land releases in Western Sydney for urban development. Using Action for Transport 2010 as its guide, Transport NSW focussed on the delivery of new transport infrastructure. To better achieve this, Transport NSW established a committee of portfolio and Departmental representatives to provide an efficient transport infrastructure capital works program, and give the NSW Government increased surety of the delivery of projects.



NORTH WEST RAIL LINK

In March, the Minister for Transport released the North West Rail Link (NWRL) Overview Report – *Connecting Communities*, which presents the preferred rail route and summarises two years of co-ordinated planning across the portfolio. The proposed route is underground at the main north line between Beecroft and Cheltenham to Norwest Business Park, and then at surface level to Mungerie Park at Rouse Hill.

The initial eight-week preliminary public consultation ran between 10 March and 3 May, 2002.



The aim of the report was to provide practical information about the proposed rail link, and encourage community debate and input into the early planning process.

Feedback and consultation included:

- Written submissions from Blacktown, Baulkham Hills, Hornsby, Hawkesbury and Parramatta Councils, residents, community groups and businesses.
- 118 written submissions, with 86 (73 percent) in favour of the project.
- Six submissions (5 percent) strongly against the project.
- 303 calls to a 1800 information line number.
- Between March and July, more than 16,500 hits were received on the NWRL website.
- Six focus groups held.
- Three stakeholder briefings held.
- Five council meetings addressed.

A range of feasibility studies are now underway to further develop the concept, including an environmental study, and geotechnical drilling to assess geology and ground conditions.

The primary aim of the studies is to help define a rail corridor, and to ensure it is protected when local planning or future development is considered.

CENTRAL COAST TRANSPORT STRATEGY

In partnership with the Roads and Traffic Authority (RTA), Transport NSW completed a public transport and roads action plan for the Central Coast. The plan, released in July 2002, recognises the area is one of the fastest growing in NSW with population growth double that of Sydney, and addresses the unique transport needs of the region. The Connecting the Central Coast Transport Action Plan covers all key modes of transport – train, bus, ferry, car, bicycle and pedestrian – and details projected transport infrastructure and programs for the region over the next five years and beyond.

INTEGRATED PLANNING

In conjunction with Planning NSW and the Roads and Traffic Authority, Transport NSW developed policies and guidelines to encourage better integration of land use and transport planning. Once implemented, the Integrated Land Use and Transport Planning Policy Package will promote the development of more livable neighbourhoods, provide a better range of transport options and reduce road congestion. The package is targeted to NSW government agencies, local councils and developers. Furthermore, Transport NSW was an active participant in integrated planning for major land releases in Western Sydney by co-ordinating transport portfolio input.



INTERCHANGES

To meet future transport needs, Transport NSW spent \$35M last year, funded from the Parking Space Levy, on the development and construction of major new interchanges, commuter car parks and other facilities. This program is designed to enhance access to public transport and improve passenger comfort and safety. Six new or upgraded facilities were completed during the year.

- **Bondi Junction bus/rail interchange.** Completed in July 2001, the new interchange is a state-of-the art facility incorporating the latest features, including a fully air-conditioned passenger lounge, 32 electronic timetable signs with 'real time' information that indicate bus arrivals, and closed circuit television security cameras.



WYONG BUS/RAIL INTERCHANGE

- **Wyong bus/rail interchange.** Completed in early April 2002, the new eight-space bus facility also features separate kiss 'n' ride and taxi zones, and new and improved commuter car parking with more than 400 spaces available.
- **Engadine bus/rail interchange.** Completed in April 2002, together with the easy-access upgrade of Engadine Station, the project included work on both sides of Princes Highway and the subway under the Highway. Features include a new lift, new bus shelters and closed circuit television security cameras.

- **Gosford commuter car park.** Completed in April 2002, the project added a further 350 spaces to the existing 700-space, multi-level commuter car park.
- **Holsworthy commuter car park.** Completed in June 2002, the project featured a new 340-space multi-storey commuter car park, with lift access from the railway station to all four levels, improvements to the bus interchange facilities, closed circuit television security cameras and secure bicycle lockers.
- **Kogarah commuter car park.** Completed in June 2002, the 346-space facility features direct access to the adjoining Kogarah railway station including easy access ramps from two levels, electronic signage at entry indicating number of spaces unoccupied, closed circuit television security cameras and secure bicycle lockers.



KOGARAH COMMUTER CARPARK



Construction also started in

March 2002 on a new Rockdale bus/rail interchange. The project is being constructed jointly with the easy access upgrade of Rockdale station and will be completed in early 2003.

PARRAMATTA RAIL LINK

The Parramatta Rail Link Company, under the direction of Transport NSW, the State Rail Authority and Rail Infrastructure Corporation, made significant progress on the new 28-kilometre railway linking Parramatta and Chatswood. In June 2002, Transport NSW awarded the single largest NSW Government contract for the section of the route between Chatswood and Epping (to the Thiess H A Group). This project will provide capacity for an extra 12,000 new rail passengers every day on the CityRail network and provide much needed rail service to a growing area. In May 2002, the Minister for Transport and Lord Mayor of Parramatta released the masterplan for the \$100M Parramatta Transport Interchange, a key component of the Parramatta Rail Link. This interchange will encourage increased public transport use into the Parramatta CBD by connecting the new Transitway, local bus and rail services.

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TRANSITWAYS

Progress on the 30km Liverpool to Parramatta Transitway culminated with commencement of construction, finalisation of the tender for transitway trunk services and contracting of a trunk service provider.

Bus-only transitways, or T-ways, are a rapid bus public transport system designed to link Western Sydney's major residential, business, employment, medical, education and recreational facilities.



HOLSWORTHY COMMUTER CAR PARK

The 95 kilometre T-way Network will provide fast, reliable buses travelling on bus-only roads and bus lanes, and will be a safe, convenient alternative to driving.

T-ways are a vital part of an integrated transport solution for Sydney that also includes:

- Parramatta–Chatswood Rail Link
- Western Sydney Orbital
- North West Rail Link
- Windsor Road upgrade.

The Liverpool–Parramatta link and the other T-way links, Blacktown–Castle Hill and Parramatta–Rouse Hill, will greatly benefit the population of this area by making it easier to get to work, school, college, shopping and weekend recreation. Construction work began on the Liverpool–Parramatta T-way link in April 2002 on:

- Over 9 kilometres of separate, off road T-way.
- A 5 kilometre stretch of T-way following Sydney Water's Prospect Pipeline corridor.

