

Transport for NSW

2014-15 Annual Report

Volume 1



Letter to Ministers from the Secretary

The Hon. Andrew Constance
Minister for Transport and Infrastructure

The Hon. Duncan Gay
Minister for Roads, Maritime and Freight

Parliament House
Macquarie Street
Sydney NSW 2000

Dear Ministers,

I am pleased to submit for presentation to Parliament the Annual Report for the Department of Transport for the financial year ended 30 June 2015.

The Annual Report for the Department of Transport includes the Annual Report for Transport for NSW for the financial year ended 30 June 2015.

The Annual Reports have been prepared in accordance with the *Annual Reports (Departments) Act 1985* in respect of the Department of Transport and the *Annual Reports (Statutory Bodies) Act 1984* in respect of Transport for NSW. Inclusion of the Annual Report in respect of Transport for NSW is authorised by section 3L of the *Transport Administration Act 1988*.

Yours sincerely



Tim Reardon
Secretary
Department of Transport

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1 About Transport for NSW

1.1 Secretary's Overview

Transport for NSW is proud to serve our community, and will continue to place customers at the centre of everything we do. We will continue to work with people across NSW to make it a better place to live, do business and visit.

In 2014-15 we continued to work with agencies across the Transport cluster delivering services to the millions of customers who use the transport system daily.

Our customers continued to provide us with feedback where we are improving our services, with our customer satisfaction results providing further support that we are on the right track.

We saw even greater use of technology in 2014-15 to further empower customers. This included the completion of the Opal card rollout onto each public transport mode across the Greater Sydney Metropolitan Area.

By 30 June 2015, more than three million Opal cards had been issued and customers had used them to make over 300 million journeys across the transport network.

We also rolled out our next round of transport apps in early 2015, this time with a focus on providing car drivers with real time congestion information so they can better plan their journeys on the road network.

In collaboration with Roads and Maritime Services we continued to refine products for our customers by providing for integrated car and boat licensing; a simple but effective way of improving customer satisfaction and removing red tape.

Our infrastructure delivery program increased further in 2014-15, which now includes an unprecedented number of major projects underway at the same time across the Transport cluster.

These include: further delivery of Sydney Metro Northwest, the awarding of the Sydney Light Rail contract to deliver the CBD and South East project, the commencement of NorthConnex works, further work on WestConnex, continued delivery of the North Sydney Freight Corridor, the Pacific and Princes Highway upgrades, and progress on the Western Sydney Airport roads program.

We also marked the opening of the South West Rail Link in February 2015. The project was delivered ahead of schedule and under budget. The link now provides train services to the fast growing communities of South West Sydney.

During the year we also established a CBD Coordination Office with the aim of better managing the large number of Government and private sector projects which are underway in the city for the next few years.

This way of working provides direct and effective messages to our customers so they are better prepared to deal with disruptions and congestion while we undergo such a significant infrastructure delivery program, delivering *Tomorrow's Sydney*.

We continued to plan even further infrastructure projects during the year including: the Sydney Metro City and Southwest, Newcastle Light Rail, Parramatta Light Rail, Northern Beaches Bus Rapid Transit, regional highway upgrades including the Newell and Great Western Highways, and a significant *Easing Sydney's Congestion* program of work.

In addition, we continued to deliver a number of more minor programs of work which make a real difference to our customers.

These included the roll out of the first round of the *Fixing Country Roads* program to improve economic productivity in rural and regional areas, the rollout of more *Transport Access Program* upgrades for ferry wharves, train stations, car parks, and bus interchanges; and the delivery of the *School Flashing Light* program, which is to deliver a safe school children crossing at every school in NSW by the end of 2015.

Safety for all of our customers and our own people remained paramount in 2014-15 with further initiatives rolled out for road safety, on the public transport network, cyclists and on our waterways.

These included the next round of safety education and marketing campaigns, enforcement activity by our regulatory groups and the NSW Police, and improvements to our fixed and rolling stock infrastructure.

In 2014-15, we completed the final phase of overhauling our public transport, roads and maritime laws, with the passing of the *Passenger Transport Act 2014*. While there may always be a level of legislative amendment, this major program of law reform will underpin our transport service delivery across all modes over the next decade.

As a group of agencies collectively delivering transport services for the people of NSW, we worked together to reconfirm our commitment to working collaboratively, leading to the publication of our *Transport Charter*.

This is a simple and clear message to all of our people from the leaders of Transport for NSW, Sydney Trains, Roads and Maritime Services, State Transit and NSW Trains, that we are at our most effective when working together.

During 2014-15 Transport for NSW as an organisation evolved further so that our structures were better prepared for the major infrastructure delivery phase, while also remaining very focused on the job of reliably and safely servicing the millions of people on the transport system while they get on with their daily lives.

As the Secretary of Transport for NSW, I am very proud to lead the agency and the Transport cluster at a time when we are making a significant difference for the people and the economy of NSW.



Tim Reardon

Secretary, Transport for NSW

1.2 Transport Advisory Board 2014-15 report

The Transport Advisory Board is established under the *Transport Administration Act 1988*. Its formation was announced jointly by the Minister for Transport and the Minister for Roads and Freight in June 2012.

Members appointed by the NSW Government for an initial term of three years are:

- M A (Tim) Besley (Chair)
- Paul Forward
- Brendan Lyon
- Andrea Staines.

The Secretary of the Department of Transport, Tim Reardon, is also a member of the Transport Advisory Board.

The Board brings together a range of expertise spanning transport operations and policy, economics, finance and broad experience in both business and public administration. Its functions are to:

- advise the Ministers on matters referred by them to the Board, and
- advise Transport for NSW on matters it refers to the Board.

During 2014-15, the Transport Advisory Board met monthly (except December 2014 and January 2015) until June 2015.

The Board's approach has been to focus on a series of in-depth briefings on the various services provided by the State's complex public transport network and consider a wide range of issues, including:

- congestion
- infrastructure
- organisational capability
- budgets and financial performance
- major public transport projects
- workforce plans
- customer service improvements
- collaboration with tertiary institutions on education and research projects.

The Board is also considering potential disruptive technologies that may affect planning.

M A Besley AC

Chairman

1.3 What Transport for NSW does

The Department of Transport

The Department of Transport is the principal department in the NSW Transport cluster.

It is the main source of advice on portfolio matters to the Minister for Transport and Infrastructure and the Minister for Roads, Maritime and Freight. This includes the performance of agencies within the Transport cluster. This advisory role includes undertaking high-level policy functions.

Transport for NSW

Transport for NSW (TfNSW) was formally established on 1 November 2011 and has assumed coordination, funding allocation, policy and planning and other non-service delivery functions for the transport system.

This followed the NSW Government's announcement that a new, integrated authority would be established to ensure coordinated planning and policy across all modes of transport and to drive integrated service delivery.

TfNSW develops regulations, policies and legislation to ensure that transport is delivered to a high standard, meets community needs, protects assets and public money, minimises environmental impact, and drives improved community safety.

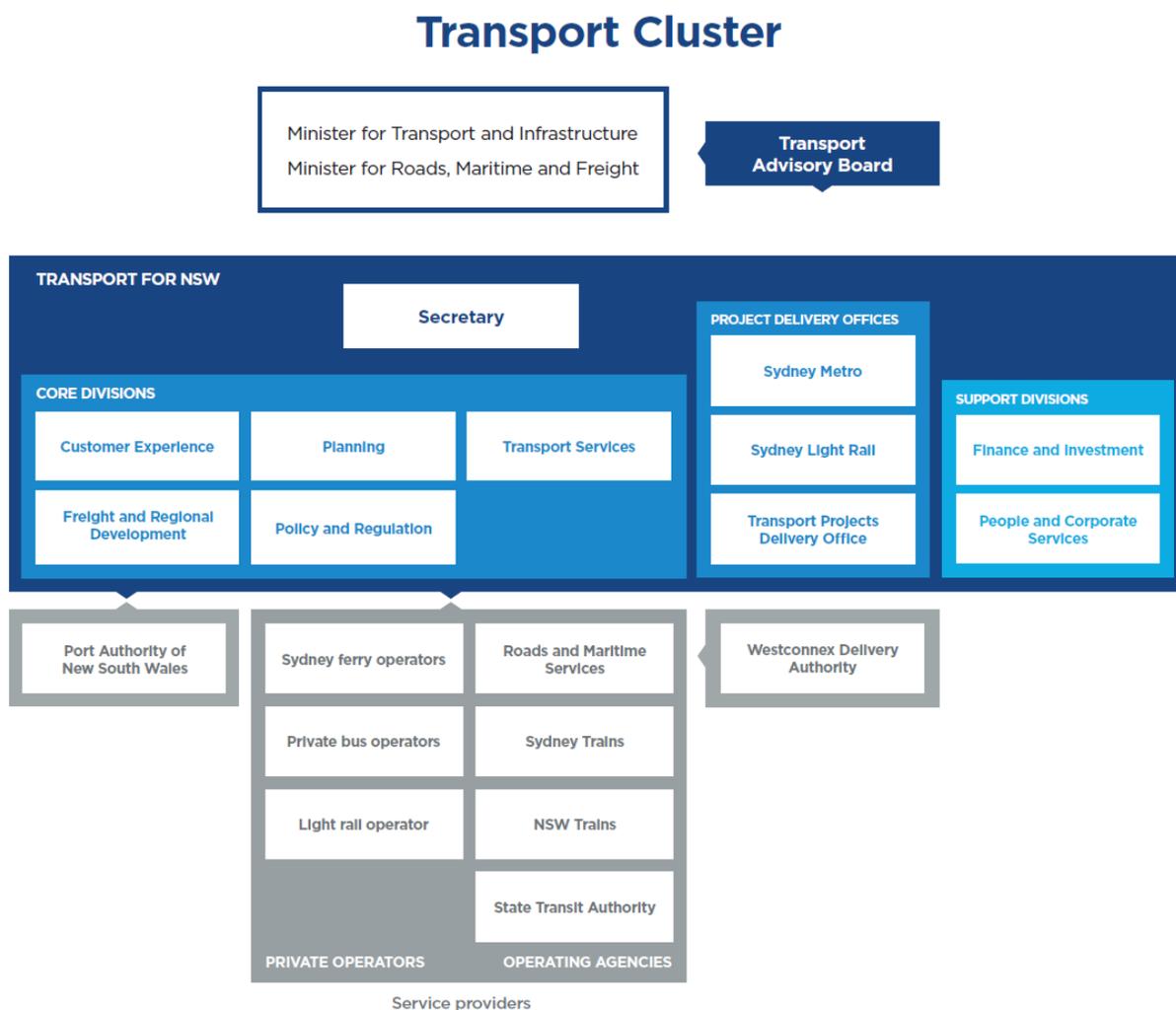
The transferring of policy and planning enables operators of transport services to focus on providing the highest standard of services to their customers.

TfNSW manages an annual multi-billion dollar transport budget and in partnership with the transport operating agencies, more than \$114 billion in assets. Funding is provided for public bus, rail, roads, ferry and community transport services and related infrastructure.

TfNSW also funds concession schemes such as the School Student Transport Scheme, the Private Vehicle Conveyance Scheme and the Taxi Transport Subsidy Scheme.

1.4 Management and structure

Divisional Functions 2014-15



Customer Experience – builds the evidence base that guides and informs an organisation-wide ‘customer focus’, bringing the voice of the customer into the organisation and ensuring clear and effective communications.

Freight and Regional Development – facilitates movement of goods by coordinating key supply chain components including land and marine transport networks, ports and intermodal terminals to facilitate trade and commerce.

Planning – drives the development of work programs and services by consolidating transport planning across all modes of transport.

Policy and Regulation – drives the development and implementation of customer-focused policy and legislation to facilitate service delivery, more consistent pricing and fares, network access, and safety across all transport modes.

Transport Services – coordinates service planning and integration, provides ticketing and community transport services and manages contracts with public and private service providers to deliver clean, reliable, safe and efficient transport services for customers.

Transport Projects Delivery Office – delivers cost-effective and sustainable transport solutions that support the growth of NSW, enhancing its natural and urban environments to provide tangible benefits for customers. In addition to project delivery, the division provides environmental, urban design, heritage, sustainability, property, quality management, safety management and commercial support services.

Sydney Light Rail Delivery Office – a project office has been established to deliver the CBD and South East Light Rail (CSELR) and oversee the operation of the existing Inner West Light Rail (IWLR).

Finance and Investment – supports TfNSW core divisions to ensure the effective use of available resources and achievement of strategic objectives.

People and Corporate Services – is responsible for human resources, information communication technology, organisational development, information, corporate policy, investigations, shared services and legal services across the Transport cluster. It aims to drive organisational efficiency through the development, implementation and continuous improvement of business systems and processes.

In April 2015 TfNSW began a structural reform process to improve efficiency and performance by better aligning the organisation to the evolving operating environment, particularly the renewed focus on the delivery of major capital projects. The reform will reduce the number of divisions and bring together functional areas that need to work more closely together to improve outcomes for customers. A number of major project delivery offices have also been established to oversee the delivery of projects, and once built, the transition into transport operations.

This new structure will be formally established on 17 August 2015, and will continue to be rolled out in late 2015.

1.5 Integrated Planning Framework

The TfNSW Integrated Planning Framework demonstrates how key Government objectives are embedded into layers of planning to ensure the Transport cluster delivers its high level priorities. The planning framework draws from high level Government plans including *NSW 2021* and the *Long Term Transport Master Plan*, down through TfNSW corporate and business planning into individual plans and performance agreements. This robust planning framework will continue to be refined to ensure that appropriate monitoring and review is in place, and to support our commitment to delivering results.

The Integrated Planning Framework is supported across the cluster through the application and operation of a funder-purchaser-provider model, with TfNSW accountable for managing a single integrated budget. Under this model, service level specifications and reporting requirements are typically established through corporate controls and performance based service contracts between TfNSW and the service provider.

1.6 Transport Cluster Goals

Following the 2014-15 reporting period, the NSW Government has announced 30 'State Priorities' that collectively replace NSW 2021 as the new state plan. The Government is committed to delivering an efficient and effective transport system that delivers significant benefits to the community and businesses by reducing the time it takes to travel around Sydney and across NSW.

During 2014-15, Transport for NSW programs and investment helped to deliver the following goals:

Goal 7 – Reduce travel times (private and public transport)

- Coverage of real time information on motorways
- AM and PM peak hour travel speeds in kilometres per hour on 100 road corridors
- Average unplanned incident clearance time on principal transport routes for 98 per cent of incidents
- Number of major incidents that take longer than four hours to clear
- Increase in the frequency of services as evidenced by revised public transport timetables
- Number of services that meet scheduled travel times.

Goal 8 – Grow patronage on public transport by making it a more attractive choice

- Percentage of peak Sydney Trains services arriving at Central Station within five minutes of scheduled time for suburban services and within six minutes for intercity services
- Percentage of timetabled bus services in the Sydney area which commenced their trip on time
- Percentage of actual ferry services operated by Sydney Ferries which commenced their trip on time
- Proportion of peak hour journey by public transport across various regions
- Proportion of journeys to work by public transport in the Sydney Metropolitan Region
- Modal share of bicycle trips made in the Greater Sydney region, at a local and district level
- Modal share of walking trips made in the Greater Sydney region, at a local and district level.

Goal 9 – Improve customer experience with public transport services

- Percentage of public transport services with accessible and accurate real time traveller information.

Goal 10 – Improve road safety

- Number of fatalities per 100,000 population.

TfNSW also contributes to:

Goal 19 – Invest in critical infrastructure

- Percentage of State Roads with a 'good' road smoothness where surface 'roughness' is less than 4.2 IRI (International Roughness Index)
- Total proportion of containers transported by rail through Port Botany, including import, export and empty containers
- Proportion of import, export and empty containers transported by rail through Port of Newcastle and Port Kembla.

1.7 NSW Long Term Transport Master Plan

The NSW Long Term Transport Master Plan (the Master Plan) was released in 2012. The development of the Master Plan took place over a year and involved extensive consultation and collaboration with our customers, industry, government, business and the community. Since then, work has been underway to deliver the 220 actions contained in the Master Plan.

The actions outlined in the Master Plan focus on linking transport planning to land use planning and preserving transport corridors, delivering high quality, efficient services and investing in infrastructure to meet future demand.

The NSW Government allocated \$9 billion in the 2014-15 budget to expand infrastructure, boost public transport services and further advance delivery of the Master Plan, including more than \$1.5 billion to build new rail and light rail lines.

The second annual update on the progress of the implementation of the Master Plan was released in December 2014. It reported that 217 of the 220 actions in the Master Plan had started, with 37 of these already completed. Achievements included:

- Rollout of Opal electronic ticketing across the network, months ahead of schedule, with customers now using Opal on all Sydney and Intercity trains, on all Sydney ferries, all buses across the greater Sydney region, and on light rail
- Delivery of all 78 Waratah next generation trains for Sydney suburban customers. The Waratah project is a \$3.6 billion Public Private Partnership
- Construction of the new 11.4 km South West Rail Link a year ahead of schedule and \$300 million under budget
- Construction of approximately 60 per cent of the final highway length in the Pacific Highway upgrade on the Mid North Coast, to a four-lane divided road
- Closure of Registrations of Interest from the private sector to construct, operate and maintain the proposed Maldon to Dombarton Railway in the Illawarra region of NSW. The outcome of the ROI will be announced in the coming months.

The next annual progress update is planned for release in December 2015.

1.8 Corporate Plan – Connections: Towards 2017

Connections: Towards 2017 the revised TfNSW Corporate Plan for 2012-17, highlights strategic priorities and outlines how these priorities will address the unique challenges TfNSW faces in developing an integrated and customer-focused transport system.

Connections: Towards 2017 directly links with government priorities, such as NSW 2021, and is supported by internal business plans that link to performance management systems. This synchronised approach to planning ensures that TfNSW is able to measure and monitor progress on how its goals are being delivered.

TfNSW is continuing to implement and deliver the priorities and activities in *Connections: Towards 2017* and is on track to continue to deliver high level NSW Government goals and objectives.

Strategic priorities

Five broad strategic priorities are outlined in *Connections: Towards 2017*. Each contains strategies and supporting activities that describe some of the important initiatives that TfNSW will deliver:

1. Focus on the customer
2. Increased productivity and economic development
3. Innovation and excellence in transport delivery
4. A safer and more sustainable transport system
5. An agile, high-performing and collaborative business.

Purpose

TfNSW's purpose is: To make New South Wales a better place to live, do business and visit, by managing and shaping the future of the whole transport system.

Values

TfNSW's values define the character of the agency and guide its decision making and behaviour.

They are the standards it sets for interactions with its customers, the community and stakeholders; the way that its people work with each other every day; and the principles TfNSW expects to see upheld by its partners in the Transport cluster.

TfNSW's values are:

- Collaboration – we value each other and create better outcomes by working together
- Solutions – we deliver sustainable and innovative solutions to NSW's transport needs
- Safety – we prioritise safety for our people and our customers
- Integrity – we take responsibility and communicate openly
- Customer Focus – we place the customer at the centre of everything we do.



Figure 1 TfNSW's values of Collaboration, Solutions, Safety, Integrity and Customer Focus

2 Operational performance

2.1 Focus on the customer

“We place the customer at the centre of everything we do”

During 2014-15, we continued to develop and deliver an integrated transport system as well as responsive, consistent, easy-to-use services. We aimed at enabling our customers to maximise their use and benefit of the transport system, no matter which services they used.

As an innovative and forward-looking organisation, the needs and expectations of our customers provide a crucial input into the services we provide for them. We have increased the channels through which we communicate with them in order to provide a more effective service delivery that will drive higher levels of customer satisfaction.

2.1.1 Opal Card Rollout

We completed the rollout of the Opal ticketing system on public transport in December 2014, months ahead of schedule. Customer uptake continued to increase steadily and by 30 June 2015 more than 3 million Opal cards had been issued and customers had used them to make about 316 million journeys.

Customers are now using their Opal cards on all suburban and intercity trains, over 5,000 buses, Sydney Ferries and on light rail. This has improved their experience and maximised the benefits of traveling on the government’s transport network in Sydney, the Blue Mountains, Central Coast, Hunter, Illawarra and Southern Highlands regions, as they can pay for their travel with just one card.

The popularity of this innovative ticketing system is bringing a range of new benefits that our customers had not previously enjoyed with paper tickets, including savings on fares as well as extra benefits.

In August 2014, the NSW Government announced that Opal would offer savings via a weekly cap to customer who regularly use the airport stations and pay the access fee. The Opal Sydney Airport Station Access Fee is capped at \$23 per week for Adult Opal card holders and \$20.50 for Gold Senior/Pensioner, Concession and Child/Youth Opal card holders.

As the Opal ticketing system was rolled out to the transport network over 2014-15, additional customer cards and services were released. These included:

- a Gold Opal Senior/Pensioner card
- a Concession Opal card for tertiary students
- a Concession Opal card for eligible NSW job seekers
- two new free fare calculator apps – Opal Travel and Opal Fares - released via the iTunes app store and Google Play marketplaces
- Opal top up machines at select train stations, including airport stations and select wharves.

By 30 June 2015, there were about 350,000 Gold Opal Senior/Pensioner cardholders and about 100 universities, colleges and institutions had signed up to facilitate the roll out of the concession Opal card for tertiary students. When the rollout to tertiary institutions is finished, more than 250,000 eligible tertiary students will be able to travel with an Opal card.

Customers now have the choice of visiting one of approximately 2,000 Opal retailers, including customer information kiosks at selected railway stations and shopping centres, online or by calling 13 67 25 (13 OPAL).

The Opal retail network includes:

- select Woolworths stores
- 214 7-Eleven stores
- retailers inside Domestic and International Airport terminals
- various newsagents, local corner stores and petrol stations
- the Transport Customer Service Centre at Central Station and at Circular Quay.

Details of the locations and contact details of retailers are provided on the Opal card retailers website (www.retailers.opal.com.au).

Improving traffic flow and bus stop waiting times and reducing journey times is important to our customers. A trial involving Opal bus customers in the Sydney CBD started in June 2015, allowing them to board buses through all doors, thereby shortening queues and expediting their journeys. From October 2015, rear-door loading during the afternoon peak for Opal card customers began under the supervision of marshals at selected bus stops across the CBD.

Opal top up machines offering customers the service of topping up their Opal card with a debit or credit card started rolling out at train stations, wharves and Bondi Junction bus interchange in March 2015. By the end of the rollout in 2016 approximately 350 top up machines will be installed across the transport network, offering additional services such as cash top ups and dispensing single ride disposable tickets.

A 12-month integrated marketing and communications campaign was undertaken to drive take up of Opal by public transport customers.

The campaign included media announcements, promotional kiosks across the public transport network and in shopping centres, presentation teams at retirement villages, messaging and collateral placed across the network, social media posts, ethnic and specialist media activity, information on opal.com.au and transportsw.info, plus an extensive campaign in paid media including television, newspapers, radio, digital, outdoor and video.

This activity, combined with policy initiatives has contributed to over 3 million Opal cards being issued and 72 per cent of customers having migrated to Opal from paper tickets by 30 June 2015.

Two new Opal Apps were released providing Opal fare information to customers. At the same time, www.transportsw.info was updated to include Opal fares for each trip plan served. The Android version of the Opal Travel App has recently been enhanced to enable customers to scan their Opal card, read the balance, check whether their card has auto top up enabled and provide easier linkage through to the Opal travel website.

2.1.2 New Passenger Transport Act

The *Passenger Transport Act 2014* was the outcome of the first comprehensive review of passenger transport legislation since 1990. It enables better services for customers, greater integration of public transport and promotes increased innovation and competition by:

- allowing for greater flexibility in the procurement of services
- requiring taxi fare surcharges to be halved from 10 per cent to five per cent from 12 December 2014, thereby ensuring that customers who pay with a credit or debit card will save money

- bringing independent taxi booking services into the regulatory framework and removing the requirement for taxi networks to operate a booking service
- recognising community transport and providing for the appropriate safety regulation of these vital services that are used by some of the most vulnerable members of our community.

2.1.3 Accessible Public Transport

The NSW Government's commitment to deliver high quality services to all customers includes ongoing improvements to the accessibility of the public transport system.

Transport Access Program

The Transport Access Program provides a better experience for public transport customers by delivering accessible, modern, secure and integrated transport infrastructure where it is needed most. This includes station upgrades, better interchanges, ferry wharf upgrades and commuter car parks.

Announced in 2012, the Transport Access Program provided more than \$770 million over four years. On 23 June 2015, the Government announced a significant boost to the Program with \$890 million to be invested over the next four years.

In 2014-15, a total of 113 projects were opened to the public and include:

- a new station, transport interchange and commuter car parking facility at Shellharbour Junction
- five ferry wharf upgrades at Balmain East, Cremorne Point, Drummoyne, Mosman Bay, and Sydney Olympic Park
- Easy Access upgrades at Mittagong and Sutherland
- 22 interchange upgrades across the state, including Albury, Ballina, Bankstown, Dee Why, Quakers Hill, Tamworth, and Wentworth Falls
- conversions of staff car parking to allow commuter access at 26 locations on the Sydney Trains and Intercity network providing over 550 additional parking spaces
- eight commuter car parks at Baulkham Hills, Gordon, Granville, Granville (Cowper Street/Rowell Street), Killara, Padstow, Rockdale, and Yass
- 34 park, travel and safety projects on the Sydney Trains and Intercity network
- six minor works and safety projects at Fairfield, Gosford, Granville, Hamilton, Tuggerah and Villawood
- eight canopy projects to provide additional shade and weather protections at Blaxland, Caringbah, Como, Heathcote, Lithgow, Loftus, Miranda, and Springwood.

TfNSW continuously reviews the feasibility of proposed transport access projects, taking into account transport and urban planning priorities, customer experience at existing interchanges and the outcomes of economic and business cases.

In June 2015, work commenced on the \$100 million upgrade of Wynyard station. Works will include an overhaul of the concourse and ticket area to make it easier for customers to move in and around the station. There is also new lighting, new tiling, an overhaul of the retail outlets and new signage. Clutter will also be reduced on platforms to make it easier and safer to board and alight trains.

Initiatives to support people with physical disabilities and vision impairments

By 30 June 2015 the following initiatives had been completed for members of the community who require extra assistance due to physical disabilities or vision impairments:

- All Sydney light rail stops and 148 of 307 stations on the Sydney Trains and NSW Trains (Intercity) networks are now wheelchair accessible. This represents 48 per cent of stations and 83 per cent of the overall patronage accessing stations
- 23 out of 36 wharves (64%) on the Sydney Ferries network are wheelchair accessible (9 locations) or wheelchair assisted access (14 locations)
- 82 per cent of STA buses are now accessible. Visibility and legibility of STA bus destination information has been improved by the installation of new large high contrast LED displays on the outside of buses. 75 per cent of all contracted buses in the Sydney metropolitan and outer-metropolitan areas are now wheelchair accessible.

Our organisation focuses on assisting customers who, due to circumstances, are transport-disadvantaged and who require concessions and subsidies to enable them to travel. In 2014-15, the following were undertaken:

Review of transport concession and subsidy schemes' administration

We continued the review of the administration of transport concessions and subsidy schemes that was started in 2012-13.

In 2014-2015 improvements were delivered to seniors and pensioners, tertiary students attending larger institutions and job-seekers. This included simpler processes to help make it easier and quicker for these customers to find out about and apply for travel concessions and subsidies.

School Student Transport Scheme

Subsidised travel was provided to approximately half a million school students on rail, bus, ferry and long-distance coach services under the School Student Transport Scheme.

The scheme includes a conveyance subsidy for school students in private vehicles in areas without ready access to public transport. The estimated cost of the School Student Transport Scheme including Private Vehicle Conveyance subsidy was \$603 million.

Taxi Transport Subsidy Scheme

At 30 June 2015, 46,500 people who are unable to use public transport because of a qualifying severe and permanent disability were registered as active participants in the Taxi Transport Subsidy Scheme. Of this number, more than 35,000 used the scheme during the year, including 11,000 wheelchair accessible taxi users.

Customers may receive travel by taxi at a 50 per cent subsidy, with a maximum allowance of up to \$30 per trip. During the year, more than 1.9 million subsidised journeys were undertaken at a cost of almost \$24.7 million.

Wheelchair Accessible Taxi Driver Incentive Scheme

The Wheelchair Accessible Taxi Driver Incentive Scheme provides incentive payments to Wheelchair Accessible Taxi qualified drivers to improve the accessibility, reliability and response times for Scheme participants who require a wheelchair at all times for travel. This scheme was provided at a cost of \$4.2 million in 2014-15.

Wayfinding Rollout Program

“Wayfinding” describes the way people use information tools and elements to navigate and use the public transport system successfully.

A five-year program for the wayfinding roll-out commenced in 2014. As at 30 June 2015, a new system had been installed on all 23 light rail stops and 40 ferry wharves; 12 stations on the rail network are also complete (including Central, Town Hall, Wynyard and Parramatta) and equates to 30 per cent of patronage on the Sydney Trains network. The roll-out will be completed at 21 NSW Trains regional stations and 345 regional coach stops.

An initial train station location signage package is currently being rolled out with platform name signs and mode identifiers being installed across 176 Sydney Trains stations. This work will be completed by the end of 2015 with the balance of the rail system wayfinding works scheduled for progressive roll out over the next three years.

New bus stop signage will be installed in the Sydney CBD by October 2015 to support the changes to bus services and at interchanges in line with the delivery of related train stations.

Demerit points for mobility parking offences

On 1 December 2014, an additional penalty of one demerit point was introduced for two offences related to illegally parking in a space reserved for a person holding a valid Mobility Parking Scheme Authority. Both offences attract a fine (\$531 in 2014-15). The introduction of a demerit point penalty is aimed at deterring able bodied drivers from illegally parking in a designated disability parking space.

2.1.4 Community Transport

Community Transport meets the needs of transport-disadvantaged groups in the NSW community. Isolated families, older people who are frail, younger people with disabilities and their carers may all be considered transport-disadvantaged and in need of this assistance.

In places where conventional public transport systems are unavailable, community transport provides transport-disadvantaged people with access to medical care, shopping, social services, recreation and social contact. In many rural areas, public transport can be an unviable option. Community transport fills the gap for transport-disadvantaged people in those areas.

Funding Increase

Additional recurrent growth funding from the Australian Government commenced in 2014-15. As a result, in 2014-15 an additional \$2.42 million was spent on these services and TfNSW was contracted to deliver a total of more than 1.6 million trips.

In 2014-15 recurrent funding from the Community Transport Program and the Home and Community Care Transport sub-program supported contracted providers to deliver these vital services, to the value of \$72.2 million. Community Transport Program funding totalled \$7.7 million.

In June 2015 the Australian Government extended its funding agreements until 30 June 2018.

Transition to the Commonwealth Home Support Program

In the last year, there have been a large number of changes in the aged care sectors as it transitions to the Commonwealth Home Support Program, effective from 1 July 2015. Community Transport, which provides trips to older, frail aged people and their carers, is only one of many service types provided under the program.

TfNSW worked closely with the Australian Government to ensure its core transport expertise helped to build a viable and effective State delivery of the national program. TfNSW implemented sector assistance to ensure minimal customer disruptions as the industry moves to new systems.

Country Passenger Transport Infrastructure Grants Scheme

In 2014-15, the Country Passenger Transport Infrastructure Grants Scheme provided over \$1.62 million for 31 projects to improve passenger transport infrastructure in rural, regional and remote communities across NSW.

The scheme funds eligible rural areas to construct or upgrade local public transport infrastructure, including interchanges, bus stops, lighting and signage.

Funding for projects in 2014-15 included:

- \$12,125 for Ballina Shire Council to install Tactile Ground Surface Indicators at key bus interchanges and bus stops
- \$46,000 for Lockhart Shire Council to upgrade the Bus Interchange at The Rock
- \$53,020 for Singleton Council to refurbish 10 bus shelters to bring them in line with accessibility standards.

Regional Transport Coordination Program

TfNSW's Regional Transport Coordination Program delivered 52 projects valued at \$925,098 for transport-disadvantaged communities across regional and rural NSW. These included:

- \$30,000 for the Tweed Taxi Safety project in the Far North Coast region. Taxi vouchers were provided to assist victims of domestic violence with transport to a support location. A local taxi was also wrapped with artwork highlighting a zero tolerance in the community to domestic violence
- \$26,750 for the Driving the Hunter project in the Hunter region. This driver licence program assisted 25 Aboriginal people gain their Light Rigid or Medium Rigid Licence and developed a pool of Aboriginal bus drivers for the community to provide access for specific events and cultural business.

Older Persons Transport and Mobility Plan

TfNSW, in partnership with the Department of Family and Community Services, created a dedicated position to develop an Older Persons Transport and Mobility Plan for the Transport cluster.

2.1.5 Buses

TfNSW manages the level and quality of bus services provided through contracts with bus operators.

CBD Bus Plan

TfNSW continued planning in 2014-15 for changes to the bus network in the Sydney CBD. These changes are required due to the closure of parts of George Street in late 2015 for construction of the new Sydney CBD and South East Light Rail.

The network will comprise the four main components:

- reduction of the number of bus stops in the CBD

- establishment of new 'cross-city' routes so that buses do not require parking in limited CBD road space
- introduction of expanded services to Barangaroo and Walsh Bay
- early termination of six routes at train stations outside the CBD.

Most customers will be able to use a service that takes them close to their existing stop, while others may have to walk a little longer than normal to reach their usual destination.

An estimated 3,800 customers, or approximately 10 per cent of bus commuters, will need to interchange to complete their journey. 23,500 customers already interchange in the CBD each morning between 8 am and 9 am.

Existing services will be extended to meet emerging demand at Walsh Bay and Barangaroo.

Bus Priority Infrastructure Program

The Bus Priority Infrastructure Program funds projects to deliver faster, more reliable bus services by fixing bus 'pinch points' across Sydney.

During 2015 and 2016, approximately \$19 million will be spent on Bus Priority Infrastructure improvement, largely focused on the following *Rapid Routes*:

- Hurstville to Macquarie Park
- Rouse Hill to Hurstville
- Hornsby to Blacktown
- Castle Hill to the Sydney CBD

Bus Priority Infrastructure works include:

- bus lane and bus-only lane missing links
- bus priority traffic lights
- extra green time at existing traffic lights to help buses run to schedule
- bus stop rationalisation and relocation to improve bus travel times and reliability across the Sydney road network.

Bus Procurement Panel

In April 2015 TfNSW released an open market Request for Proposal (RFP) for the procurement of new buses for the next three years. The RFP closed on 21 May 2015.

TfNSW will establish a new procurement panel for the supply of nine types of buses and related services to bus operators in NSW. This panel replaces the first panel, which had supplied buses and related services for Sydney metropolitan and outer-metropolitan bus operators between 2012 and 2015.

Bus operators holding service contracts with TfNSW will have to acquire buses from the panel of contractors established through the RFP in order to obtain funding approval under their service contracts.

New Outer Sydney Metropolitan Bus Service Contracts

These contracts cover areas such as the Blue Mountains, Wollongong, the Illawarra, Newcastle, Hunter and Central Coast.

During 2013-14, contract renewals were offered to the predominantly private, incumbent bus operators for the existing contracts. The three year term renewals were subject to negotiation and a requirement that value for money was achieved.

Two contracts that were formerly joint ventures were split to offer individual arrangements to each of the joint venture partners. This created two new contracts – one in the Illawarra and the other on the Central Coast. The new contracts commenced progressively between 1 July 2014 and 2 January 2015.

The new contracts are the same performance based format as Sydney Metropolitan Bus Service Contracts. They will drive service improvements for customers in the outer metropolitan areas and support change to achieve strategic transport objectives.

Rural and Regional Bus Service Contracts

TfNSW continued a review of current bus contract arrangements in rural and regional NSW to provide options to deliver better outcomes.

The Rural and Regional Contract Renewal Taskforce will consult with industry and other key stakeholders extensively on the contracting model, including funding arrangements, service planning and implementation plan for the new contracts. Existing contracts have been extended until 31 March 2016 to allow sufficient time for the necessary consultation process to be completed.

New School Buses in Rural and Regional NSW

During 2014-15, TfNSW funded the \$24.5 million purchase of 111 new school buses to replace aged buses for use in rural and regional areas. These buses are primarily school buses which vary in cost, depending on the category (number of seats) of bus.

Replacement Bus Services for Newcastle Rail Line Truncation

The transport program is an important part of the wider renewal of the Newcastle city centre being co-ordinated by UrbanGrowth NSW. Removing the heavy rail line from the city centre and introducing light rail will reconnect the Newcastle CBD to its waterfront and make it easier to move around the city centre. It will drive the economic growth and renewal of Newcastle as part of an integrated land use and transport strategy.

