Dear Minister,

I am pleased to submit for presentation to Parliament the Annual Report for the State Transit Authority of NSW for the financial year ended 30 June 2019.

This report has been prepared in accordance with the Annual Reports (Statutory Bodies) Act 1984 and the Public Finance and Audit Act 1983. The financial statements have been audited by the Audit Office of NSW and the Auditor-General’s report is included.

We seek to continually improve our services to offer an attractive, efficient public transport service for the people of NSW.

Yours sincerely,

Steffen Faurby
Chief Executive Officer
State Transit
Chief Executive’s foreword

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Chief Executive’s foreword
State Transit has a proud 86-year history as one of the largest and most modern bus transport providers in the country.

As the only government bus operator in NSW, we moved more than 130 million customers around Sydney in the 2018–19 financial year, getting them to their destination as quickly and safely as possible in a challenging operational environment.

This financial year saw State Transit achieve many great results for our customers, our communities and our organisation. We set a clear focus on three key business priorities to deliver the best service we can with customer satisfaction, safety and reducing costs front of mind. We achieved significant improvements in each of these areas while seeing a strong increase in customer journeys.

To ensure we are competitive with other bus operators we continually strive to enhance our customer experience. We have been very focused on providing our customers with what they expect; namely a clean, safe and reliable service with timely information related to service changes and disruptions. To this end, in 2018–19 we launched a centralised customer service model with a newly-formed centralised feedback team embedded in State Transit. We also launched a new induction program that has a strong focus on customer service and an internal communications campaign to encourage our people to ‘Be the Best They Can Be’. I believe much of this is responsible for a 28 per cent drop in customer complaints for the financial year.

What is more pleasing is that customers have acknowledged our hard work and told us we are doing better. State Transit received an overall customer satisfaction score of 92 per cent in Transport for NSW’s May 2019 customer satisfaction survey – up three per cent in the financial year for our highest ever result. We will continue to put customers and safety at the centre of everything we do to ensure a high standard is delivered on every service we operate across Sydney.

There have been several great achievements at State Transit in the last 12 months, notably the addition of new and improved services. The rebranding of our route 333 as Bondi Link, a high-frequency turn-up-and-go service between North Bondi and Circular Quay, has been a huge success for customers and our organisation. About 6.8 million people tapped on between the timetable-less service’s launch on 23 September 2018 through to the end of the financial year.

The past 12 months has also seen a significant increase in State Transit’s on-time running performance to 95.02 per cent across our three regions; an improvement of 2.6 percentage points compared to the year before. Through scheduling efficiencies and depot initiatives we have continued to improve results during a period of strong patronage growth. Our results in the People Matter Employee Survey were positive with improvements in all areas of the survey. The participation rate almost doubled and our engagement score increased to 67 per cent.

A key priority for State Transit is to improve diversity in our organisation. We embarked on a recruitment drive to attract Indigenous bus operators with our first Aboriginal Open Day to increase the number of Indigenous Australians in our workforce from 0.76 per cent to three per cent. We remain committed to increasing the number of women in leadership roles and employees with a disability.

Work started on some significant changes to the Transport cluster as part of Evolving Transport from July 1, and as a result State Transit now sits within the Greater Sydney Division. Our focus in the coming year will be looking for opportunities this new model will provide as well as ensuring customer satisfaction and safety are at the centre of all we do.

Steffen Faurby
State Transit
Chief Executive Officer
Overview
State Transit operates as a public transport provider in a cluster managed by Transport for NSW (TfNSW).

Deploying one of the biggest bus fleets in Australia, State Transit manages one of the largest bus networks in the world and carries more than 130 million customers each year.

**Patronage**

- State Transit carried more than 130 million customers in 2018–19
- There are more than 73,500 timetabled services every week and nearly 3000 school trips per week during school terms.

**Employees**

- More than 3400 employees.
At 30 June 2019, State Transit’s bus fleet totalled 1449 and travelled 70.14 million kilometres.

1449 buses are air-conditioned (100 per cent of the fleet)

1449 buses feature Closed Circuit Television (CCTV) (100 per cent of the fleet)

1333 buses are wheelchair-accessible (91.9 per cent of the fleet)

371 buses are Euro 3 compliant (CNG or Euro 3 diesel) (25.6 per cent of the fleet)

612 buses are Euro 4 CNG or Euro 5 diesel (42.2 per cent of the fleet)

275 buses are enhanced environmentally friendly vehicles (EEV) (18.9 per cent of the fleet)

165 buses are high-capacity articulated buses (11.4 per cent of the fleet)
Routes
In 2018–19:
• State Transit operated 217 routes in the Sydney metropolitan area out of eight depots
• Our fleet travelled around 70 million kilometres
• More than 3.8 million scheduled services were timetabled to operate
• We operated 574 dedicated school routes every school day.

Legislation
The State Transit Authority of NSW is established under the Transport Administration Act 1988 (NSW) and operates, as do all NSW bus operators, within the regulatory framework of the Passenger Transport Act 1990 (NSW) and the Passenger Transport Act 2014.
Year in review
Performance highlights

Bondi Link launched

The Bondi Link, a ‘turn-up-an-go’ bus service operating between the City and iconic Bondi Beach, launched in late September 2018 and has proven to be our most popular route with 6,803,818 customers until 30 June 2019.