On completion during 2003/2004, more than 30 T-way stations on the Liverpool–Parramatta T-way will link high-growth suburbs and key employment areas with T-way services running on bus-only lanes on existing roads as well as newly built T-way lanes. Other work associated with this project includes:

- Cycleways and shared pedestrian paths.
- Bus bays.

- Reconstruction of intersections at cross streets.
- A bridge over the Sydney Water pipeline and the Prospect Creek floodplain.
- New sets of traffic signals at intersections and pedestrian crossings.

Services between Parramatta and Liverpool are due to commence in February, 2003.

Future Directions

- Further modelling and assessment of alternative transport scenarios for Sydney's future.
- Develop an integrated bus plan for the north west prior to the commencement of the North West Transitway.
- Implement the Ports and Freight Strategy and undertake further freight-related studies.
- Conduct further studies and planning for the North West Rail Link.
- Co-ordinate a Central Sydney Transport Strategy to help meet future needs and improve transport access to the CBD.
- Commence construction of the Parramatta Rail Link and Parramatta Transport Interchange as well as major upgrades of additional transport interchanges.
- Manage the feasibility study to extend the light rail system in Central Sydney.

Improving Service Delivery

Building better communities by enhancing the public transport system.

PRIORITIES

- Raise the standard of bus services through improved administrative systems and a better regulatory regime.
- Review and reform the School Student Transport Scheme to ensure it is easier to administer, cost efficient and more responsive to educational needs.
- Review and reform the taxi and hire car industries to improve the level of services provided to the public and make taxi operators more accountable for service delivery.
- Ensure new initiatives meet transport needs of the community and encourage the greater uptake of public transport.
- Oversee the design, development and testing of an integrated ticketing system to enable people in the greater Sydney metropolitan area to pay for all forms of public and private transport with a single smart card ticket.
- Plan and manage bus contracts more efficiently and effectively.
- Develop new integrated and inter-modal passenger and freight reforms to maximize the use of public transport and its usefulness to the community.

Performance Highlights

STREAMLINE ADMINISTRATION OF BUS REGULATION

Transport NSW continued to streamline its administration of driver authorities and operator accreditation, including regular passenger services, long distance, tourism and charter bus services, and four-wheel drive vehicles. Starting April 2002, three-yearly medical examinations replaced the obligatory yearly examinations for most drivers, aligning the testing with the renewal date of the driver authority. The Department also worked with the bus industry to introduce accredited training to improve driving standards.

The limitations of the current regulatory system for bus services came under review with Transport NSW commencing work on analysing options for reform with the bus industry and transport experts. Transport NSW also began the next step to develop mapping of the current system, examine regulatory models from other agencies and identify options for improved service delivery.

BUS CONTRACTS

As the first stage of moving to computerised contracts, Transport NSW initiated use of a geographic information system to digitally map non-commercial bus routes across the State. Use of this system for capturing, storing, checking, integrating and analysing data will improve the contract management of new or altered non-commercial buses. It will have the added benefit of enabling Transport NSW to store vital information in a readily accessible format.

In 2001/02, the Department also ensured regular passenger and school bus services through the management of approximately 230 commercial and 1,800 non-commercial contracts. At a cost of \$406.1M, approximately 664,100 eligible students receive free transport in NSW with 3,958 schools served.



INTEGRATED TICKETING

The NSW Government announced the preferred supplier for an integrated ticketing system in the greater Sydney metropolitan region. Integrated ticketing will allow passengers to use a single "smart card" to pay for travel on all government and private rail, light rail, monorail, bus and ferry services. The smart card can be carried in a purse, wallet or pocket, allowing passengers to walk through a special validator, rather than swipe a ticket through a machine. This will make entering and exiting trains, buses and ferries significantly faster, which will result in greater convenience for passengers.

A NSW Supreme Court challenge by the unsuccessful tenderer, however, delayed awarding of the contract to the Integrated Transit Solutions consortium comprising ERG Ltd and Motorola. The case was decided in favour of Government in July, 2002, however at present is subject to appeal.

SCHOOL TRANSPORT REFORM

Reform of the School Student Transport Scheme (SSTS) progressed on several fronts last year. Following receipt of a Department-commissioned report on more than 2,000 bus contracts under the scheme, Transport NSW took action on the deficiencies identified. Further relevant information came from the report of the Public Accounts Committee on the scheme, which was released in February 2002.

New administrative arrangements were developed to ensure a smooth process for reform. These include the appointment of a specialist SSTS policy manager, the initiation of an SSTS reform working party comprising representatives from industry, education and government, and the establishment of a high-level co-ordination committee.



CHANGING TRAVEL BEHAVIOUR IN PARRAMATTA

Transport NSW supported a Parramatta City Council initiative to develop a plan to identify the policy, services and infrastructure needed in the city centre to achieve a target of 60 percent of commuter travel using public transport, cycling and walking by 2021. The council will exhibit the plan for public comment early in the new financial year. Transport NSW is also leading the development of a trial project in Parramatta to focus on changing people's travel patterns by promoting public transport over car use.

IMPROVED TAXI AND HIRE CAR SERVICES

The public will benefit from a review of the Passenger Transport (Taxi Cab Services) Regulation 2001. Among the benefits are requirements that:

- Taxis carry baby capsules.
- Complimentary driver assistance to wheelchair passengers.
- Guide dogs cannot be refused taxi travel.
- Taxis display red roof lights when charging late-night rates.

Reforms of the hire car industry included the application of a standard policy for determining short-term licence fees and the establishment of a review process to hear claims regarding any impact of reforms.



In collaboration with the taxi industry, Transport NSW developed a new transparent model for issuing taxi licenses that will be trialed in the new financial year. Design specifications for the Customer Feedback Management System were also developed. When complete, the system will improve complaints handling and generate accurate data on taxi service performance standards.

FERRY REFORM

As of July 2002, 31 of the 55 recommendations in the report of the Waterways Review of the Operations of Sydney Ferries were implemented.

Progress towards implementation of the remaining 24 recommendations is well advanced, with most expected to be implemented by the beginning of October 2002.