The first stage of the revitalisation is the construction of a new Wickham Transport Interchange. From January 2015 and continuing while the Interchange is being constructed, dedicated shuttle buses have replaced trains between the Newcastle CBD and Hamilton. The shuttle bus service operates to meet every departing and arriving train. All buses used on the shuttle service are modern and air-conditioned. They have accessible low floor entry, have space for luggage and carry surfboards free of charge.

Replacement Buses for Sydney and outer metropolitan areas

TfNSW invested \$42.0 million in 2014-15 for 99 new buses in the Sydney metropolitan area and \$12.5 million for 30 new buses in outer metropolitan areas to replace older buses. The buses were purchased in line with the bus procurement panel and included 2 door low floor, double deck, articulated, 14.5 metre and school buses.

Growth Bus Program

In order to cater for a growth in customers, TfNSW invested \$30.6 million in 2014-15 for 65 new buses in the Sydney metropolitan area and seven new buses in outer-metropolitan areas.

Almost 2,000 additional weekly bus services were introduced in the greater Sydney Metropolitan area.

Some of the growth buses were used on two new routes and two altered routes connecting to the new South West Rail Link which opened in February 2015. New services were also provided on busy corridors such as the M2 motorway and North-West T-way serving the Hills District, and Pittwater Road serving the Northern Beaches.

All new route buses in metropolitan and outer-metropolitan areas are air-conditioned and have a low floor, stepless entry to allow easy access by the elderly, people with a disability, and passengers in wheelchairs and prams.

Double Deck Bus Trial

A two-year trial of double deck buses that began in August 2012, concluded in 2014-15. The buses used in the trial will remain in service in the Sydney metropolitan area. Eight Australian built Bustech double deck buses participated in the trial and were operated on routes in Western Sydney and from Sydney's northern suburbs and North West into the CBD.

As part of the trial, we evaluated the operational, environmental and financial performance of double deck buses. The evaluation report was delivered in September 2014.

Some of the key findings of the evaluation included improved fuel consumption and lower emissions on a per passenger basis, economic benefits arising from the higher carrying capacity of double deck buses when compared to other bus types, and overall customer satisfaction with double deck buses.

Each double deck bus can carry up to 110 passengers, approximately twice the capacity of a standard single deck bus. They take up less road and depot space than bendy buses. The buses used in the trial will remain in service in the Sydney metropolitan area.

We are evaluating options for further use of double deck buses in the Sydney metropolitan area and have begun a review of several key bus corridors to assess the suitability of these bus operations.

2.1.6 Light Rail

Light Rail Contract

In 2014-15, Inner West Light Rail services were provided under a two-year operations and maintenance contract between TfNSW and Transdev that commenced on 1 July 2013.

TfNSW signed a new service-based Public Private Partnership (PPP) with ALTRAC for the Sydney Light Rail network, to commence 1 July 2015. The network will be comprised of the existing Inner West Light Rail and the planned new CBD and South East Light Rail. ALTRAC Light Rail is made up of four companies including Alstom, Acciona, Transdev and Capella Capital. Bringing the Inner West Light Rail under the ALTRAC banner will allow for an integrated system with one operator.

Light Rail Fleet

A fleet of 12 new 'Urbos 3' light rail vehicles commenced on the Inner West Light Rail. Six entered service in the second half of 2014 and a further six in early 2015. The old fleet of Variotram vehicles were retired in early 2015. The new vehicles have more capacity, accessible seating, low floors, more hand rails and wider aisles for prams and wheelchairs delivering an improved experience for customers.

2.1.7 Ferries and Maritime

Private Ferry Services across NSW

In addition to the Sydney Ferries services, TfNSW contracts several smaller private ferry operators to deliver public ferry passenger services across NSW. These operators service nine routes located in Pittwater, Clarence River, Parramatta River, Port Hacking, Hawkesbury and Central Coast. Many of these routes service islands and isolated communities. Between them, these services accounted for over 1 million passenger trips in 2014-15.

The Stockton Ferry in Newcastle is operated by STA and provided nearly 350,000 passenger trips in 2014-15.

Manly Fast Ferry

From 1 April 2015, customers travelling between Manly and Circular Quay have been able to travel on a new fast ferry service with cheaper fares, four new vessels with improved facilities, and more ferry services for Manly residents and visitors.

The cheaper fare levels are locked in for the seven-year life of the new contract with TfNSW, allowing only for annual inflation increases. There are now more services during the week, with services doubling over weekends. The number of services has increased from 420 to 538 per week.

The new service has been successful, with over 432,000 passengers carried in June 2015. The operator is required to meet key performance indicators including on-time running and responding to customer feedback, ensuring continual improvements in customer service.

Introduction of more ferry services

In announcing the Wharf Access Policy, TfNSW encouraged commercial ferry operators to submit ideas for new services on Sydney Harbour. It also announced the deregulation of commuter services between Watsons Bay and Circular Quay.

In March 2015, Captain Cook Cruises commenced a commuter ferry service on the Watsons Bay – Circular Quay route during peak commuter periods. This company now provides eight services between Watsons Bay and Circular Quay in the morning and afternoon peak times.

NSW Boating – Planning, Funding and Campaigns

In August 2014, the NSW Boating Now program was announced. It provides \$14 million per year for five years to support the delivery of improvements to boating facilities on NSW's major waterways.

Funds are being allocated towards 192 Priority Regional Projects over the next three years. These will be delivered by local Councils and other rural and regional partners in accordance with 11 new Regional Boating Plans. The Plans have been underpinned by one of the most extensive consultation processes ever undertaken on boating in NSW. This involved public meetings across NSW, formal meetings with local councils, consideration of over 1,500 online survey responses and the receipt of over 500 submissions.

The Regional Boating Plan consultation process undertaken in 2014-15 focused on identifying projects for funding including riverbank erosion, slipways, boat storage and a mooring campaign.

Moorings

An estimated two million people use NSW waterways annually and boat ownership is expected to increase at approximately 2.9 per cent each year. This creates a significant

demand for both on-water and off-water storage facilities, and moorings are a popular boat storage option. However, waiting lists for moorings in some parts of NSW exceed 20 years.

In the light of this challenge, TfNSW's Maritime Management Centre released a report for public comment, covering a range of issues and possible reform options for boat moorings in NSW. The consultation period closed on 1 August 2014 and over 90 submissions were received, highlighting issues and possible solutions. The Centre has reviewed the submissions and sought further input from the Maritime Advisory Council to develop a package of proposed reforms.

Sydney's Ferry Fleet

In Sydney's Ferry Future, the NSW Government announced it will modernise the ferry fleet and improve services as the network expands and the number of passengers increases.

The first stage of upgrading the fleet is an investment in six new ferries, with the first vessel on the water in late 2016.

The new ferries will service routes in the Inner Harbour from Watsons Bay in the east to Cockatoo Island in the west, as well as new wharves such as Barangaroo. The new Inner Harbour ferries will each carry up to 400 passengers, and be designed to be easily accessible for less mobile passengers and young families.

Development of a new style of ferry for the Parramatta River is also underway.

By planning now for the new vessels, the Government will be in a position to expand the network and provide additional services, and retire existing vessels as they reach the end of their economic life.

TfNSW called for tenders for detailed design and build of the six Inner Harbour ferries. Tenders closed in March 2015.

The concept design and specifications outlined in the tender were developed with advice from the shipbuilding and maritime industries, Roads and Maritime Services, the operator Harbour City Ferries and customers.

Barangaroo Ferry Hub

The Barangaroo Ferry Hub will serve Sydney's newest commercial district and provide increased capacity for ferry services to meet future demand. with berthing space for additional ferry services from the Parramatta River, as well as direct access to and from the Eastern Suburbs and lower North Shore. Ferry customers travelling to Barangaroo will continue to use the existing King Street Wharf until the new ferry hub is complete.

In April 2015, the Minister for Transport and Infrastructure Andrew Constance announced three companies were invited to tender for the construction of the new Barangaroo Ferry Hub. They are Ertech Pty Ltd, McConnell Dowell Constructors (Aust) Pty Ltd and Waterway Constructions Pty Ltd.

The Barangaroo Ferry Hub is expected to open to customers in 2016.

2.1.8 Regional air services

Regional air services between Sydney and Mudgee resumed on 11 June 2015 for the first time in 18 months following a NSW Government decision to deregulate airline services on the route.

Under the Air Transport Act, all intrastate air routes are presumed to be regulated, creating costly red tape for airlines wanting to provide a service. The deregulation of the Sydney-Mudgee route enabled FlyPelican to begin services.

Current driving times can be as much as five hours one way, but the resumption of flights means people can get to/from Sydney and Mudgee in just over 45 minutes, with the option of returning home the same day.

This is an example of how the NSW Government is removing red tape to support businesses to grow while delivering lasting benefits for the community.

Better connectivity between Sydney and Mudgee will boost tourism in the region, and will be a vital service for many people including the doctors and medical specialists who used to fly to Mudgee regularly.

Mudgee had been without an air service since December 2013 following the collapse of Brindabella Airlines.

2.1.9 Communicating with Our Customers

The way we interact and engage with our customers is vital to maintaining and increasing customer satisfaction with the services we provide. During the year under review, we increased our campaigns and the channels through which we communicate with our customers, with a particular emphasis on digital mediums and the use of social media.

Social media channels

Our organisation continues to increase its focus on using social media to communicate with customers. Facebook and Twitter channels are now in place and have seen strong customer uptake during major incidents such as the NSW storms in April. The real-time nature of social media means our customers now turn to social media to get vital information relevant to their journey when critical events unfold.

Since January 2015, Sydney Trains and NSW Trains have been engaging with customers on Twitter which enables staff to respond to customer feedback in real time. This model of improved customer experience will be rolled out to other social media activity.

In February 2015, a multi-modal public transport Facebook page was launched, providing customers with information about the latest initiatives taking place across the Transport cluster including major track work, new products and services, the Opal card program, and disruption information.

Live Traffic NSW

Live Traffic NSW provides enhanced traffic information, giving up-to-the minute news of incidents and conditions that affect road users' journeys. It aims to help motorists make the best possible travel decisions that will, in turn, contribute to the safe and efficient management of our roads. The latest traffic information at www.livetraffic.com is updated 24 hours a day, seven days a week.

An additional 23 web cameras were made available to customers in 2014-2015, to view on the Live Traffic NSW website, bringing the total to 109.

Information is also available in real-time through the Live Traffic NSW mobile apps which allow users to customise information and receive geo-targeted service alerts about traffic conditions in NSW. Customers can also receive traffic and transport information via social media, through a Live Traffic NSW Facebook page and two Twitter accounts ([@LiveTrafficSyd](https://twitter.com/LiveTrafficSyd) and [@LiveTrafficNSW](https://twitter.com/LiveTrafficNSW)).

The Live Traffic NSW channels (website, apps and mobile sites) were visited more than 12.5 million times during 2014-15 and there were more than 950,000 downloads to smart phones and digital devices.

Real-time Road Apps

Seven new real-time road Apps were released in July 2015 using Road and Maritime Services real-time road data to provide customers with information on travel times, congestion and travel route options.

The real-time road Apps are:

- Auto
- Commuter NSW
- Commute
- EasyDrop
- Plan A
- Snarl
- TripGo.

Ferry and Light Rail Real-Time Data

Ferry and Light Rail real-time data was added in December 2014 to all six real-time customer Apps, achieving true multi-modal functionality across public transport modes. Over two million apps have been downloaded with a monthly average of 75 million data requests.

The real-time public transport Apps are:

- Arrivo Sydney
- NextThere
- TransitTimes
- TripGo
- Triptastic
- TripView.

Trip Planning

Version 2.1 of www.transportnsw.info was released, which extends the trip planning capability from public transport within Sydney's Greater Metropolitan area to an extensive range of regional NSW public transport services. Customers can use the Trip Planner, Next Departures, Timetables and Maps for train, bus, ferry, light rail, and all NSW TrainLink train and coach services across NSW.

In total 475 routes provided by 72 different operators in regional NSW are now included. The same regional information was released in June 2015 to the real time apps (timetable data only), Google transit and the Transport Data Exchange (TDX) Program.

Complaints and Feedback Policy

A Transport wide standardised Complaints and Feedback Policy, Standard and Framework was introduced.

Royal Easter Show

The 2015 Easter Show exhibit showcased some of TfNSW's biggest projects: Opal, Sydney Metro Northwest (North West Rail Link), and WestConnex. Visitors were able to learn more about the importance of safety on roads and waterways through interactive experiences:

taking a virtual boating trip, checking out the latest child car restraints, and understanding the dangers of driving while tired by taking the www.testyourtiredself.com.au test.

The Royal Agricultural Society awarded TfNSW the Gold Award for the 'Best in Pavilion' as well as prestigious 'Best in Show' for the overall best commercial exhibit across all pavilions.

2.1.10 Additional Customer Initiatives

Strategic Noise Action Plan

TfNSW's Strategic Noise Action Plan identifies, investigates, and where possible, resolves community freight rail noise issues. It also aims to ensure that noise impacts of future rail developments are minimised.

In 2014-15 the Strategic Noise Action Plan has worked on a number of initiatives such as:

- understanding and reducing wheel squeal, a common source of noise complaints
- the installation of electronic lubricators
- working with freight operators to deliver wagon modifications that reduce noise
- implementing a rolling program of freight noise monitoring
- working with the Environment Protection Authority on new approaches to environmental regulation of the rail sector
- collaborating with Sydney Trains, the Environment Protection Authority and freight rail operators to manage and respond to over 900 community complaints about freight train noise and emissions.

Freight Noise Attenuation Program Pilot

TfNSW conducted a Freight Noise Attenuation Program Pilot at Jannali to test treatments to reduce the impact of freight rail noise on residents that live close to the rail network. The Pilot provided solutions that resulted in significant improvement in the noise level inside homes.

These successful results have contributed to the development of the Freight Noise Attenuation Program, which will provide housing treatments for up to 200 eligible homes per year.

10-year Driver Licences and Photo Cards

On 16 March 2015 a 10-year licence option was introduced for customers aged between 21 and 44 who hold an unrestricted car and/or rider licence. A 10-year photo card option for customers aged 21 and over was also introduced.

This move follows recommendations from the Independent Pricing and Regulatory Tribunal review - *Reforming Licensing in NSW*. These reforms aim to enhance customer experience by minimising the number of times a customer needs to attend a registry or service centre for licence or photo card renewal.

Extended validity of light vehicle safety inspection reports

Most light vehicles of five years and over require an annual "pink slip" before registration can be renewed, to ensure that the vehicle meets minimum safety requirements.

From 1 December 2014, the validity of a light vehicle safety check inspection report (the "pink slip") was extended from six weeks to six months for the purposes of registration renewal.

This reform was introduced as part of the NSW Government's commitment to reduce red tape costs for business and the community. It means that customers can now save time and money

by having a safety inspection at the same time as their regular vehicle service, up to six months before registration is due.

Streamlining Business Processes

In the 2014 calendar year, the Transport cluster introduced new initiatives that will save businesses and individual customers a total of \$153 million per annum by streamlining business processes.

Identifying Transport Needs

During 2014-15, TfNSW worked in partnership with the Western Sydney Community Forum and Western Sydney University to develop a model which provides better understanding of the location of unmet transport needs. The model has been adapted to provide in-depth detail of the location of vulnerable populations and their current service levels. The model provides the best information to date, helping ensure that more accurate understanding of service levels are available.

Industry Engagement

TfNSW executed a *Collaborative Industry Engagement Plan* incorporating 50 separate events to gain feedback from key industry and Transport cluster stakeholders. The overall satisfaction rate for industry customers at these events averaged above 90%. We also created the first NSW Freight Operator Working Group to discuss distributed power for freight trains on the network.

Developing New Transport Products

We published guidelines for local governments and communities to develop multi-use transport corridors such as footpaths, cycle ways, shared walking and cycle paths via the "Active Transport Links on the Rail Corridor" Standard.

2.2 Increased productivity and economic development

“We develop a transport system that underpins increased economic activity and productivity”

Reduced congestion, efficient freight movement, improved land use and network planning ensures that a connected transport system helps grow the economy.

In our regions, vital agricultural and resource industries rely on transport to connect goods with domestic and international markets, with the transport component often the single biggest cost and opportunity facing these industries for improving productivity and competitiveness. During 2014-15 we continued to work with third-party operators, our investment partners, freight owners and transport operators to improve the efficiency of freight supply chains.

2.2.1 Monitoring and Managing the NSW Road Network

TfNSW's Transport Management Centre (TMC) monitors and manages the NSW road network 24 hours-a-day, seven days-a-week, 365 days-a-year. Public transport operations, including Sydney's bus, rail and ferry networks, major events and unplanned incidents, are also coordinated from the TMC during peak commuter travel times.

Our objective is to achieve more consistent journey times for road and public transport users. We strive to clear traffic incidents as quickly as possible, and communicate traffic and transport information to help road users choose the best way to reach their destinations.

During 2014-15, we delivered the following:

- over 3,000 media alerts were issued, and 7,500 reports and interviews about traffic and transport disruptions carried out on radio stations around the State
- the Transport Operations Room responded to almost 125,000 calls to the 131 700 incident reporting hotline
- the unplanned incident clearance times on principal transport routes averaged 38.24 minutes, which was under the target of 40 minutes
- four bus marshals contributed to bus service reliability in the Sydney CBD during weekday commuter peaks
- five Area Transport Coordinators assisted customers to move seamlessly between different transport modes from trains and ferries to buses
- millions of customers, commuters, and residents were assisted with traffic and transport information for over 165 major public events. Communication channels included the Live Traffic NSW and Transport Info websites, direct mail, advertising, social media and news outlets.

In June 2015 the Transport Management Centre's new digital CCTV system went live, providing increased reliability and functionality for traffic monitoring, reporting and clearing of incidents. In addition, during 2014-15 an extra 52 CCTV cameras were added to the network of cameras. By the end of August 2015, the digital video system will have replaced the old analogue system that has been in place since the Centre opened in 1999.

A 12-month trial to allow taxis to set down passengers in designated mail zones within the Sydney CBD was completed in January 2015. The post-trial evaluation showed positive results in increasing kerbside space in the Sydney CBD and reducing congestion caused by taxis stopping illegally outside of taxi zones. Following this initial success, discussions are under way to expand the trial to additional locations in the Sydney and Parramatta CBDs.

2.2.2 Road Network Management Systems

More than 46,000 road occupancy licences were issued across Sydney by the Transport Management Centre (TMC), an increase of 7.5 per cent on the previous year. These licences permitted major infrastructure upgrades to be carried out on roads such as on the M5 and M2 motorways, Camden Valley Way and Cowpasture Road, as well as enabling works for the WestConnex and CBD Light Rail projects.

A major improvement to the licensing process was the go-live of the OPLINC system in October 2014 which allows applicants to submit their road occupancy licence request online. This helped decrease processing time dramatically as well as saving an estimated 160,000 sheets (around 680 kilograms) of paper each year.

The M2 and M5 West Motorways are now using a new protocol for exchanging data with the TMC. Over 2015-16, the M5 East and Eastern Distributor will join the program, as will the control room for the new tunnel at St. Helens on the M1 Pacific Motorway when it opens.

The proof of concept with Transmax for next-generation software to manage electronic devices on roads was successful. The project demonstrated that the system can control Roads and Maritime Services field devices such as variable message signs and variable speed limit signs as well as integrate with existing TMC command and control systems. This will improve the efficiency of communication to customers on the road network and support better journey options.

2.2.3 Public Transport Improvements

TMC led the following projects on key public transport corridors in Sydney in 2014-15:

- Argyle Street and Church Street, Parramatta intersection upgrade - capacity, traffic flow and bus reliability was improved at the busy Parramatta Bus Interchange through widening of the internal carriageway and the installation of a designated left hand turn bay for buses
- Kingsgrove On-Time Running Project – reliability of buses travelling from the Sydney Buses Kingsgrove depot to the Sydney CBD was improved by the delivery of over 50 minor road works at strategic locations on local roads.

2.2.4 Investment Planning

Capital Budget Planning

A budget was prepared for the NSW Government that will see \$9.1 billion of capital investments in 2015-16 for the Transport cluster. This includes:

- a record \$5.6 billion for roads and freight capital investments
- \$3.5 billion for public transport infrastructure and fleet upgrades.

Maintaining Transport Assets

Maintaining assets is TfNSW's first priority for the allocation of resources. Assets require ongoing maintenance because of the inevitable wear and tear that occurs when they are used, and because they are the critical foundations for delivering services.

Safe and reliable assets enable TfNSW to deliver quality transport services to the community to support the needs of NSW and make NSW a better place to live, do business and visit.

In 2014-15, maintenance outcomes included improvements to:

- rail signalling and reliability
- station amenities
- rail fleet condition and reliability
- road smoothness
- journey reliability
- access to regional communities and freight productivity
- road safety.

TfNSW will work to improve the way it plans and delivers its maintenance programs and projects to provide value for money for the community, while ensuring that its services are operating reliably and safely for its customers.

10 year Transport Total Asset Management Plan

A 10 year, \$63 billion capital plan was developed in collaboration with agencies and divisions. It includes investments aligned to the TfNSW core business framework categories:

- asset maintenance
- services and operations
- growth and improvement.

TfNSW prepared a whole of transport Asset Maintenance Plan that includes:

- a \$114 billion transport asset base
- a \$36 billion maintenance program (capital and recurrent)
- a recommended increase in road maintenance (\$200 million) to manage service risks.

TfNSW also assisted in developing modal asset maintenance plan submissions across the Transport cluster.

2.2.5 Revenue protection

Transport Officers provided revenue protection services across the public transport network in 2014-15, which included checking tickets to improve fare compliance across all modes of the public transport network.

Transport Officers can also address minor behavioural offences and parking offences if they are observed.

In July 2014 a formal cautions system was introduced, allowing Transport Officers to issue a caution rather than a fine in some cases.

In 2014-15 Transport Officers issued over 96,600 fines and cautions for fare evasion. Transport Officers also assisted customers with questions about public transport, and with the rollout out of Opal, spent significant time educating customers on the new ticketing system.

Transport Officers, the Police Transport Command, and other initiatives such as restricting access to concession tickets and retiring some paper tickets to modernise the transport system are having positive impacts on fare compliance. A Fare Compliance Survey conducted in November 2014 found the amount of revenue foregone through fare evasion annually had

reduced by \$24 million, compared to 2012. Concession misuse has halved on rail services and reduced by more than two-thirds on ferries.

During 2014-15 recruitment of 65 additional Transport Officers commenced. The first of the additional officers started in March and the remainder are expected to start by October 2015. This will take the total number to 215 and increase coverage across the transport network, allowing more time to be spent in outer metropolitan and regional areas.

2.2.6 Rail – Performance

The tables below compare performance of services operated by Sydney Trains and NSW Trains under their Rail Services Contracts with TfNSW in 2014-15 with that in 2013-14 for a number of key performance indicators.

Passenger Journeys

Performance Indicator	2013-14	2014-15	Change from 2013-14 to 2014-15
Sydney Trains ⁽¹⁾	282,223,656	291,902,829	3.4%
NSW TrainLink Intercity ⁽²⁾	32,875,182	34,545,119	5.1%
NSW TrainLink Regional ⁽³⁾	1,805,379	1,760,952	-2.5%
Total Passenger Journeys ⁽⁴⁾	316,904,217	328,208,900	3.6%

(1) 2013-14 figure revised, previously 281,188,938. The method of assignment of OPAL journeys to rail stations was modified.

(2) 2013-14 figure revised, previously 32,946,726. The method of assignment of OPAL journeys to rail stations was modified.

(3) 2013-14 figure revised, previously 1,805,855

(4) 2013-14 figure revised, previously 315,941,519

Patronage

Total rail patronage grew year-on-year by 3.6 per cent to over 328 million passenger journeys, driven by strong growth in the Sydney Trains and NSW TrainLink Intercity areas.

Sydney Trains carried 88.9 per cent of all passenger journeys. NSW TrainLink Intercity services and NSW TrainLink Regional services carried 10.5 per cent and 0.5 per cent of passenger journeys respectively in 2014-15.

NSW TrainLink regional services load factor (revenue kilometres as a percentage of seat kilometres) for the year was 46.2 per cent, which outperformed the target of 46 per cent and was an improvement on the result in 2013-14 of 43.6 per cent.

Punctuality

Performance Indicator	2013-14	2014-15	Change from 2013-14 to 2014-15
Sydney Trains ⁽¹³⁾	94.1%	93.9%	-0.2%
NSW TrainLink Intercity ⁽¹³⁾	89.3%	87.4%	-2.1%
NSW TrainLink Regional	73.5%	77.4%	+5.3%
NSW TrainLink Coach	94.8%	97.8%	+3.2%

(13) These have not been adjusted for events outside the control of Sydney and NSW Trains which impact on train services. Measured during AM and PM weekday peak periods.

Punctuality of Sydney Trains' peak services was 93.9 per cent, which was better than the target of 92 per cent. It was a marginal decline from the equivalent 2013-14 punctuality result of 94.1 per cent.

Punctuality of NSW TrainLink peak Intercity services was 87.4 per cent, which was below the target of 92.0 per cent. This was driven mainly by below target performance in the afternoon peak period (overall result of 84.7 per cent). In the morning peak period, the South Coast line out performed the target with a result of 93.2 per cent. All other lines were below target and overall result in the morning peak was 91.0 per cent, slightly below target.

Punctuality of NSW TrainLink Regional services was 77.4 per cent, which was slightly below the target of 78 per cent. This was driven by below target performance across the North and South lines, due to factors that included track work, speed restrictions and impacts from pathing and customers. Positively, regional services punctuality in 2014-15 improved over the equivalent 2013-14 punctuality result of 73.5 per cent.

Punctuality for NSW TrainLink regional coach services was 97.8 per cent, better than both the target of 90 per cent and the result in 2013-14 of 94.8 per cent.

Both Sydney Trains and NSW TrainLink services were significantly impacted by the severe and unprecedented weather experienced during the period 20-22 April 2015.

Customer Complaints

Performance Indicator	2013-14	2014-15	Change from 2013-14 to 2014-15
Sydney Trains ⁽⁵⁾	29,362	21,422	-27.0%
NSW TrainLink Intercity	9,849	8,389	-14.8%
NSW TrainLink Regional	2,645	2,480	-6.3%
Total Customer Complaints ⁽⁶⁾	41,858	32,291	-22.9%

(5) 2013-14 figure revised, previously 29,424

(6) 2013-14 figure revised, previously 41,918

Customer Complaints (per 100,000 passenger journeys)

Performance Indicator	2013-14	2014-15	Change from 2013-14 to 2014-15
Sydney Trains ⁽⁹⁾	10.4	7.3	-29.5%
NSW TrainLink Intercity	29.9	24.3	-18.9%
NSW TrainLink Regional ⁽¹⁰⁾	146.6	140.8	-3.9%
Overall ⁽¹²⁾	13.2	9.8	-25.5%

(9) 2013-14 figure revised, previously 10.5

(10) 2013-14 figure revised, previously 146.5

(11) 2013-14 figure revised, previously 13.3

Customer Satisfaction

Results from the Customer Satisfaction Survey conducted by Transport for NSW in May 2015 indicated that Sydney Trains achieved 88 per cent overall customer satisfaction and NSW Trains achieved 85 per cent overall customer satisfaction.

2.2.7 Light Rail – Performance

Performance

On time running is not measured for Inner West Light Rail, which operates on a headway frequency basis. The target is for each service to run within one minute of planned service frequency.

Headway performance and reliability of the Light Rail network was very good during 2014-15, outperforming the headway and reliability target significantly each month.

The table below lists the reliability of the light rail service each month in 2014-15:

Month-Year	Reliability	Average Deviation Minutes: seconds
July 2014	100.67%	00:49
August 2014	102.67%	00:42
September 2014	105.99%	00:38
October 2014	101.79%	00:32
November 2014	101.80%	00:53
December 2014	102.58%	00:45

Month-Year	Reliability	Average Deviation Minutes: seconds
January 2015	102.98%	00:44
February 2015	101.83%	00:40
March 2015	101.86%	00:45
April 2015	101.40%	00:41
May 2015	101.13%	00:36
June 2015	102.24%	00:36

Note: Reliability is measured as actual number of operating hours against planned operating hours. Where reliability is above 100%, more services were operated than were planned.

Reliability and Average Deviation have not been adjusted for events which are outside the control of the Light Rail Operator.

Light Rail patronage

Patronage in 2014-15 was 6.1 million passenger journeys - an increase of around 57.5 per cent from 2013-14. This was partly attributable to the opening of the Inner West Extension (IWE) in March 2014, however, the introduction of Opal on 1 December 2014 resulted in a step increase in patronage across the whole network.

Light Rail customer feedback

While overall complaints increased in 2014-15, complaints per 100,000 customers (10.4 complaints) declined. Many of the complaints were due to dissatisfaction with the performance of four leased vehicles. These complaints ceased after the leased vehicles were retired from service, following the introduction of a new light rail vehicle fleet during the year.

The table below compares Light Rail customer feedback in 2013-14 and 2014-15:

Complaint Category	2013-14	2014-15
Light Rail Operations	117	112
Tickets and Fare	27	15
Timetable and Punctuality	17	90
Safety and Security	17	11
Cleanliness	7	4

Graffiti	1	7
Vandalism	0	2
Environment ⁽¹⁾	27	63
Staff	67	218
Stop Amenity ⁽²⁾	13	-
Customer Information	72	47
Inner West Extension Project ⁽²⁾	70	-
Asset Management ⁽²⁾	-	44
Policy ⁽³⁾	-	22
Other	63	5
Total Complaints	498	640
Total Compliments	39	47

⁽¹⁾Environment (new category), includes previous Noise category used in 2013-14.

⁽²⁾Asset Management (new category), includes previous Stop Amenity and IWE Project.

⁽³⁾New category introduced in 2014-15

2.2.8 Country Rail Contracts

Maintaining the Country Regional Network

TfNSW continued to work in partnership with John Holland Rail, who operate and maintain the Country Regional Network (CRN) under a 10-year contract through to 2021. The NSW Country Regional Network comprises 2386 kilometres of operational rail lines and 3126 kilometres of non-operational lines. In addition to passenger services, it supports customers transporting coal, grain, cotton, minerals and containerised freight to domestic and export markets.

TfNSW owns the Hunter Valley and Interstate networks totalling 3552 route kilometres and has leased these to Australian Rail Track Corporation until 2064.

TfNSW's asset management plan and contract with John Holland Rail are structured to ensure that the network provides sustainable rail infrastructure and network operations, and supports safe, efficient and reliable rail services in regional NSW for future customers. We also investigate and develop business opportunities for existing and new customers to support regional development.

The NSW Government funds most of the costs of operating and maintaining the network, with \$201 million spent in 2014-15. This is made up of capital and recurrent allocations,

supplemented by access fees from train operators of about \$10.4 million and other network derived revenue.

In 2014-15, work on the freight and passenger lines included:

- replacing over 108,000 timber sleepers with modern steel sleepers
- laying 58,000 tonnes of crushed metal ballast
- resurfacing over 650 kilometres of track
- replacing or upgrading 33 rail bridges and culverts
- completing the pre-stressing and welding of 54 kilometres of track.

Work on grain lines included:

- replacing over 104,000 timber sleepers with steel sleepers
- laying 63,000 tonnes of ballast
- resurfacing over 480 kilometres of track
- replacing or upgrading 5 rail bridges and culverts.

Improvements to the Country Regional Network

Competitive forces from road operations and international grain businesses, especially in North America, require freight businesses in NSW to increase efficiency in the logistics chain.

On the Country Regional Network, this means some routes will require increasing train density, longer trains and quicker cycle times between the customer and the port or terminal.

TfNSW commenced work in 2013 on a program of works which include increasing capacity on the Main Western rail line. This program was continued during 2014-15 and currently runs until 2021-22. It will include new and extended passing loops and improvements in signalling systems. The crossing loop extension at Stuart Town was delivered in June 2015, providing greater flexibility, capacity and efficiency for longer trains operating on this route.

The Trangie Loop on the Country Regional Network was extended from 560 to 1162 metres, to speed the loading of trains, provide increased efficiency and better utilisation of the network, especially on the Narromine to Cobar corridor.

TfNSW's work on the Goulburn to Canberra line and engagement with industry resulted in a new freight customer commencing operations in 2014-15.

Work commenced in June 2015 on delivering extensions and upgrades to rail sidings at Ardlethan and Nevertire. This work, which is due for completion in 2015-16, will complement industry investment in grain loading infrastructure at these locations. The loading of trains will be more efficient, enabling reduced cycle times between port and terminal.

2.2.9 Funding for Transport Programs

TfNSW has developed programs to provide targeted funding for transport projects where they are most needed, and to enable local businesses to derive economic benefits from them.

Fixing Country Roads

Transport for NSW developed the Fixing Country Roads program to provide targeted funding for road projects. This program will eliminate connectivity constraints on local roads in NSW and reduce the cost to market for local businesses.

Fixing Country Roads will fund vital road and bridge upgrades to better connect local and regional roads to State highways and key freight hubs such as silos, saleyards, rail heads, supermarket distribution centres, industrial parks and depots.

The NSW Government announced \$42.85 million in Fixing Country Roads funding for 77 local council projects across the State in February 2015. The total value of the projects was \$95 million with contributions also being made by local councils, the Australian Government and industry.

A further \$500 million in NSW Government funding has been allocated to Fixing Country Roads over 10 years, with the next round planned for 2015-16.

Fixing Country Rail

Fixing Country Rail is a companion program to Fixing Country Roads and focuses on addressing inefficiencies within the regional rail freight network.

Highlights for 2014-15 included:

- A call for tenders from the private sector to reopen the 'Cowra Lines', 200 kilometres of non-operational rail lines in Central West NSW. A comprehensive evaluation process concluded there was too much uncertainty in the ability of the tenderers to return the lines to full service and run a commercially sustainable business without significant taxpayer support. However, TfNSW remains open to future proposals to bring the lines back into service
- Opening a Registration of Interest process for the Maldon to Dombarton Railway, inviting private sector submissions on how they would construct, operate and maintain the 35-kilometre dedicated freight rail line in the Illawarra. Submissions closed in April 2015
- The start of rolling out a \$21 million three-year program to upgrade rail sidings to improve train loading rates for grain. The first projects at Nevertire and Ardlethan are due for completion in September 2015.

In late 2014, the NSW Government earmarked \$400 million for Fixing Country Rail over five years under Rebuilding NSW initiative. TfNSW is due to complete final business cases for the program by mid-2016.

Grant Writing Workshops for Local Government

Competition for grant funding is fierce and many good projects are let down by poor applications that fail to sell the benefits of the project.

In June 2015, TfNSW began delivering a series of 15 grant writing workshops to more than 200 staff representing over 80 councils from around NSW to assist them in preparing grant applications and business cases for State and Federal funding programs.

The need to build local government's capacity to write effective grant applications was a key learning from the first round of the Fixing Country Roads program.

2.2.10 Community Transport Contracts

TfNSW worked closely with the funded community transport sector to improve efficiency and generate greater sustainability in the supply of services.

A number of funded service providers merged or entered formal partnerships with other organisations to reduce the administrative cost related to service delivery. This move will also assist them to increase their ability to remain viable in an increasingly competitive environment.

Over an 18-month period, the number of organisations contracted to deliver direct services across NSW has reduced from 127 to 96, with no reduction in service levels.

TfNSW continued to support funded service providers to improve efficiency and work through significant change. This support is preparing them for a more complex operating environment where they will be expected to deliver more of the same, or improved services, at the same cost as before.

2.2.11 Buses – Performance

Bus service performance and patronage

TfNSW manages the level and quality of scheduled bus services provided through contracts with bus operators.

In 2014-15, there were 14 contracts servicing the Sydney metropolitan area and 12 contracts servicing the outer-metropolitan areas (Newcastle, Wollongong, the Illawarra, Central Coast, Blue Mountains, Lower Hunter). The Government-owned bus operator, State Transit Authority (STA), is contracted to provide services under four of the Sydney contracts and one of the outer-metropolitan contracts. All other contracts are with privately-owned bus operators.

The tables below compare the level of service in 2014-15 with that in 2013-14 for a number of key performance indicators.

Bus service performance and patronage

Metropolitan Bus Service Contracts

Performance Indicator	2013-14			2014-15			Change from 2013-14 to 2014-15		
	Private Bus Operators	STA	Total	Private Bus Operators	STA	Total	Private Bus Operators	STA	Total
Passenger Boardings ⁽¹⁾	54,151,607	154,753,764	208,905,371	71,915,973	160,053,142	231,969,115	n.a.	n.a.	n.a.
Complaints	16,805	34,142	50,947	17,526	37,076	54,602	+4.3%	+8.6%	+7.2%
Complaints / 100,000 Boardings ^(1,2)	31.0	22.1	24.4	24.4	23.2	23.5	n.a.	n.a.	n.a.
Scheduled Bus Trips ⁽³⁾	3,846,476	4,826,728	8,673,204	3,998,508	4,877,356	8,875,864	+4.0%	+1.0%	+2.3%
Number of Accessible Bus Trips	2,575,584	3,440,095	6,015,679	2,797,202	3,654,634	6,451,836	+8.6%	+6.2%	+7.3%
Percentage of Accessible Bus Trips	67.0%	71.3%	69.4%	70.0%	74.9%	72.7%	+4.5%	+5.1%	+4.8%
Passenger Boardings / Scheduled Bus Trip ⁽¹⁾	14.1	32.1	24.1	18.0	32.8	26.1	n.a.	n.a.	n.a.
On-time running ⁽⁴⁾	96.6%	91.8%	93.9%	97.0%	92.9%	94.7%	+0.4%	+1.2%	+0.8%

(1) From January 2015, Metropolitan and Outer Metropolitan bus passenger boardings include SSTS (School Student Transport Scheme) and Free Shuttle boardings. Thus comparison to the previous year of the number of boardings or measures calculated from boardings is not valid.

- Metropolitan and Outer Metropolitan STA bus passenger boardings for 2014-15 are estimated.
 - Metropolitan PBO bus passenger boardings for 2013-14 revised, previously 54,057,967 with a Metropolitan total of 208,811,731.
- (2) PBO 2013-14 figure revised, previously 31.1
- (3) Metropolitan scheduled bus trips for 2013-14 revised, previously 3,846,401 with a Metropolitan total of 8,673,129
- Excludes school services
- (4) Measured by sample survey at commencement of bus trip.

Outer Metropolitan Bus Service Contracts

Performance Indicator	2013-14			2014-15			Change from 2013-14 to 2014-15		
	Private Bus Operators	STA	Total	Private Bus Operators	STA	Total	Private Bus Operators	STA	Total
Passenger Boardings ⁽¹⁾	10,630,846	4,526,333	15,157,179	19,795,922	5,250,222	25,046,144	n.a.	n.a.	n.a.
Complaints	3,351	1,638	4,989	3,243	1,865	5,108	-3.2%	+13.9%	+2.4%
Complaints / 100,000 Boardings ⁽¹⁾	31.5	36.2	32.9	16.4	35.5	20.4	n.a.	n.a.	n.a.
Scheduled Bus Trips	1,126,634	268,427	1,395,061	1,147,152	306,575	1,453,727	+1.8%	+14.2%	+4.2%
Number of Accessible Bus Trips	752,043	191,284	943,327	787,121	241,849	1,028,970	+4.7%	+26.4%	+9.1%
Percentage of Accessible Bus Trips	66.8%	71.3%	67.6%	68.6%	78.9%	70.8%	+2.8%	+10.7%	+4.7%
Passenger Boardings / Scheduled Bus Trip ⁽¹⁾	9.4	16.9	10.9	17.3	17.1	17.2	n.a.	n.a.	n.a.

(1) From January 2015, Metropolitan and Outer Metropolitan bus passenger boardings include SSTS (School Student Transport Scheme) and Free Shuttle boardings. Any comparison to the previous year of the number of boardings or measures calculated from boardings is not valid.

- Metropolitan and Outer Metropolitan STA bus passenger boardings for 2014-15 are estimated.
- Metropolitan PBO bus passenger boardings for 2013-14 revised, previously 54,057,967 with a Metropolitan total of 208,811,731.

The data in the tables above indicates that there was both an increase in the number of bus services and accessible bus trips.

Key points to note are:

- the number of passenger boardings on Metropolitan Bus Services (private and STA) is not comparable in this period due to the new contracting reporting arrangements which now include School Student Transport Scheme boardings and the inclusion of the passengers using free shuttle buses (Sydney CBD and Wollongong CBD)
- the number of bus trips provided increased by 261,326 from 2013-14 to 2014-15
- the number of scheduled bus trips that were wheelchair accessible increased by more than 520,000.

In the Sydney Metropolitan Area, there was a distinct improvement in on-time running from 93.9 per cent in 2013-14 to 94.7 per cent in 2014-15. However, this was just below the target of 95 per cent. Work will continue to improve on-time running.

2.2.12 Ferries – Performance

Ferry performance and patronage

Harbour City Ferries (HCF) is contracted by TfNSW to provide Sydney Ferries services to Manly, on the Parramatta River and in the Inner Harbour.

In 2014-15 HCF met or exceeded all of the established benchmarks for the contracted Key Result Areas for On Time Running, Service Reliability and Reporting:

- **Safety** - there were five collisions. Most collisions were minor and occurred during berthing
- **On-time running** - 99.1 per cent of services ran on time, higher than the contract benchmark of 98.5 per cent
- **Service reliability** - 99.7 per cent, also higher than the contract benchmark of 99.5 per cent
- **Reporting** - HCF provided detailed reports and analysis of its operational performance every month to TfNSW in accordance with the contract requirements.

HCF received an average of 2.2 complaints per 100,000 passenger journeys. The majority related to customer service, information issues, and late or cancelled services.

The table below shows the performance of ferry services operated by HCF under contract to TfNSW:

Performance Indicator	2013-14	2014-15	Change from 2013-14 to 2014-15
Passenger Boardings ⁽¹⁾	15,977,360	14,793,855	-7.4%
Complaints	338	334	-1.2%
Complaints per 100,000 Boardings	2.1	2.2	4.8%

Scheduled Ferry Trips	177,577	178,543	0.5%
Service Reliability ⁽²⁾	99.8%	99.7%	-0.1%
Passenger Boardings / Ferry Trip	90.0	82.9	-7.9%
On-time running ⁽³⁾	99.1%	99.1%	No change
Significant incidents ⁽⁴⁾	0	0	No change
Collisions and groundings ⁽⁵⁾	4	5	+25.0%
Passenger injuries ⁽⁶⁾	10	6	-40.0%

(1) The Biennale of Sydney positively impacted on patronage in 2013-14. The TfNSW ferry wharf upgrade program impacted patronage in 2014-15.

(2) Scheduled ferry trips that operated after excluding service cancellations beyond the control of Harbour City Ferries (for example, extreme weather)

(3) Adjusted to allow for events outside the control of Harbour City Ferries

(4) Incidents involving loss of life, life threatening injury, injury to more than one person and/or damage that exceeds \$100,000 in value. Target= 0

(5) Maximum annual threshold = 15

(6) Maximum annual threshold = 16

2.2.13 Land Use Planning

Metropolitan Strategy Implementation

A Plan for Growing Sydney identified that Sydney will need to accommodate 664,000 new houses in the next twenty years. TfNSW has been working closely with the Department of Planning and Environment to prepare structure planning and rezoning applications in order to increase housing supply and create jobs in NSW.

Supporting Urban Renewal

TfNSW has been working with the Department of Planning and Environment and UrbanGrowth NSW to support urban renewal as a part of delivering *A Plan for Growing Sydney*. During 2014-15, we delivered the following:

- preparation of the Glenfield to Macarthur urban renewal corridor strategy
- preparation of transport strategies and assessments for the Bankstown to Sydenham priority urban renewal corridor; Arncliffe and Banksia priority urban renewal precincts; Bays Precinct urban transformation; Central to Eveleigh urban transformation; North West urban transformation and the Sydney Metro Northwest priority urban renewal corridor.

2.3 Innovation and excellence in transport delivery

“We deliver sustainable and innovative solutions to NSW’s transport needs”

During 2014-15 we continued focusing on innovative, cutting edge projects that will deliver better customer outcomes and improve how we work.

Successful innovation will be underpinned by embracing customer insight, engaging with stakeholders and customers, and tailoring our delivery to ensure we target and use the best channels available.

A key point of success will be the embedding of an enduring, transparent and value-add partnership between Transport for NSW and our public delivery partners of Sydney Train, NSW Trains, Roads and Maritime Services and State Transit Authority.

2.3.1 Rebuilding NSW

A Focus on State Infrastructure

TfNSW partnered with Infrastructure NSW to identify over \$15 billion worth of additional investment for the Transport cluster. This was detailed in *Rebuilding NSW: State Infrastructure Strategy 2014*, published in November 2014. Recommendations for key funding reservations included:

- Sydney Metro City and Southwest (previously referred to as Sydney Rapid Transit) – \$7 billion
- Sydney’s Rail Future Stage 2 – \$1 billion for Western Sydney Rail Upgrade Program, including the T1 Corridor Infrastructure Program, which targets capacity constraints on the Western and Northern Lines, and Advanced Train Control, an integrated system for signalling, train protection and train control
- WestConnex extensions and a Western Harbour Tunnel – \$1.1 billion to invest in the northern and southern extensions of WestConnex, and the Western Harbour Tunnel
- Urban roads – \$1.3 billion for congestion busting by improving the productivity of Sydney’s roads
- Regional roads – \$3.7 billion to connect regional centres and improve the productivity of our regional economies.

Newcastle Urban Transformation and Transport

In December 2014, TfNSW delivered a final business case for the light rail component of the Newcastle Urban Transformation and Transport Program. The Program, announced by the NSW Government in 2012, will revitalise the Newcastle CBD by truncating the rail line at Wickham to open up access between the CBD and the foreshore (completed in December 2014), and installing light rail from Wickham to the beach.

The construction of a fully accessible transport interchange at Wickham will enable customers to easily connect with trains, light rail, regional buses, taxis and cars.

The Wickham Transport Interchange Project was granted planning approval in November 2014 following a Review of Environmental Factors (REF). Laing O’Rourke was awarded the contract to design and construct the interchange in December 2014.

Throughout early 2015, Transport for NSW and Laing O'Rourke worked closely with key stakeholders to consider the needs of customers in a new interchange design, as well as the functionality required for day-to-day operations.

Early work to support the truncation of the heavy rail line is expected to be completed by September 2015. The community will be consulted on the environmental approvals for light rail in late 2015.

Northern Beaches Bus Rapid Transit

During 2014-15, TfNSW worked on strategies to guide the development of the Northern Beaches Bus Rapid Transit (BRT). The project will deliver faster, more reliable "turn up and go" bus services for customers travelling from the Northern Beaches to the Sydney CBD, as well as new transport interchanges and parking for commuters using buses.

In April 2015, to support the BRT project, we announced completion of a range of upgrades to active transport links that will improve access to public transport facilities at Warringah interchanges and bus stops.

The works, completed by Warringah Council, include improved walking and bicycle paths at 10 locations in Brookvale, North Manly, Allambie Heights and Dee Why. The NSW Government provided funding to Warringah Council as part of the Transport Access Program.

We are also working with Health Infrastructure NSW to develop the Brookvale BRT interchange and commuter car park in conjunction with the Brookvale Community Health Centre. This project, located across Pittwater Road from Warringah Mall, is in the development stage and is expected to be completed by early 2016.

South West Rail Link Corridor Preservation Study

TfNSW progressed work on identifying a corridor to be preserved for the extension of the South West Rail Link. This corridor connects Leppington Station to Bringelly and then heads in two directions: north to the T1 Western Line near St Marys; and south to Narellan.

Based on stakeholder and community feedback, we are also considering whether to extend the corridor further south to the existing T2 South Line. An eight-week consultation period commenced in June 2015 to invite comments and feedback from the community and stakeholders on a recommended corridor.

Preservation of a corridor will help deliver transport infrastructure and improved access in the longer term to support the rapidly developing south-west growth centre.

Outer Sydney Orbital Corridor Preservation Study

TfNSW commenced an eight-week community consultation in June 2015 to help identify the constraints and opportunities within the study area for the South West Rail Link extension (between Bringelly and St Marys), Outer Sydney Orbital and the Bells Line of Road to Castlereagh Connection projects. The Outer Sydney Orbital project includes motorway, freight rail and the potential for passenger rail north of Bringelly.

The community consultation provides an opportunity for stakeholders and the wider community to contribute valuable local knowledge of the study area.

Identification of a suitable corridor location will provide increased capacity for the road and rail networks for improved accessibility to housing and employment opportunities in Western Sydney.

2.3.2 Sydney Metro

Overview

Sydney Metro is Australia's largest public transport project. It is the name for our new high-capacity and high-frequency metro rail network, which is already under construction. Sydney Metro will transform Sydney, delivering more trains and faster services for customers across the network, tapping into the economic growth and needs of our customers.

Sydney Metro has two core components:

- **Sydney Metro Northwest** – formerly the 36 kilometre North West Rail Link which will open in the first half of 2019 with a train every four minutes in peak hours.
- **Sydney Metro City and Southwest** – the new 30 kilometre metro line from the end of Sydney Metro Northwest, under Sydney Harbour through the CBD and southwest to Bankstown.

The project will transform Sydney, delivering more trains and faster services for customers across the network. As a new railway network, Sydney Metro is a key part of the solution to clearing the city's public transport bottlenecks. It will also deliver significant flow-on benefits for productivity and the State's overall economic performance.

Sydney Metro will help redefine the urban landscape of Sydney, driving population and employment patterns in the future. Sydney Metro will improve access to jobs, enable housing and employment growth along the Global Economic Corridor and southwest to Bankstown, and reduce transport congestion. Once operational, Sydney Metro could boost economic activity by more than \$5 billion per year by supporting jobs and business growth along its route.

In June 2015, the Premier of NSW, Mike Baird, formally announced that a new metro station will be built at Barangaroo. This will form part of the Sydney Metro City & Southwest project and support the redeveloped commercial and industrial precincts. Delivering Sydney Metro to Barangaroo will mean a new east-west connection across the CBD, connecting the new financial hub at Barangaroo with the existing financial centre at Martin Place. The station will also service the Walsh Bay arts precinct, King Street Wharf and Barangaroo headland park, estimated to attract 10,000 visitors each day.

Sydney Metro City and Southwest

In 2014, the NSW Government released the State Infrastructure Strategy, which included the agreement by government to reserve \$7 billion for the Sydney Metro City and Southwest project through the partial leasing of the State's electricity networks. This was in addition to funding already earmarked for the project.

The NSW Government has allocated \$84 million to Sydney Metro City and Southwest for the 2015-16 financial year. This will allow detailed planning and development work to continue and prepare the project for the delivery phase.

Sydney Metro City and Southwest extends the city's new metro rail system from the end of Sydney Metro Northwest at Chatswood, under Sydney Harbour, through new underground stations in the CBD and south west to Bankstown.

Working together with major upgrades to the Western Line, Sydney Metro will deliver the capacity to increase the number of trains entering the CBD across the entire Sydney railway system from 120 to about 200 during the busiest hours of the day. This means the railway network across greater Sydney will have room for an extra 100,000 train customers an hour in peak times.

In April 2015, geotechnical drilling started up to 70 metres below Sydney Harbour to identify the underlying rock and groundwater conditions and help determine the best location for the new railway tunnels.

The first round of community and stakeholder consultation took place in June and July 2015. Over 780 people attended community information sessions and over 1500 submissions received. These submissions will be taken into account in the Government's decision-making on the project scope.

An industry briefing, attracting over 460 representatives from Australian and international industries, took place in June 2015. This industry consultation builds on the successful collaboration achieved with industry on the Sydney Metro Northwest project.

Sydney Metro Northwest

The delivery of the \$8.3 billion Sydney Metro Northwest project ramped up throughout 2014-15, remaining on track and on budget. The project continues to deliver on all key milestones.

Key developments in 2014-15 included:

- The \$3.7 billion Operations, Trains and Systems (OTS) contract was awarded in September 2014 to the Northwest Rapid Transit consortium. This Public Private Partnership is the largest ever awarded in NSW.
- In September 2014, the first of four Tunnel Boring Machines started digging Australia's longest railway tunnels four months early at Bella Vista, and the last tunnel-boring machine was launched on 14 January 2015. As at the end of June 2015, tunnelling was ahead of schedule and had passed the halfway mark.
- In June 2015, the Castle Hill rail crossover cavern was unveiled along with the design of the new, state-of-the-art Castle Hill Metro station following extensive customer consultation.
- The viaduct segment precast facility at Mulgrave is complete and production of segments for the 4 kilometre elevated skytrain are well under way. The construction of piles and piers for the skytrain has started and the two large horizontal cranes that will build the skytrain were assembled and installed on-site at Seconds Ponds Creek and Kellyville.
- The OTS activities have started with certification of design packages progressing, and the Sydney Metro Train Facility site compound established demolition works completed and site offices in place. Major earthworks started in May.
- Following community consultation, a Determination Report and Submissions Report were released in February 2015, as part of the Review of Environmental Factors to convert the railway between Epping and Chatswood to metro rail. A Temporary Transport Plan will provide customers with over 300 bus services along five replacement bus routes every week day during the temporary closure of the railway.
- Sydney Metro Northwest continued its strong community and stakeholder engagement through the *Fast Tracking the Future* education program for NSW schools. It was developed in partnership with NSW primary school teachers and planning experts. The program received the Planning Institute of Australia Award for Education in November 2014 in recognition of customer excellence.

Sydney Metro Northwest - Excellence Awards

During 2014-15, Sydney Metro Northwest won a number of prestigious industry awards for innovation and excellence as follows:

- The project was recognised for excellence in transport through the International Association of Public Participation (Australia) Award for Transport in October 2014, for future-focused reliability planning in urban growth.
- In May 2015, Sydney Metro Northwest (as the North West Rail Link) won in two categories at the International Partnerships Awards 2015 held in London. The project won the Gold award for “Best Transit Project” and also the overall “Projects Grand Prix Winner” award, and regarded as the best Private Public Partnership in the world for 2015.
- In November 2014, the project was recognised for its leadership in driving sustainable infrastructure through the award of the Banksia Foundation Award for Innovation in Social Infrastructure. The award was based on the project’s strong and demonstrable commitment to whole-of-life resource sustainability, and extensive and continuous community engagement programmes.

2.3.3 Rail Projects

Network Efficiency

Over the next 20 years freight movement in NSW is forecast to double. Community expectations for fast, efficient passenger rail transport between regional centres are also forecast to increase.

In June 2015, TfNSW and its contractor John Holland Rail introduced significant improvements to the Train Management and Control System used on the Country Regional Network.

TfNSW commenced development of a Network Strategy in 2015, which will focus on future market demand on the Country Regional Network and identify what changes and improvements will be required to support the efficiency and capacity of the network. Train speed and axle load requirements will be identified to meet industry needs and align the County Regional Network with adjoining networks.

New Intercity Fleet

The NSW Government is investing in new trains to operate in the Intercity and outer suburban areas, linking Newcastle and the Hunter, South Coast, the Blue Mountains and the Sydney CBD.

The new trains will come into service progressively, with the first trains delivered by 2019 and the rest of the fleet being delivered through to 2024. The trains will be safe, comfortable, and accessible to provide an appealing environment for customers during longer journeys.

Expressions of Interest from established train manufacturers to supply and maintain the new trains closed in 2014 and the shortlist for tender was announced 4 September 2015. The contract will be awarded in 2016.

Rail Lubrication Advances

TfNSW has made two significant advances in rail lubrication over the last year, drafting a new rail lubrication standard and concluding the first phase of the lubrication trials on the main north line.

The new lubrication standard, drafted by the Freight and Regional Development Division (FRD) and the Asset Standards Authority, provides an end-to-end design and verification process. This new design process allows a lubrication system to be optimised at the design stage. Thereafter, it is verified on-the-ground through rigorous and repeatable performance measurements with a standardised reporting format back to the asset owner.

The standard was the result of a review of international best practice, followed by a series of trials conducted on the main north line.

These trials also culminated in the conclusion of FRD's Phase 1 Proof of Concept Lubrication Project, with the handover of modern, electronic lubricators to Sydney Trains for ongoing maintenance. These lubricators offer substantially reduced maintenance, improved safety, and higher levels of performance. The handover included development of technical maintenance plans and training of Sydney Trains maintenance staff by FRD.

Wagon Steering Research

For the first time, TfNSW has been able to eliminate wheel squeal from selected classes of freight wagons. Wheel squeal, a very loud and high-pitched noise emitted by some wagons when negotiating tight curves, is the main subject of freight rail noise complaints received by TfNSW.

Several years of ground-breaking research by TfNSW's FRD concluded, in 2014-15, in a trial of two different wagon classes that were the main cause of wheel squeal in and around Sydney.

Using laser and other sensors as well as analysis techniques and algorithms developed in-house, engineers identified the specific elements of wagon design that cause wheel squeal. They then developed solutions targeting these design issues and implemented a trial in collaboration with freight operators, Pacific National and SCT Logistics. This trial showed that the modifications improved wagon steering and eliminated wheel squeal from these wagons.

TfNSW modelling and experience from overseas suggests these modifications will also reduce fuel use, locomotive emissions and wagon maintenance costs, potentially delivering an overall cost saving to the freight operators. TfNSW is now working with freight operators to determine how these solutions can be rolled out to affected wagons across their fleets.

Lidcombe to Granville Corridor Upgrade Program

The Lidcombe to Granville Corridor Upgrade Program (LGCUP) involves works to improve network reliability and capacity, and provide more efficient and reliable access to and from the maintenance and stabling facilities.

The program currently consists of two projects:

- The Auburn Junction project – involves the removal of redundant track, upgrade of existing track, replacement of overhead wiring infrastructure and upgrades to track drainage. The project was commissioned in May 2015.
- The Clyde Junction Project – includes the upgrade of signalling infrastructure, installation of combined services routes, turnout renewal works and the installation of a new turnout.

Construction of the LGCUP is ongoing and completion is estimated for 2017.

Auburn Stabling Yard

The Auburn Stabling Yard project is a new train stabling facility, north-west of Auburn Station, to cater for the expected increase in train services in Sydney's inner-west and south-west. The new stabling facility was successfully commissioned in September 2014.

2.3.4 Northern Sydney Freight Corridor

The Northern Sydney Freight Corridor (NSFC) Program is a joint Australian and NSW Government initiative to improve the capacity and reliability of freight trains between Strathfield and Broadmeadow, Newcastle.

The program will increase capacity for interstate container freight and remove the most serious bottleneck on the East Coast interstate, which connects Australia's three largest cities, Melbourne, Sydney and Brisbane.

The NSFC Program is comprised of four key projects:

- Epping to Thornleigh Third Track
- Gosford Passing Loops
- North Strathfield Rail Underpass
- Hexham Passing Loop (completed in 2012).

Epping to Thornleigh Third Track

The Operational Noise and Vibration Review was approved in December 2014. In March 2015, the new rail bridge over the M2 Hills Motorway was completed with the first section of track installed later in June.

Gosford Passing Loops

The Gosford Passing Loops Project was commissioned in April 2015 and the two passing loops (overtaking lanes for trains) are now operational. The passing loops (northbound and southbound) constructed between Gosford and Narara stations, allow freight trains to wait while passenger services pass.

A key urban design feature of the Gosford Passing Loop is the Gosford Glow Path. The upgrade to the 400 metre path between Brooks Avenue and Manns Road used a technological first that makes a normal concrete path glow in the dark. The path is made from a combination of Australian aggregate and a natural non-toxic glow in the dark mineral, phosphorous zinc sulphide, guiding pedestrians and cyclists to cross under the rail bridge safely.

North Strathfield Rail Underpass

The North Strathfield Rail Underpass (NSRU) Project involved construction of a rail underpass at North Strathfield and a new aerial concourse at Concord West Station. The upgraded station concourse was opened to customers in October 2014.

The tunnel of the NSRU was completed in August 2014 and the service opened to the public in June 2015.

Work activities will continue in and around the station until late 2015, including finishing works on the platforms, revegetation of the station precinct and reinstatement of the car park north of the Queen Street station entrance.

2.3.5 Sydney Light Rail

The CBD and South East Light Rail is a 12 kilometre light rail project linking Circular Quay and Central stations via George Street, the Moore Park sporting and entertainment precinct, Randwick Racecourse, University of NSW and the Prince of Wales Hospital at Randwick. It will transform Sydney by offering fast, reliable journeys from Circular Quay through the CBD to south-east Sydney's sporting precincts, medical and education facilities, and other transport interchanges.

It is expected that customers will be able to use the new light rail service from early 2019, which will ultimately move up to 13,500 people every hour.

In December 2014, ALTRAC Light Rail Partnership was awarded the contract for the design, construction, operation and maintenance of the Sydney Light Rail project. The Public Private Partnership features a number of customer improvements since the initial project, including:

- increased capacity, with longer vehicles and longer light rail stops
- services from day one will carry up to 15 per cent more light rail passengers in peak hours, and 33 per cent more seats across the day
- the potential to ultimately carry 50 per cent more passengers in each direction than previously planned
- the operation of 67 metre coupled pairs of light rail vehicles that will each carry 450 people, the equivalent of around nine standard buses
- a team of on-the-ground construction support staff to work directly with business and residents to manage impacts and address any issues and concerns
- improved traffic flow at key intersections
- modern light rail technology removing the need for overhead wires between Town Hall and Circular Quay
- a redesigned single storey Moore Park stop with underground access
- ongoing public information relating to the light rail construction timetable and potential traffic changes and impacts was released to ensure customer awareness of the project and its impacts on them was addressed.

The construction schedule was publicly released on 28 May 2015 by the Minister for Transport and Infrastructure, announcing the commencement of major works in September 2015 at Moore Park and in October 2015 in the CBD.

The Sydney Light Rail Delivery Office continued to engage the community, key stakeholders and business through the establishment of four specialist Reference Groups, in addition to ongoing precinct Community and Business Forums.

Throughout 2014-2015, ongoing community and stakeholder engagement activities were undertaken, including emailing 500 stakeholders of the construction schedule, conducting more than 3,000 individual stakeholder visits, distributing 46,000 newsletters, launching an SLR website and Facebook page, holding an award winning information stall at the Royal Easter Show and maintaining the City Information Centre office located in the CBD.

Sydney's Light Rail Future, along with actions identified in the Sydney City Centre Access Strategy, will reduce the number of buses in the CBD in the morning peak by 220 buses. This will help to reduce congestion caused by buses entering and travelling through the CBD.

2.3.6 Sydney CBD Transport Taskforce

The CBD Transport Taskforce was created in early 2014 to ensure a customer and integrated approach to management of the Sydney CBD network during an upcoming period of significant change occurring.

In 2014-15, the Taskforce worked in partnership with other TfNSW Divisions, the Transport Management Centre, Roads and Maritime Services and transport stakeholder groups.

The Taskforce actively managed high-impact road closures in the CBD to ensure that minimal disruption to public transport and traffic occurred. Other work has included the development of operational management plans for the CBD and its approaches, working closely across the transport cluster and transport operators.

On 1 June 2015, the Sydney CBD Transport Taskforce became part of the CBD Coordination Office.

2.3.7 CBD Coordination Office

On 1 June 2015, TfNSW established a new CBD Coordination Office, bringing together multiple business areas into a single coordination point to manage the significant development and construction occurring across the Sydney CBD. The Office has been established to support the delivery of significant public and private infrastructure projects that will improve the Sydney CBD transport network and grow the CBD economy.

The new CBD Coordination Office brings together the dedicated team responsible for leading the operational planning, management and also communication of CBD operations during the delivery of major Sydney CBD transformational projects through to 2019. There are currently in excess of 90 private and public projects taking place across the CBD during this time. Key Government projects include the Sydney CBD and South East Light Rail, CBD bus plan, major train station upgrades across the city circle line, Darling Harbour Live and Baranagaroo development.

2.3.8 Other Initiatives

Asset Management

TfNSW improved State-wide asset planning and assurance processes by developing a new demand/need phase.

In addition, we facilitated better and more modern asset management by publishing a suite of standards on Asset Information Management, Asset Classification Structure and Asset Handover.

Supporting TfNSW Procurement

During 2014-15, TfNSW undertook rigorous assessments and reviews to support best practice procurement of services and infrastructure. Some activities included:

- Assistance in the development of the North West Rail Link (now Sydney Metro) by assuring the technical integrity of proposed solutions during the tendering processes
- Contribution to improved Sydney Light Rail development by carrying out technical due diligence reviews on the conditions of end-of-contract light rail assets
- Support of new Intercity Fleet procurement via the publication of updated standards

- Commencement of a mid-contract condition review of Sydney Ferries' assets to provide a clearer picture of the whole-of-life of the asset.

Streamlining NSW's Maritime Legislative Framework

Maritime legislation developments in 2014-15 included the following:

- A Review of the *Marine Safety Act 1998* was completed in June 2014. It identified opportunities to streamline processes, increase administrative efficiency, simplify investigation processes and achieve greater harmonisation with roads legislation
- On 2 June 2014, the *Navigation Act 1901* was repealed, removing one of the oldest pieces of legislation in NSW
- We reduced the administrative burden on boat owners and licence holders through harmonisation of roads and maritime licensing. In addition, a combined car/boat licence was launched on 1 December 2014.

In 2014-15, TfNSW also conducted a review into Boat Driver Licensing. It sought community views on improvements to boat licensing, current licensing fees and the processes required to obtain a boat licence. The results of this review will inform proposals to update the Marine Safety (General) Regulation which is due to be remade in late 2015.

2.4 A safer and more sustainable transport system

“We prioritise safety for our people and our customers”

We have a strong safety culture that drives collaboration across the cluster. During 2014-15, we continued working towards improving safety, minimising and reducing the likelihood and consequences of safety incidents, and promoting more responsible use of the system.

Complementing improved safety is a sustainable transport system. We will focus on conserving and enhancing air, water, soils, energy, resources and other aspects in the environment needed for biodiversity and our communities.

2.4.1 Safety across the Transport Cluster

During the year under review, TfNSW has been involved in forums and programs that support the delivery of safety management and due diligence.

Transport Customer Safety Program

TfNSW is leading a collaborative forum to identify and address safety issues impacting negatively on customers across the transport network. To date the focus of the program has been on anti-social behaviour and customer perceptions of safety and security.

Contemporary Safety Science and Due Diligence Program

We coordinated the delivery of a program that highlights contemporary safety management and officer due diligence practice. It was delivered to senior managers from across the Transport cluster. The program is intended as a catalyst for a broader range of initiatives that will build on existing work from each participating agency to improve safety culture and performance.

TfNSW Due Diligence Program

We continued to deliver a program to support the executive team in their duties as Officers with due diligence responsibilities, as identified in the *Work Health and Safety Act 2011*. It includes regular updates on case law and recent examples of good practice. Two annual forums provided updated information to participants and facilitated networking and discussion of current Work Health and Safety activities.

2.4.2 Road Safety

Road Fatalities/Fatality Rates

Road Fatalities	2009-10 Baseline	2011-12 (final)	2012-13 (final)	2013-14 (provisional)	2014-15 (provisional)
Per 100,000 population	5.8	5.3	4.6	4.7	4.2
Total	410.7	386	341	354	314

Notes:

- Fatality data for 2013-14 are provisional figures as at 1 July 2014

- Fatality data for 2014-15 are provisional figures as at 1 July 2015
- Fatality rates for 2010-11 to 2013-14 are based on the ABS published population data as at July 2015
- The 2016 target for fatalities is based on a 30 per cent pro rata reduction in fatalities by 2021 from the 2008 to 2010 baseline.
- The 2016 targets for fatality rates were based on the expected population as at 2011 when the State Road Safety Strategy was initially drafted.

NSW Road Safety Statistics

Provisional fatality results for the 2014-15 financial year indicate that there were 314 fatalities on NSW roads. This is 40 (11 per cent) fewer fatalities than the provisional 2013-14 toll, and represents the lowest financial year fatality total since records began in 1936-37.

There were 309 fatalities on our roads between January and December 2014 (provisional figure as at 1 January 2015). This represents a 7 per cent decrease from the previous year, with 24 fewer fatalities and matches the lowest annual total since 1923 (309 fatalities were also recorded in 1924).

This reduction in fatalities was achieved despite the NSW population having more than tripled since 1924. During the ensuing nine decades the number of registered motor vehicles has increased from fewer than 150,000 to more than five million.

The fatality rate in 2014 was 4.1 per 100,000 of the population, the lowest calendar year rate since records began for that statistic in 1908.

Motor vehicle occupant fatalities amongst people not using an available restraint increased from 20 in 2013 to 29 in 2014. During this period, motorcyclist fatalities decreased from 71 to 60.

The fatality rate for the 2014-15 financial year was 4.2 per 100,000 of the population, down from the provisional 2013-14 fatality rate of 4.7 per 100,000 of the population.

Improved Road Safety

Measure	Units	Baseline	2011-12 Actual	2012-13 Actual	2013-14 Actual (provisional)	2014-15 Actual (provisional)
Number of fatalities per 100,000 population	No.	5.8	5.3	4.6	4.7	4.2

Notes:

- Target - Reduce fatalities to 4.3 per 100,000 of the population by 2016.
- Baseline -The 2008-10 three-year average baseline was 5.8 fatalities per 100,000 population.
- The baseline data are reported on a three-year average; subsequent data years are reported annually.

Improved Road Safety Crash Data

Under the *NSW Road Safety Strategy*, a crash and health data linkage process has been established so that serious injury data is available. This has enabled examinations of the definition for serious injury and appropriate research methodologies which will play a critical role in influencing strategic road safety policy and program directions.

In 2014-15, TfNSW developed a dataset for vehicle safety analysis by linking car safety specifications data to crash data.

Speed cameras

The performance of speed cameras is reviewed annually by TfNSW. If cameras are not improving safety, they are removed and alternative safety works are undertaken. In early 2011, there were 141 operational fixed speed camera locations. By 30 June 2015 this had decreased to 106, including seven in warning mode.

The 2014 review again found that speed cameras in the right locations save lives and prevent injuries, with the majority of cameras in NSW continuing to deliver road safety improvements. Two camera locations were identified for further review and are currently being investigated and considered for removal.

The number of high-risk intersections identified for red-light speed cameras will increase to the program target of 200 by the end of 2015. By 30 June 2015, 147 locations were operating and 14 were under construction. The mobile speed camera program continued to operate at the full program size of 7,000 hours of enforcement per month, statewide.

The last of the 25 planned point-to-point enforcement length cameras commenced operation on the Great Western Highway between Mount Victoria and Lithgow in early 2015.

Pedestrians

In 2014-15 TfNSW commenced a trial of pedestrian countdown timers in the Sydney, Parramatta and Chatswood CBDs to determine their effectiveness in improving pedestrian safety. Evaluation of the trial focused on road safety risk, pedestrian and other road user behaviour and pedestrian user perceptions.

Interim findings have revealed that timers were most likely to deliver safety benefits at intersections with full pedestrian protection. Pedestrians surveyed also correctly understood how to use countdown timers and felt that they were safe. These findings are being used to scope the potential installation of countdown timers in 2015-16.

School Zones

The NSW Government has made a commitment to install school zone flashing lights to all school zones in NSW by the end of 2015. In accordance with this, TfNSW continued installing school zone flashing lights, and between July 2014 and 30 June 2015, flashing lights were installed at 1,133 school zones. They now cover 1,161 schools out of the nearly 1,700 in the State.

On 11 February 2015, the NSW Government announced a \$10 million increase in funding to further improve safety around schools. This included \$5 million for the installation of an additional set of flashing lights outside at least 400 schools in NSW and a further \$5 million commitment to improve pedestrian safety infrastructure around schools. This will include the installation of raised zebra crossings, pedestrian refuges and improved signage to enhance the safety of school drop-off zones.

Aboriginal Road Safety

In 2014-15, the following road safety initiatives were delivered under the NSW Aboriginal Road Safety Action Plan:

- Forty-seven Aboriginal bike safety programs for 910 participants at 44 locations in Aboriginal communities across NSW. Through this program 930 bike safety kits

were distributed, including 2300 helmets, 860 high-visibility shirts and 630 'Bring the Mob Home Safely' T-shirts.

- Establishment of a new panel of providers to help Aboriginal people and other disadvantaged communities participate in the NSW licensing system. Services will include:
 - licensing enrolment support
 - literacy, numeracy and computer skills training
 - learner driver mentoring and supervision
 - access to roadworthy vehicles
 - debt negotiation and management
 - road safety education and coaching.
- TfNSW-funded driver licensing access programs saw the achievement of 224 L plates, 161 provisional (P1) licences and over 3100 supervised driving hours in 2014-15.
- In 2014-15, 247 young Aboriginal learner drivers completed the Safer Drivers Course, which started in July 2013. This brings the total number of successful participants to 371. From 1 July 2009 to 31 December 2014, 293 Aboriginal participants completed the Sober Driver Program.
- TfNSW contributed \$200,000 to a partnership between the Aboriginal Health and Medical Research Council and Roads and Maritime Services, to distribute and fit child restraints on a needs basis. This initiative resulted in 17 workshops and the distribution of 846 child restraints to help families travel to and from medical appointments safely.

Drug Driving

Crash analysis by TfNSW recently identified that at least 195 people had died on NSW roads between 2010 and 2013 in crashes involving a driver or rider with one or more illegal drugs (cannabis, ecstasy or speed) in their system. An attitudinal survey also found that 30 per cent of NSW drivers who use illicit drugs admitted to drug driving in the past.