Most of the remaining recommendations relate to various aspects of either the safety management system being developed for vessel operations under the ISM Code, or to the quality management system (ISO 9001:2000) being introduced for Balmain Shipyard and other shore-based operations. Development of both of these systems are large-scale undertakings, which impact the whole of Sydney Ferries, and will be implemented, including planned external audits and certification in November 2002. In addition, several associated capital acquisition programs will not be finalised until early in 2003.





TRANSPORT FOR MAJOR EVENTS

Transport ran perfectly at Moore Park in April when more than 70,000 sports fans attended the Super 12 Rugby and AFL fixtures in adjacent stadia – the first time ever two major games were played at the same time at this site. The majority of fans used public transport and no traffic problems were reported. People attending other sport and cultural events, including other rugby matches and concerts in the Moore Park precinct, were also able to take advantage of special transport services.

Transport NSW also provided bus services to many events at Sydney Olympic Park, including the Royal Easter Show, Rugby tests, NRL Grand Final and Sydney Swans football games. In anticipation of the 2002 Gay Games and the 2003 Rugby World Cup, special transport strategies are being developed to help spectators get to and from various event locations easily and efficiently.



OLYMPIC PARK STATION

NIGHTRIDE SERVICES

Approximately 780,000 people used the 11 Nightride bus services, which provide safe and reliable late-night public transport in Sydney after CityRail services wind down for the night and allow Sydney to operate as a 24-hour city. The cost of this service was \$4M. A new Nightride service from Hornsby to Berowra also operated on a three-month trial. Based on the low patronage levels, it is not proposed to make the service permanent.

TRANSPORT INFORMATION

The travelling public now enjoys easier access to transport information as the result of several projects implemented during the past year. A major review of the Transport Infoline 131 500 web site led to the launch of a more user-friendly trip planner in June 2002. At the same time, the Transport NSW corporate Internet site was redesigned for quicker access to specific transport information. Additionally, a pilot project using best practice guidelines for transport signage in the Sydney metropolitan area will improve signage for major event bus services to Sydney Olympic Park.

CUSTOMER FEEDBACK

People will be able to better voice their concerns with the introduction of a revised complaint management system across the transport portfolio. Under the new system, complaints by telephone are to be resolved within five working days where possible. Written complaints will be resolved within 21 days. This new system will ensure speedier response and greater co-ordination across all types of public transport services.



TRANSPORT PORTFOLIO CUSTOMER COMMITMENT

A combined public transport customer service commitment is in the final stages of development. This is being developed through the co-ordinated efforts of a committee comprising representatives from train, bus and ferry operators. The Customer Commitment defines standards passengers can expect from transport providers.

Future Directions

- Fully implement the bus driver reform package to improve driver training and streamline administration of driver authorities.
- Finalise the integrated express service tender for the Liverpool-Parramatta Transitway and consult further on an associated network of bus services.
- Consult with stakeholders on the final bus reform paper and implement an improved regulatory regime.
- Streamline administration of the School Student Transport Scheme and improve transport information available to students through digital mapping of school properties.
- Review existing contract and accreditation arrangements as part of the Bus Reform Program to improve reliability and comfort for passengers in NSW.
- Provide a better service to recipients of the private vehicle subsidy by centralising administration of the School Student Transport Scheme.
- Implement the Customer Feedback Management System for the taxi industry.
- Review Nightride services with a view to extending to new areas in order to better meet the transport needs of late-night passengers.

Providing Safe & Reliable Services

Transport NSW is the State's public transport and rail safety and ports regulator.

PRIORITIES

- Monitor bus operator performance and maintain accreditation system to ensure safety of operators.
- Oversee the implementation the recommendations of the Special Commission of Inquiry into the Glenbrook Rail Accident.
- Identify the rail industry's major safety risks and ensure strategies to address them are developed and implemented.
- Continue the safety enhancement of level crossings according to established priorities.
- Enhance the Department's level of preparedness for emergencies.
- Monitor port operations to ensure compliance with safety provisions.



Performance Highlights

BUS SAFETY IMPROVEMENTS

Approximately 200 audits of regular passenger and tourist bus service operators were conducted during 2001-2002. The audits sought to ensure that operators understood legislative and accreditation requirements, specifically as these relate to safety.

In consultation with WorkCover, the Bus and Coach Association and Transport Workers Union, the Department developed violence prevention guidelines for private bus drivers. Personal protection training commenced for this driver group.

Transport NSW continued to ensure that bus operators were aware of accreditation standards relating to safety by presenting lectures to students at the Institute of Transport Studies at Sydney University.



GLENBROOK INQUIRY RECOMMENDATIONS

The Department monitored and implemented recommendations of the inquiry into the Glenbrook rail accident. In May, the NSW Government appointed a safety regulator within Transport NSW to continue improvement of the regulatory framework for managing rail safety and the safety practices of individual rail authorities and operators. The regulator has the power to enforce compliance with safety regulations and investigate all rail accidents. In 2001-2002, 304 incidents were investigated at the request of Transport NSW

A proposed Rail Safety Bill, prepared by the Department, will substantially alter the structure of rail regulation and extend drug and alcohol testing across all public transport modes. The Bill gives effect to a number of recommendations made by the Glenbrook inquiry.

The inquiry also led to the development of a draft industry safety charter, which will address criticism of risk management systems, the lack of co-ordination between rail entities and the absence of a strategic overview for safety.

SAFER LEVEL CROSSINGS

The NSW Government is spending \$4M each year over three years to make level crossings safer. In 2001-2002, improvement works were undertaken at 28 sites, including the upgrading of the Gerogery crossing to full protection following a tragic accident in January 2001.



The Level Crossing Strategy Council will incorporate the findings of the Gerogery Inquest and the Parliamentary Staysafe Committee inquiry on level crossings into its strategic management improvements program. To ensure that funds are spent on safety improvements at the highest priority locations, the Council began using a Level Crossing Assessment Model. Other Council initiatives included consultation with stakeholders on the closure of high-risk locations where there are alternative crossings nearby.

CASE STUDY: CLOSURE OF AN UNSAFE LEVEL CROSSING

State policy is to close road-rail intersections wherever a safer, reasonably convenient road route is available.

Rail Infrastructure Corporation (RIC) proposed to the Director-General of Transport NSW, in his capacity as Chair of the Level Crossings Strategy Council, that a level crossing on the North Coast Railway in State Forest near Collambatti be closed.