In March 2015 the NSW Premier, Mike Baird, announced that roadside drug testing by NSW Police would increase from around 30,000 tests annually to over 97,000 annually by 2017. Funded by TfNSW, this testing will be supported with a public education campaign to raise community awareness and deter drug driving.

TfNSW also funded the establishment of an Impaired Driving Research Unit at NSW Police from February 2015. Research results will inform more effective enforcement of drug driving laws by NSW Police and assist TfNSW to better understand and develop initiatives to address drug driving in NSW.

Further research is also under way to better understand the road safety impact of drug driving in NSW and develop effective counter-measures.

Drink Driving and Repeat Offenders

The Mandatory Alcohol Interlock Program commenced on 1 February 2015 for all serious and repeat drink drivers. It is estimated that up to 6,000 drink driving offenders will be affected by the new laws each year.

Under increased traffic offender penalties, all unrestricted licence holders who twice exceed their demerit point limit in five years must pass a driving knowledge test and complete a driver education program before being allowed to drive again.

Safer Drivers Course

An optional Safer Drivers Course, launched in July 2013, helps prepare learners to become safer drivers as they progress to driving solo as provisional licence holders. In 2014-15, an average of 22 per cent of eligible learner drivers (almost 18,300 people) completed the course and progressed to their provisional licenses.

Older drivers

During 2014-15 TfNSW produced a comprehensive communication and education guide for older drivers, their families and the community. More than 50,000 copies of the *On the road 65Plus* booklet were distributed during Seniors Week in March 2015. The booklet provides information on:

- effects of health changes on driving ability
- safer driving and pedestrian habits
- using public transport safely
- licensing options
- planning to retire from full-time driving
- choosing a safer vehicle
- other transport options
- how to use mobility scooters safely.

The guide has been translated into 10 community languages which are available on the TfNSW website. It is also being distributed to peak bodies and other key agencies that support older people from culturally and linguistically diverse backgrounds. Findings from the research will be used to inform further improvements to road safety for older drivers.

We have also started developing a comprehensive travel training resource to help people travel safely and independently on the NSW public transport system. The resource will help those who are planning to retire from driving or have already given up their licence. It will advise of alternative travel options, helping people, including older people, to maintain their independence and participate in their local communities.

Motorcycle Lane Filtering

On 1 July 2014, NSW became the first Australian jurisdiction to legalise motorcycle lane filtering. The NSW law allows riders to move between stationary and slow moving traffic while travelling at speeds below 30 km/h when it is safe to do so.

A new offence called lane splitting was also introduced on 1 July 2014. It penalises motorcyclists who move alongside vehicles while travelling at more than 30 km/h. TfNSW produced a lane filtering animation to promote the new law and it has so far been viewed more than 5,000 times on the road safety website.

2.4.3 Road Safety Campaigns, Events and Workshops

During 2014-15, TfNSW launched a number of road safety campaigns aimed at diverse target audiences. They included the following:

Don't Trust Your Tired Self

The driver fatigue campaign, *Don't Trust Your Tired Self* continued to run throughout 2014-15. Aiming to improve awareness of the dangers of driving when tired, the campaign was positioned alongside other major road safety issues such as speeding and drink driving.

Since its launch in December 2013, more than 374,000 people have visited the campaign website (testyourtiredself.com.au) to access tips on how to avoid driving tired. By June 2015 almost 99,000 people had completed the test.

Get Your Hand Off It

The *Get Your Hand Off It* campaign continued to target drivers who used mobile phones illegally while driving.

In March 2015, TfNSW hosted a distraction workshop for the Australian Road Rules Maintenance Group. It explored options to update relevant road rules with the aim of better addressing road safety risks posed by the challenges of in-vehicle technology-based distraction. The workshop identified additional research and analysis required for a range of distraction issues. The group will meet to review and progress these at the end of 2015.

We also continued to coordinate implementation of recommendations from the Joint Standing Committee on Road Safety *Staysafe Report into Driver and Road User Distraction*.

Bstreetsmart

The annual *Bstreetsmart* event aims to inform high school students about the realities of road crashes. It is a joint initiative between TfNSW and NSW Health.

Around 18,000 high school students attended the August 2014 event which was held over three days. Activities included crashlab displays and presentations. The event also saw an announcement by the NSW Premier, who committed to funding the event for a further four years.

Double Demerits - Think Twice

Delivered in partnership with NSW police, the *Double Demerits - Think Twice* road safety campaign encouraged safe driver behaviour on our roads. The campaign runs during public holiday periods in 2015. It reminds drivers and riders that during double demerit periods the consequences for breaking the road rules are more severe than usual.

They're counting on you

They're counting on you is a campaign that encourages the correct use of child car seats as well as driveway safety.

It raises awareness about the incorrect fitting of car seats. The campaign started in June 2014 to support the launch of a new TfNSW child car seats website where site visitors can compare more than 200 different types of seats and find Authorised Restraint Fitting Stations. The website received more than 200,000 visits in 2014-15.

The first ever driveway safety campaign produced by the NSW Government was launched during 2014-15. It highlights the need for child supervision around driveways and also provides suggestions on how to prevent driveway accidents.

More information is available at <https://www.childcarseats.com.au/> and www.drivewaysafety.nsw.gov.au.

The Top Ten Misunderstood Road Rules

Since 2013, Road Rules Awareness Week has helped road users improve their knowledge of the road rules and learn about new measures. With a focus on the most misunderstood road rules, road users have the opportunity to have their questions answered. *The Top Ten Misunderstood Road Rules* animation on Transport for NSW's road safety website has had over 83,000 views to date.

Ride to Live

The *Ride to Live* motorcycle risk management campaign was launched in November 2014, under the auspices of the *2012 NSW Motorcycle Safety Strategy*. It aims to challenge riders to better manage their risks on the road. The campaign illustrates the consequences of different choices riders can make in response to a number of hazards and encourages drivers to watch out for motorcycle riders.

NSW Safe Cycling Communities – It's a Two-Way Street

The *NSW Safe Cycling Communities* campaign is the result of an ongoing partnership established between TfNSW and the Amy Gillett Foundation in June 2013. One result of this partnership was the development of the Cycling Safety Action Plan which, since its launch in May 2014, has promoted the message *It's a Two-Way Street*. Promotional activities have included the use of outdoor billboards, radio and print media, plus the release of NSW Drive and Ride Rules animations in February 2015.

Building on the commitments in the NSW Cycling Safety Action Plan and the achievements of the *It's a Two-Way Street* campaign, the Minister for Roads, Maritime and Freight, established a Cycling Safety Roundtable, which met for the first time in June 2015. Key road user stakeholder groups and representatives from relevant government agencies discussed potential approaches to improving bicycle rider safety and compliance. These discussions will inform the development of safety and compliance measures for Government consideration in 2015-16.

2.4.4 Local Government Road Safety Program

During 2014-15, more than 80 councils participated in the Local Government Road Safety Program, with 72 road safety officers delivering a range of localised road safety projects. They included:

- road safety campaigns
- older road user workshops
- high visibility speed enforcement
- child car seat fitting days
- promotion of a local safe systems approach.

2.4.5 Safer Roads Program

The NSW Safer Roads Program was created after the release of the 2012-21 NSW Road Safety Strategy in 2012. It combined a number of existing initiatives into one targeted State-funded safety infrastructure program.

The Safer Roads program aims to reduce the number of casualties and the severity of injuries when a crash occurs. During 2014-15 the program delivered the following:

- NSW State Black Spot Program - \$25 million allocated to more than 70 Black Spot projects
- Run-off-road and Head On – 16 projects were funded, including four projects with a total value of \$3.7 million (carried over from 2013-14), and twelve new projects valued at \$6.2 million
- Local Government Safety Infrastructure – 25 projects were funded, including seven projects with a value of \$5.1 million (carried over from 2013-14) and 18 new projects costing \$4.5 million
- Route Safety Reviews - an additional \$10 million was allocated to projects to improve safety along the Kings Highway. \$1 million was also allocated for early works projects to improve safety along the Oxley Highway. These form the start of a more in-depth, three-year program of safety works
- Pedestrian Safety Infrastructure - eight new projects with a total value of \$2 million were implemented.
- Motorcycle Safety Infrastructure – fourteen new projects were funded with a total value of \$3.5 million, including one project carried over from 2013-14.

2.4.6 Cooperative Intelligent Transport Systems

The Cooperative Intelligent Transport Initiative project is building Australia's first long-term cooperative intelligent transport systems test bed. Cooperative Intelligent Transport Systems share information between vehicles and roadside infrastructure such as traffic signals.

In January 2015 the project was expanded to include more than 2300 kilometres of road network in the Illawarra Region with the approval of the Australian Media & Communications Authority.

By the end of June 2015:

- More than 150 truck drivers had been trained in the use of the equipment and 26 Heavy Vehicles fitted with radios
- Three signalised intersections had started broadcasting signal phase and timing information, in addition, a roadside trailer at the top of Mount Ousley was transmitting speed zone information directly to drivers of trucks descending the mountain
- Truck drivers participating in the project now receive warnings of potential intersection collisions, hard braking and the potential for conflicts with objects, including upcoming accident sites and red traffic lights. This is all transmitted wirelessly through the Cooperative Intelligent Transport Systems devices installed in their vehicles.

2.4.7 Australian Naturalistic Driving Study

The *Australian Naturalistic Driving Study* aims to install a wide range of sensors and cameras in 360 private vehicles across NSW and Victoria to study day-to-day driving behaviour. The study is being coordinated by the University of NSW with significant support from TfNSW.

A dedicated project workshop was established in February 2015 with the cooperation of Roads and Maritime Services. The study aims to provide data on what people do when driving their cars in both every day and safety-critical situations, and why.

Results from the study will be used to develop new road safety programs, policies and products that are expected to save lives and prevent serious injuries.

2.4.8 Police Safety Initiatives

High visibility police enforcement and speed cameras are some of the measures used in NSW to improve road safety and reduce loss of life and injuries from crashes. Targeted operations address dangerous behaviours such as speeding, drink driving, not wearing a seatbelt and driver fatigue.

Enhanced Police Presence

During the 2014-15, NSW Police carried out 134 more enhanced enforcement operations than usual, and seven major route and State-wide operations funded by the Community Road Safety Fund. This included five Operation Saturation programs, targeting areas with a high incidence of serious injuries and fatalities. These operations resulted in more than 213,000 enforcement hours committed to road safety in NSW.

Police Motorcycle Response Team

In 2014-15, Motorcycle Response Team activity expanded beyond the Sydney CBD and Parramatta area to other parts of Sydney including Bondi, Blacktown, Castle Hill and Kensington. The teams targeted known trouble spots to ease traffic congestion and reduce dangerous behaviour as well as targeting pedestrian behaviour. Since their introduction there has been a significant reduction in crashes involving pedestrians in the patrolled areas.

2.4.9 Other Safety Initiatives

Used Car Safety Ratings

In August 2014, the latest edition of the Used Car Safety Ratings was released by the Vehicle Safety Research Group chaired by TfNSW. It provides safety ratings for 227 vehicles based on over seven million real world crashes. The ratings include “best picks” in most categories. These indicate vehicles that pose a lesser risk to other road users as well as their own occupants in the event of a crash.

High Performance Vehicles

In August 2014, the definition of high performance vehicles was amended to allow provisional drivers greater access to a higher number of safe car models. Transport for NSW launched an app that allows a person to determine the P-plate status of over 60,000 different models of vehicle from their smart phone or computer. This data is updated regularly and now includes details of nearly 80,000 models of car.

Petrol Powered Bicycles

Research to inform the amendment to regulations prohibiting the use of petrol-powered bicycles on roads and road-related areas in NSW commenced in 2014-15, following introduction of the prohibition on 1 October 2014.

Child Restraints

The Child Restraint Evaluation Program continued throughout 2014-15, with ratings for six child car seats released in May 2015. For the first time, these included a number of ISOFIX brand compatible child seats, which allow the seat to be secured without seatbelts.

Vehicle Standards Working Group

In 2014-15, the Vehicle Standards Working Group, chaired by TfNSW, developed a new street rod standard and bull bar policy as well as two new vehicle standards information guidelines.

Heavy Vehicle Roll-Over Program

In June 2015, TfNSW hosted a workshop with the concrete and aggregate industry for the Heavy Vehicle Roll-Over Program, with more than 30 stakeholders attending. We are now working with the industry to develop training material for the program.

Smart Rest Area Trial

In 2014-15, TfNSW completed a trial to test an innovative method of helping heavy vehicle drivers manage fatigue. The trial provided real-time information about the availability of space within rest areas. The trial found that providing real-time vacancy information for rest areas was not yet cost effective.

2.4.10 Active Transport

Active transport increases the opportunities for people to walk and ride their bikes more often in order to help reduce congestion, particularly around schools, employment centres and universities.

Active transport aims to support more accessible, liveable and productive town, cities and centres and free up capacity on our roads and public transport system for those customers that need to travel further.

In line with the NSW Long Term Transport Master Plan (LTTMP), *Sydney's Walking Future*, *Sydney's Cycling Future* and the Regional Transport Plans; there is a focus on improving walking and cycling connections within major centres.

The following programs were initiated during 2014-15:

Oxford Street Cycleway

The Minister for Roads, Maritime and Freight and the Minister for Environment and Heritage opened the Oxford Street Cycleway and pedestrian path at Centennial Park in October 2014. The 800 metre active transport link extends between York Road, Bondi Junction and the Paddington Gates at the intersection of Moore Park Road and Lang Road.

TfNSW and Roads and Maritime Services managed the funding program which delivered the cycleway and pedestrian path. The facility consists of a 3.5 metre wide two-way cycle path and a 1.8 metre wide pedestrian path along Oxford Street at Paddington, with some sections located in Sydney's Centennial Park.

The facility is the first stage of the Eastern Suburbs Cycleway, identified as a priority route in *Sydney's Cycling Future*. The total cost for this first stage was \$1.65 million.

Parramatta Valley Cycleway

Parramatta Valley urban renewal was identified as a priority cycleway route in *Sydney's Cycling Future*. TfNSW and Roads and Maritime Services managed the program which helped deliver the construction of portals underneath the Lennox Bridge. The portals were opened to the public in April 2015.

The opening of these portals marks a further milestone in the delivery of the Parramatta Valley Cycleway. This is a continuation of the recently completed cycleway through the Baludarra

Wetlands, linking the University of Western Sydney, Rydalmere, to the Parramatta City Centre. It was officially opened by the Member for Parramatta in January 2015. Once complete, the Parramatta Valley Cycleway will provide a continuous off-road link for bicycle riders and pedestrians between Westmead and Sydney Olympic Park.

Arncliffe Pedestrian Link

To improve pedestrian access in the Arncliffe area, the NSW Government is constructing a pedestrian link underneath the rail line north of Allen Street. It will provide safer and more efficient pedestrian movement between Wollongong Road and Arncliffe Street, as well as increase connectivity for residents to shops, schools and public transport, as well as to future properties in the area.

The pedestrian tunnel underpass will be constructed through the existing railway line embankment. It will be approximately 3.7 metres height and 4.1 metres wide and comply with the standard for shared paths, allowing for future connection to local cycle path networks.

A Review of Environmental Factors (REF) was prepared in December 2014, which presented the concept design for public consideration and comment. TfNSW released the project's Determination Report in January 2015 which addressed all submissions received during the public display period of the REF. The report responded to issues in submissions made during the exhibition period, details modifications to the project and outlines the project's conditions of approval.

Work commenced in February 2015. Some of the Arncliffe Pedestrian Link works will occur alongside those for the Arncliffe Station Upgrade. The project is expected to be completed in mid-2016.

Wynyard Walk

Wynyard Walk will provide a world-class, fully accessible pedestrian link between Wynyard Station and the developing CBD western corridor and Barangaroo. The walkway will allow pedestrians to get from the Wynyard transport hub to the Barangaroo waterfront in approximately six minutes, avoiding steep inclines and road crossings.

The project will increase the entry and exit capacity of Wynyard Station to meet current and future demands for the CBD's western corridor and waterfront. This includes catering for the Barangaroo development, which is expected to accommodate up to 23,000 office workers and attract up to 33,000 visitors per day, when complete.

In 2014-15 work progressed on the Clarence Street Portal, transforming it into a new western entrance to Wynyard Station. Excavation at the site of 30 and 36-38 Clarence Street reached a depth of 18 metres and is now complete.

The installation of the Sussex Street pedestrian bridge beams in late January 2015 brought the project one step closer to completion. Three 26 metre long, 42 tonne bridge beams were lifted into place over Sussex Street, between Napoleon and Kent streets.

When it is complete by late 2015, the bridge will be an important landmark for the area with pedestrians exiting via a lift, stairs or escalators directly into the new Barangaroo precinct.

A major milestone was reached in April 2015 when tunnelling of the new pedestrian walkway was completed. The tunnel is around 180 metres long, 3.5 metres high and 9.5 metres wide and has been designed for a capacity of up to 20,000 pedestrians per hour.

Real time monitoring of the ground levels above ensured the safety of surrounding buildings and roads. The project team worked to minimise the impact to customers allowing tunnelling to take place while the busy CBD continued to operate as usual.

Sutherland to Cronulla Active Transport Link

TfNSW announced a preferred route and released a tender for detailed design of a new active transport link connecting Sutherland and Cronulla in May 2015.

Options for the active transport link include use of parts of the rail corridor between Sutherland and Cronulla. TfNSW worked closely with the Asset Standards Authority which developed a new standard for active transport links in rail corridors.

We will conduct further work to finalise the preferred route and ensure the proposed link integrates with the surrounding environment and facilities. This will include consultation with the community, Sutherland Shire Council, and walking and cycling groups.

The planning and design of the walking and cycling path between Sutherland and Cronulla transport interchanges is part of the NSW Government's commitment to *Sydney's Cycling Future*.

Walking and Cycling Funding Guidelines

TfNSW and Roads and Maritime Services developed Walking and Cycling Funding Guidelines and an online application form that set out a consistent, evidence-based process for assessing walking and cycling project funding applications.

They include an objective scoring and rating system that will help the NSW Government identify eligible projects for delivery. They support the NSW Government's commitment to targeting investment in catchments around major centres and transport interchanges, outlined in *Sydney's Walking Future* and *Sydney's Cycling Future*.

2.4.11 Rail Projects

During 2014-15, TfNSW continued developing a safer and more sustainable transport system.

Safety during Construction Work in Sydney's CBD

During 2014-15, TfNSW's CBD Transport Taskforce actively reviewed Sydney's CBD construction proposals to ensure the safety of all CBD users. We assessed factors such as safe access and guidance to be put in place during major planned works, which include the Sydney CBD and South East Light Rail. Particular consideration is given to cyclists and pedestrians when planning the staging and delivery of construction work.

Sydney Metro

Metro technology is internationally recognised for achieving high standards of customer safety including through the use of platform screen doors at stations, smaller vertical and horizontal gaps between platforms and trains and modern monitoring and information systems to keep customers safe.

These technologies have been built into infrastructure and service planning for the whole Sydney Metro system that continues to be developed.

Safety Initiatives on Country Regional Network

TfNSW's contract with John Holland Rail is designed to drive excellence in safety outcomes on the Country Regional Network. In 2014-15 the Country Regional Network achieved an excellent safety scorecard, with John Holland Rail achieving a 12 month rolling Lost Time Injury Frequency Rate of zero. Other contracted safety performance measures met (or

exceeded) targets reflecting a progressive improvement in asset condition and continued focus on operational safety.

Several network train control projects are being progressed across the Country Regional Network to increase safety for workers doing track work and reduce the likelihood and consequences of safety incidents. In 2014-15 this included using GPS to make track maintenance machines, rail vehicles and Protection Officer Beacons visible on train control systems. This provided Network Control Officers with better visibility of all vehicles and teams on the network.

John Holland Rail also proactively sought to mitigate risks in both Work Health and Safety and Rail Safety, with a focus on human factors in improving safety. Projects in 2014-15 included the rollout of devices for overhead cranes and excavators to reduce the risk of contact with overhead power lines, GPS tracking in high rail vehicles and the design of new clip up bars used by track workers. Falls prevention and arrest systems and devices were also developed. In addition, programs for fixed ladders at signals and a motorised trolley for bridge inspections were implemented.

Digital Train Radio System

TfNSW has been installing a Digital Train Radio System throughout the 1,455 kilometre electrified rail network, bounded by Kiama, Macarthur, Lithgow, Bondi Junction and Wickham (Newcastle). Masts and other communications equipment have been installed at around 260 locations within the rail corridor and at more than 60 sites in tunnels.

The system will ensure that staff including train drivers, train controllers, signallers and train guards on the electrified rail network can communicate using a common technology platform.

In October 2014, phase one of the installation of cab radios in each train type (excluding Waratah/A Sets and Millennium/M Sets) was completed.

Phase one work involved the early installation of radio equipment such as antennas and cables on trains in preparation for the final installation and commissioning of the new system cab radio. The completion of the first train of each fleet type was done to validate the installation design of the equipment. The successful completion of phase one led to the completion of the pre-fit work on all Tangara, Oscar, Intercity, Suburban and Older Suburban fleet in June 2015.

Automatic Train Protection

Automatic Train Protection is a train safety system to prevent trains from speeding and travelling beyond the end of their approved location. Technology from the European Train Control System Level 1 has been adapted to deliver Automatic Train Protection to trackside and train-borne systems.

Phase two of system testing was completed in February 2015, with roll-out scheduled to be completed in 2019.

Power Supply Upgrade Program

The Power Supply Upgrade Program is designed to ensure Sydney's rail network can meet expected power requirements to support future timetables and new generations of air conditioned fleet such as the Waratah.

The program involves construction of new electrical infrastructure and upgrades to substations, section huts, overhead wiring and feeders across the network.

Construction of current work on the program commenced in 2010 and is being rolled out progressively across the network.

In 2014-15, feeders were commissioned at Kingsgrove to Earlwood, Campbelltown to Glenlee, and Nepean to Glenlee. The Seven Hills Substation was commissioned in November 2014 and Warrawee Substation in March 2015.

Westmead to Granville Signalling Project

The Westmead to Granville Signalling Project involves works to upgrade the existing rail signalling system in the Westmead to Granville rail corridor. The project will increase the capacity of the T1 Western Line.

The project involves:

- installation of new signals and trackside equipment
- modification of existing cabling and the rail control system.

Population growth in Western Sydney is expected to put increased pressure on passenger demand for rail services through the Westmead to Granville corridor, one of Sydney's busiest. The Westmead to Granville Signalling project will support increased growth in rail patronage by improving transport services and operations with the provision of more reliable services. It will also deliver additional rail capacity efficiently without the need for new lines.

Early works for the Westmead to Granville Signalling Project began in November 2014. Major construction began in March 2015 and completion is estimated for 2016.

2.4.12 Sustainability across Projects

Sustainability projects during 2014-15 included the following:

Sustainable Design Guidelines

New Sustainable Design Guidelines have been developed and applied in carrying out various aspects of construction, resulting in cost reductions over the lifetime of transport assets.

Renewable On-site Power Generation

The recently completed South West Rail Link included the first installation in NSW of a large-scale photovoltaic array system within the rail corridor. The initiative included:

- a 9.75kW photovoltaic cell system at Glenfield Station for operational energy supply
- installation of a 78.25kW and 73.03 kW photovoltaic system at Leppington and Edmondson Park stations respectively to feed back into the grid
- installation of a 10kW photovoltaic system at the Rossmore stabling yard.

This initiative was a first for the NSW rail network. Further investigation into applying the photovoltaic system more broadly across Transport for NSW projects is underway.

In addition, the first application in Sydney of a green wall within the rail environment occurred at Leppington Station. As well as contributing to urban green cover and ultimately minimising the heat island effect, the green wall was installed to reflect the historical land use of market gardens.

Energy and Water Saving Projects

By saving energy and water on projects, TfNSW is reducing costs and helping the environment, making projects more sustainable. The installation of LED lighting across projects has resulted in cost savings from reductions in energy used and replacement of bulbs.

Rainwater water tanks have been installed at various project locations to reduce potable water use. Water captured is typically used for cleaning (such as wash down of stations and car parks), amenities (such as toilet flushing) and watering of landscaping. Tanks have been installed on the Auburn Stabling project and at a number of sites across the South West Rail Link project, including at the stations, maintenance facility and Glenfield multi-storey car park.

Engagement with Future Generations

TfNSW aims to engage future generations with its projects by working with organisations whose sustainability objectives align with ours. Examples of these partnerships include:

- University of Technology Sydney and University of NSW sustainable design competitions - an annual sustainable design competition for university level third year architecture students
- Dulwich Hill Public School Goanna Trail. A Goanna Trail was constructed at Dulwich Hill Public School in conjunction with the Inner West Light Rail project team. The trail links the school's edible garden to their indigenous garden. It is intended that a group will spend a set number of classes on the Goanna Trail each year, learning about the concepts of sustainability
- Schools Plant a Tree Day - an annual event at which we teach children in primary schools the importance of trees and the natural environment and provide trees to be planted on school grounds.

2.4.13 Security across Public Transport

The Police Transport Command (PTC) has been responsible for security and combating crime on all public transport since May 2012. The Command reached its full strength of 610 officers in December 2014, and works closely with TfNSW and transport operators to share intelligence and information.

Officers are deployed based on risk and intelligence and provide a highly visible police presence across the network. Operation Avoidance, a joint initiative of the PTC and Transport Officers, is conducted every two months to target crime, anti-social behaviour and fare evasion.

This has proved to be the most effective method of preventing crime across the network. In 2014-15, Command Officers made almost 3500 arrests, laid over 6400 charges, and issued over 76,000 infringements. Compared to 2013-14, this was an increase of 31 per cent in arrests, 23 per cent in charges, and 47 per cent in infringements.

Official crime statistics show offences against people on rail premises per million passenger journeys are falling; down from 6.3 in the 2010-11 financial year to 4.8 in the first nine months of 2014-15.

Since the introduction of the PTC, crime data shows strong improvements on public transport as follows:

- offences of stealing from a person have reduced by 20 per cent
- robbery offences have reduced by 55 per cent

- non-domestic violence assaults have decreased by 16 per cent
- alcohol related non-domestic violence assaults have decreased by 38 per cent.

The results of a customer satisfaction survey conducted in May 2015 show that real improvements are being achieved, with the results for safety and security some of the highest on record.

School Bus Safety in Rural and Regional NSW

In October 2012 the School Bus Safety Community Advisory Committee published its report, *Inquiry into School Bus Safety in Rural and Regional NSW*, which made 35 main recommendations. In six cases there were two sub-recommendations, bringing the overall total to 41.

In July 2013 the NSW Government announced that it would adopt the majority of the recommendations. This included a commitment that seatbelts would be installed and standing phased out for dedicated school services in rural and regional NSW over 10 years, starting in 2013-14. About 1400 buses will require seatbelts within ten years at a cost of around \$208 million.

As at end of May 2015, 184 new buses with seatbelts had entered service - 105 in Southern NSW and 79 in Northern NSW. This is in addition to the 432 dedicated school buses with seatbelts which were already on the road at the commencement of the Program on 1 August 2013.

As at 30 June 2015, of the 33 supported recommendations, 30 are completed and three remain in progress.

2.4.14 Boating safety initiatives

Approximately two million people go boating in NSW each year. They benefit from TfNSW's safety initiatives which highlight responsibilities and promote a culture of safe and responsible boating on NSW waterways.

The safety initiatives for 2014-15 included:

Lifejacket Awareness

A third year of the most comprehensive lifejacket awareness campaign ever conducted in NSW. The *Wear a Lifejacket: it never ruined a day on the water* campaign ran from October 2014 to April 2015. It involved advertising on TV, outdoors, in-venue, on radio, print and digital channels.

A retail partnership program was established to further underpin the *Wear a Lifejacket* campaign. In five months of the 2014-15 boating season, 64 retail outlets throughout the State joined the program, which helped people find a modern, comfortable lifejacket design to suit their activities. A 'zero tolerance' approach taken by Boating Safety Officers (BSO) and Marine Area Command to anyone not wearing a lifejacket when required to by law contributed to higher compliance rates amongst boaters.

A mobile lifejacket promotional vehicle toured popular boat ramps across NSW from October 2014 to June 2015. This educational initiative enabled people to swap their old lifejackets for new ones at a discounted price. More than 10,000 old, damaged or worn out lifejackets were exchanged for modern, comfortable lifejackets as a result of this program.

A “lifejacket loan” project enabled Boating Safety Officers to loan lifejackets to people without any on board their boat as required by law. Despite receiving a penalty, these people could continue boating for the day.

In 2014-15, a total of 40 organisations from around the world joined Transport for NSW in signing the International Lifejacket Wear Principles. TfNSW is a leading safety partner in the Principles project and maintains the host website. The Principles are voluntary, non-binding guidelines to promote the wearing of lifejackets in boats under six metres long.

Dive Safe Education

Delivery of a dive safe education package to communicate safety regulations and requirements aimed at preventing accidents between boats and divers. It included online content and print material with expert advice from SCUBA diving and spear-fishing stakeholders.

Maritime Management Centre

The Maritime Management Centre led the delivery of the boating safety program as part of a successful international conference, *Marine15*, staged on the Gold Coast in May 2015. This work linked with TfNSW’s responsibilities as Chair of the *Australia and New Zealand Safe Boating Education Group*.

The Centre played a lead role in a major review of the Australian Standard for lifejackets over 18 months to June 2015 as part of Standards Australia Committee CS060. As drafting leader, the Centre helped improve readability by applying plain English to make the document more accessible for the community.

The Centre delivered actions linked to the *Safe Boating Education and Communication Strategy 2012-15*. These included State-wide compliance and education campaigns for lifejacket wear, safe navigation and trip preparation and development of the smart phone app “Boatwise”. New *Paddle Safe* and *Dive Safe* materials were also produced and distributed through stakeholder networks to promote safe and responsible boating in NSW.

Boating Safety Education Centre

The former Watsons Bay Pilot Station was transformed into a Boating Safety Education Centre. After public and stakeholder consultation, conversion work was completed and a floating pontoon and ramp installed next to the jetty. This enables access to the water for everyone, including people in wheelchairs.

The formal opening of the Boating Safety Education Centre took place in June 2015. A manager will be employed to oversee teaching and training operations and to provide a link with the local community.

The Centre is now host to a number of organisations that will promote safe boating practices to young people, including school students, through courses and events.

Participating organisations include the Boating Industry Association, the Marine Teachers Association, Yachting NSW, Paddle NSW, Sailability and Sailors with Disabilities. Links have also been forged with the Sydney Heritage Fleet, the Australian National Maritime Museum and the Sydney Institute of Marine Science.

Port of Eden Infrastructure Improvements

Preliminary investigation works for the \$10 million *Port of Eden Boating Infrastructure Improvement Program* were undertaken in 2014-15. The program will enhance the safety of the Eden Harbour anchorage for visiting and local vessels.

Eden supports an active commercial fishing fleet and provides an important anchorage for all types of seagoing vessels navigating the NSW coast. It is also an emerging cruise destination.

Extensive geotechnical studies and wave modelling for the Port of Eden have been completed. Options to construct a wave attenuator in Snug Cove to reduce wave energy and improve the safety of the anchorage for visiting and local vessels are being explored.

2.5 An agile, high-performing and collaborative business

“We value each other and create better outcomes by working together”

We are building an organisation that responds efficiently and effectively to change, whether in operating environments or to the needs of our customers. In a changing environment, we will have to use new or enhanced capabilities, and respond with more agility and flexibility to complex issues.

During 2014-15, we continued to invest in attracting, developing and retaining a talented and diverse workforce that is able to deliver the best outcomes for the customer. We also focused on corporate governance, resource allocation governance, processes and systems that will provide the cluster and stakeholders with a strong, effective, transparent method of allocating taxpayer dollars.

2.5.1 Collaboration with Stakeholders

Managing Major Incidents and Events

TfNSW's Transport Management Centre worked closely with NSW Police, Roads and Maritime Services, local councils, NSW Fire and Rescue, NSW Ambulance, NSW Department of Premier and Cabinet, and other key government and external stakeholders to successfully manage a number of major unplanned incidents and planned events in 2014-15. These included:

- Coordinating the travel of over 362,000 fans to the AFC Asian Cup 2015 and ICC Cricket World Cup 2015 matches in Sydney and Newcastle during January and February 2015
- Planning and implementing significant road closures across the Sydney CBD for the Operation Slipper Commemorative Parade in March 2015 and the Centenary of Anzac Dawn Service and march in April 2015
- Providing essential road closure and travel advice for motorists and public transport users across Greater Sydney during the severe storms and flooding in April 2015
- Running an extra 3,500 public transport services to help move millions of people in and out of the Sydney CBD across the 18 nights of Vivid Sydney in May and June 2015.

Responsive Agency Performance with Planning Referrals

TfNSW and related agencies directly influence land use decision making frameworks, implementation of strategies, plans, and subsequent regulation of specific land use development. This is achieved by TfNSW providing specific advice to land use decision makers through a range of forums, including formal written advice in response to land use planning proposals (PPs) and major development applications (DAs).

In 2014-15, TfNSW responded to over 167 PPs and 272 DAs. This excludes separate responses directly submitted by Roads and Maritime Services and Sydney Trains, generally in accordance with legislative approval and concurrence requirements.

The table below provides a breakdown of the number of referrals processed and the proportion that was responded to in line with agreed deadlines:

Quarter	Planning Proposals	Development applications	On-time (%)
Q1 September	34	51	65
Q2 December	60	88	90
Q3 March	37	69	92
Q4 June	36	64	93
Total	167	272	86

There has been a general increase in the percentage of responses being provided on time during 2014-15, with the final three quarterly results achieving over 90 per cent of the referrals being responded to on time. This supports our focus on improving development approval and plan making processes in order to improve the competitiveness of doing business in NSW.

This also aligns with a key target of Goal 4 from NSW 2021 to “Reduce Red Tape – (improve development approval and plan making processes)”.

2.5.2 Rail

Sydney Light Rail

In December 2014, the SLR Public Partnership Contract was awarded to ALTRAC Light Rail Partnership following a competitive and comprehensive tender evaluation process in accordance with the Public Partnership Guidelines.

In April 2015, the Sydney Light Rail (SLR) Project was elevated to a stand-alone delivery office reporting directly to the Secretary of TfNSW. This was done in recognition of the project’s importance and benefit to the NSW Government, stakeholders, the public and the NSW economy.

The SLR Governance Structure was revised following the establishment of the Delivery Office to ensure the right governance processes and systems were in place to support the project.

The Delivery Office is supported by an Advisory Board to provide assurance, strategic oversight and support in the functioning and performance of the project.

Collaboration on the Country Regional Network

In June 2015, TfNSW completed works at Kelso on the Main West railway line to provide a temporary road diversion to support the major upgrade of the Great Western Highway. The work involved solutions to complex railway signalling and road rail interface issues, and resolving impacts on a number of external stakeholders. TfNSW, John Holland Rail, and Roads and Maritime Services worked closely on this project, successfully commissioning the work in advance of the major upgrade of the Great Western Highway commencing.

We started planning and design work in 2014 for a major deviation of the Dubbo to Coonamble line near Boothenba Road at Dubbo. This will allow major realignment of road infrastructure in the area to support local industry and improve safety. This work, which will be completed in

2015, involved TfNSW, John Holland Rail, Dubbo City Council, Roads and Maritime Services and the Australian Rail Track Corporation.

Transport Heritage NSW

Transport Heritage NSW, a not-for-profit company, was established in December 2013 to manage NSW transport heritage.

From July 2014, Transport Heritage NSW became responsible for the majority of rail heritage functions previously managed by RailCorp. All non-operational government rail heritage, including fixed and moveable assets are now the responsibility of Transport Heritage NSW.

In November 2014, TfNSW and RailCorp entered into a Master Custody Management Agreement with Transport Heritage NSW which sets out requirements for managing these transport heritage assets.

2.5.3 Sydney Metro Delivery Office

The Sydney Metro Delivery Office continued to grow, with the Sydney Metro Northwest project moving into the delivery phase and acquiring the development of the City and Southwest project.

An agile working environment and matrix structure was embedded into the Delivery Office to help drive collaboration across our functional groups and ensure a whole-of-project outcome for the delivery of Sydney Metro.

In March 2015, a large section of the project team moved offices from the CBD to be co-located at Macquarie Park. This move occurred so that our project team could be closer to our contractors and site offices along the metro alignment.

The Delivery Office has successfully built close working relationships with our contract partners to ensure the successful delivery of the Sydney Metro Northwest project.

2.5.4 Freight and Ports Strategy Governance

TfNSW has developed NSW's first Freight and Ports Strategy. This will deliver a freight network that effectively supports NSW's economic growth, whilst balancing the needs of the community and environment.

The Strategy is structured into three strategic Program Action Areas namely, Network Efficiency, Network Capacity and Network Capability. The Action Areas contain a number of tasks which will primarily be delivered through the initiation of separate projects to produce the outcomes defined in the Strategy. A program management framework has been established to ensure the projects are managed in an effective and cohesive manner. The oversight of the program is governed through a Program Review Committee.

TfNSW undertakes an annual independent assurance of the program consisting of the following:

- effectiveness of the program management framework
- effectiveness and performance of the program governance
- the performance of all projects within scope.

During 2014-15 the independent assurance confirmed the program was on track. Due to the establishment of the program governance framework, the implementation of the Freight and Ports Strategy has been effectively progressed.

2.5.5 Maritime

On-water Compliance

TfNSW's Marine Compliance Taskforce progressed with initiatives to reform the roles and responsibilities of agencies conducting on-water compliance operations in NSW. The Taskforce includes representatives from Maritime, Police, Fisheries and Marine Park agencies. Initiatives in 2014-15 included:

- The completion of a \$1.5 million refurbishment of the co-location facility at Sans Souci. It supports compliance officer cross-authorisation and the conduct of joint patrols. Co-location trials also continued in the Tweed area.
- Consolidation and standardisation of the State's vessel fleet by reducing the range of vessel types from 35 to seven classes.
- A panel of pre-qualified, selected boat manufacturers was established to cut red tape and reduce tendering costs for the build and supply of specialty boats across participating agencies. All NSW Government on-water agencies are able to purchase boats from the panel. This provides a cost-effective service in the building, sourcing, fit-out, delivery and servicing of vessels to NSW on-water agencies.

Tackling Erosion

Erosion on the Tweed, Clarence and Upper Williams rivers was raised as a major issue during the Regional Boating Plan consultations held in October and November 2014.

In late 2014, TfNSW held stakeholder consultation forums and public drop-in sessions in these regions to discuss the impact of erosion and possible management options.

Such consultations are contributing to the development of a State-wide strategy and pilot local management plans that assess erosion issues and find ways to improve riverbank management.

In January 2015, TfNSW also contributed \$150,000 towards tackling erosion issues at Lady Robinsons Beach in partnership with Rockdale City Council.

During 2015-16, further consultation sessions with boaters and the local community will be held on the pilot plans and possible management solutions. These will explore local, practical strategies to address erosion backed by scientific evidence.

Boat Trailer Storage and Parking

Boat trailer parking has caused issues for residents in local communities in the past. During 2014-15, a package of measures was implemented to assist councils to better manage boat trailer parking on residential streets. The package enables:

- councils to issue parking permits to boat owners so that local parking can be better managed without disadvantaging local boat trailer owners
- council officers to issue fines for unregistered trailers parked on roads
- \$5 million to be provided by TfNSW to assist with the establishment of alternative off-road boat trailer storage, thereby easing pressure on residential streets.

In late 2014, TfNSW called for registrations of interest from Councils and other organisations with the capacity to establish and operate storage facilities in areas where boat trailers are

creating pressure on parking in residential streets. TfNSW is assessing responses to the registration of interest process.

An amendment to the *Impounding Act 1993* is also planned to be introduced by the Minister for Local Government. It will allow councils to impound boat trailers left unmoved in a public place for extended periods.

2.5.6 People and Corporate Services

During 2014-15, we focused on driving organisational efficiency through the development, implementation and continuous improvement of business systems and processes. We also focused on the overall reform agenda across the transport cluster to create an efficient, effective and service-oriented workforce.

Developments during the year under review included the following:

Corporate Shared Services Reform Program

The Corporate Shared Services Reform Program is a five-year initiative (2012-17) to drive efficient, effective service-oriented corporate services across the transport cluster. For 2014/15 an aggregated amount of \$49.8m of cost savings were realised attributable to both productivity efficiencies and full-time equivalent positions. Savings have been achieved through economies of scale as a result of the consolidation of shared services activities and through efficiencies gained by standardising and streamlining services.

Reduction in Liability Contribution

We achieved a reduction of \$1.3 million in Roads and Maritime Services' annual contribution to the Treasury Managed Fund for insurance cover. This outcome was reached through collaboration between the TfNSW Liability Claims team and the Roads and Maritime Services Legal team in improvements to the investigation and management of insurance claims.

Recovery of Funds

\$2.4 million was recovered from the Treasury Managed Fund for stalled or disputed property claims that were more than two years old. In addition, the Debt Recovery team recovered \$144 million of outstanding accounts pre-dating June 2014.

Reduction of TfNSW Fleet

Fleet efficiencies were identified and the fleet was reduced by 54 vehicles across the cluster during 2014-15. In addition, \$105,000 in manufacturers' rebates was recovered for Roads and Maritime Services and TfNSW vehicles.

Light Vehicle On-line booking system

The SmartPool online vehicle booking system was implemented across TfNSW and Roads and Maritime Services, resulting in standardised, transparent booking processes and improved utilisation monitoring capacity.

Mobile Devices

More than 6000 mobile phones and tablets were procured, registered and delivered to facilitate the Sydney Train Crew Mobility program. This is a highly innovative initiative for Sydney Trains whereby train guards are equipped with iPads and mobile apps to assist with daily tasks. This means a move away from paper-based processes to custom-built reporting

apps which will help provide more effective and timely information to customers, train drivers, guards and maintenance teams.

By having a connected mobile workforce there will be improved two-way communication as well as the ability to capture quality, real-time information. This will help Sydney Trains understand the root causes of incidents and will assist in addressing them more effectively to improve the experience for our customers.

Recruitment - Career Assessment Centre

During 2014-15, TfNSW opened a Career Assessment Centre in Burwood. This is a dedicated venue for facilitating assessments related to recruitment and selection processes for roles across the transport cluster. It allows facilitation of up to four Assessment Centres at any one time. This facility is used up to seven days-a-week, hosting psychometric testing sessions, interviews and multi-mini interviews. In the last financial year, it assisted in processing approximately 15,000 assessments. This facility saves additional spend on hiring external venues to accommodate recruitment activities.

TfNSW filled 4690 positions across the cluster in the 2014-15 financial year.

Purchasing Cards

Purchasing cards and the Integrated Creditor Management System were implemented in TfNSW and the State Transit Authority. This will enable:

- increased transparency of transactions and audit trails
- improved cash management
- earlier payment to suppliers
- devolved responsibility to staff who use the goods and services
- reduced use of accounts payable resources
- ability to workflow the reconciliation and approval processes
- reduction in the use of paper.

Transport Shared Services (TSS) Reform Projects associated with Sydney Trains Reform

TfNSW managed and coordinated the TSS services for the transition of Bathurst Rail Fabrication Centre, Transport Cleaning Services, and the Maintenance and Customer Service, impacting over 1000 staff. In partnering with Sydney Trains, risk was minimised ensuring the success of these significant business initiatives.

Management of Excess Employees

TfNSW transitioned redeployment services from an external service provider to in-house services, resulting in significant savings across the cluster.

Enterprise Resource Planning Program – Transport Equip

The Enterprise Resource Planning (ERP) Program provides the enabling technology that underpins the benefits of the Corporate and Shared Services Reform Program. The ERP program underway in 2014-15, will provide the common systems and processes that will enable consolidation of HR, payroll, finance and procurement functions across the cluster. By integrating back-office systems and processes, TfNSW will achieve cost savings through economies of scale as well as greater consistency and efficiency in the way it delivers those

functions across the cluster. In turn, this will support staff in delivering a stronger focus on customer service.

The first wave of the program went live on 1 July 2015 for TfNSW and Senior Service staff across the cluster - a rollout to a total of over 6000 employees.

Next Generation Infrastructure Services Program

The purpose of the Next Generation Infrastructure Services Program is to deliver the IT Infrastructure Shared Service capability for the transport cluster under the remit of the Corporate and Shared Service Reform Program. The Program will deliver common and contemporary IT infrastructure services across the cluster and will reduce costs through:

- removing duplication
- leveraging the scale of the cluster
- delivering fit-for-purpose services with pricing transparency.

In addition to cost savings, the program will also deliver new technology infrastructure platforms to support the cluster by aligning urgent asset refreshes of aged IT infrastructure assets into single cluster-wide investments.

3 Appendices

3.1 Acts administered by the Minister for Transport and Infrastructure

Acts and subordinate legislation administered by the Minister for Transport and Infrastructure (title changed from Minister for Transport on and from 2 April 2015)

Air Navigation Act 1938

Air Transport Act 1964

Air Transport Regulation 2006

Broken Hill to South Australian Border Railway Agreement Act 1968

City of Sydney Act 1988

(Part 4A and Schedule 2, jointly with the Minister for Roads, Maritime and Freight (remainder, the Minister for Local Government))

Civil Aviation (Carriers' Liability) Act 1967

National Rail Corporation (Agreement) Act 1991

Parking Space Levy Act 2009

Parking Space Levy Regulation 2009

Passenger Transport Act 1990

Passenger Transport (Drug and Alcohol Testing) Regulation 2010

Passenger Transport Regulation 2007

Passenger Transport Act 2014 (from 01 December 2014 / formally allocated 19 December 2014)

Acts and subordinate legislation administered by the Minister for Transport and Infrastructure (title changed from Minister for Transport on and from 2 April 2015)

Passenger Transport Regulation 2014 (from 01 December 2014 / principal Act formally allocated 19 December 2014)

Rail Safety (Adoption of National Law) Act 2012

Rail Safety National Law National Regulations 2012 (South Australian regulations adopted for NSW by the Rail Safety National Law)

Rail Safety (Adoption of National Law) Regulation 2012

Railway Construction (Maldon to Port Kembla) Act 1983

Transport Administration Act 1988 (except parts, the Minister for Roads, Maritime and Freight)

Transport Administration (General) Regulation 2005 (provisions relating to the parts of the Act administered by the Minister for Transport – until 31.08.2013)

Transport Administration (General) Regulation 2013 (provisions relating to the parts of the Act administered by the Minister for Transport / Minister for Transport and Infrastructure – from 01.09.2013)

Transport Administration (Staff) Regulation 2012 (provisions relating to the parts of the Act administered by the Minister for Transport and Infrastructure)

Changes to Acts and subordinate legislation administered by the Minister for Transport and Infrastructure (title changed from Minister for Transport on and from 2 April 2015)

Legislation name	Commencement	Description of change
Rail Safety National Law National Regulations (Fees) Variation Regulations 2014 (2014 No 382)	Commenced on 1.07.2014	This Regulation was made under the Rail Safety National Law (South Australia) Act 2012. It amended the fees under the Rail Safety National Law.
Passenger Transport Amendment (Pre-payment of Taxi-cab Fares) Regulation 2014 (2014 No 451)	Commenced on 18.07.2014	This Regulation amended the Passenger Transport Regulation 2007 to extend the scheme for the pre-payment of taxi-cab fares that applied to journeys originating at two Kings Cross taxi zones at night so that it applied to a further seven taxi zones in and around the Central Business district of Sydney.
Transport Administration (General) Amendment (Transport Cleaning Services) Regulation 2014 (2014 No 480)	Commenced on 01.08.2014	This Regulation amended the Transport Administration (General) Regulation 2013 in relation to the management of Transport Cleaning Services. The Executive Director of Transport Cleaning Services would be appointed by the Chief Executive of Sydney Trains and employed in the Transport Service. A number of law revision amendments were also made to replace current references to the “Director-General” with “Transport Secretary” for consistency with the references in the principal Act.

Legislation name	Commencement	Description of change
Passenger Transport Amendment (Taxi-cab Pre-payment Scheme and Smartcard Readers) Regulation 2014 (2014 No 664)	Commenced on 13.10.2014	This Regulation amended the Passenger Transport Regulation 2007: <ul style="list-style-type: none"> (a) to enable Transport for NSW to specify software, or the type of software, that can be used in smartcard readers, and (b) to make permanent the scheme for taxi-fare pre-payment for taxi-cabs provided by Central Coast Taxis (the trial for which was scheduled to end on 13.10.2014).
<i>Passenger Transport Act 2014</i> (2014 No 46) (Commencement Proclamation 2014 No 749)	Certain provisions commenced on 01.12.2014 Certain other provisions commenced on 12.12.2014	The provisions commenced relate to: <ul style="list-style-type: none"> (a) preliminary and miscellaneous matters (b) passenger transport fares (c) powers of authorised officers and proceedings for offences (d) regulation making powers (e) provision for related savings and transitional matters Other provisions of the Act remain uncommenced. The <i>Passenger Transport Act 1990</i> and the regulations under that Act remain in force, subject to transitional provisions where applicable.

Legislation name	Commencement	Description of change
Passenger Transport Regulation 2014 (2014 No 756)	Commenced on 01.12.2014 except Parts 3 and 4 of the Regulation which commenced on 12.12.2014.	This Regulation: <ul style="list-style-type: none"> <li data-bbox="1292 360 2056 448">(a) applies the passenger service contract provisions of the <i>Passenger Transport Act 2014</i> to ferry services and makes transitional arrangements for existing contracts <li data-bbox="1292 475 2056 563">(b) provides for the application of the provisions of that Act relating to fare setting and conditions of travel, pending the commencement of the whole of that Act <li data-bbox="1292 590 2056 743">(c) clarifies the contractual effect of the issue by TfNSW of an Opal smartcard or a ticket to a person who uses the card or ticket to obtain public transport, and the receipt of fare money by TfNSW, and the liability of TfNSW in those cases for things arising from the use of the public passenger service <li data-bbox="1292 770 2056 826">(d) caps the maximum taxi non-cash payment surcharge that can be specified in a fares order at 5 per cent of the taxi fare <li data-bbox="1292 853 2056 909">(e) prescribes certain fares offences as penalty notice offences and sets out the relevant penalties <li data-bbox="1292 936 2056 992">(f) provides for the transitional appointment of authorised officers.

Legislation name	Commencement	Description of change
Road Transport Legislation Amendment (Road Rules) Regulation 2014 (2014 No 762)	Commenced on 01.12.2014	This regulation amended certain Acts and statutory rules to update references to the Road Rules (Schedule 1) and make other amendments (Schedules 2 and 3) as a consequence of the repeal and replacement of the Road Rules 2008. Consequential amendments to the following Transport legislation were made by this regulation: Passenger Transport Regulation 2007 Rail Safety (Adoption of National Law) Act 2012.
Statute Law (Miscellaneous Provisions) Act (No. 2) 2014 (2014 No 88)	Commenced on 08.01.2015.	The Act made minor and statute law revision amendments to the following Transport legislation: Schedule 1.30 – Transport Administration Act 1988 Schedule 2.47 – Passenger Transport Act 1990 Schedule 2.48 – Passenger Transport Regulation 2007 Schedule 2.69 – Transport Administration Act 1988

Legislation name	Commencement	Description of change
Passenger Transport (Drug and Alcohol Testing) Amendment Regulation 2014 (2014 No 851)	Commenced on 01.02.2015	This Regulation amended the Passenger Transport (Drug and Alcohol Testing) Regulation 2010: <ul style="list-style-type: none"> (a) to adopt and apply the term authorised sample taker, as defined in the <i>Road Transport Act 2013</i> (b) to standardise references to an authority required from the Commissioner of Police under that Act to carry out a breath analysis (c) to reframe the matters in relation to which certificate evidence may be given by analysts to accommodate performance of their duties by persons acting under their authority (d) to remove a requirement for registered nurses to be accredited by a hospital to perform sampling procedures (e) to insert savings and transitional provisions relating to certain evidence certificates.

Legislation name	Commencement	Description of change
<p>Rail Safety (Adoption of National Law) Amendment (Drug and Alcohol Testing) Regulation 2014 (2014 No 855)</p>	<p>Commenced on 01.02.2015</p>	<p>This Regulation amended the Rail Safety (Adoption of National Law) Regulation 2012:</p> <ul style="list-style-type: none"> (a) to adopt and apply the term authorised sample taker, as defined in the <i>Road Transport Act 2013</i> (b) to standardise references to an authority required from the Commissioner of Police under that Act to carry out a breath analysis (c) to reframe the matters in relation to which certificate evidence may be given by analysts to accommodate performance of their duties by persons acting under their authority (d) to make it clear that certificate evidence concerning sample taking or analysis that is performed in another jurisdiction may be given not only by persons who personally perform the analysis or sample taking but also by persons who supervise or direct those procedures (e) to remove a requirement for registered nurses to be accredited by a hospital to perform sampling procedures (f) to insert savings and transitional provisions relating to certain evidence certificates.

Acts and subordinate legislation administered by the Minister for Roads, Maritime and Freight (title changed from Minister for Roads and Freight on and from 2 April 2015)

City of Sydney Act 1988 (Part 4A and Schedule 2, jointly with the Minister for Transport and Infrastructure (remainder, the Minister for Local Government))

Driving Instructors Act 1992

Driving Instructors Regulation 2009

Heavy Vehicle (Adoption of National Law) Act 2013

Heavy Vehicle (Adoption of National Law) Regulation 2013

Heavy Vehicle National Law (NSW)

Heavy Vehicle (Fatigue Management) National Regulation (NSW)

Heavy Vehicle (General) National Regulation (NSW)

Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW)

Heavy Vehicle (Transitional) National Regulation (NSW)

Heavy Vehicle (Vehicle Standards) National Regulation (NSW)

Marine Pollution Act 1987 (repealed 01.09.2014)

Marine Pollution Regulation 2006 (repealed 01.09.2014)

Marine Pollution Act 2012 (commenced 01.09.2014)

Marine Pollution Regulation 2014 (commenced 01.09.2014)

Marine Safety Act 1998

Marine Safety (General) Regulation 2009

Acts and subordinate legislation administered by the Minister for Roads, Maritime and Freight (title changed from Minister for Roads and Freight on and from 2 April 2015)

Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001

Maritime Services Act 1935

Management of Waters and Waterside Lands Regulations – N.S.W.

Port Authority – Land Traffic Control Regulations – N.S.W.

Motor Vehicles Taxation Act 1988

Motor Vehicles Taxation Regulation 2008

Photo Card Act 2005

Photo Card Regulation 2005 (until 01.09.2014)

Photo Card Regulation 2014 (commenced on 01.09.2014)

Ports and Maritime Administration Act 1995

Ports and Maritime Administration Regulation 2012

Recreation Vehicles Act 1983 (Parts 4 and 6 (remainder, the Minister for the Environment))

Road Transport Act 2013

Road Rules 2008 (until repeal 01.12.2014)

Road Rules 2014 (on and from commencement 01.12.2014)

Road Transport (Driver Licensing) Regulation 2008

Road Transport (General) Regulation 2013

Acts and subordinate legislation administered by the Minister for Roads, Maritime and Freight (title changed from Minister for Roads and Freight on and from 2 April 2015)

Road Transport (Mass, Loading and Access) Regulation 2005 (on 10.02.2014 made a Regulation under the *Road Transport Act 2013* by the *Heavy Vehicle (Adoption of National Law) Amendment Act 2013*)

Road Transport (Vehicle Registration) Regulation 2007

Roads Act 1993

(until 19.12.2014 - except parts, jointly the Minister for Primary Industries and other Ministers, parts, the Minister for the Environment, and parts, the Minister for Local Government)

(from 19.12.2014 - except parts, the Minister for the Environment, parts, the Minister for Local Government, and parts, the Minister for Natural Resources, Lands and Water)

(from 02.04.2015 - except parts, the Minister for the Environment, parts, the Minister for Local Government, and parts, the Minister for Lands and Water)

Roads Regulation 2008

Sydney Harbour Tunnel (Private Joint Venture) Act 1987

Tow Truck Industry Act 1998

Tow Truck Industry Regulation 2008

Transport Administration Act 1988 Part 4A, Divisions 1 to 3, so far as it relates to Roads and Maritime Services, Part 6, and so much of the Act as relates to Roads and Maritime Services (remainder, the Minister for Transport and Infrastructure)

Transport Administration (General) Regulation 2013 (provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight)

Transport Administration (Staff) Regulation 2012 (provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight)

Changes to Acts and subordinate legislation administered by the Minister for Roads, Maritime and Freight (title changed from Minister for Roads and Freight on and from 2 April 2015)

Legislation name	Commencement	Description of change
Driving Instructors Amendment (Fees) Regulation 2014 (2014 No 291)	Commenced on 01.07.2014.	Amended the Driving Instructors Regulation 2009 to increase certain fees payable in connection with the administration of the <i>Driving Instructors Act 1992</i> . The increases were generally in line with movements in the Consumer Price Index.
Photo Card Amendment (Fee and Penalty Notices Offences) Regulation 2014 (2014 No 292)	Commenced on 01.07.2014.	Amended the Photo Card Regulation 2005: (a) increase the fees for the issue of a Photo Card and a replacement Photo Card, and (b) to increase the penalties for certain offences dealt with by way of a penalty notice. The increases were generally in line with movements in the Consumer Price Index.

Legislation name	Commencement	Description of change
Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2014 (2014 No 293)	Commenced on 01.07.2014.	<p>Amended the:</p> <p>Road Transport (Driver Licensing) Regulation 2008</p> <p>Road Transport (General) Regulation 2013</p> <p>to increase certain fees, penalty levels and charge.</p> <p>Amended the:</p> <p>Road Transport (Mass, Loading and Access) Regulation 2005 to decrease a fee applicable to light vehicles to bring it into line with those charged by the Heavy Vehicle National Regulator for an equivalent heavy vehicle fee.</p> <p>Amended the:</p> <p>Road Transport (Vehicle Registration) Regulation 2007 to increase fees relating principally to registration and inspection of motor vehicles.</p> <p>The increases were generally in line with movements in the Consumer Price Index.</p>
Roads Amendment (Penalty Notice Offences) Regulation 2014 (2014 No 294)	Commenced on 01.07.2014.	<p>Amended the Roads Regulation 2008 to increase the penalties for offences dealt with by way of a penalty notice issued under section 243 the <i>Roads Act 1993</i> in relation to contraventions of certain provisions of the Roads Regulation 2008.</p> <p>The increases were generally in line with movements in the Consumer Price Index.</p>

Legislation name	Commencement	Description of change
Tow Truck Industry Amendment (Fees) Regulation 2014 (2014 No 295)	Commenced on 01.07.2014.	Amended the Tow Truck Industry Regulation 2008: (a) to increase fees relating to the variation of conditions, or surrender, of tow truck operators licences and tow truck drivers certificates, and (b) to increase certain maximum fees that can be charged by the holder of a tow truck operators licence or a tow truck drivers certificate for the towing, salvage or storage of a motor vehicle that has been involved in an accident or that has been stolen, or any service that is related to the towing, salvage or storage of such a motor vehicle. The fee increases were generally in line with movements in the Consumer Price Index.
Management of Waters and Waterside Lands Amendment (Fees) Regulation 2014 (2014 No 329)	Commenced on 01.07.2014.	Amended the Management of Waters and Waterside Lands Regulations – N.S.W. to increase fees relating to occupation licences under the <i>Maritime Services Act 1935</i> . The increases were generally in line with movements in the Consumer Price Index.
Marine Safety (General) Amendment (Fees) Regulation 2014 (2014 No 330)	Commenced on 01.07.2014.	Amended the Marine Safety (General) Regulation 2009 to increase certain fees payable under the <i>Marine Safety Act 1998</i> relating to State matters and National law matters. The increases were generally in line with movements in the Consumer Price Index.

Legislation name	Commencement	Description of change
Road Transport (Vehicle Registration) Amendment (Registration Charges for Heavy Vehicles) Regulation 2014 (2014 No 335)	Commenced on 01.07.2014.	Amended the Road Transport (Vehicle Registration) Regulation 2007 to provide for annual registration charges for chargeable heavy vehicles commencing with the 2014-2015 financial year consistent with those set by the National Transport Commission.
Road Transport Legislation Amendment (Lane Use by Motor Bikes) Regulation 2014 (2014 No 383)	Commenced on 01.07.2014	The Regulation amended: <ul style="list-style-type: none"> (a) the Road Rules 2008 to make it an offence for a motor bike rider to lane split at a speed exceeding 30 kilometres per hour and to enable certain motor bike riders to lane filter between vehicles provided they do not exceed that speed (b) the Road Transport (Driver Licensing) Regulation 2008 to make the new offence of lane splitting a demerit point offence that attracts 3 demerit points (c) the Road Transport (General) Regulation 2013 to make the new offence of lane splitting a penalty notice offence.
Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2014 (2014 No 407)	Commenced on 01.07.2014.	The Regulation amended the Heavy Vehicle (Adoption of National Law) Regulation 2013 to increase penalties for infringement notice offences, being offences against the <i>Heavy Vehicle National Law (NSW)</i> and the Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW) for which an infringement notice (also called a penalty notice) may be issued under the Heavy Vehicle National Law.

Legislation name	Commencement	Description of change
Statute Law (Miscellaneous Provisions) Act 2014 (2014 No 33)	Commenced on 04.07.2014.	<p>Schedule 2 of the Act contained amendments of a pure statute law revision nature to the following Transport cluster legislation:</p> <p>Schedule 2.20 - Heavy Vehicle (Adoption of National Law) Act 2013</p> <p>Schedule 2.24 – Marine Safety (General) Regulation 2009</p> <p>Schedule 2.25 – Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001</p> <p>Schedule 2.26 – Motor Vehicles Taxation Act 1988</p> <p>Schedule 2.35 – Road Transport (Driver Licensing) Regulation 2008</p> <p>Schedule 3 of the Act contained a number of consequential amendments related to the <i>Government Sector Employment Act 2013</i> including to the following Transport cluster legislation:</p> <p>Schedule 3.32 - Transport Administration Act 1988.</p>

Legislation name	Commencement	Description of change
<p>Maritime and Transport Licensing Legislation Amendment Act 2014 (2014 No 38) (Commencement Proclamation 2014 No 747)</p>	<p>Amendments to the <i>Ports and Maritime Administration Act 1995</i> commenced on 24.06.2014 Remainder of the Act commenced on 01.12.2014.</p>	<p>The Act:</p> <p>(a) amended the <i>Marine Safety Act 1998</i> and the Marine Safety (General) Regulation 2009 to transfer the functions of the Minister with respect to boat driving licensing and vessel registration to Roads and Maritime Services (RMS), and</p> <p>(b) amended the <i>Road Transport Act 2013</i> and the <i>Marine Safety Act 1998</i> to enable RMS to grant driver licences that include boat driving licences as an alternative to issuing separate boat driving licence documentation, and</p> <p>(c) amended the <i>Road Transport Act 2013</i> to facilitate the taking and use of photographs in connection with the granting of marine safety licences under the <i>Marine Safety Act 1998</i> and the identification of applicants and licence holders, and</p> <p>(d) amended the <i>Ports and Maritime Administration Act 1995</i> to enable the regulations under that Act to make provision for the management of dangerous goods in ports and to make a consequential amendment to the Work Health and Safety Regulation 2011.</p>
<p>Road Transport Amendment (Licence Disqualification on Conviction) Act 2013 (2013 No 57) (Commencement Proclamation 2014 No 479)</p>	<p>Commenced on 01.08.2014</p>	<p>The amendment Act inserted new section 206A “Effect of imprisonment on period of disqualification” into the <i>Road Transport Act 2013</i> to:</p> <p>“remove an anomaly whereby persons convicted of a serious driving offence – for example, dangerous driving occasioning death – can serve part or all of their licence disqualification period while they were serving a period of imprisonment imposed for the same offence.” (from Second Reading speech)</p>

Legislation name	Commencement	Description of change
Road Transport (Driver Licensing) Amendment (High Performance Vehicle Scheme) Regulation 2014 (2014 No 465)	Commenced on 01.08.2014	<p>This Regulation amended the Road Transport (Driver Licensing) Regulation 2008 to amend the clause 32 definition of “high performance vehicle” and related matter.</p> <p>Provisional driver licences are subject to a condition preventing the holder from driving a “high performance vehicle”.</p> <p>The definition now includes vehicles with a power to weight ratio greater than 130 kilowatts per tonne, vehicles with certain modifications and certain other vehicles listed by Roads and Maritime Services. The definition will no longer refers to vehicles with eight or more cylinders or vehicles with turbocharged or supercharged engines.</p>
Road Amendment (Motor Breakdown Service Vehicles and Tow Trucks) Rules 2014 (2014 No 486)	Commenced on 01.08.2014	<p>This Regulation amended the Road Rules 2008 to exempt drivers of motor breakdown service vehicles and tow trucks from certain restrictions with respect to driving vehicles:</p> <ul style="list-style-type: none"> (i) in an emergency stopping lane, or (ii) within a single marked lane or line of traffic, or (iii) on or across continuous white edge lines, or (iv) while passing or overtaking a vehicle displaying a do not overtake turning vehicle sign, and to make consequential amendments. <p>The Road Rules affected were 158 “Exceptions to driving in special purpose lanes etc” and 307-2 “NSW rule: exemption for drivers of motor breakdown service vehicles or tow trucks” (new Rule) along with the Dictionary which gained a definition of “motor breakdown service vehicle”.</p>

Legislation name	Commencement	Description of change
Road Transport (General) Amendment (Hunter Development Corporation) Regulation 2014 (2014 No 499)	Commenced on 08.08.2014	This Regulation amended the Road Transport (General) Regulation 2013 to declare the Hunter Development Corporation as the parking authority (and therefore able to establish a parking scheme) for locations identified as Throsby Car Park, Lee Wharf Car Park and Wright Lane Car Park.
Marine Pollution Act 2012 (2012 No 5) (Commencement Proclamation 2014 No 520)	Commenced on 01.09.2014	An updated Act to replace the <i>Marine Pollution Act 1987</i> . Schedule 1 of the Act amended other Acts. These were mostly consequential changes of Act name references: 1.1 Fire Brigades Act 1989 1.2 Land and Environment Court Act 1979 1.3 Marine Safety Act 1998 1.4 Ports and Maritime Administration Act 1995 1.5 Protection of the Environment Operations Act 1997
Marine Pollution Act 1987 (1987 No 299)	Repealed on 01.09.2014	Repealed by its replacement <i>Marine Pollution Act 2012</i> .
Marine Pollution Regulation 2014 (2014 No 529)	Commenced on 01.09.2014	An updated Regulation to support the <i>Marine Pollution Act 2012</i> .
Marine Pollution Regulation 2006 (2006 No 515)	Repealed on 01.09.2014	Repealed by repeal of its principal Act the <i>Marine Pollution Act 1987</i> .

Legislation name	Commencement	Description of change
Marine Safety (General) Amendment (Marine Pollution Penalty Notice Offences) Regulation 2014 (2014 No 530)	Commenced on 01.09.2014	<p>This Regulation supported the <i>Marine Pollution Act 2012</i> and Marine Pollution Regulation 2014 which also commenced on 01.09.2014.</p> <p>The Regulation amended the Marine Safety (General) Regulation 2009 to set out penalty notice provisions for certain <i>Marine Pollution Act 2012</i> and Marine Pollution Regulation 2014 offences.</p>
Photo Card Amendment (Register) Regulation 2014 (2014 No 533)	Commenced on 22.08.2014	<p>This Regulation amended the Photo Card Regulation 2005:</p> <p>(a) to provide that information of a personal nature that is contained in the Photo Card Register may be released despite a provision of the <i>Photo Card Act 2005</i> that provides for the security of such information if the information could otherwise be released under the privacy legislation (being the <i>Privacy and Personal Information Protection Act 1998</i> and the <i>Health Records and Information Privacy Act 2002</i> and any regulations or codes of practice under either of those Acts)</p> <p>(b) to provide that any information contained in the Photo Card Register may be released to Austroads for the purposes of the National Exchange of Vehicle and Driver Information System.</p>

Legislation name	Commencement	Description of change
Road Transport Legislation Amendment (Registers) Regulation 2014 (2014 No 538)	Commenced on 22.08.2014	This Regulation amended the Road Transport (Driver Licensing) Regulation 2008 (by Schedule 1) and the Road Transport (Vehicle Registration) Regulation 2007 (by Schedule 2): <ul style="list-style-type: none"> (a) to provide that information of a personal nature that is contained in the NSW driver licence register or the NSW registrable vehicles register may be released despite provisions of the <i>Road Transport Act 2013</i> that provide for the security of such information if the information could otherwise be released under the privacy legislation (being the <i>Privacy and Personal Information Protection Act 1998</i> and the <i>Health Records and Information Privacy Act 2002</i> and any regulations or codes of practice under either of those Acts) (b) to provide that any information held on either of those registers may be released to Austroads for the purposes of the National Exchange of Vehicle and Driver Information System.
Photo Card Regulation 2014 (2014 No 532)	Commenced 01.09.2014	This Regulation remade, with minor changes, the Photo Card Regulation 2005 which was repealed on 01.09.2014 under the <i>Subordinate Legislation Act 1989</i> .
Heavy Vehicle (Mass, Dimension and Loading) National Amendment Regulation (2014 No 651)	Commenced on 29.09.2014	This Regulation amended the Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW) to insert matter relating to a one tonne tri-axle mass transfer allowance.
Road Transport Legislation Amendment (Power-assisted Pedal Cycles) Regulation 2014 (2014 No 653)	Commenced 01.10.2014	This Regulation amended the Road Rules 2008, the Road Transport (Driver Licensing) Regulation 2008 and the Road Transport (Vehicle Registration) Regulation 2007 to prohibit the use of petrol-powered and other internal combustion-powered pedal cycles on NSW roads and road-related areas.

Legislation name	Commencement	Description of change
Road Transport (Vehicle Registration) Amendment (Release of Information) Regulation 2014 (2014 No 668)	Commenced on 17.10.2014	This Regulation amended the Road Transport (Vehicle Registration) Regulation 2007: (a) to extend the release of vehicle registration information to Compulsory Third Party insurers to include the release of information before the point-of-sale of third-party insurances, (b) to confirm that Roads and Maritime Services is authorised to release vehicle registration information through its services known as the “Free registration check report”, the “NSW Rego App” and the “Vehicle history report”, (c) to confirm that RMS may verify concession entitlement claims with Centrelink, (d) to permit the automatic renewal of registration of vehicles where the registered operator is an eligible pensioner and there is a zero renewal payment.
Road Transport (General) Amendment (Unregistered Trailers) Regulation 2014 (2014 No 761)	Commenced on 28.11.2014	This regulation amended Schedule 5 of the Road Transport (General) Regulation 2013 to prescribe the standing of an unregistered trailer on a road as a penalty notice offence.
Police Legislation Amendment (Special Constables) Act 2013 (2013 No 56) (Commencement Proclamation 2014 No 750)	Commenced on 01.12.2014	The Act made consequential amendments the following transport cluster legislation: Schedule 3.6 - Road Transport (General) Regulation 2005 Schedule 3.7 - Road Transport (General) Regulation 2013 Schedule 3.8 - <i>Roads Act 1993</i> .

Legislation name	Commencement	Description of change
Road Rules 2014 (2014 No 758)	Commenced on 01.12.2014	The Road Rules 2014 repealed the Road Rules 2008, and remade, with minor changes, the provisions of the repealed Rules.
Road Transport (Driver Licensing) Amendment (Combined Licences) Regulation 2014 (2014 No 759)	Commenced on 01.12.2014	The Regulation amended the Road Transport (Driver Licensing) Regulation 2008 to provide for the granting of driver licenses that include boat driving licenses under the <i>Marine Safety Act 1998</i> .
Road Transport (Driver Licensing) Amendment (Disability Parking Demerit Points) Regulation 2014 (2014 No 760)	Commenced on 01.12.2014	This regulation amended the Road Transport (Driver Licensing) Regulation 2008 to provide that drivers who unlawfully park in parking spaces for persons with disabilities (whether designated under the Road Rules 2014 or the <i>Local Government Act 1993</i>) will incur one demerit point.
Road Transport Legislation Amendment (Road Rules) Regulation 2014 (2014 No 762)	Commenced on 01.12.2014	<p>This regulation amended certain Acts and statutory rules to update references to the Road Rules (Schedule 1) and make other amendments (Schedules 2 & 3) as a consequence of the repeal and replacement of the Road Rules 2008.</p> <p>The following Roads and Freight legislation were amended by this regulation:</p> <ul style="list-style-type: none"> Driving Instructors Regulation 2009 Heavy Vehicle (Adoption of National Law) Act 2013 Road Transport (Driver Licensing) Regulation 2008 Road Transport (General) Regulation 2013 Road Transport (Vehicle Registration) Regulation 2007.