A formal Assessment Report found that the required sight distances for timber jinkers was not available. It takes 28 seconds for a semi-trailer to clear 100 metres from rest. At this crossing trains travelling at 75kph appear from around a bend. Road users were potentially faced with situations that are beyond the capacity of the human perceptual system to resolve. It is considerably worse at night when locomotive lights are the only available visual cue to closing speed.

Because five local residents had to cross the rail line five times to open and shut the manual gates, there was also anecdotal evidence that the road gates were usually left open. Most level crossing collisions involve local drivers who know the site well. In the case of level crossings, over-familiarity kills.



Less than four kilometres away there was a bridge over the railway line. RIC agreed to upgrade this bridge so that it was strong enough for logging trucks to use. There was a rough forest road connecting the level crossing to the bridge but it was not in a suitable condition for local residents to use in all weathers. While State Forests has no obligation to provide access to private property, this agency fully cooperated with RIC to upgrade the link road and Kempsey Shire Council agreed to maintain it in the future.

The Level Crossings Strategy Council deemed that the level crossing was an unnecessary risk that could not practically or economically be reduced by installing lights, bells or boom gates. The Director-General directed RIC to close it under the Rail Safety Act. The LCSC arranged the normal consultation with stakeholders that would occur when level crossings are more routinely closed using powers under the Transport Administration Act.

Closure is the only way to completely eliminate risk at road-rail intersections. This exercise required co-operation between two levels of Government, co-ordination between four State agencies and adherence to a seven step process.

EMERGENCY MANAGEMENT

In October, Transport NSW signed an agreement with the Environment Protection Authority and WorkCover to provide enforcement and monitoring guidelines for the transportation of dangerous goods by rail in NSW. The Department continued to incorporate dangerous goods enforcement action into its railway compliance inspections and audits.

During the 2001 Christmas bushfires, Transport NSW co-ordinated transport resources including trucks for general freight, tankers, boats and buses in the affected areas.

MARINE SAFETY

Transport NSW developed a marine safety and environmental protection system for the port corporations and Waterways Authority, while continuing compliance monitoring of port corporations and regional ports.

Future Directions

- Develop a Transport Industry Safety Strategy establishing industry-wide objectives and core safety principles.
- Continue the safety improvement program for level crossings and further develop strategies for crossing rationalisation.
- Research and develop strategies to improve the security of public transport workers.
- Monitor the implementation of safety management systems for buses, taxis and transport interchanges.
- Develop safety management systems for ferries and other public passenger vessels.

Providing Equity of Access

Transport NSW initiates and implements strategies and provides funding to achieve equity of access to transport services for the whole community.

PRIORITIES

- Assist public transport providers to achieve more flexible, competitive and responsive services to better serve the community.
- Implement an improved fare setting regime across the transport system.
- Ensure the people of NSW receive fair treatment in access to travel concessions.
- Ensure new transport infrastructure and development enhances accessibility to housing, jobs and services.



Performance Highlights

COMMUNITY TRANSPORT

Transport NSW finalised the Review of Community and Courtesy Transport, which was undertaken with key stakeholders. The recommendations to clarify regulatory requirements and standards were approved by the NSW Government and are part of a legislative reform package in 2003.

Community transport providers undertook an average of 89,560 trips per month, assisting more than 26,000 people. The services were provided by 133 government and non-government organisations, which received a total allocation of \$19.5M from Transport NSW.

FARES

In June 2001, Transport NSW formally requested the Independent Pricing and Regulatory Tribunal to make recommendations on fare changes for private bus, ferry and taxi fares in 2001/02, with the resulting fare changes based on the Tribunal's recommendations. This approach gave the community and operators greater certainty about how fares are established by allowing public debate on the costs of public transport, as well as consistency and accountability in the fare determination processes.



CONCESSIONS

The Public Transport Authority, whose membership comprises representatives of public transport passengers, environmental organisations, local government, and experts in transport and urban planning, finalised its review of transport concessions. The NSW Government is now considering the recommendations.

SCHOOL STUDENT TRANSPORT SCHEME (SSTS)

In 2001/02, more than 664,100 students, at an annual cost of \$406.1M benefited from subsidised travel to and from school by bus, rail, ferry and private vehicle under the School Student Transport Scheme. Administered by Transport NSW, the scheme is the largest, most generous and cost efficient of its kind in Australia (NSW Public Accounts Committee finding 2002).

TAXI TRANSPORT SUBSIDY SCHEME (TTSS)

The Department provided \$13.2M in 2001/02 to subsidise Taxi Transport to assist residents of NSW who are unable to use public transport because of a qualifying severe and permanent disability. The scheme subsidises the travel cost of TTSS participants, allowing them to travel by taxi at half fare.

Transport NSW allocated \$324.4M in the 2001/02 financial year to subsidise concession fares across the state (excluding the SSTS). The Department funds private and public transport operators to deliver services for people eligible for concession fares. This includes, pensioners, seniors, school students, tertiary students, apprentices, trainees, vision impaired, welfare recipients, war widows, war veterans and ex-service people.



ACCESSIBLE TRANSPORT

Transport NSW drafted the Transport Portfolio Accessible Transport Action Plans as the first step in improving equity of access to transport. It outlined the Commonwealth Government draft targets for accessible public transport, and documented the progress of NSW transport agencies in achieving those targets.

Future Directions

- Seek Government approval of legislative changes to implement the recommendations of the Review of Community and Courtesy Transport.
- Formalise the agreement between Transport NSW and the Department of Ageing, Disability and Home Care on the agencies' respective roles in community transport provision.
- Establish a standing reference for the Independent Pricing and Regulatory Tribunal to make recommendations on private bus, ferry and taxi fares for the next five years.
- Develop strategies to foster consistent access to concession travel across urban, regional and rural transport networks.
- Finalise the Accessible Transport Action Plan for 2002/03 with community input and prepare the plan for 2003/04.



Delivering Rural and Regional Services

*Transport NSW has a key focus
on improving transport services
in regional and rural NSW.*

PRIORITIES

- Collaborate with the regional airline industry, local councils and the Federal Government to achieve stable and reliable regional air services.
- Improve transport outcomes for Aboriginal people living in rural and regional NSW.
- Co-ordinate passenger transport improvements in country NSW.
- Maintain concessions for rural and regional people using public transport.