Legislation name	Commencement	Description of change
Statute Law (Miscellaneous Provisions) Act (No. 2) 2014 (2014 No 88)	Commenced on 08.01.2015.	The Act amended the following Transport cluster legislation: Schedule 2.59 – Road Transport (General) Regulation 2013 to correct a typographical error. Schedule 3 clause 4 repealed some redundant matter in the <i>Marine Safety Act 1998</i> .
Road Transport Amendment (Mandatory Alcohol Interlock Program) Act 2014 (2014 No 42) (Commencement Proclamation 2015 No 2)	Commenced on 01.02.2015	The Act amended the <i>Road Transport Act 2013</i> to make provision with respect to a mandatory interlock program and further provision with respect to demerit points; and for other purposes.
Road Transport Amendment (Alcohol and Drug Testing) Act 2014 (2014 No 49) (Commencement Proclamation 2014 No 836)	Commenced on 01.02.2015	The Act amended the <i>Road Transport Act 2013</i> and the <i>Marine Safety Act 1998</i> to make further provision with respect to alcohol and drug testing; and for other purposes.
Marine Safety (General) Amendment (Drug and Alcohol Testing) Regulation 2014 (2014 No 849)	Commenced on 01.02.2015	This Regulation made provision of a savings and transitional nature relating to the use of existing evidence certificate forms by analysts, as a consequence of amendments to the <i>Marine Safety Act 1998</i> that reframe the requirements relating to the form of such certificates.

Legislation name	Commencement	Description of change
Road Transport (General) Amendment (Drug and Alcohol Testing) Regulation 2014 (2014 No 856)	Commenced on 01.02.2015	This Regulation amended the Road Transport (General) Regulation 2013: (a) to prescribe certain persons and classes of persons as persons who were authorised to take samples for the purposes of testing for alcohol and drug use under the <i>Road Transport Act 2013</i> (b) to revise the prescribed standard applying to an approved oral fluid analysing instrument under the Act (c) to make provision of a savings and transitional nature relating to the use of existing evidence certificate forms by analysts, as a consequence of recent amendments to the Act.
Road Transport (Driver Licensing) Amendment (Mandatory Alcohol Interlock Program) Regulation 2015 (2015 No 3)	Commenced on 01.02.2015	This Regulation amended the Road Transport (Driver Licensing) Regulation 2008 to make provision for the mandatory alcohol interlock program.
Road Transport (General) Amendment (Parking at University of Wollongong) Regulation 2015 (2015 No 49)	Commenced on 06.02.2015	This Regulation amended the Road Transport (General) Regulation 2013 at Schedule 2 (Declared organisations) to revise the area of operations of the University of Wollongong including by adding the Bega and Shoalhaven campuses. The University of Wollongong is a declared organization and thus a parking authority empowered to establish and operate parking schemes for any road within its area of operations.
Photo Card Amendment (Fee for 10-Year Card) Regulation 2015 (2014 No 115)	Commenced on 16.03.2015.	Amended the Photo Card Regulation 2014 to prescribe a fee for the issue of a 10-year Photo Card (\$89).

Legislation name	Commencement	Description of change
Road Transport (Driver Licensing) Amendment (10-Year Licences, Overseas Visitors and Permanent Residents) Regulation 2015 (2014 No 117)	Commenced on 16.03.2015.	This Regulation amended the Road Transport (Driver Licensing) Regulation 2008: (a) to remove certain special eligibility criteria for temporary overseas visitors to be issued a NSW driver licence (b) to clarify the period of residency in Australia after which the exemption from the requirement to hold a NSW driver licence that is given to visiting drivers from foreign countries ceases to operate (c) to prescribe the fee for the issue of a 10-year driver licence (\$316).
Road Transport (General) Amendment (Mid North Coast Local Health District) Regulation 2015 (2015 No 207)	Commenced on 15.05.2015	This Regulation amended the <i>Road Transport (General) Regulation 2013</i> at Schedule 2 (Declared organisations) to prescribe the Mid North Coast Local Health District as a declared organisation for specified areas of operation at: (a) the Coffs Harbour Health Campus (on specified lots of land) (b) The Port Macquarie Base Hospital (on a specified lot of land)
Road Transport Legislation Amendment (Dimension Requirement Offences) Regulation 2015 (2015 No 332)	Commenced on 30.06.2015	This Regulation amended the following: 1 Road Transport (Driver Licensing) Regulation 2008 2 Road Transport (Vehicle Registration) Regulation 2007 3 Road Transport (General) Regulation 2013 4 Road Rules 2014 to enable Roads and Maritime Services to vary, suspend or cancel the driver licence of a person for up to 3 months if the person commits a “dimension requirement offence” (as defined) involving a heavy vehicle and to provide for related matters.

Legislation name	Commencement	Description of change
Transport Administration (General) Amendment Regulation 2015 (2015 No 355)	Commenced on 26.06.2015	<p>This Regulation amended the Transport Administration (General) Regulation 2013 to prescribe persons with whom Roads and Maritime Services has entered into agreements relating to the registration of vessels as persons to whom the agency may delegate functions.</p> <p>This involves amendment of clause 87 and relates to “MDVRS agreements” (Maritime Dealer Vessel Registration Scheme).</p>

Legal Change – “Changes in Acts and subordinate legislation and significant judicial decisions affecting the statutory body or the users of the services provided by the body.”

Save Our Rail NSW Inc v State of New South Wales by the Minister administering Transport for NSW & Ors [2014] NSWSC 1875 (Supreme Court 24.12.2014 – Transport for NSW was the 3rd Defendant)

This matter related to the transfer of land at Newcastle from Rail Corporation New South Wales by compulsory acquisition by the Hunter Development Corporation and related transactions, including asset sales. The wider context is the proposed changes to transport arrangements by rail in and to Newcastle as part of a major development project to revitalise Newcastle.

The Court declared that by reason of the acquisition of assets purchased from Rail Corporation New South Wales the Hunter Development Corporation became a “rail infrastructure owner” within the meaning of s. 99A of the *Transport Administration Act 1988*. Section 99A prevents a rail infrastructure owner from closing a railway line unless authorised by an Act of Parliament.

The judgment is the subject of appeals to the Court of Appeal. The appeals were heard in July 2015.

3.2 Obligations under the GIPA Act

Review of proactive release program – Clause 7(a)

Under section 7 of the *Government Information (Public Access) Act 2009* (GIPA Act), agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be done at least once annually.

Transport for NSW provides a wide range of transport services and is responsible for improving the customer experience, planning, program administration, policy, regulation, procuring transport services, infrastructure and freight.

By performing these functions, TfNSW actively releases information about current and planned transport projects and initiatives. The detail of information released ranges from media releases through to detailed information about contracts and infrastructure projects.

Operating as a Transport cluster, TfNSW also supports the work of the other transport agencies in releasing information and proposes new categories of information which could be considered for release.

Number of access applications received - Clause 7(b)

During the reporting period, TfNSW agency received a total of 111 access applications (including withdrawn applications but not invalid applications).

Number of refused applications for Schedule 1 information - Clause 7(c)

During the reporting period Transport for NSW refused a total of 7 access applications wholly or in part because the information requested was information referred to in Schedule 1 to the GIPA Act, being information for which there is conclusive presumption of overriding public interest against disclosure.

Information about access applications - Clause 7(d) and Schedule 2

Number of applications by type of applicant and outcome*

	Access in full	Access in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	16	7	1	1	0	1	0	1
Members of Parliament	5	1	0	0	0	0	0	0
Private sector business	4	4	0	2	0	0	0	1
Not for profit organisations or community groups	2	1	0	0	0	1	0	1
Members of the public (application by legal representative)	7	5	6	5	2	0	0	0
Members of the public (other)	13	4	3	4	0	1	0	1

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	6	3	1	2	0	0	0	0
Access applications (other than personal information applications)	37	17	3	10	0	3	0	3
Access applications that are partly personal information applications and partly other	4	1	0	2	0	0	0	0

*A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual). The total number of decisions in Table B should be the same as Table A.

Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	20
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	20
Invalid applications that subsequently became valid applications	5

Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

Public interest consideration against disclosure*	Number of times consideration used
Overriding secrecy laws	0
Cabinet information	8
Executive Council information	0
Contempt	2
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0

Ministerial code of conduct	0
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Aboriginal and environmental heritage	0
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*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

Public interest consideration against disclosure	Number of occasions when application not successful
Responsible and effective government	5
Law enforcement and security	2
Individual rights, judicial processes and natural justice	13
Business interests of agencies and other persons	10
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Timeliness

Timeliness of decision	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	73
Decided after 35 days (by agreement with applicant)	16
Not decided within time (deemed refusal)	3
Total	92

Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

Type of review	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	1	1
Total	0	1	1

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Applications for review under Part 5 of the Act (by type of applicant)

Type of review applicant	Number of applications for review
Applications by access applicants	3
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

3.3 Privacy Management Plan

In compliance with section 33 of the *Privacy and Personal Information Protection Act 1998* (NSW) (PPIP Act), TfNSW has a Privacy Management Plan which includes: information about the development of policies and practices to ensure compliance by the agency with the requirements of the PPIP Act and the *Health Records and Information Privacy Act 2002* (HRIP Act); the communication of those policies and practices to persons within TfNSW; the procedures that the agency adopts in relation to any internal review under Part 5 of the PPIP Act; and such other matters as are considered relevant by TfNSW in relation to privacy and the protection of personal (and health) information held by the agency.

The Plan is located on the website at - <http://www.transport.nsw.gov.au/aboutus/privacy>.

TfNSW has been working with the transport operating agencies in the transport cluster to create greater consistency in the management of personal information to achieve the best possible results for members of the public. This work is demonstrated in the review and development of the privacy management plans for each of the transport operating agencies. The plans are designed to provide the highest standard of information about compliance with the privacy principles in the PPIP and HRIP Acts.

TfNSW has also worked with the transport operating agencies to develop and update cluster-wide privacy resources to provide guidance for business areas on dealing with privacy complaints, requests to access or amend personal information and internal reviews. An online privacy training and quiz module was also launched on agency intranets in December 2014.

As a demonstration of TfNSW's commitment to privacy, TfNSW became an official partner of Privacy Awareness Week 2015 (3-9 May 2015). We launched Privacy Awareness Week with a lunch hosted by the Transport Secretary involving Chief Executives of all transport operating agencies and other key internal and external stakeholders, including the Information Commissioner and the Privacy Commissioner. Other Privacy Awareness Week initiatives included the following:

- Internal communications were published across all operating agency intranets, and included in monthly team briefing packs distributed to all TfNSW staff
- Eleven information sessions were held across transport agencies providing an overview of privacy responsibilities, with more than 450 people attending
- New resources were published on all agency intranets, including a privacy notice factsheet and template, a Privacy Breach Response Toolkit and a Privacy Snakes and Ladders game
- Banners promoting privacy awareness were prominently placed in five transport agency buildings.

Privacy internal reviews

During 2014–15, TfNSW received three applications for review of conduct relating to the use, access or release of personal information. One of those applications was later withdrawn.

3.4 Public Interest Disclosures Act 1994

In accordance with section 31 of the *Public Interest Disclosures Act 1994* (the Act), Transport for NSW (TfNSW) must include in its annual report the following information:

Whether the public authority has a Public Interest Disclosures policy in place.

The *Public Interest Disclosures Policy and Procedures* document for TfNSW was issued when the agency was established in November 2011. The policy was updated and separated into a policy document and a procedure document in October 2014.

What action has the head of the public authority taken to ensure that his or her staff awareness responsibilities under section 6E(1)(b) of the Act have been met?

The Secretary has approved and undertaken the following activities to ensure TfNSW staff and contractors awareness of the Act and TfNSW's internal reporting policies and procedures:

- The Public Interest Disclosures Policy and Procedures documents are on TfNSW's intranet under the "conduct and ethics policies and forms" page, where the Code of Conduct and information on internal reporting hotlines are also located. This page provides information on the significance and purpose of the Act.
- A new Code of Conduct was implemented across the Transport cluster and this was supported by a compulsory e-learning module. The Code of Conduct, which refers to the Act, is a key document presented to staff upon commencement and promoted during the Welcome Day for new employees and contractors.
- TfNSW's Statement of Business Ethics includes information regarding the Act and avenues to report concerns.
- Refresher training and presentation sessions have been provided to TfNSW staff and senior officers on corruption awareness and the role of the Corruption Prevention Unit. These included information about the Act and its protections.
- News articles are regularly published on the intranet encouraging staff to report any concerns of wrongdoing and reminding them of the process to do so and avenues to report.
- TfNSW has increased the numbers of Nominated Disclosure Officers to further encourage reporting and ensure staff receive the protections of the Act when disclosing concerns of wrongdoing.

Information requests

TfNSW reports for 2014-15:

Information requested	Number
Number of public officials who have made a Public Interest Disclosure (PID) to TfNSW	11
Number of PIDs received	11

Of PIDs received, numbers primarily about, by category:	Number
Corrupt conduct	9
Maladministration	2
Serious and substantial waste of public money or local government money (as appropriate)	1
Government information contraventions	0
Local government pecuniary interest contraventions	0

The number of PIDs finalised by TfNSW	Number
Public interest disclosures made by public officials in performing their day to day functions	0
Public interest disclosures not covered by above that are made under a statutory or other legal obligation	0
All other public interest disclosures.	11

3.5 Management remuneration, structure and responsibilities

The names, positions, qualifications and responsibilities of principal officers at 30 June 2014:

Department of Transport Senior Executive Service

TfNSW Transport Executive

Name	Position	Qualifications
Tim Reardon	Secretary	Bachelor of Technology (Engineering and Management), Graduate Certificate in Natural Resources, Diploma of Engineering (Civil), Business Management Certificate, AIM, Company Directors Diploma, AICD

TfNSW Transport Executive

Name	Position	Qualifications
Tony Braxton-Smith	Deputy Director General Customer Experience	Master of Business Administration
Rachel Johnson	Deputy Director General Freight and Regional Development	Certificate in Education (Mathematics and Science), Bachelor of Science Hons Aeronautical Engineering Science

Name	Position	Qualifications
Howard Glenn	A/Deputy Director General Policy and Regulation	Graduate Certificate, Executive Business Administration
Anissa Levy	Deputy Director General Planning and Programs	Bachelor of Engineering (Civil)
Bevan Brown	A/Deputy Director General Transport Projects	Bachelor of Engineering (Civil)
Fergus Gammie	Deputy Director General Transport Services	Bachelor of Arts, Executive Certificate in Management
Arthur Diakos PSM	Chief Financial Officer Finance, Audit and Strategy	Bachelor of Business (Accounting Major and Finance Sub-major), F CPA
Fran McPherson PSM	Executive Director People and Corporate Services	Executive Management Certificate at University of Technology, FAIM Graduate studies in Public Sector Management
Rodd Staples	Project Director Sydney Metro	Bachelor of Engineering (Civil), Masters of Finance (Business)

Secretary

Tim Reardon

- Lead, direct and control the affairs of Transport for NSW, its core and support divisions, public service delivery agencies and, through the implementation of Government plans and policies, achieve delivery of the TfNSW vision: “To make New South Wales a better place to live, do business and visit, by managing and shaping the future of the whole transport system.”
- Provide expert and independent advice to the Premier and Portfolio Ministers on strategies and policies to further the objectives of the Government for delivery of the NSW transport system.
- Forge effective partnerships and networks with all levels of Government, industry and other key stakeholders to:
 - Lead and contribute to strategic thinking on State-wide and national transport policies and plans
 - Negotiate key transport outcomes for NSW
 - Foster effective business relationships
 - Ensure positive engagement of stakeholders to effect strategic outcomes.

Deputy Director General

Customer Experience

Tony Braxton-Smith

- Apply an evidence base of customer and stakeholder insights to inform customer-centric policy, planning and service delivery
- Develop and implement customer-based performance standards and measures, including a customer satisfaction index, to guide service improvements
- Guide key service improvement programs across the Transport cluster
- Develop and implement transport brand strategies and marketing activities that reflect the core value proposition of transport products and services
- Deliver and coordinate public affairs, communications and engagement programs
- Coordinate the provision of advice to Ministers to enable them to fulfil Parliamentary obligations and respond to correspondence
- Manage the customer information systems, channels and tools that help customers to get the information from Transport they need and want
- Design and deliver a new wayfinding system that helps customers to better navigate the transport system
- Establish standards and processes for responding effectively to customer feedback and complaints, and gain insights that inform thinking about service improvements.

Deputy Director General

Freight and Regional Development

Rachel Johnson

- Drive implementation of the first NSW Freight and Ports Strategy
- Develop strategic planning for key freight precincts, including ports and intermodal terminals, to support regional development
- Develop a freight evidence base
- Monitor and benchmark freight performance
- Provide a central point of contact for freight customers and the freight industry to raise issues and concerns
- Develop freight policy and manage reform
- Ensure that State marine pollution response arrangements are effective
- Ensure that economic analysis supports freight business cases and funding submissions
- Provide expert advice on the regulation for freight movements of dangerous goods, and of emissions and noise
- Review port access arrangements
- Coordinate key commodity chains.

A/Deputy Director General

Policy and Regulation

Howard Glenn

- Lead customer-focused strategic policy for the transport portfolio
- Drive integration and simplification of regulatory and legislative instruments
- Engage with industry and key stakeholders on policy reforms
- Deliver evidence based policy reforms policy reforms for the transport portfolio
- Facilitate efficient and innovative transportation service delivery
- Establish consistent transportation pricing policy frameworks
- Shape the national transport policy and reform agenda to benefit NSW
- Drive 'over the horizon' policy challenges and responses.

Deputy Director General

Planning and Programs

Anissa Levy

- Identify transport needs, develop strategic transport plans and progress initiatives of the Long Term Transport Master Plan, Regional Transport Plans, city access strategies and modal strategies
- Deliver an integrated approach to transport planning, funding and delivery in NSW
- Ensure the customer experience is central to transport planning and program outcomes
- Determine investment priorities for transport infrastructure, including the Transport Access Program.
- Collect, analyse and present transport statistics and conduct modelling to provide an evidence-base to support effective decision-making

A/Deputy Director General

Transport Projects

Bevan Brown

- Drive the planning, construction and delivery of current infrastructure and fleet asset projects
- Promote safety in all aspects of infrastructure delivery
- Employ sustainable practices, innovation and excellence in design and delivery of a quality product
- Ensure value for money for stakeholders through the effective and efficient delivery of transport infrastructure
- Ensure best practice business systems exceed customer and stakeholder expectations.

Deputy Director General

Transport Services

Fergus Gammie

- Develop and improve service plans for rail, bus and ferry services, including timetable specification
- Develop the rail Standard Working Timetable for passengers and freight
- Coordinate service plan delivery and timetable integration across all transport modes
- Purchase rail, bus, ferry and light rail services and develop associated contracts
- Develop community transport agreements and strategies
- Develop agreements with transport agencies and other government departments to enable close working relationships and delivery of the NSW Government's goals for the transport sector
- Drive improvements in service performance
- Coordinate service activities such as incident management, special events, security and emergency management, interchange/precinct management and transport operational improvements
- Manage ticketing services, including purchase of integrated electronic ticketing services, management of passes, concessions and subsidy schemes, and revenue protection strategies
- Manage the country rail network.

Chief Financial Officer

Arthur Diakos

- Lead strategic financial management and resource allocation across the Transport cluster
- Drive the TfNSW corporate planning strategy and strategic alignment across the Transport cluster
- Provide strategic finance services so that TfNSW and the Transport cluster can deliver its business objectives
- Ensure priority programs and services operate within available resources and allocated budgets
- Drive financial and corporate frameworks, analysis, assurance and advice to enable TfNSW operations
- Develop best practice performance measurement, audit, risk, corruption prevention and strategic procurement processes that focus on improving performance.

Executive Director

People and Corporate Services

Fran McPherson

- Lead business and commercial management of human resources, information technology, shared services, organisational development, information and investigations and legal services across the Transport cluster
- Drive organisational efficiency through the development, implementation and continuous improvement of business systems and processes for the best provision of services, systems and projects
- Drive a wide range of strategic projects and initiatives to continue to progress the overall reform agenda to maximise operational effectiveness and efficiency across the cluster
- Drive internal legal services in the portfolio to improve efficiencies and value for money, including the provision of external expert legal services by a portfolio-wide legal panel
- Provide a strategic human resources program across the cluster
- Lead consolidation and optimisation of the provision of shared services to the Transport cluster that ensures compliance and supports core business outcomes
- Ensuring the capability of the workforce to meet organisational demands and requirements
- Lead the implementation of governance frameworks for TfNSW and the operating agencies to comply with best practice risk management and legislative requirements.

Project Director

Sydney Metro

Rodd Staples

- Lead development of new rail technology in Sydney as part of Sydney's Rail Future, ensuring excellence in safety, environment and quality
- Lead customer driven outcomes
- Lead the tender and award of major construction and delivery contracts, including a Public Private Partnership (PPP) for the systems, trains and operations of the new rail line
- Lead the construction and delivery of the tunnel and surface works and operating PPP on time and on budget
- Lead the integration of the new rail line with the rest of the transport network and with surrounding land uses in the north-west of Sydney.

3.6 Management and activities

Customer satisfaction (%)

Performance indicator	2011-12	2012-13 (to June '13)	2013-14 (to May '14)	2014-15 (to May '15)
Trains	-	81	85	88
Buses	-	85	87	88
Ferries	-	95	96	97
Light Rail	-	94	89	92
Taxis	-	79	81	84

Complaints (per 100,000 passenger journeys)

Performance indicator	2011-12	2012-13	2013-14	2014-15
CityRail	7.7	7.1	-	-
Sydney Trains ⁽¹⁾	-	-	10.4	7.3
NSW TrainLink – Intercity	-	-	29.9	24.3
NSW TrainLink – Regional ⁽²⁾	154.8	142.2	146.6	140.8
Metropolitan buses - STA ⁽³⁾	17.3	17.1	22.1	23.2
Metropolitan buses - PBO ⁽³⁾	26.5	21.1	31.0	24.4
Outer metropolitan buses ⁽³⁾	24.2	28.0	32.9	20.4
Sydney Ferries	3.3	4.1	2.1	2.3

Performance indicator	2011-12	2012-13	2013-14	2014-15
Light Rail	-	1.2	12.8	10.4

(1) 2013-14 figure revised, previously 10.5

(2) 2013-14 figure revised, previously 146.5

(3) Passenger journeys include School Student Travel Scheme boardings and boardings on Free Shuttle services from January 2015. Revised reporting criteria for complaints from January 2015

Reliability/punctuality/journey time (%)

Performance indicator	2011-12	2012-13	2013-14	2014-15
CityRail ⁽⁴⁾	93.4	94.2	-	-
Sydney Trains ⁽⁵⁾	-	-	94.1	93.9
NSW TrainLink – Intercity ⁽⁵⁾	-	-	89.3	87.4
NSW TrainLink – Regional ⁽⁴⁾	62.1	73.7	73.5	77.4
Metropolitan buses - STA ⁽⁶⁾	90.8	90.3	91.8	92.9
Metropolitan buses - PBO ⁽⁶⁾	93.3	94.8	96.6	97.0
Sydney Ferries ⁽⁷⁾	98.8	99.1	99.1	99.1
Light Rail ⁽⁸⁾			96.9	102.2
Roads (AM) ⁽⁹⁾	-	90.6	89.9	89.0
Roads (PM) ⁽⁹⁾	-	90.1	89.1	87.9

(4) Measured as 'on-time running' at destination of trip

(5) Measured as 'punctuality' at destination of trip reflecting stricter standards

(6) Measured as 'on-time running' by sample survey in AM peak at commencement of trip

(7) Measured as 'on-time running' of services operated at commencement of trip

(8) Measured as 'service reliability' - percentage of planned hours operated (unadjusted). Unadjusted figures for 2011-12 and 2012-13 not available. 2013-14 figure based on a simple average estimation.

(9) Measured as percentage of days with travel time that is less than 20% longer than a typical journey.

Passenger journeys (m)

Performance indicator	2011-12	2012-13	2013-14	2014-15
CityRail ⁽¹⁾	303.5	306.4	-	-
Sydney Trains ⁽²⁾	-	272.5	282.2	291.9
NSW TrainLink – Intercity ⁽³⁾	-	33.9	32.9	34.5
NSW TrainLink – Regional	2.0	1.87	1.81	1.76
Metropolitan buses - STA ^(4, 6)	154.1	154.0	154.8	160.1
Metropolitan buses - PBO ^(5, 6)	49.2	50.6	54.2	71.9
Outer metropolitan buses ⁽⁶⁾	15.9	15.5	15.2	25.0
Sydney Ferries	14.8	14.9	16.0	14.8
Light Rail	4.0	4.2	3.9	6.1

(1) 2012-13 figure revised, previously 306.2

(2) 2012-13 figure is estimate of CityRail suburban rail services, figure revised, previously 272.3

- 2013-14 figure revised, previously 281.2. The method of assignment of OPAL journeys to rail stations was modified.

(3) 2012-13 figure is estimate of CityRail Intercity rail services

(4) 2014-15 STA passenger boardings estimated

(5) 2013-14 figure revised, previously 54.1

(6) includes School Student Travel Scheme boardings and boardings on Free Shuttle services from January 2015

Passenger journeys growth (%)

Performance indicator	2011-12	2012-13	2013-14	2014-15
CityRail	3.1	0.9	-	-
Sydney Trains ⁽¹⁾	-	-	3.5	3.4
NSW TrainLink – Intercity ⁽²⁾	-	-	-2.0	5.1
NSW TrainLink – Regional	5.8	-6.5	-3.4	-2.5
Metropolitan buses - STA ⁽³⁾	0.3	-0.1	0.5	-
Metropolitan buses - PBO ^(3, 4)	9.3	2.8	7.1	-
Outer metropolitan buses ⁽³⁾	2.3	-2.0	-2.5	-
Sydney Ferries ⁽⁵⁾	1.8	1.2	6.9	-7.4
Light Rail	45.2	4.4	-6.3	57.5

(1) 2013-14 figure revised, previously 3.3

(2) 2013-14 figure revised, previously -2.8

(3) 2014-15 data not comparable with previous year due to change in definition – refer to (6)

(4) 2013-14 figure revised, previously 6.9

(5) 2014-15 figure impacted by TfNSW ferry wharf upgrade program

Fatalities on the road traffic network

Performance indicator	2011-12	2012-13	2013-14	2014-15
Fatalities (total)	386	341	354 ⁽¹⁾	314 ⁽¹⁾
Fatalities (per 100,000 population)	5.3	4.6	4.7 ⁽¹⁾	4.2 ⁽¹⁾

(1) Provisional figures: 2013-14 as at 1 July 2014, 2014-15 as at 1 July 2015

2014-15 Internal reviews

During the year the following internal audits were performed:

- Assessment of the effectiveness of major procurement strategies and activities to deliver value for money and comply with New South Wales Procurement Guidelines
- Review of the adequacy and effectiveness of the TfNSW Enterprise Risk Management Framework
- Review of the effectiveness of the Bureau of Transport Statistics and Bureau of Freight Statistics in providing an evidence base to support strategic transport planning, major infrastructure and project development, service delivery and policy development
- Review of the early establishment of the CBD Taskforce, including a review of the effectiveness of current risk management strategies and plans over current and future CBD transport arrangements
- Assessment of the operational readiness of Wave 0 of the TfNSW ERP System to 'go live' on the target date of 1 July 2015
- Effectiveness of strategies and governance to manage incidents and related Safety Accountabilities Affecting the Efficiency of Road and Public Transport Networks
- Review of the effectiveness of the Taxi Transport Subsidy Scheme fraud prevention strategies and activities
- Assessment of processes in place to ensure the completeness and accuracy of revenue collected in relation to the Opal card ticketing system.
- Follow-up review of the implementation of actions arising from the NSW Audit Office review of gifts and benefits
- Review of the processes in place for maintaining land and property holdings information relating to TfNSW, Sydney Ferries and the Department of Transport
- Assessment of the integration of recruitment request process manual controls into SAP.

Value added

Results of these reviews included improvements to how management:

- framed and applied corporate strategies, policies and regulations
- governed corporate accountabilities
- managed infrastructure asset portfolios, programs and projects
- optimised operational performance
- procured and managed the supply of goods, services and human resources.

Capital Expenditure

Transport for NSW – Major Works

Project Description	Location	Status (as at 30 June 2015)	Announced completion date	Announced estimate total cost (\$'000)	Expenditure in previous years (\$'000)	2014-15 expenditure (\$'000)	Total project expend to 30 June 2015 ('000)
44 replacement buses for State Transit Authority	Various	Annual allocation	30/06/2015	19,844	0	28,327	28,327
64 replacement buses for Private Operators	Various	Annual allocation	30/06/2015	28,864	0	26,178	26,178
91 Growth Buses	Various	Annual allocation	30/06/2015	41,837	0	30,644	30,644
Barangaroo Ferry Hub	Sydney	Planning	2017		0	7,027	7,027
Country Rail Capital Maintenance	Various	Annual allocation	30/06/2015	55,130	0	104,465	104,465
Regional Freight Rail Sidings Extensions	Various				0	0	0

Project Description	Location	Status (as at 30 June 2015)	Announced completion date	Announced estimate total cost (\$'000)	Expenditure in previous years (\$'000)	2014-15 expenditure (\$'000)	Total project expend to 30 June 2015 ('000)
Bus Depot	Various	Construction	2015	42,402	15,472	(3)	15,470
Business System Improvements	Sydney	Construction	2017		53,769	39,850	93,619
Customer Experience - 131500 and Wayfinding Upgrades	Various	Construction			28,063	51,753	79,816
CBD and South East Light Rail	Various	Construction	2019	2,100,000	135,591	173,593	309,184
Opal - Delivery Phase	Various	Construction	2016		358,023	95,044	453,067
Transport Service Systems - Passes and Schemes Reform	Various		2016	38,333	3,904	16,203	21,107
Wyong to Newcastle Freight Rail Development	Wyong	Completed	2015	3,000	2,949	(108)	2,841

Sydney Ferries – Major Works

Project Description	Location	Status (as at 30 June 2015)	Announced completion date	Announced estimate total cost (\$'000)	Expenditure in previous years (\$'000)	2014-15 expenditure (\$'000)	Total project expend to 30 June 2015 ('000)
Ferry Fleet Replacement	Various		2018	50,160	2,218	3,531	5,747

Note: Capital expenditure performance for other Transport cluster agencies are provided in their respective Annual Reports.

3.7 Response to Matters raised by Auditor General

The Auditor General in the Statutory Audit Reports for the year ended 30 June 2015 has raised no matters of significance.

3.8 After balance date events

Effective 1 July 2015, the Treasurer approved the equity transfer of long service leave and defined benefits superannuation scheme liabilities relating to former RMS award staff from Transport Service to the Crown. The liabilities transferred to the Crown totalled \$1,356.4 million.

On 1 July 2015, the Transport Asset Holding Entity (TAHE) arrangements commenced. TAHE will procure and sell assets consistent with Government requirements and lease those assets to Government and non-Government organisations.

The commencement of TAHE will reduce the funding for rail capital projects from 2015-16 to TfNSW, where the funding will be provided to TAHE and not through TfNSW.

WestConnex Delivery Authority, a controlled entity of RMS, has a matter pertaining to a compulsory acquisition of land valued at \$26.0 million which was published in the Government Gazette on 3 July 2015.

3.9 Exemptions from Financial Reporting Code

The Treasurer, under section 45E of the *Public Finance & Audit Act 1983*, has approved exemptions from full compliance with the Financial Reporting Code.

The exemptions were:

- Transport for NSW is not required to prepare consolidated financial statements on the basis that its controlled entities are included in the Department of Transport's consolidated financial statements.
- Department of Transport is not required to include the Budget column in its consolidated financial statements. However, a note must be included in the consolidated financial statements to disclose the budget and aggregated actual expenditure and revenue of the Department of Transport and TfNSW and explain variances in the budget review note.

3.10 Major assets

TfNSW's major assets are country rail infrastructure, land and buildings and the light rail network from Central Station to Dulwich Hill.

Other assets include rolling stock, electronic ticketing system hardware and software, finance leased buses, office leasehold fit-outs, computer equipment and systems and office furniture. TfNSW leases its motor vehicles and office space.

In addition, TfNSW reports in its financial statements work-in-progress relating to: country rail infrastructure network, future extensions to the Light Rail network, its electronic ticketing system its Enterprise Resource Planning program; and property acquisitions for transport corridors. New buses are funded under the Sydney Metropolitan Bus Services and Metropolitan and Outer Metropolitan bus system contracts and brought to account as deemed finance leased assets.

3.11 Land disposals

TfNSW acquires and holds properties to construct major transport projects in accordance with its functions under the *Transport Administration Act 1988*.

After completing the projects, and subject to the land not being required for operational purposes, the assets are either transferred to other government agencies for approved functions or divested in accordance with Government guidelines.

For the financial year ended 30 June 2015, a property at 679 Darling Street, Rozelle was sold for \$1,104,408. Proceeds are being used to fund ongoing transport projects.

No properties were sold to people with a family or business connection to the person responsible for approving the disposal. All documents relating to the disposal of properties are available under the *Government Information (Public Access) Act 2009*.

3.12 Disclosure of controlled entities

The Department of Transport for the purpose of financial reporting had the following controlled entities for which it prepared consolidated financial statements as at 30 June 2015:

- Sydney Ferries
- State Transit Authority
- Roads and Maritime Services
- NSW Trains
- Sydney Trains
- Rail Corporation of NSW
- Transport for NSW
- Transport Service of NSW

Each of the entities provides transport related services and while the consolidated financial statements provide the financial results of the group, each entity also prepared separate financial statements as at 30 June 2015.

NSW Treasury provided an exemption to TfNSW from preparing consolidated financial statements on the basis that the Department of Transport, as the ultimate parent entity, prepares consolidated financial statements.

3.13 Disclosure of subsidiaries

Transport for NSW had no subsidiaries as at 30 June 2015.

3.14 Internal audit and risk management disclosure



Internal Audit and Risk Management Statement for the 2014/15 Financial Year

- Department of Transport
- Transport for NSW
- Transport Service of NSW
- Sydney Ferries

I, Tim Reardon, am of the opinion that the above listed entities have internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I, Tim Reardon, am of the opinion that the Audit and Risk Committee is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

Name	Term Commences	Term Finishes
Alex Smith (Chair)	27 November 2013	26 November 2017
Gerry Brus	18 November 2011	17 November 2015
Carolyn Burlew	03 March 2014	02 March 2018

This Audit and Risk Committee has been established under a Treasury approved shared arrangement with the above listed entities.

These processes provide a level of assurance that enables the senior management of the above listed entities to understand, manage and satisfactorily control risk exposures.

As required by the policy, I have submitted an Attestation Statement outlining compliance with the policy to Treasury on behalf of the Treasurer.

Tim Reardon
Secretary

3.15 Risk management and insurance

Risk management

Risk management is a core capability and a key contributor to the success of Transport for NSW (TfNSW). TfNSW is committed to implementing proactive risk management in order to improve our performance and ensure we meet our objectives safely and successfully.

Transport for NSW risk management approach is embodied in a framework that complies with the NSW Treasury Audit and Risk Management Policy (TPP 09-05) and conforms to the Australian and New Zealand International Standard for Risk Management (AS/NZS ISO 31000).

The TfNSW Risk Management Framework, and supporting Standard and Procedures, establishes a consistent approach to assessing, evaluating and managing risks across TfNSW. Risk appetite and tolerance statements assist to effectively manage uncertainty in achieving TfNSW's objectives. Enterprise Risk Management is supported by a Risk Management Information System and provides an entity-wide repository of risk information.

Our risk management arrangements are integrated within our business strategy, planning and budget processes. Business units include material risks within their business plans and report to the TfNSW Executive quarterly on management of these risks. Executive committees meet quarterly to monitor and review identified and emerging risks and opportunities, as well as the associated management strategies and plans. The committees also provide strategic leadership and program assurance by identifying, monitoring, and reviewing opportunities to continually improve TfNSW's risk management performance.

The Audit and Risk Committee reviews whether management has in place current and appropriate risk management process, and associated procedures for effective identification and management of risks.

Insurance

TfNSW is insured under NSW's Treasury Managed Fund (TMF). TfNSW's policy is based on TMF's Statement of Cover. TMF is a self-insurance scheme provided by SICorp, a branch within the NSW Department of Finance and Services to cover all the insurable risks of the participating government agencies. The TMF provides the following areas of cover for TfNSW:

- Workers Compensation
- Liability
- Property
- Comprehensive Motor Vehicle
- Miscellaneous Risks

The NSW Treasury now requires all NSW Government agencies, other than State Owned Corporations, to place Principal Arranged Insurance (PAI) through SICorp for all government capital works projects estimated to cost \$10 million or more. Contractor-arranged insurances (CAI) are required for any contract not covered by PAI. CAI is taken out by the contractor to protect themselves against potential risks and liabilities that could arise as a result of services provided under the contract. A certificate of currency must be provided by contractors engaged by TfNSW.