Performance Highlights

AIR SERVICES

This past travel year was one of the worst years in Australian aviation history, with the reduction of passenger services. In response to the collapse of Ansett's regional subsidiaries, Transport NSW worked to reduce cost pressures, remove licence fees on lower volume routes and provide financial assistance.

Over the reporting period, 33 rural and regional centres in NSW retained air links to Sydney Kingsford Smith Airport. Four towns – Kempsey, Casino, Brewarrina and Nyngan – had their air links curtailed.

FUNDS TO IMPROVE RURAL AND REGIONAL SERVICES

Through the Country Passenger Transport Infrastructure Grants Scheme, Transport NSW called for submissions from country councils and community groups for the funding of transport infrastructure projects. Under this scheme, individuals or groups can apply for funding to build better passenger transport facilities in country areas. It is anticipated \$1.56M will be made available to fund 35 projects across 26 local government areas to help country towns provide quality public transport and improve regional tourism links. Projects include:

- Public transport and tourism centre in Inverell
- Coach and rail interchange in Albury
- Bus interchange in Griffith
- Taxi and coach interchange in Narrabri
- Bus terminal in Tamworth
- Bus terminal in Walgett
- Upgrades to bus interchange in Yass.

RURAL TRANSPORT PILOT PROJECT

The Rural Transport Pilot Project is focussed on Dubbo and Broken Hill and their surrounding towns. The objectives are to:

- Record and analyse the various types of transport providers and services currently provided in Dubbo and Broken Hill and their surrounding towns.

- Facilitate better integration of transport services and co-operation between key stakeholders to improve people's access to services such as health, commercial, recreation and education.
- Improve information so people are better informed about available transport services, timetables and routes.

As a result of the project, a number of achievements have been made during the year including:

- Establishment of local Transport Working Groups, in conjunction with Councils, to identify and progress transport issues at a local level.
- Development of co-operative projects between transport service providers, e.g. taxis working with community transport providers for better outcomes for the passenger.
- Dubbo Coaches, Dubbo Radio Cabs, Dubbo Community Transport and Dubbo City Council have joined forces to promote services for seniors.
- Taxis are also catering for the needs of the older population by setting up a Senior's Taxi Club Scheme.
- Establishment of two new bus services into Broken Hill from Wilcannia and Menindee.
- Development of a rural transport database that lists transport services and other details for more than 470 towns.
- Development of transport guides for Wellington, Gilgandra, Narromine, with guides under development for Dubbo and Broken Hill.

Research for the project showed many local people were unaware of some of the transport options available to them. These guides will help to keep people informed and enable them to make better use of local services. The trial is due to finish by the end of the year.

SCHOOL STUDENTS

As part of the Department's commitment to rural and regional areas, the Department assisted students who live in locations where public transport is not available by providing a Private Vehicle Conveyance (PVC) subsidy. The total cost to delivery both services for the year was \$422.5M (SSTS – \$406.1M; PVC – \$16.4M)

COUNTRY RAIL INFRASTRUCTURE

2001/02 marked the start of a five-year contract between Transport NSW and the Rail Infrastructure Corporation to commit \$285M annually for the maintenance and improvement of country rail infrastructure.

GRANTS AND CONCESSIONS

Various Transport NSW schemes assist rural and regional residents in using public transport. Approximately \$50M each year is provided in concessions on train and bus services in rural and regional areas. The Taxi Transport Subsidy Scheme paid 50 percent of the meter fare, up to a maximum of \$30, for country people with permanent disabilities to get to work, study, medical treatment and leisure activities by taxi. The Department also made available interest-free loans to encourage taxi cab owners to purchase wheelchair accessible taxis.



Future Directions

- Support the NSW Government in improving the stability of regional and rural air services.
- Continue the improvement of regional and rural transport services through regulation and reform.
- Ensure that Aboriginal people have opportunities to contribute to the development of services in regional and rural areas.
- Finalise the Rural Transport Pilot Project with a view to establishing a resource template so other country towns and villages can make better use of existing services and resources.
- Develop a Rural and Regional Transport Strategy to guide transport planning for country NSW over the next decade.



section **06**: protecting the environment...

Protecting the Environment

Transport NSW undertakes initiatives to minimise the impact of transport on the environment.



PRIORITIES

- Support transport agencies in reducing road congestion and greenhouse emissions.
- Reduce travel demand and encourage greater use of alternative transport modes by integrating land use and transport planning.
- Review and update oil spill response plans.
- Contribute to the management of marine pests in Australian waters.

Performance Highlights

REDUCING AIR POLLUTION

Transport NSW manages the Botany rail freight line upgrade project to increase rail container transport to and from Botany, and thereby reduce road congestion, truck movements and greenhouse emissions within the greater Sydney metropolitan region.

INTEGRATED PLANNING

In conjunction with Planning NSW and the Roads and Traffic Authority, Transport NSW developed the Integrated Land Use and Transport Planning Policy Package. The package outlined a range of planning mechanisms, such as linking public transport with land use strategies, to reduce dependence on private vehicles, primarily in new metropolitan areas.

MARINE PROTECTION

Transport NSW, in consultation with the relevant NSW Government agencies, reviewed and updated the marine oil and chemical spill contingency plans for NSW waters and Lord Howe Island. The Department also updated the Oil Spill Response Atlas by including the latest information on infrastructure and other facilities and resources. This publication assists emergency oil spill clean-up crews by showing the location of equipment, and, for example, archaeological areas in need of special protection.

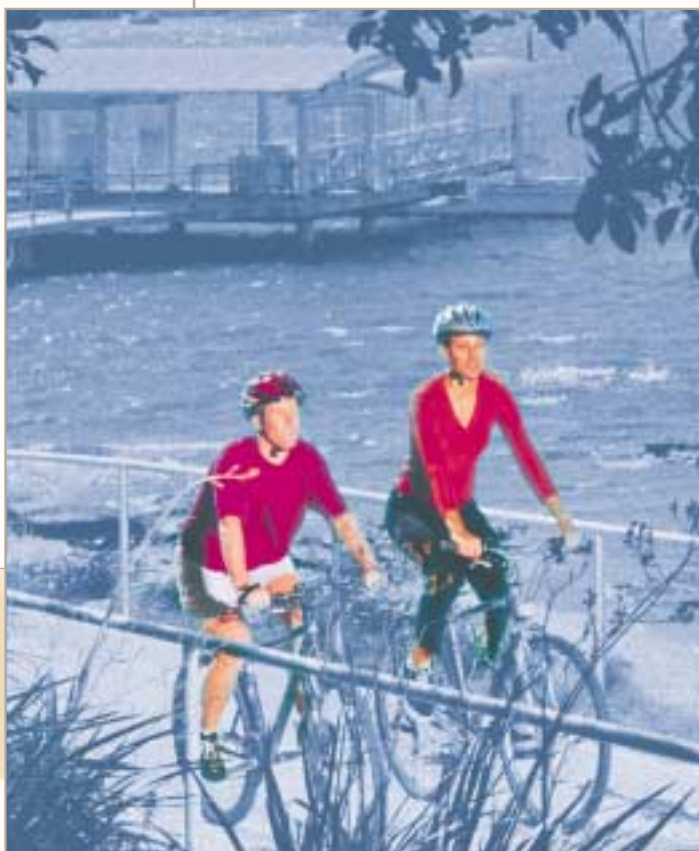
A **draft oil spill** contingency plan for the port of Yamba was developed and forwarded to the relevant agencies for comment. The plan will help local agencies with their initial response to an oil spill.



As a member of national consultative group, Transport NSW proposed that a study be conducted into the economic impact of marine pests, such as foreign marine animals, which are introduced into Australian waters by visiting ships and may upset the natural ecological balance. The Australian Quarantine Inspection Service subsequently engaged consultants to undertake the study. The report found no adverse economic impacts.

Future Directions

- Enhance and maintain the marine pollution response and environmental protection system for NSW.
- Develop a marine industry safety strategy to support the Transport Industry Safety Strategy.
- Contribute to the development of a national management regime for marine pests.



Providing Strategic Management

Transport NSW provides leadership across the transport portfolio by co-ordinating the NSW Government's transport priorities and ensuring the delivery of effective public transport and freight services for users.

Priorities

- Create smarter and more integrated transport solutions to meet community passenger and freight needs.
- Build better relationships with transport users through effective information delivery, consultation and complaint resolution systems.
- Improve the Department's integrated planning functions, management of human and financial resources, information technology and physical assets across Transport NSW and the transport portfolio.



Performance Highlights

IMPROVED WORKFORCE MANAGEMENT

A number of initiatives in 2001/02 led to a more motivated and better performing workforce. These included the ongoing performance evaluation scheme and a new in-house training program for the Transport NSW team. Staff were able to express their views on the organisation and their needs through a staff climate survey. The contributions of long-standing public servants were acknowledged through a recognition program in May 2002.



PLANNING AND BUDGETING INTEGRATION

Overall departmental management improved through the implementation of output-based planning, budgeting and reporting systems. In 2001/02, for the first time budget funding was directly linked to the Department's planning processes. This enables more effective monitoring of activities and outcomes in 2002/2003.



SAP PROJECT

A globally recognised financial management system, SAP Financials, was implemented during the year. It became operational on 30 June 2002. This new financial management system provides improved financial reporting and monitoring of outcomes as they relate to budget allocations, eliminates numerous manual transactions, and is linked to the Department's key database, the Transport Information Management System (TIMS).

CORPORATE GOVERNANCE

The Director General is responsible and accountable to the Minister for Transport and Parliament for the overall performance of Transport NSW and ensuring that it performs in a manner consistent with legislative requirements and best public sector practice.

The Director General is supported by Executive Directors, each who are responsible for a Division within Transport NSW. The Executive Directors and the Director General comprise the Executive Committee, which is the executive management body of Transport NSW. The Executive Committee generally meets fortnightly to consider matters of importance to the ongoing management and direction of Transport NSW and the entire transport portfolio.