TfNSW also purchased commercial insurance policies for NSW Heritage Railways and Country Rail Network (CRN). Public liability insurance is provided for rail heritage operations. Previous combined commercial insurance arrangements continued between CRN, Sydney Trains and NSW Trains. The insurance provided includes Industrial Special Risks and Comprehensive Liability Insurance.

Digital Information and Security Attestation

The NSW Government's Digital Information Security Policy requires that each NSW Government Department and Statutory Body must include a Digital Information Security Annual Attestation Statement in its Annual Report under the section dealing with risk management and insurance activities.

Digital Information Security Annual Attestation Statement for the 2014-15 Financial Year for Transport for NSW

As required by the NSW Government Digital Information Security Policy, Transport for NSW provides the following attestation in relation to its digital information security practices for the 2014-15 financial year.

I am of the opinion that Transport for NSW had an Information Security Management System in place during the 2014-15 financial year that is consistent with the Core Requirements set out in the NSW Government Digital Information Security Policy. The controls in place to mitigate identified risks to the digital information and digital information systems of Transport for NSW are adequate.

Risks to the digital information and digital information system of Transport for NSW IT Service Delivery have been assessed with an independent ISMS certified in accordance with the NSW Government Digital Information Security Policy. Transport for NSW has maintained certified compliance with ISO 27001 Information technology – Security techniques – Information security management systems – Requirements by an Accredited Third Party during the 2014-2015 financial year. During this period, Transport for NSW's 27001 certification was being transitioned from the 2005 version to the 2013 version of ISO 27001 with compliance to the 2013 version to be certified by SAI Global in September 2015.

Yours sincerely



Tim Reardon

Secretary

3.16 Credit card certification

I certify that credit card usage in Transport for NSW during the year ended 30 June 2015 was in accordance with the Premier's Memoranda and Treasurer's Directions.



Tim Reardon
Secretary

3.17 Human resources

Transport for NSW's human resource policy framework aligns to the Transport values, and modern and streamlined human resource management approaches. Where appropriate consistent policies are developed and applied across the Transport cluster to embed these practices.

During 2014-15, three corporate policies were published: Code of Conduct, Conflicts of Interest Policy – Personal Interests, Secondary Employment, Gifts and Benefits and the Diversity and Inclusion Policy.

Workforce

The TfNSW headcount (inclusive of Department of Transport) increased to 3,231, a full time equivalent (FTE) of 3,177.9. Growth in capially funded projects within TfNSW contributed to this increase.

The Department of Transport headcount continues to decrease as reform continues.

The following tables show the Transport for NSW and Department of Transport workforce salary information:

Transport for NSW workforce (excludes cadets and contractors/labour hire)

Annual Salary	Female	Male	Total count
<\$50,000	3	3	6
\$50,001 - \$75,000	354	207	561
\$75,001- \$100,000	420	298	718
\$100,001 - \$125,000	376	502	878

\$125,001 - \$150,000	98	199	297
\$150,001 > *	195	574	769
Total	1446	1783	3229

Notes:

Excludes Casuals in Transport for NSW (18)

* Includes TfNSW Senior Service who are in receipt of a total remuneration package.

Department of Transport (excludes casuals and contractors/labour hire)

Annual Salary	Female	Male	Total count
<\$50,000	0	0	0
\$50,001 - \$75,000	1	0	1
\$75,001 - \$100,000	0	0	0
\$100,001 - \$125,000	0	0	0
\$125,001 - \$150,000	0	0	0
>\$150,001	0	1	1
Total	1	1	2

Notes:

Headcount and FTE includes Acting Secretary's position

Excludes Casuals in Department of Transport (3).

Department of Transport, Executive Service at 30 June 2015

Department of Transport	Male	Total
Executive Service L4	1	1
Total	1	1

The role at the time of reporting was occupied under an acting arrangement.

Average Total Remuneration Package (TRP) not provided in this instance due to population size

Transport for NSW

Transport Senior Service Level	Female	Male	Total count
Senior Service Level 2	22	94	116
Senior Service Level 3	26	73	99
Senior Service Level 4	7	32	39
Senior Service Level 5	1	10	11
Senior Service Level 6	3	5	8
Grand Total	59	214	273

Transport Senior Service Level	Average of TRP 2013-14	Average of TRP 2014-15
Senior Service Level 2	\$223,853	\$229,048
Senior Service Level 3	\$251,448	\$259,538
Senior Service Level 4	\$315,746	\$323,103
Senior Service Level 5	\$379,411	\$354,892
Senior Service Level 6	\$436,106	\$438,615

The above tables represent the Transport Senior Service employee population within Levels 2 to 6 classified for transition to the Executive Service upon introduction of the proposed Government Sector Employment Alignment Legislation. In addition 473 Transport Senior Service Level 1 staff are represented in the Transport for NSW Workforce Table. Transport Senior Service Level employees account for 16.7 per cent of total TfNSW employee related costs.

Transport Senior Service Administration

The Statutory Offices Remuneration Tribunal determination providing a 1.88% increase was applied following determination by the Secretary to the Transport Senior Service upon successful performance outcomes.

Movement in salaries, wages and allowances

Staff employed under the provisions of the Transport Service of NSW Salaries and Conditions of Employment Award 2011 received annual increases of 2.5% from 1 July 2013 and 2.27% plus an increase of 0.25% in superannuation from 1 July 2014.

Industrial Relations Commission

No disputes were notified to the Industrial Relations Commission of NSW.

Communication and consultation

TfNSW communicates with its employees on a broad range of topics and issues through various channels to ensure staff are kept informed.

In addition, senior management consult with employees and relevant unions and the peak union body (UnionsNSW) on matters that potentially impact staff, including proposed structural and other changes. The consultative approach adopted by TfNSW accords with the principles contained in the *Consultative Arrangements: Policy and Guidelines 2012* issued by Treasury.

Senior managers also deal with issues raised by unions on behalf of individual staff.

The relevant unions are: the Public Service Association, the Rail, Tram and Bus Union, the Australian Services Union and Professionals Australia.

3.18 Work Health and Safety

Transport for NSW's Safety Management System is part of a wider Integrated Management System. It is designed to manage the health and safety of workers and contractors and to achieve the department's safety objectives.

In 2014-15 the safety management system was updated and improved to reflect the changing nature of Transport for NSW's scope and operations. This included a review of the Safety Asset Lifecycle Standard and updates to the Incident Reporting and Investigation Standard.

Effective stakeholder collaboration continued through forums such as the TfNSW Systems Forum and regular engagement with health and safety representatives.

Training

In 2014-15, safety related training included:

- preventing bullying and harassment
- workplace health and safety induction
- ergonomic workstation set-up workshops.

Transport for NSW continued the delivery of its officer due diligence training for the Executive and senior management. It reinforced their understanding of the obligations placed upon officers by work, health and safety legislation. It also provided updates on legislative change and case law and practical examples of how to demonstrate due diligence.

Programs

In 2014-15, Transport for NSW and other agencies within the Transport cluster partnered with Industry to deliver a Contemporary Safety Science and Due Diligence Program. This was delivered to senior managers and safety leads from across the cluster. The program focused on risk awareness, including social psychology issues, and promoted contemporary safety practice.

Collaboration continued throughout 2014-15 via initiatives such as the Safety Managers Forum and Customer Safety Program. The Safety Managers Forum provides a collaborative environment where agencies from across the cluster can share information about current initiatives and lessons learnt. The Customer Safety Program addresses network safety and

security issues impacting customer experience, with a particular focus on antisocial behaviour.

TfNSW also delivered a Health and Wellbeing Program for workers that focused on both mental and physical health. It included initiatives such as a pedometer challenge, influenza vaccinations and health fairs.

Governance

Transport for NSW's monthly Executive Health and Safety Committee was provided with information about the health and safety performance of the organisation. This informed quality, risk-based decisions made by the Executive team.

TfNSW work health and safety 2014-15

Number of events reported	120
Total days lost due to workplace-related injuries or illness	10
Prosecutions reported	0
Loss Time Injury Frequency Rate	0.98
Prosecutions under the Act	0
Workplace safety inspections	25
Percentage of planned Work Health and Safety consultation meetings held	100 per cent. One forum planned and held.

3.19 Workforce diversity

The Transport cluster-wide Diversity and Inclusion (D&I) Plan 2014 – 2019 was endorsed by the Transport Secretary in December 2014, followed by the Transport Diversity & Inclusion Policy. The Plan identifies priority areas for action to ensure that the cluster not only reflects the community it serves, but enables it to increase and better leverage the diversity of its workforce to deliver customer- focussed service. Central to the D&I Plan, are five focus areas to drive D&I:

- Building leadership accountability and capability
- Developing organisational capability
- Providing business measures to collect, monitor and report on D&I progress
- Providing internal and external communications to increase awareness of the benefits of a diverse and inclusive workforce

- Targeted initiatives to drive organisational priorities in relation to diversity groups such as Aboriginal people and women.

Having regard to the D&I priorities identified in the TfNSW 2013-14 Annual Report, the following initiatives were implemented during 2014-15:

- D&I principles and capabilities were further embedded in leadership development programs through the delivery of:
 - Workshops targeting Cluster HR Executives and Directors in order to build a deeper understanding of the business, legal and policy drivers for D&I
 - Training Workshops on Unconscious Bias targeting Transport leaders and managers
 - Information sessions targeting leadership teams across the Cluster (e.g. Transport Projects, Transport Shared Services) on the business case and benefits of D&I
 - Cluster-wide Drive-it leadership programs that included D&I principles, case studies and practices.
- D&I targets and strategies were further integrated into business planning by way of:
 - Implementation of gender, Aboriginal and disability targets in relation to the annual Talent Pipeline Program intake
 - Development of agency specific D&I Action Plans with D&I targets and initiatives for implementation during 2015-16
 - Development of gender and Aboriginal targets for in-house leadership programs.
- In partnership with Transport's Employee Resource Groups, events such as International Women's Day, Mardi Gras, Harmony Day, National Reconciliation Week, International Day of People with Disability were delivered to engage with staff and managers about the benefits of D&I
- A D&I Learner Journey was developed with the purpose of capability uplift of HR and OD Practitioners during 2015-16.

The cluster continued to collaborate with strategic partners to build diversity and inclusion across the Cluster. This included partnering with specialised employment agencies and participating in outreach programs such as the Women in Engineering summer school run by Wollongong University that target women in non-traditional occupations and with Engineering Aid Australia who target Aboriginal youth through engineering summer schools.

An example of the diversity of our workforce is highlighted in our 2015 Workforce profile data which shows that 14.8% of the cluster's workforce speaks a language other than English, as a first language. This language and cultural diversity provides a unique opportunity to enhance our multicultural service capabilities.

Priorities for 2015 – 2016

In the next financial year, diversity and inclusion objectives are:

- Implementation of Agency Diversity and Inclusion Actions Plans that will support agency-specific initiatives relating to the five focus areas of the D&I Plan over

Attraction, Recruitment, Development and Retention. These plans will have a particular focus on Aboriginal employment and gender equity targets

- Delivery of a D&I Learner Journey Program consisting of a suite of integrated D&I training workshops, support materials and toolkits for the HR and OD community across the Cluster
- Delivery of a Connecting Program that will target female employees across the Transport Cluster with the aim of building leadership capability and creating networks that will improve visibility and opportunities. The program will include a mentoring component for female employees participating in leadership program
- Delivery of a Connecting Program, targeting Aboriginal employees
- Delivery of a Staying Connected Program targeting staff who are on parental leave
- Continuous delivery of Unconscious Bias Training Workshops to Transport Cluster leaders and managers.

Trends in the representation of diversity groups

Workforce Diversity Group	Benchmark/Target	2013	2014	2015
Women	50%	43.6%	44.3%	44.7%
Aboriginal People and Torres Strait Islanders	2.6% ¹	0.2%	0.3%	0.8%
People whose First Language Spoken as a Child was not English	19.0%	10.1%	18.7%	18.5%
People with a Disability	N/A	1.2%	2.1%	2.2%
People with a Disability Requiring Work-Related Adjustment	1.5%	0.2%	0.5%	0.5%

¹ From 2015, the NSW Public Sector Aboriginal Employment Strategy introduces an aspirational target of 1.8% by 2021 for each salary band, to overcome the 'pyramid' effect of the previous universal target and approach. TfNSW will report against this new approach from its 2016 Annual Report.

Trends in the distribution of groups

Workforce Diversity Group	Benchmark/Target	2013	2014	2015
Women	100%	90	88	88
Aboriginal People and Torres Strait Islanders	100%	N/A	N/A	N/A*
People whose First Language Spoken as a Child was not English	100%	97	92	94
People with a Disability	100%	92	89	89
People with a Disability Requiring Work-Related Adjustment	100%	N/A	N/A	N/A

Note: A Distribution Index of 100 indicates that the centre of the distribution of the Workforce Diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the Workforce Diversity group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the Workforce Diversity group is less concentrated at lower salary levels.

*The Distribution Index is not calculated where employees and their recorded salaries within a workforce diversity group, number less than 20. As at 30 June 2015, while there were 26 Aboriginal and Torres Strait Islander employees in Transport, the number of these employees with final salaries recorded on the HR information system was less than 20.

3.20 Multicultural Policies and Services Plan

Transport for NSW developed its first Multicultural Policies and Services Plan (the 'Plan') in 2012-13. The current Plan is current for the period between 2013 and 2015 and is reviewed annually.

The Plan outlines how TfNSW, and its operating agencies, will respond to the NSW Government's multicultural objectives and incorporate multicultural principles into organisational processes and systems.

Under the *Community Relations Commission and Principles of Multicultural Act 2000*, TfNSW is required to deliver and report against a current multicultural policies and services plan.

TfNSW has identified five key objectives which aim to deliver effective outcomes for multicultural customers. These include ensuring individuals from CALD backgrounds will be:

- able to confidently use transport services
- able to equitably access transport services and information
- satisfied with the quality of communications and cultural sensitivity of transport service and program delivery
- able to have their views and concerns heard on policy and program development and service delivery.

In addition, TfNSW is committed to:

- Embedding multicultural activity as a core function of the transport agencies.

TfNSW has made significant progress in the following outcome areas:

Planning

Business planning guidelines require divisions and agencies to highlight the principles of multiculturalism in their planning documents. TfNSW operating agencies – Roads and Maritime Services, Sydney Trains, NSW Trains and State Transit Authority – have adopted the TfNSW Plan. Each agency has an implementation plan that is agency-specific and draws on operational activities and priorities. Each Chief Executive has committed to working with TfNSW to implement the actions identified in the TfNSW Plan.

Consultation and feedback

A culturally and linguistically diverse (CALD) specific Employee Resource Group (ERG) has been established with the aim of providing CALD employees in the Transport cluster an opportunity to provide input into policy and program development and service delivery, and provide advice on their cultural appropriateness.

Membership of the ERG is on a two-year basis and sought through a cluster wide expression-of-interest process. Members of the ERG are provided with training in Diversity and Inclusion principles and practices as well as presentation skills to maximise their contribution to policy and program development and delivery.

Leadership

The TfNSW Secretary and Executive team have endorsed and continue to support the Plan. Various multicultural activities have been actively pursued across TfNSW and its agencies. In particular, Harmony Day was supported across the Cluster with morning teas, lunches and other events at various locations, including Central Station.

Human resources

Transport agencies are currently implementing the cluster wide Diversity and Inclusion Plan 2014-2019, which was endorsed by the previous Transport Secretary in December 2014. The Plan, with its focus on enhancing the diversity and inclusion capabilities of staff and managers across the Cluster, is aligned to the goals of the Multicultural Policies and Services Plan.

Key features of the Plan include:

- the integration of diversity and inclusion into business planning processes, to drive a shift from a predominantly compliance focus to one which values the

benefits that a diverse and inclusive workforce brings, particularly in relation to improved productivity, customer focussed services and cost efficiencies

- realistic and achievable business driven targets, having regard to agency current diversity levels, readiness and capacity for change.

Initiatives that have been implemented to date include:

- training of leaders and managers on unconscious bias to minimise adverse impact of stereotypes and bias on workforce and service delivery planning
- target setting in relation to the annual Talent Pipeline Program intake (scholars, cadets, graduates) to increase representation of diverse groups across the Cluster
- incorporation of diversity and inclusion in all induction programs.

Future priorities include the ongoing uplift of diversity and inclusion capabilities for leaders and managers.

Access and equity

TfNSW commissioned an independent research agency to identify barriers and drivers to public transport usage amongst CALD community members. A strategic aim of the research project is to inform efforts to engage people from culturally and linguistically diverse backgrounds in decision-making and the development of policies and programs.

A Translating and Interpreting Service for non-English speakers is promoted prominently on the www.transportnsw.info website. It continues to be available by phone calls on the transport info line 131500.

Communication

TfNSW is committed to further developing and disseminating material for customers in languages that the customer can read and understand, in plain English or languages other than English.

Raising awareness of Opal and driving card acquisition amongst culturally and linguistically diverse communities has required an integrated and multi-channelled approach. The campaign has included messaging in six languages across CALD press, radio and digital channels; presentation teams in communities who spoke 11 different languages; brochure material produced in 10 languages and distributed across the public transport network as well as to community groups.

In addition, opal.com.au has information translated into ten languages, including two videos produced in Auslan to assist hearing impaired customers.

In 2014-15 TfNSW ran the following campaigns which incorporated CALD advertising:

- Speeding – *Don't Rush*
- Speed enforcement – *Don't Rush*
- Drink driving – *Plan B*
- Driver fatigue – *Don't Trust Your Tired Self*
- Mobile phone distraction – *Get Your Hand Off It*
- Double demerits – *Think Twice*

- Enforcement – *You're in our Sights*
- School zone safety – *Slow Down to 40*
- Child car seats – *They're Counting on You*
- Driveway safety – *They're Counting on You*

The campaign for older road users – *On the Road 65Plus* – was also translated into ten languages including Arabic, Vietnamese, Mandarin, Cantonese, Filipino (Tagalog), Hindi, Korean, Italian, Greek and Spanish.

Social and economic development

An important initiative was announced to provide travel concessions to asylum seekers to help them access important social and community services and increase their participation in society. Eligible asylum seekers will receive a \$2.50 ticket that provides for all day, multimodal travel.

3.21 Agreements with the Community Relations Commission

There has been no requirement for an agreement specified by Multicultural NSW.

3.22 Disability Action Plan

The Transport for NSW Disability Action Plan 2012-2017 is part of the department's strategy to ensure that customer needs are placed at the centre of planning and decision-making on the transport system.

The Disability Action Plan comprises more than 150 actions impacting all aspects of Transport for NSW's operation. It continues to help the department deliver high quality customer service through improved transport accessibility, products and facilities.

In 2014-15 the majority (99%) of planned actions were either completed or in progress. The following tables below contain highlights from each major outcome area:

Building an accessible transport network

Target	Performance
Progressively undertake works to upgrade railway stations and interchanges to improve access for all customers	<ul style="list-style-type: none"> • 148 of 307 stations on the Sydney Trains and NSW Trains (Intercity) networks are wheelchair accessible. This represents 48 per cent of stations and 83 per cent of the overall patronage accessing these stations • 23 out of 36 wharves (63.9 per cent) on the Sydney Ferries network are wheelchair accessible (9 locations) or wheelchair assisted access (14 locations) • 100 per cent of light rail stops are accessible.
Continue to improve the accessibility of the bus network	<ul style="list-style-type: none"> • 86 per cent of STA buses are now accessible • Visibility and legibility of STA bus destination information has been improved by the installation of new large high contrast LED displays on the outside of buses • 75 per cent of all contracted buses in the Sydney metropolitan and outer-metropolitan areas are now accessible.
Improve the walking and cycling environment	<p>Pedestrian Access and Mobility Plans for 2015/16 have been funded under new guidelines that incorporate specific requirements for pedestrian accessibility.</p> <p>New active transport guidelines for local road works are being used by Roads and Maritime Services and local councils to support pedestrian accessibility.</p>

Reducing transport disadvantage for people with disability

Target	Performance
Provide alternative transport service for people with disability who are unable to access public transport	<p>The <i>Passenger Transport Act 2014</i> recognises community transport, which includes specialised services for older people and people with disability, as a public passenger service, and provides for those services to have safety accreditation.</p>

Target	Performance
Improve access to transport for people with disability in rural communities	100 per cent of contracted NSW TrainLink Regional Coaches are now accessible.

Improving the journey experience of people with disability

Target	Performance
Deliver a fully accessible electronic ticketing system	Introduction of the Gold Opal card for Seniors and Pensioners has improved and simplified transport access for a range of user groups, including people with disability, older people and carers.
Develop and promote a culture of inclusion and customer service amongst TfNSW staff and our transport delivery partners	Transport for NSW cluster celebrated the UN International Day of People with Disability (3 December), with TfNSW and Sydney Trains staff hosting morning teas for the public at accessible stations across the network.
Introduce practical measures to improve the journey experiences of people with disability or restricted mobility	<p>Real-time information on lifts closed for maintenance or repair is now provided through the 131 500 Transport info line, customer SMS and twitter feeds, and on the TransportNSW.info website (tailored to customers' specific trip plans), as well as on real time smart phone apps.</p> <p>A "Location Facilities" search tool has been introduced that lists facilities (including accessible features) at stations, interchanges and wharves. This is also available on the Transport for NSW website.</p>

Enhancing customer insight and engagement of people with disability or restricted mobility

Target	Performance
<p>Provide information about transport services that is accessible to all customers</p>	<p>The TransportNSW.info website is now WCAG AA 2.0 compliant. Work is underway to ensure that all TfNSW public facing websites exceed minimum WCAG compliance targets.</p> <p>A new Wayfinding Mode Identifiers project has been rolled out, providing illuminated signs to enhance visibility. This will assist people with disability and older people to better navigate the transport network.</p> <p>New passenger information display screens on rail platforms and real time accessible information onboard ferries and at wharves have been installed.</p>
<p>Increase our insight into the travel needs of customers with disability and older people through qualitative research on their journey experiences.</p>	<p>Specific mandatory accessibility and disability requirements are now captured by the 131 500 Transport info line. If a customer reports having a disability, this service now enables the recording and identification of incidents of discriminatory service provision; infrastructure accessibility matters; safety issues; and anti-social behaviours so they can be monitored and more easily addressed.</p> <p>The Accessible Transport Advisory Committee, comprising representatives from diverse disability and ageing organisations, met on four occasions to provide expert guidance on access and inclusion to Transport for NSW.</p> <p>A number of additional Committee working group meetings were also held to provide specific advice on major upgrades to public transport infrastructure and services.</p> <p>Extensive consultation has been undertaken with vision impaired disability groups regarding requirements for access involving the use of electronic and flash passes.</p>

Supporting accessibility through partnerships

Target	Performance
<p>Ensure that contracted public transport services provide accessible services</p>	<p>All contracted bus operators now have a Disability Action Plan.</p>

Increasing employment opportunities for people with disability

Target	Performance
Improve the recruitment experience for people with disability	<p>Key Transport Cluster employment initiatives that have been delivered to enhance employment opportunities for people with disability include:</p> <ul style="list-style-type: none">• Establishment of a Disability Employee Resource Group to facilitate consultation about employment equity• Setting targets and recruiting trainees and cadets with disability, as part of the Transport Talent Pipeline Program• Delivery of Disability Awareness training to Recruitment officers to ensure fair and equitable recruitment and selection processes• Establishment of partnership with National Disability Recruitment Coordinator to assist in sourcing and selecting suitable staff with disability for vacant positions.

3.23 Implementation of price determinations

The Independent Pricing and Regulatory Tribunal (IPART) determines maximum fares for the following services:

- Sydney Trains and NSW TrainLink Intercity Services
- Metropolitan and outer metropolitan buses
- Rural and regional buses
- Sydney Ferries
- Stockton Ferry.

Transport for NSW sets maximum fares for private ferry and taxi services based on recommendations from IPART.

Metropolitan

In January 2015, the NSW Government increased the cost of paper tickets for Sydney Trains, buses, light rail and ferries in line with the cost of living and rounded to accommodate ticket vending machines. Opal train and ferry fares were increased by 2.5 per cent. These increases were below those allowed under IPART's maximum fare determination. Opal bus and light rail fares were unchanged.

Rural and regional buses

On 1 January 2015, maximum fares for rural and regional buses increased by 2.1 per cent (before rounding) as determined by IPART.

Stockton Ferry

In January 2015, Stockton Ferry fares were frozen.

Taxis

In April 2015, Sydney maximum taxi fares were frozen to keep everyday taxi travel affordable.

Private Ferries

In December 2014, Transport for NSW accepted IPART's recommendations regarding maximum fares for private ferries, which consisted of:

- A 40 cent increase in maximum fares for Clarence River Ferries
- A 30 cent increase in maximum fares for Central Coasts Ferries and Brooklyn Ferries
- A 10 cent increase in maximum fares for Church Point Ferries
- A fare freeze for all other ferry services (Cronulla and National Park, Matilda and Palm Beach).

Maximum fares for private ferries took effect from 24 December 2014.

3.24 Payment of Accounts

Payment of Accounts - Part A

Quarter	0-30	30-60	60-90	90+	Total
September	\$910,764	\$3,548	\$2,411	\$1,001	\$917,723
December	\$1,029,979	\$5,933	\$3,555	\$2,290	\$1,041,758
March	\$855,443	\$7,563	\$3,083	\$3,047	\$869,137
June	\$1,141,735	\$7,369	\$2,226	\$4,716	\$1,156,046
Total	\$3,937,921	\$24,414	\$11,274	\$11,054	\$3,984,664

Payment of Accounts - Part B

Quarter	Sept	Dec	Mar	Jun
Dollar amount of accounts due for payment (\$'000)	\$917,723	\$1,041,758	\$869,137	\$1,156,046
Dollar amount of accounts paid on time (\$'000)	\$891,215	\$991,517	\$825,168	\$1,105,986
Actual percentage of accounts paid on time (based on \$)	97.11%	95.18%	94.94%	95.67%
Target	95%	95%	95%	95%

Time for Payment of Accounts

Quarter	Sept	Dec	Mar	Jun
Number of payments for interest on overdue accounts	0	2	1	1
Interest paid on overdue accounts	0	\$282.32	\$34.33	\$26.38

3.25 Time for Payment of Accounts

All suppliers

Quarter	<30 \$'000	<60 \$'000	<90 \$'000	90+ \$'000	Total \$'000
September	910,764	3,548	2,411	1,001	917,723
December	1,029,979	5,933	3,555	2,290	1,041,758
March	855,443	7,563	3,083	3,047	869,137
June	1,141,735	7,369	2,226	4,716	1,156,046

Small business suppliers

Quarter	<30 \$'000	<60 \$'000	<90 \$'000	90+ \$'000	Total \$'000
September	2,841	0	0	0	2,841
December	2,322	22	0	0	2,344
March	2,531	0	0	0	2,531
June	3,657	0	0	0	3,657

3.26 2014-15 Grants to non-government community organisations

Country Passenger Transport Infrastructure Grants Scheme

Local Government Area	State Electorate	Proponent	Project Description	Towns	Funding Approved
Ballina	Ballina	Ballina Shire Council	Installation of Tactile Ground Surface Indicators at key bus interchanges and bus stops	Ballina	\$12,125
Byron	Ballina	Byron Shire Council	Upgrade Bus shelter, 5-37 Broken Head Rd, Byron Bay	Byron Bay	\$27,320
Cabonne	Orange	Cabonne Council	Bus Shelter Upgrade Blatchford St Canowindra	Canowindra	\$9,220
Cowra	Cootamundra	Cowra Shire Council	Bus Shelter upgrade Cowra	Cowra	\$25,180
Deniliquin	Murray	Deniliquin Municipal Council	Deniliquin Taxi Rank Shelter	Deniliquin	\$16,550
Dubbo	Dubbo	Dubbo City Council	Upgrade 3 existing bus shelter facilities in accordance with Disability Standards	Dubbo	\$50,500
Dubbo	Dubbo	Dubbo City Council	Upgrade 3 existing bus shelter facilities to DDA compliance	Dubbo	\$41,500

Local Government Area	State Electorate	Proponent	Project Description	Towns	Funding Approved
Eurobodalla	Bega	Eurobodalla Shire Council	DDA Compliant Public Transport Infrastructure - stage 2	Batemans Bay, Catalina, Batehaven, Tomakin, Mossy Point, Broulee, Moruya, Surfside, Mogo, Tuross Head, Dalmeny, Narooma, Nelligen, Bodalla, Caseys Beach and Central Tilba	\$241,210
Great Lakes	Myall Lakes	Great Lakes Shire Council	Upgrade Bus Shelter Tuncurry	Tuncurry	\$35,730
Griffith	Murray	Griffith City Council	Safety upgrade of CBD taxi shelter	Griffith	\$77,768
Gunnedah	Tamworth	Gunnedah Shire Council	New Public bus shelter	Gunnedah	\$17,858
Inverell	Northern Tablelands	Inverell Shire Council	Upgrade Bus Shelter - Inverell	Inverell	\$18,794
Inverell	Northern Tablelands	Inverell Shire Council	Bus Shelter – Oswald Street, Inverell	Inverell	\$18,794
Inverell	Northern Tablelands	Inverell Shire Council	3 Bus Shelter Upgrades, Inverell	Inverell	\$15,579

Local Government Area	State Electorate	Proponent	Project Description	Towns	Funding Approved
Kiama	Kiama	Kiama Municipal Council	Upgrade Bus Shelter, Kiama	Kiama	\$18,000
Lake Macquarie	Charlestown/Wallsend	Lake Macquarie City Council	Bus shelters, concrete pad, TGSIs and seats - 4 locations	Edgeworth, Glendale, Cardiff, Argenton	\$108,000
Lockhart	Wagga Wagga	Lockhart Shire Council	Upgrade Bus Interchange, The Rock	The Rock	\$46,000
Maitland	Maitland	Maitland City Council	DDA Compliant Pad Rollout East Maitland	East Maitland	\$120,000
Narrandera	Cootamundra	Narrandera Shire Council	Grong Grong Upgrade of Combined Toilet Block and Bus Shelter	Grong Grong	\$40,000
Port Macquarie - Hastings	Port Macquarie	Port Macquarie-Hastings Council	Upgrade Bus shelters, seats and TGSIs - 6 locations	Bonny Hills, Dunbogan, Lakewood, Laurieton, Kew, West Haven	\$54,000
Port Stephens	Port Stephens	Port Stephens Council	Upgrade Public Transport Infrastructure to DDA compliance, Port Stephens and Tanilba Bay	Port Stephens, Tanilba Bay	\$68,500

Local Government Area	State Electorate	Proponent	Project Description	Towns	Funding Approved
Port Stephens	Port Stephens	Port Stephens Council	Upgrade Public Transport Infrastructure to DDA compliance, One Mile/Boat Harbour	One Mile, Boat Harbour	\$54,000
Richmond Valley	Clarence	Richmond Valley Council	Bus shelter lighting	Casino	\$25,000
Shoalhaven	Kiama/South Coast	Shoalhaven City Council	Bus Shelters - new, retrofit, stands	Coolangatta, Sussex Inlet, Bawley Point	\$52,700
Shoalhaven	South Coast	Shoalhaven City Council	Stewart Place Bus Interchange Upgrade	Nowra	\$39,698
Singleton	Upper Hunter	Singleton Council	Refurbishment of Gowrie Street Singleton Bus Shelter to DDA Compliance	Singleton	\$36,405
Singleton	Upper Hunter	Singleton Council	Refurbishment of 10 existing Bus Shelters to DDA Compliance	Singleton Heights, Singleton, Darlington	\$53,020
Singleton	Upper Hunter	Singleton Council	Installation of 3 new Bus Stops to DDA Compliance	Singleton, Singleton Heights	\$38,546
Tamworth	Tamworth	Tamworth Regional Council	Bus J-Pole Installation	Tamworth	\$10,965

Local Government Area	State Electorate	Proponent	Project Description	Towns	Funding Approved
Wollondilly	Wollondilly	Wollondilly Shire Council	Wollondilly Public Transport Enhancement Scheme	Wollondilly	\$245,000
Yass Valley	Goulburn	Yass Valley Council	Yass Town Transport Information Boards	Yass	\$8,038
				Total	\$1,626,000

Community Transport Program (CTP) and Home and Community Care (HACC)

In 2014-15, TfNSW provided funding to 108 service providers around NSW. Of these, 76 are non-government organisations; the remainder are NSW State and Australian Government organisations.