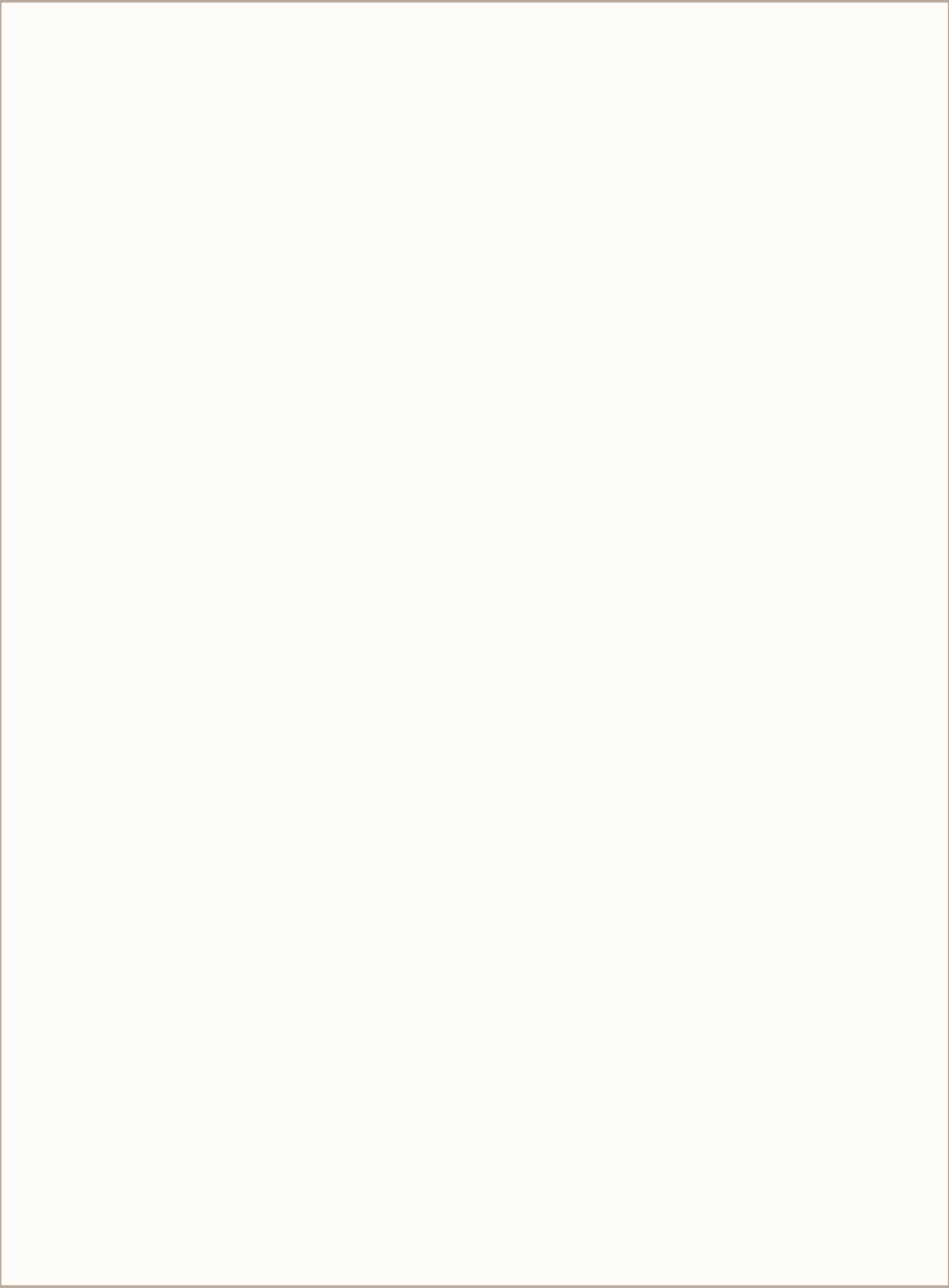
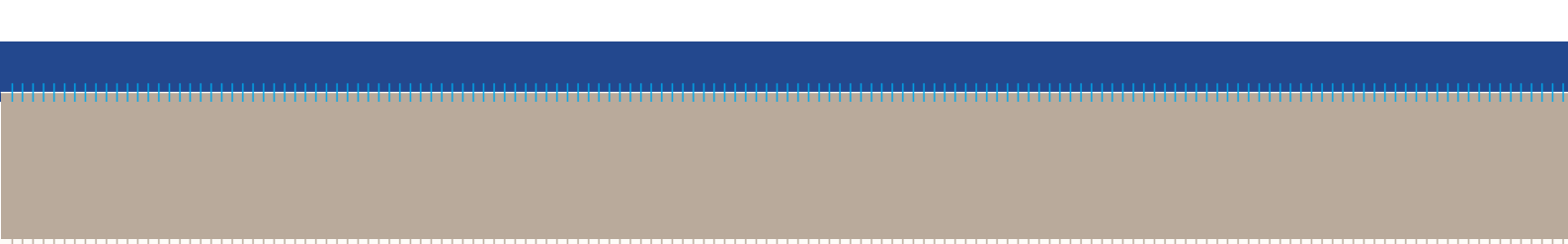
Transport NSW has in place a system of internal controls and reporting mechanisms to ensure that funds and efforts are directed to items identified in the budgetary and strategic planning cycle. It also has in place a Gantt chart reporting system, available on its intranet, that enables time related progress on planned items to be viewed by managers and staff alike.



Future Directions

- Implement shared services for the transport portfolio to streamline the delivery of corporate services, including information technology and human resources.
- Develop a strategic approach to the funding, procurement, maintenance and disposal of portfolio assets in an efficient and equitable manner.
- Maximise cost-effectiveness in the delivery of information through new technology.
- Align customer service training standards across Transport NSW and the portfolio.
- Improve communication with transport customers and the business community.
- Develop portfolio planning, budgeting and performance assessment to integrate fully with the Department's overall planning and budgeting processes.





Key Transport Indicators

Each year Transport NSW completes a Household Travel Survey across the Greater Sydney Metropolitan Region to learn more about individual travel patterns. The survey collects information about day-to-day travel, such as where people go, when they travel, the purpose of the trip, the means of transport used and the costs associated with the trip. This information is critical for the development of transport strategies and plans. The most recent data set was released in May 2002 detailing data on 2000/01.

The number of train trips in 2000/01 grew by two percent from the previous year while government bus travel remained stable. On weekends, the number of train and bus trips increased between 1999/00 and 2000/01, and the number of trips by car declined over the same time.

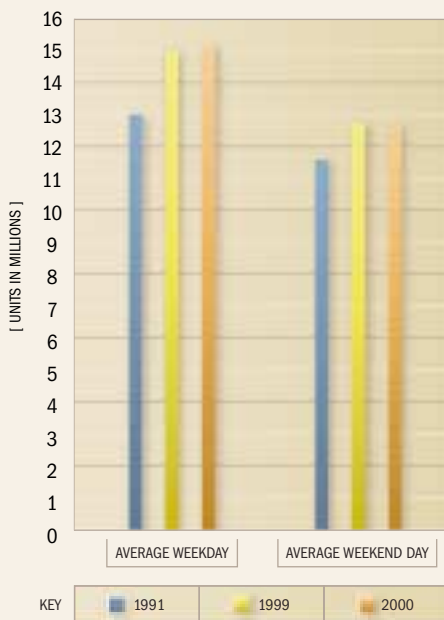
Sydney's strong growth in public transport travel between 1991-99 appeared to slow in 2000-01.

However, overall, public transport usage remained stable while reliance on cars continued to grow. Public transport patronage remained at 11 percent of all journeys with 70 percent of trips taken in private vehicles. Taxis, bikes and walking accounted for the remainder.

On average, there were more than 1.7M passenger trips each weekday on trains, buses and ferries, compared to more than 10M private vehicle journeys.

Key Transport Indicators [CONTINUED]

Number of Trips



NUMBER OF TRIPS BY SYDNEY RESIDENTS – 1991/92, 1999/2000 AND 2000/01

Sydney residents made 15M trips on an average weekday in 2000/01, up from 14.9M trips in 1999/00 and 13.1M in 1991/92. Between 1999/00 and 2000/01, weekday trips increased at a slower rate than the population. The number of trips on weekdays increased by 0.4 percent while Sydney's population grew by three percent. Between 1991/92 and 1999/00, the number of weekday trips increased at a faster rate each year on average (1.6 percent) than population (1.2 percent).

The number of trips each weekend day decreased from 12.9M in 1999/00 to 12.7M in 2000/01, a fall of 0.9 percent. This compared to an increase of 1.5 percent each year between 1991/92 and 1999/00.

Key Transport Indicators [CONTINUED]

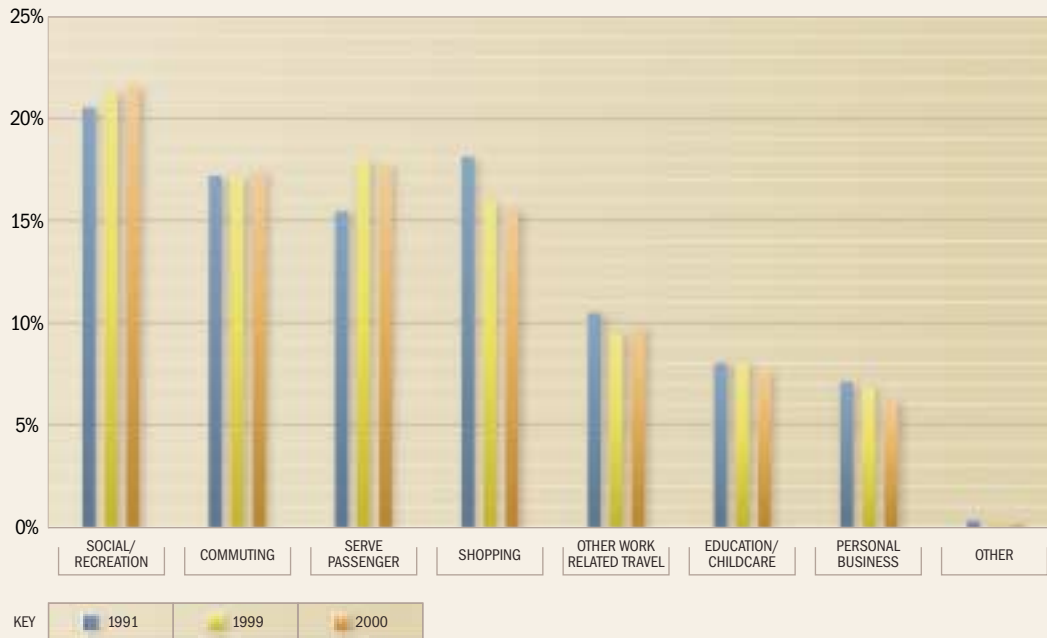
PURPOSE OF TRAVEL BY SYDNEY RESIDENTS ON AN AVERAGE WEEKDAY ~ 1991/92, 1999/00 AND 2000/01

The most common reasons for travel on an average weekday in 2000/01 were social/recreational (22 percent), commuting (18 percent) and to serve passenger needs (18 percent). The proportion of commuter trips has remained stable since 1991/92, while social/recreational and serve passenger needs trips have increased.

On weekend days in 2000/01, the main travel purpose was social/recreational at around 47 percent of all trips, followed by shopping (24 percent) and to serve passenger needs (15 percent). Commuting accounted for around five percent of all trips on weekend days.

The main growth in travel from 1991/92 to 2000/01 on weekdays was for social/recreational, to serve passenger needs, commuting and education/childcare purposes, while on weekends the greatest growth was for personal business, commuting and social/recreational reasons.

Purpose of Trips



Key Transport Indicators [CONTINUED]

NUMBER OF TRIPS BY MODE BY SYDNEY RESIDENTS ON AN AVERAGE WEEKDAY ~ 1991, 1999 AND 2000

The majority of travel in Sydney is by private vehicle – 70 percent of trips in both 1999/00 and 2000/01, up from 67 percent in 1991/92. However, the number of vehicle trips increased by only 0.5 percent from 1999/00 to 2000/01, compared to an average increase of 2.1 percent per annum between 1991/92 and 1999/00.

The number of train trips increased by 1.8 percent from 1999/00 to 2000/01, which is greater than the growth in population of 1.3 percent, and higher than the average increase of 1.4 percent per annum for the period 1991/92 to 1999/00. Total bus trips fell slightly from 1999/00 to 2000/01 after growing each year from 1991/92 to 1999/00. The number of government bus trips, however, remained stable.

The number of walk-only trips remained stable between 1991/92 and 2000/01 at around 2.7M trips each weekday on average.

Mode of Trips



Key Transport Indicators [CONTINUED]

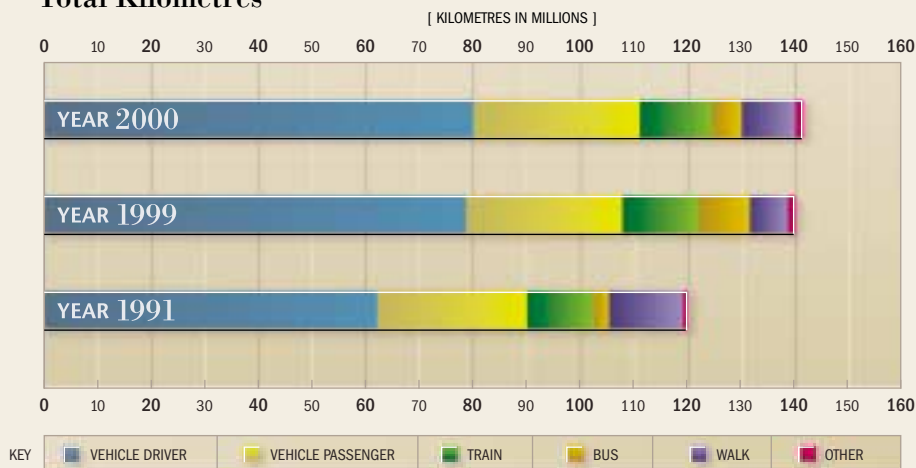
TOTAL KILOMETRES TRAVELLED BY MODE ~ AVERAGE WEEKDAY 1991/92 TO 2000/01

Sydney residents travelled a total of 142M kilometres (includes all modes) on an average weekday in 2000/01, up from 140M kilometres in 1999/00 and 120M in 1991/92. The growth in total kilometres from 1999/00 to 2000/01 was 1.7 percent, similar to the annual growth rate of 1.9 percent each year between 1991/92 and 1999/00.

The total number of kilometres travelled by vehicle drivers, or vehicle kilometres travelled (VKT), increased by 2.1 percent on weekdays from 1999/00 to 2000/01, after increasing by an average of 2.6 percent each year from 1991/92 to 1999/00.

Total travel time for each person on an average weekday increased by six minutes, or nine percent, from 73 minutes in 1991/92 to 79 minutes in 2000/01. This represents an average growth rate of one percent per annum.

Total Kilometres



Transport NSW ~ Organisational Structure

TRANSPORT NSW EXECUTIVE MANAGEMENT