Service Provider Funding	CTP (\$)	HACC (\$)	Total (\$)
Awabakal Ltd	7329	202,130	209,459
Bankstown Canterbury Community Transport Incorporated	23,659	2,118,409	2,142,068
BaptistCare NSW and ACT	94,580	843,300	937,880
Bathurst Community Transport Group Incorporated	107,497	423,142	530,639
Bega Valley Community Transport Service Incorporated	55,916	322,504	378,419
Blacktown Community Transport Incorporated	66,403	1,498,811	1,565,214
Blind and Vision Impaired Support Group (NSW Far North Coast) Incorporated	15,209	-	15,209
Blue Mountains Aboriginal Culture & Resource Centre Incorporated	5,01	72,805	78,105
Bungree Aboriginal Association Incorporated	10,391	177,470	187,861
Carewest Limited	31,821	468,613	500,435
Cessnock Community Transport Inc.	202,491	309,957	512,449
Clarence Community Transport Incorporated	119,387	1,366,350	1,485,737
Coast And Country Community Services Limited	271,963	1,305,704	1,577,667

Service Provider Funding	CTP (\$)	HACC (\$)	Total (\$)
Coffs Harbour, Bellingen & Nambucca Community Transport Incorporated	207,733	1,641,760	1,849,493
Community Transport Central Coast Limited	89,944	3,526,824	3,616,768
Community Transport Port Stephens Limited	118,954	636,470	755,424
Community Transport Warren Incorporated	30,992	112,296	143,288
Community Wheels Incorporated	156,019	1,586,443	1,742,461
Cowra Community Information	68,859	124,257	193,116
Disabled Alternative Road Travel Service	35,310	345,165	380,474
Dubbo Neighbourhood Centre Incorporated	37,967	392,631	430,598
Dungog & District Neighbourcare Incorporated	24,706	279,482	304,188
Far West HACC Services Incorporated	75,833	635,559	711,392
Gandangara Transport Services Limited	41,519	821,864	863,383
GREAT Community Transport Incorporated	146,858	1,543,749	1,690,607
Hastings Macleay Community Transport Service Incorporated	44,140	1,618,942	1,663,082
Holdsworth Street Community Centre Woollahra Incorporated	11,173	514,296	525,469
Hornsby Ku-Ring-Gai Community Aged/Disabled Transport Service Incorporated	13,132	1,331,717	1,344,848

Service Provider Funding	CTP (\$)	HACC (\$)	Total (\$)
Inner West Community Transport Incorporated	50,800	1,459,262	1,510,062
Intereach Limited	121,645	657,654	779,299
Inverell HACC Services Incorporated	38,006	379,971	417,977
Kalianna Enterprises Incorporated	55,769	750,048	805,816
Lake Cargelligo & District Care For The Aged Association Incorporated	32,788	153,366	186,153
Lane Cove Meeting House Association Incorporated	-	52,461	52,461
Leichhardt Community Transport Group Incorporated	95,527	1,238,236	1,333,763
Liverpool District Combined Senior Citizens Progress Association Incorporated	32,646	-	32,646
Lockhart and District Community Services Incorporated	13,817	25,235	39,052
Lower North Shore Community Transport Incorporated	56,494	949,348	1,005,843
Maari Ma Health Aboriginal Corporation	-	104,009	104,009
Maitland Community Care Services Incorporated	90,381	663,135	753,516
Manly-Warringah Pittwater Community Transport Incorporated	66,371	1,048,498	1,114,869
Manning Valley And Area Community Transport Group Incorporated	184,144	1,641,357	1,825,502

Service Provider Funding	CTP (\$)	HACC (\$)	Total (\$)
Mercy Services	110,567	1,278,517	1,389,084
Moree Aged & Disability Services Inc.	52,390	286,441	338,831
Murrumburrah Harden Flexible Care Services Incorporated	31,423	41,080	72,504
Narrabri Home And Community Care Incorporated	-	152,157	152,157
Newcastle Community Transport	7,326	872,829	880,155
Northern Coalfields Community Care Association	6,847	339,273	346,120
Northern Illawarra Neighbour Aid Incorporated	24,023	93,070	117,093
Northern Rivers Community Transport Incorporated	144,650	1,510,613	1,655,263
Northside Community Forum Incorporated	11,770	109,124	120,894
Ourcare Services Limited	16,960	343,970	360,929
Oxley Community Transport Service Incorporated	159,475	687,952	847,427
Parkes & District Neighbourhood & Community Information Centre Inc.	115,699	332,682	448,381
Peak Hill Community Bus Committee Inc.	-	15,104	15,104
Peppercorn Services Incorporated	199,328	580,150	779,478
Randwick Waverley Community Transport Group Incorporated	25,321	1,463,418	1,488,739

Service Provider Funding	CTP (\$)	HACC (\$)	Total (\$)
Ryde Hunters Hill Community Transport Association Incorporated	12,139	858,498	870,637
Rylstone District Care & Transport Incorporated	7,117	99,251	106,368
South East Neighbourhood Centre Incorporated	5,408	416,387	421,794
South East Sydney Community Transport Incorporated	99,671	1,554,841	1,654,513
South West Community Transport Incorporated	55,391	3,768,258	3,823,649
Southern Highlands Community Transport Incorporated	99,266	1,118,375	1,217,642
St George Community Transport Project Incorporated	74,149	1,716,590	1,790,740
Sutherland Shire Community Transport Incorporated	46,477	1,580,808	1,627,285
Tenterfield Total Care & Transport Incorporated	44,246	332,294	376,540
Transcare Hunter Limited	186,152	505,358	691,510
Translinc Incorporated	64,115	290,564	354,679
Tweed, Byron And Ballina Community Transport Incorporated	116,024	1,966,758	2,082,781
Valmar Support Services Limited	175,829	788,126	963,955
Weddin Community Services Incorporated	47,785	95,391	143,176

Service Provider Funding	CTP (\$)	HACC (\$)	Total (\$)
Wee Waa Community Care Service Incorporated	89,803	83,390	173,193
Wesley Community Services Limited	-	104,009	104,009
Western Region Community Transport Forum Incorporated	-	22,575	22,575
Western Sydney Community Forum Inc.	185,414	-	185,414
Wyalong & District Community Transport Group Incorporated	20,037	164,057	184,09
Total	5,188,275	56,915,140	62,103,415

3.27 Overseas travel by Transport for NSW officers

Division	Officer position	Date	Destination	Purpose	Cost (\$)
Sydney Metro Delivery Office	Director, Rapid Transit Product	December 2014	London, England and Paris, France	Verification of design of rolling stock for Metro Northwest	8,282
Sydney Metro Delivery Office	Director, Customer Strategy	December 2014	London, England and Paris, France	Verification of design of rolling stock for Metro Northwest	8,729
TfNSW	Deputy Director General	14 September 2014	Beijing	ANZSOG's 2014 China Reciprocal Program	8,599
TfNSW	Deputy Director General	17 – 26 September 2014	Valenciennes, France; London, England and Berlin, Germany	Visit Bombardier and Alstom manufacturing facilities; Network Rail (UK) Memorandum of Understanding review; and attend Innotrans 2014	15,000
TfNSW	Manager, Stakeholder and Community Engagement	18 September 2014	Ottawa, Canada	Attend Canadian Boating Safety Conference	3,172

Division	Officer position	Date	Destination	Purpose	Cost (\$)
TfNSW	Lead Engineer, Electrical	17 -24 October 2014	Annecy, France and Geneva, Switzerland	Discuss integrated logistics and manuals	6,000
TfNSW	Manager, Field Services	18 October 2014	Tullahoma, Tennessee, USA	Witness production acceptance tests for new Opal only gates	5,420
TfNSW	Program Manager, Ticketing Strategy and Enhancements	18 October 2014	Tullahoma, Tennessee, USA and Salford, England	Witness production acceptance tests for new Opal only gates including software, and review build of other equipment	10,273
TfNSW	Ticketing Devices Specialist	21 October 2014	London, England	Assess progress of contractor development and design of ETS prototypes for hardware & Software components and gate testing. Participate in requirements and design workshops for new Self-Service Machines for ETS	8,094
TfNSW	Senior Project Manager	27 October 2014	Poole, England and Besancon, France	Witness development, delivery and progress of ETS/Opal Self Service Machines, equipment and systems. Workshops, requirements definition and clarification	8,121
TfNSW	Technical Lead, Bus Increments	31 October 2014	London, England and Poole, England	Attend technical workshops and witness testing for Newcastle rail truncation project	9,274

Division	Officer position	Date	Destination	Purpose	Cost (\$)
TfNSW	Project Director, ATP	21 November - 1 December 2014	Zurich, Switzerland and London, England	Meet independent safety assessor at, Swiss Railways, Siemens and Alstom; review network rail ETCS trial	12,000
TfNSW	Director, Corporate Planning and Performance	27 November 2014	Johannesburg, South Africa	Participate in World Road Association Strategic Theme Committee meeting as Chair of the Technical Committee 1.1 on Performance of Transport Administrations	3,048
TfNSW	Senior Project Manager	16 January 2015	London, England	Witness development, witnessing of ETS/Opal Self Service Machines prototype outputs, integration solutions, and conduct a project management Risk assessment	7,537
TfNSW	General Manager, Freight Strategy, Policy and Industry Relations	31 January 2015	Shanghai, China	Partial refund due to travel cancelled. Exchange rates charged	262
TfNSW	Manager, Safer Vehicles	3 March 2015	Auckland, New Zealand	Attend meetings of the Vehicle Safety Research Group and the Australasian New Car Assessment Program Council	1,402
TfNSW	Principal Manager, National Intergovernmental Coordination	3 March 2015	Wellington, New Zealand	Attendance at ANZOG executive workshop "Women in Leadership"	986

Division	Officer position	Date	Destination	Purpose	Cost (\$)
TfNSW	General Manager, Human Resources	8 March 2015	Boston, USA	As recipient of the Anthea Kerr Award, Mr Cook was funded by the Public Service Commission to attend a development program at the Harvard Business School	7,483
TfNSW	General Manager, Centre for Road Safety	18 March 2015	Auckland, New Zealand	Attendance at the ANCAP Board meeting	1,265
TfNSW	Deputy Director General	29 March 2015	Hong Kong	Attend Asia Pacific Rail Conference	8,140
TfNSW	General Manager, Centre for Road Safety	25 April 2015 - 13 May 2015	Canada and USA	Presenter at international traffic Safety conference in Edmonton (sponsored) and meetings with US Road Agencies	4,576
TfNSW	Principal Manager, Security and Emergency Management	6 May 2015	Hong Kong and Tel Aviv, Israel	Attended International Working Group on Land Transport in Israel	4,602
TfNSW	Director, Corporate Planning and Performance	30 May 2015	Denver, Colorado, USA	Participate in World Road Association Technical Committee meeting as Chair of the Technical Committee 1.1 on Performance of Transport Administrations. Participate in the 5 th International Transportation Systems Performance Measurement and Data for Decisions conference as international liaison and presenter.	703

Division	Officer position	Date	Destination	Purpose	Cost (\$)
TfNSW	Deputy Director General	6 June 2015	Milan, Italy and London, England	UITP World Congress and Exhibition 2015	7,514
TfNSW	Rail Modeller	6 June 2015	Milan, Italy	UITP World Congress and Exhibition 2015	2,791
TfNSW	Principal Manager, Ticketing Operations	25 June 2015	London, England; Poole, England; Besancon, France and Dublin, Ireland	Witness and assess progress of critical components of the Electronic Ticketing System; identify possible operational improvements	8,578

3.28 Payments to consultants

Consultants over \$50,000

Name of Consultant	Purpose	\$'000
The Boston Consulting Group Pty Ltd	Development of operating model	2,245
PricewaterhouseCoopers	To develop a MST Retirement Strategy	1,184
The Boston Consulting Group Pty Ltd	Telecommunications and Data Network Strategy	735
PricewaterhouseCoopers	Engagement of PWC -Apollo Project Future Ticketing Organisation Design	633
KPMG	Management Support Services - Fixing Country Roads EOI Phase	573
KPMG	KPMG - SIS Submission	332
Deloitte Touche Tohmatsu	Develop Enterprise Information management strategy that describes how it provides a roadmap of prioritised EIM initiatives.	300
PricewaterhouseCoopers	Container Cargo Demand Assessment	291
PricewaterhouseCoopers	Scoping and determining option for Model Development	286
GHD Pty Ltd.	Engagement of consultant for development of regional boating plans	278
Tobumo Pty Ltd	Drink Driving and Drug Attitudes & behaviours Research	232
GHD Pty Ltd.	TfNSW - Lubrication Trial	227
PwC Strategy (Australia)	Conduct initial analysis, project familiarisation and supply chain analysis	177
Parsons Brinckerhoff Australia Pty Ltd	Rail Engineering Services Western Sydney freight	165
Architectus Group Pty Ltd	Northern Beaches Bus Rapid Transit -Urban Design Study	165
Ernst & Young	Review of tender evaluation issues	157

Name of Consultant	Purpose	\$'000
Monash University	Safer drivers evaluation	156
GHD Pty Ltd	Sydney Motorway Strategy (March 2014- June 2014)	153
GHD Pty Ltd	NSW Regional Boating Plans	143
SGS Economics and Planning Pty Ltd.	Delivery of three Strategic Business Cases and Economic Appraisals, in the format prescribed by the TfNSW Strategic Business Case Template.	131
Ernst & Young	ETS Accessibility Solutions Strategy	119
Hyder Consulting Sydney Pty Ltd.	Southern Sydney Access Investigation - Strategic Concept Design and Rapid Appraisal	115
PricewaterhouseCoopers	Development of initiatives for off-peak freight movement.	106
Kathy Jones & Associates Pty Ltd	Engagement of consultancy services to assist in the development of a state-wide approach to manage and mitigate boat wash erosion issues for three priority areas across NSW	106
KPMG	Review Corporate Level performance measurement & elements of corporate level performance reporting in TfNSW	104
GHD Pty Ltd.	Lubricator Placement Number Measurement	96
KPMG	Transport Freight & Logistics Sector Demographics	96
The University of New South Wales	Novel Habitat quality assessment to inform the development of recreational boating infrastructure	93
Deloitte Touche Tohmatsu	Deloitte Australia to assist in the development of a model to support coastal infrastructure development, and preparation of a discussion paper on ferry fleet procurement	93
Parsons Brinckerhoff Australia Pty Ltd	Review of speed profiles on Sydney Light Rail	82

Name of Consultant	Purpose	\$'000
Deloitte Touche Tohmatsu	Support to develop a two year TfNSW internal communications strategy	77
PricewaterhouseCoopers	Valuation of light rail assets	75
PricewaterhouseCoopers	Developing Investment Standards for Best Practice Business Cases	74
Parsons Brinckerhoff Australia Pty Ltd	GIS services Wester Sydney freight	74
Ernst & Young	Regional Rail Siding Extension - Road Network Analysis	73
SMEC Australia Pty Ltd	Conceptual Design Study-Intermodal Terminal at Coolac	71
PITT & SHERRY (OPERATIONS) P/L	Conduct an operation and financial evaluation of the performance of Bustech double decker buses to assess their overall performance and suitability for wider use in the Sydney metropolitan area.	66
The University of New South Wales	Joint Study to Investigate Erosion on the Williams River	61
PricewaterhouseCoopers	Vehicle Registration Initiatives project	53
Everything Infrastructure	Investigative Report of Options to Increase Fuels Transportation by Rail in NSW	59
Campbell Macpherson Pty Ltd	Business consulting service	59
PwC Strategy (Australia)	Strategic consulting services for the potential Microsoft License breaches. 1. Perform scenario analysis using the existing models to determine the optimum sourcing arrangements and potential exposure for the specific vendor in question. 2. Understand the risk position and approach for optimising the licensing arrangements for this vendor.	59
Parsons Brinckerhoff Australia Pty Ltd	Ecology services Wester Sydney freight	53
PricewaterhouseCoopers	Vehicle Registration Initiatives project	53

Name of Consultant	Purpose	\$'000
Total		10,572
Consultants under \$50,000		
Number of engagements		
40 engagements		1,027
Total Payment to Consultants in 2014-15		11,599

3.29 Research and development

Transport for NSW's Bureau of Transport Statistics (BTS) provides objective and credible transport data, advice and analysis for the broader transport portfolio and its stakeholders. Achievements in 2014-15 included:

Data collection and analysis

The Household Travel Survey (HTS) is the largest and most comprehensive source of personal travel data for the Sydney Greater Metropolitan Area. As a continuous survey, it collects detailed information on the travel patterns of residents of Sydney, Newcastle and Illawarra. This is used to inform transport planning and policy and major infrastructure and project development. A new data collection method, Computer Assisted Personal Interviewing (CAPI), has been successfully integrated into the Household Travel Survey. Instead of a paper-based survey, a tablet device is now used to capture data from survey participants. CAPI will deliver more efficient survey and fieldwork management, an improved experience for both interviewer and respondent and improved data accuracy of personal travel information. A highlight is the delivery of an interactive mapping tool that will assist respondents to accurately identify their travel movements.

- The annual Sydney cycling survey in 2014 measured performance against the NSW 2021 cycling targets. The survey also collected information on the community's cycling participation and perceptions toward cycling
- Rail barrier counts were collected at all Sydney Central Business District (CBD) stations in May 2015 and remaining stations throughout the year. The information is a key input to rail patronage estimates and for strategic rail planning, station planning and timetabling
- Train load surveys in September 2014 and March 2015 collected information across various parts of the network to inform service planning
- Traffic surveys, bus stop usage and bus passenger count surveys were conducted at key locations to support model development and fed into project related business cases
- Bus and rail passenger count surveys were undertaken to monitor implemented strategies and major events

- Surveys were done of train passengers' origins and destinations for better estimation of future rail modelling
- Counts of train, bus, ferry and light rail passengers on late night CBD services were conducted to contribute to TfNSW's commitment to the CBD Plan of Management Evaluation Working Group coordinated by DPC
- A total of 803 responses were made to requests for data, advice and analysis.

Model development

Modelling supports strategic planning, options assessment and business cases.

Modelling has advanced with developments to include the latest Department of Planning & Environment (DP&E) forecasts; the latest Census zoning system; and a specific Public Transport Project Model was significantly enhanced to incorporate, among other things, the extensive data now available from Opal. BTS has also moved into the field of Mesoscopic traffic modelling, investing a significant amount of time in the management and standardisation of a traffic modelling tool to provide additional value and supporting information for project business cases.

Patronage forecasts, economic outputs and business case requirements were produced for large infrastructure projects. Some of the major modelling projects for the year included:

- Enhanced project-specific demand models for public transport projects including the Sydney Metro, Northern Beaches Bus Rapid Transit, Parramatta Road Transport Improvement Program, Parramatta Transport Corridor Strategy, Newcastle Light Rail and Sydney Light Rail
- Strategic modelling for Sydney's major growth centres (North West, South West and Greater MacArthur Investigation Area)
- Modelling (both strategic and mesoscopic traffic modelling) for Urban Activation Precincts, including Arncliffe to Banksia; Glenfield to MacArthur; The Bays Precinct and Central to Eveleigh
- Strategic Modelling for the Second Sydney Airport.

Publications and statistical products

- 2012-13 Household Travel Survey (HTS) Summary Report 2014 release
- 2012-13 HTS Key Transport Indicators Bulletin
- Detailed tables and graphs from the 2012-13 HTS Report
- Summary transport statistics by Local Government Area, based on the 2012-13 Household Travel Survey
- Train Statistics 2014 Report
- Fare Compliance Survey Results - November 2014 Bulletin
- Train and ferry patronage data
- Train loads and barrier counts data
- Ferry Loads data
- NSW Intrastate Aviation data
- BTS Employment Forecasts 2011-2041, September 2014 Release
- BTS Workforce Forecasts 2011-2041, September 2014 Release

- BTS Population Forecasts 2011-2041, September 2014 Release
- NSW Intrastate Regional Aviation Statistics Database Documentation

Website

The BTS website had 158,000 page views in 2014-15, up 27 per cent compared to the previous year. The statistics and data visualisation pages were the most visited.

NSW Intrastate Aviation Visualisation is the latest addition to the suite of tools available in the website.

3.30 Resource efficiency

Transport for NSW (TfNSW) has a program in place to improve resource efficiency in its property portfolio in the areas of energy, water and waste which is in line with the NSW Government Resource Efficiency Policy released in July 2014.

The National Australian Built Environment Rating System's (NABERS) tenancy energy performance tool is used to measure operational energy consumption of a given tenancy. This tool is also used to monitor energy efficiency performance and make improvements accordingly.

During the 2014-15 financial year the NABERS tenancy energy rating was determined for 14 out of 15 office tenancies having net lettable area greater than 2000 square meters. Five of the tenancies either met or exceeded the required 4.5 star NABERS rating as required by the Government Resource Efficiency Policy. Out of these five tenancies two obtained a score of 5 stars and one 5.5 stars, demonstrating outstanding performance. Three tenancies obtained a score of 4 stars. One additional tenancy was added to the portfolio and will be rated in the next financial year.

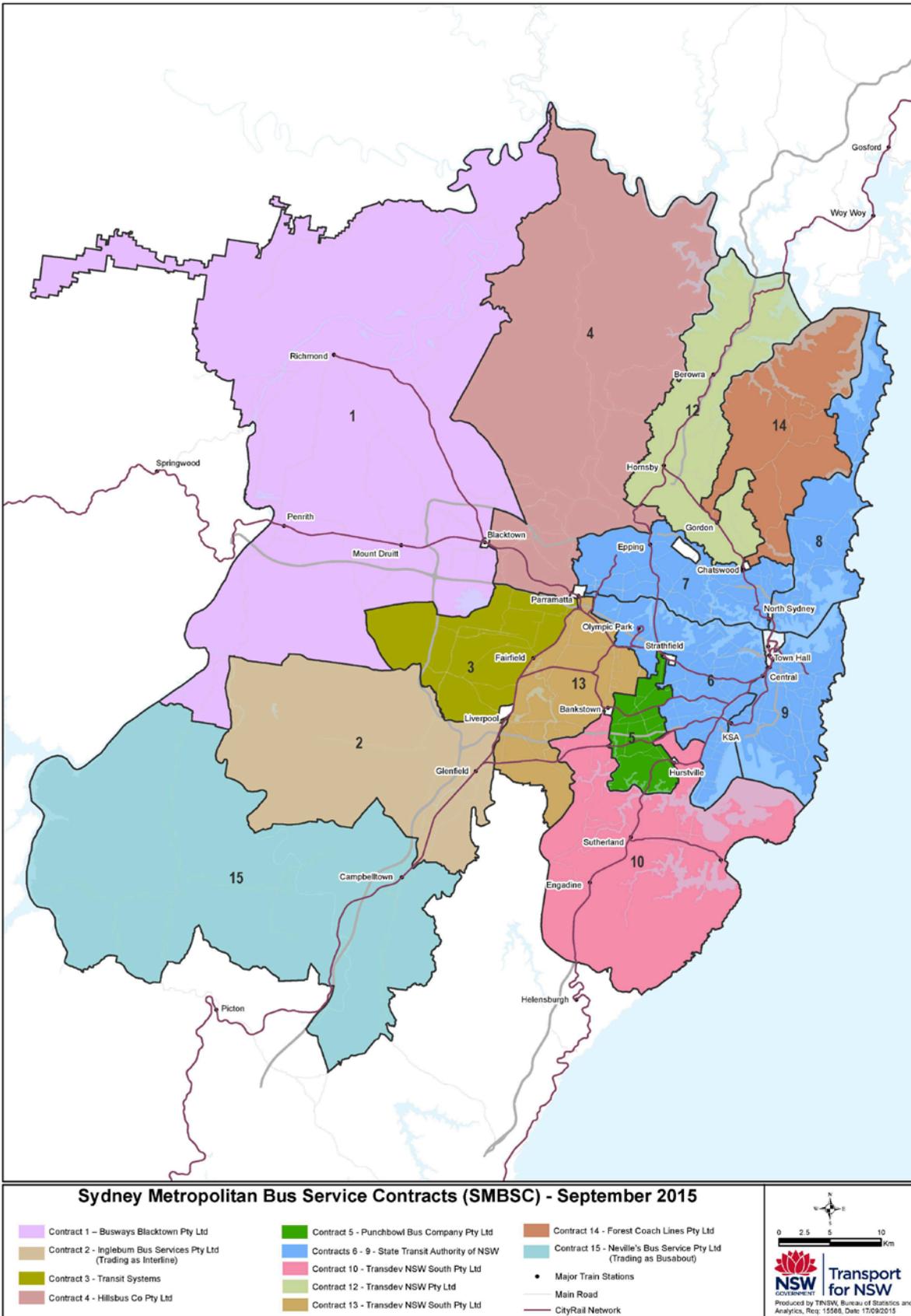
Transport for NSW is responsible for implementing energy saving initiatives for properties it manages including for Roads and Maritime Services. Major energy saving initiatives undertaken during 2014-15 included: upgrading the Building Management System at the Transport Management Centre, improving power factor correction at Sydney Harbour Bridge (South and North Pylon Workshops); retrofitting old high-energy consuming lights with energy efficient alternatives at RMS Heavy Vehicle Inspection Facilities; Rider Training Facilities, Works Centres and Depots; and cleaning of air-conditioner coils to enhance their efficiency. Energy consumption of property assets was closely monitored to identify any anomalies and rectify them accordingly.

Water efficiency measures were implemented as replacement of water-inefficient fixtures and fittings with more efficient alternatives such dual flush toilet systems and low-flow taps and showerheads. Water use was also closely monitored to respond to any anomalies in consumption. In addition, major office refurbishment works undertaken adopted the current best practice of purchasing products and appliances with a minimum of 4-star Water Efficiency Labelling and Standard rating.

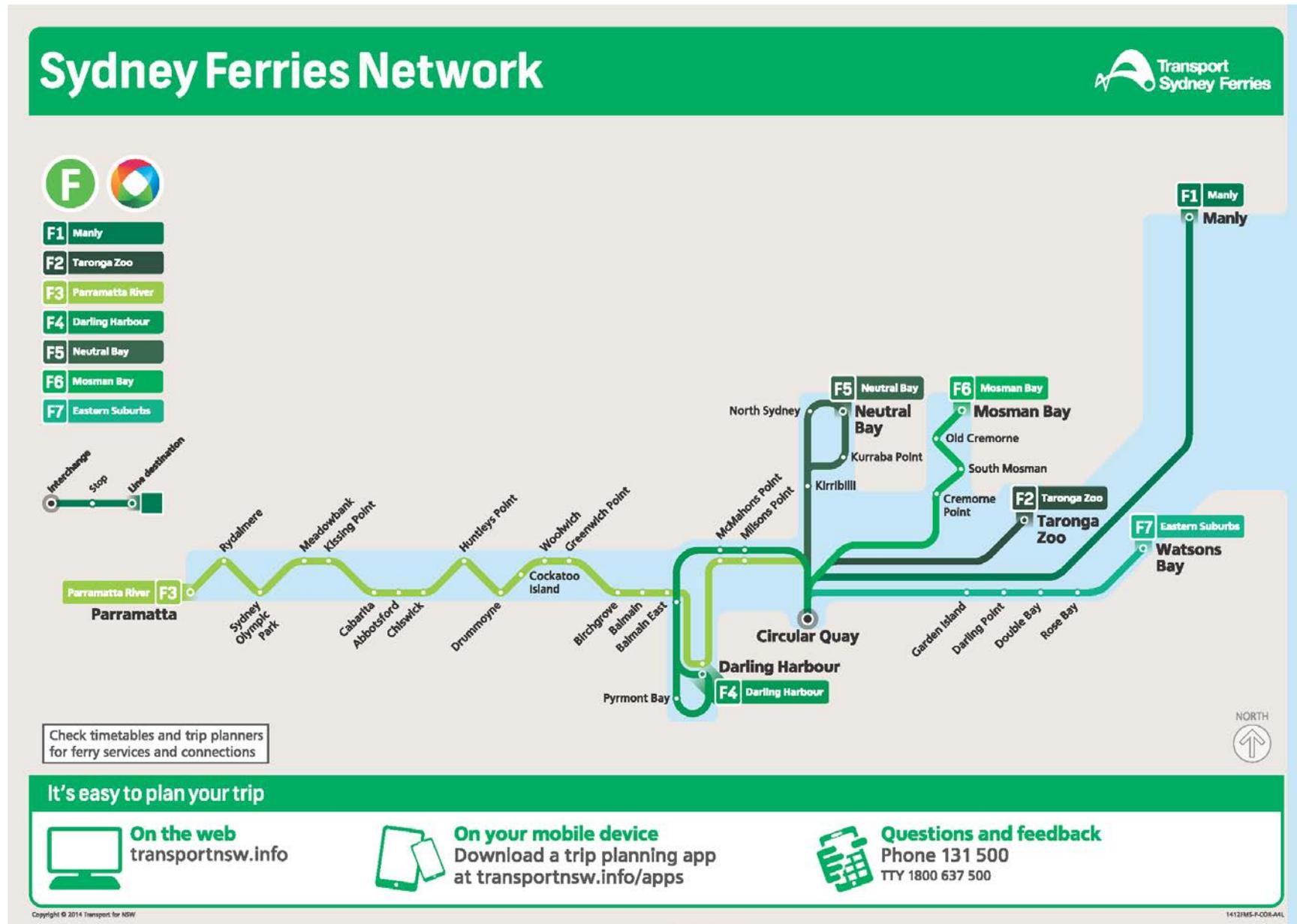
Across TfNSW offices the following waste reduction measures were in place:

- All photocopy and printing materials purchased for day-to-day to contain 50 per cent or higher recycled content
- Recycling of mobile phones and toner cartridges
- Where practical, introduction of co-mingle or recycle waste bins to maximise recyclable waste from general waste

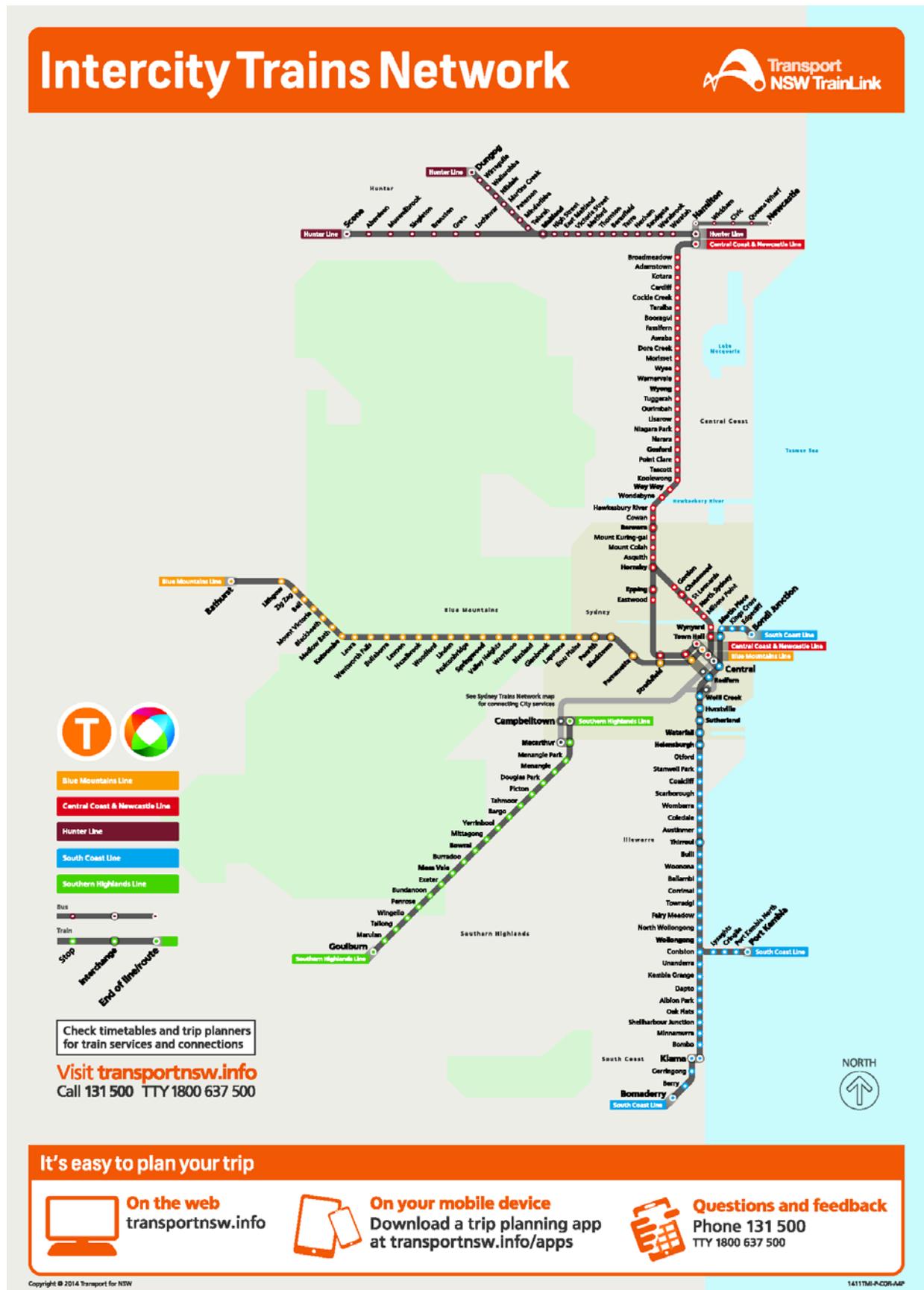
3.31 Sydney metropolitan bus contract regions



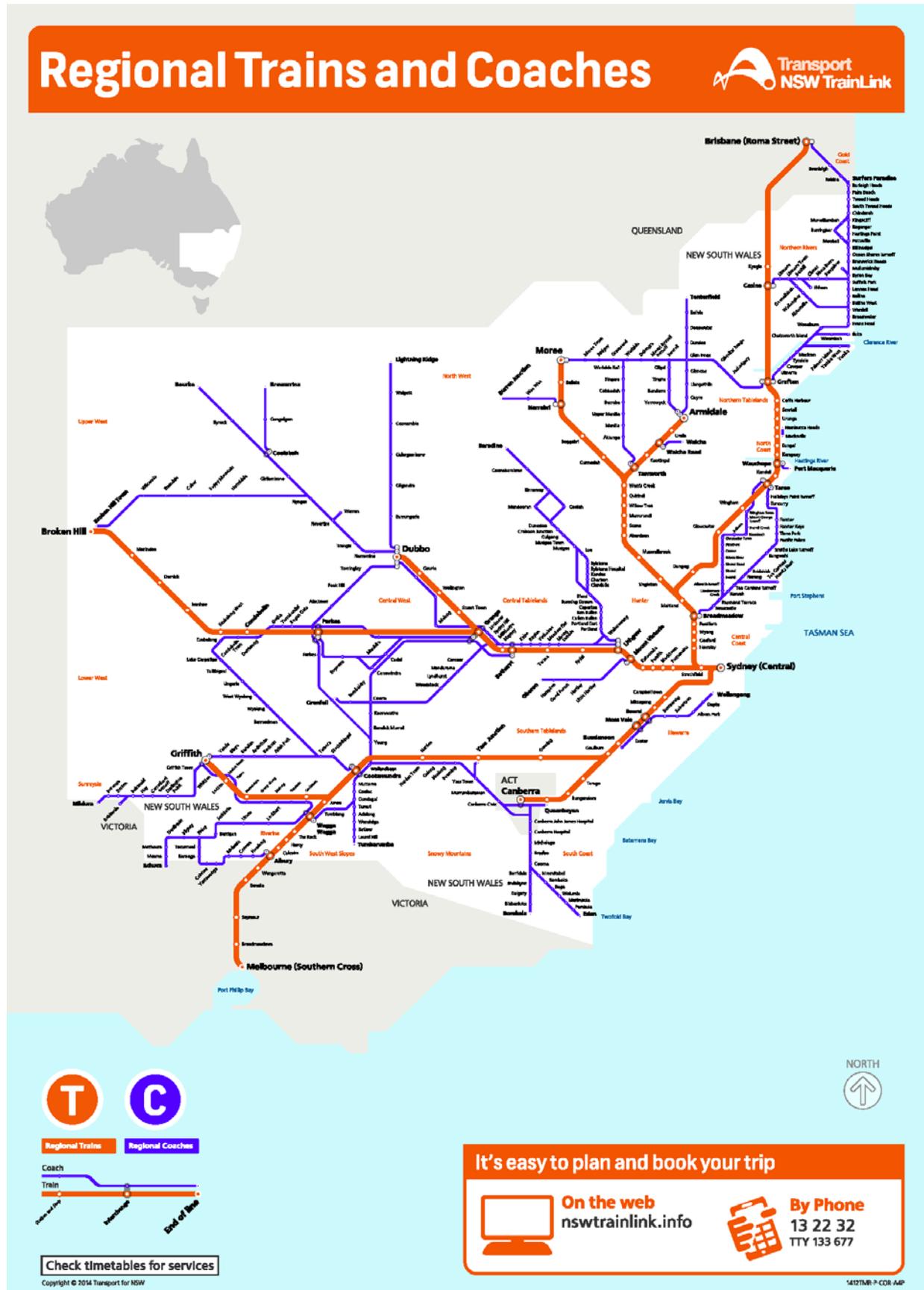
3.33 Sydney Ferries network



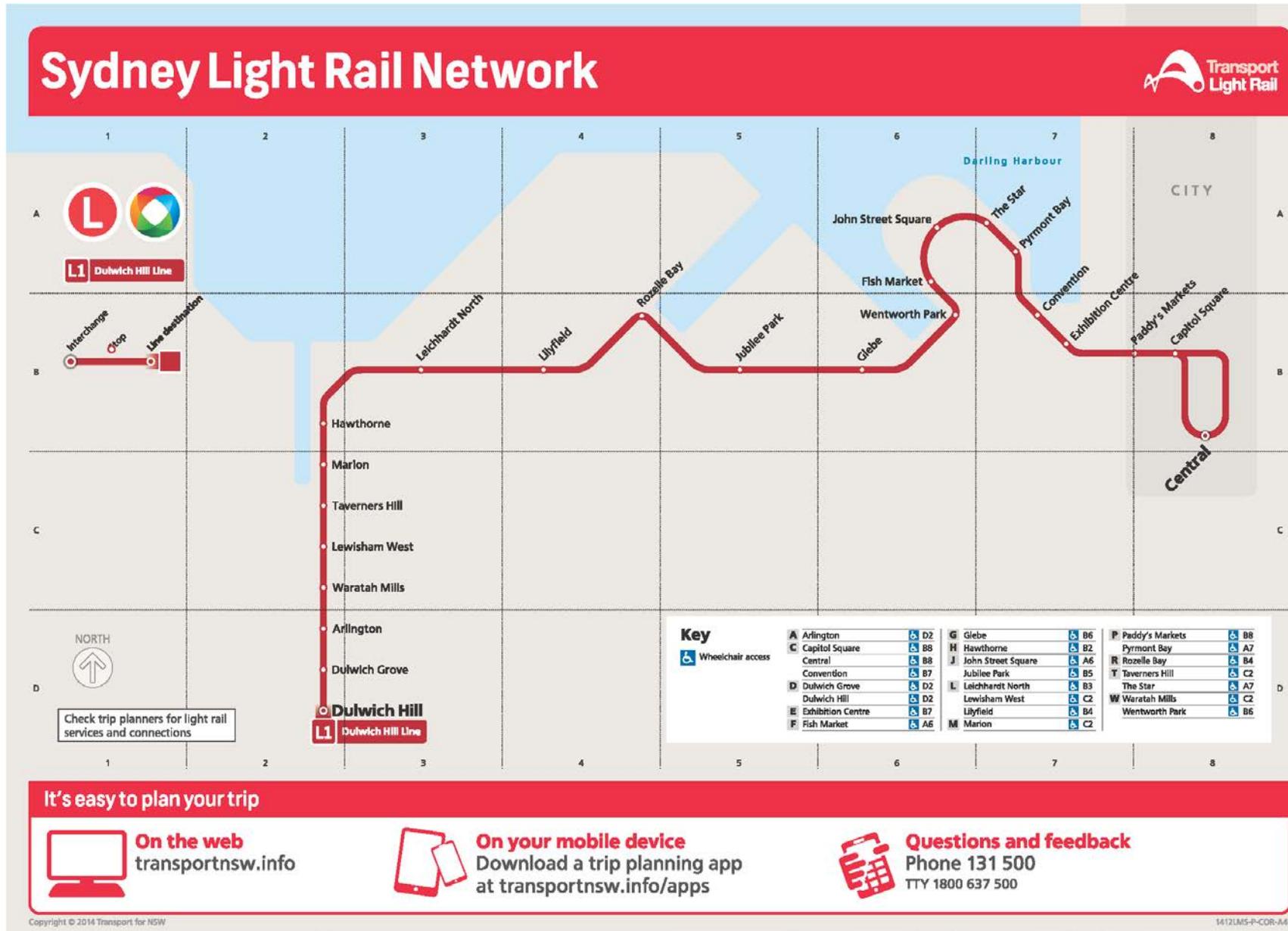
3.34 Intercity rail network



3.35 Regional train and coach network



3.36 Sydney Light Rail network



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