Operating seven days a week and 24-hours a day, the Bondi Link utilises a fleet of modern, bright blue buses with surf motifs. The service, using our existing fleet of ‘bendy buses’, was modelled on the highly successful B-Line service that operates on the northern beaches.

Improving safety performance

Nearly all of State Transit’s key safety indicators trended downwards, which is a great result in light of ever increasing patronage. These included significant reductions in employee injuries, lost time injuries, driver assaults and pedestrian collisions. There were minor increases in passenger falls and bus collisions.

The number of assaults on bus operators by passengers is a continuing concern, despite the decrease this year, and will be a continued area of focus in 2019–20. Ensuring colleagues go home from work in the same condition that they arrive is a key priority for the organisation.

Community partnerships

This financial year State Transit has made a strong commitment to lifting its profile in the community with a number of campaigns that reflect our values and what’s important to us.

In July 2018, we created our first-ever NAIDOC bus to celebrate our Indigenous people and culture. We wrapped a Port Botany bus with the official 2018 NAIDOC artwork titled ‘Because of her we can’ which was painted by Indigenous artist Cheryl Moggs. The bus, used in service from La Perouse to the CBD, is a spectacular sight on Sydney roads.

In March, we wrapped one of our Randwick buses in a bright rainbow design emblazoned with ‘Ride with Pride’ to show our support for the LBGTI community in Sydney and across the globe. Diversity is vital to our culture and seeing the bus in service and also as part of the official TfNSW Mardi Gras float instilled a sense of pride and acceptance in our people.

Helping the Sydney Children’s Hospital is always an opportunity we jump at and in June we wrapped a bus to encourage people to donate to their annual Gold Coin Appeal. With the face of one of the adorable patients, our bus urged motorists and commuter to dig deep and donate to this worthy cause.
Customer experience

Our focus

- Continually enhancing the overall customer experience to ensure the bus is an attractive alternative to the car.

Key performance areas

- Increasing customer satisfaction
- Improving punctuality
- Increasing service reliability.

Performance expectations

Good customer service is at the core of State Transit’s strategies to ensure it meets community expectations of bus services.

We work with TfNSW in designing and implementing programs to ensure the customer is the core focus when delivering services and providing customer information.

State Transit staff are trained to ensure customer service is an integral part of their culture. The organisation is committed to ensuring it appropriately identifies, trains and assesses all staff in accordance with its service standards for reliability, convenience, efficiency, customer service, comfort, security and safety.

Customer information

Individual timetables for every bus route are available online from www.transportnsw.info. Stop-specific timetable information is also displayed at bus stops along main routes and corridors in contract areas.

Real-time arrival information for all of State Transit’s bus routes is available through third-party apps using data made available by TfNSW.

Transport Customer Service Centres at Central and Circular Quay train stations can assist with trip planning for all public transport in NSW.
Collaboration with Transport Management Centre

State Transit continues to work with the Transport Management Centre to provide updates on peak-hour conditions to the public via radio announcements and social media platforms.

Customer feedback

State Transit is committed to promptly responding to feedback from customers. All cases received are recorded and investigated appropriately, with the customer receiving a response from State Transit’s Customer Relations staff. Feedback statistics are analysed to generate customer insights and identify trends. These customer insights are then used to enhance the overall performance of services for the benefit of all customers.

In 2018–19, customer feedback topics ranged from reliability of bus services to interactions with staff, including compliments for excellent service provided by bus operators.

In the May 2019 Transport Customer Satisfaction Index results State Transit’s overall satisfaction score of 92 per cent is up 14 per cent since November 2012 and shows a one per cent increase from November 2018.

Growth buses

In 2018–19, patronage on State Transit’s buses increased by 1.1 per cent. This is an increase of over 1.4 million passengers compared to the previous year (excluding Region 6).

As a result, State Transit introduced additional services and made timetable adjustments. This was part of the TfNSW Growth Services Program to cater for more customers catching our buses.

Of significant note is the change to popularity of the Northern Beaches B-Line, route B1 service and 333 services. The B1 service carried 6,900,690 passengers for the financial year and the 333 carried 6,803,808 passengers. With patronage fluctuating due to seasonal and employment cycles and new infrastructure being built across Sydney, it’s important the State Transit bus network is able to adapt to these changes so customers can get where they need to go.

We continue to work closely with TfNSW and regularly monitor our services and customer feedback to ensure the right levels of services are in the areas where they are needed.
Customer operations

Our focus
• Managing increased demand by designing a network that is flexible and meets customers’ expectations.

Key performance areas
• Improving services for customers
• Ensuring bus service efficiency
• Improvements in productivity.

The New Bondi Link
The introduction of the 333 turn-up-and-go service on 23 September 2018 created the biggest opportunity for State Transit to deliver a reliable, high-frequency service for Sydney commuters. The 333 is arguably Sydney’s most iconic route operating between the CBD and Bondi Beach.

The morning peak on the 333 service has had capacity increased by 3250 passengers.

In its first nine months to 30 June 2019, the popular 333 buses made 6,111,515 passenger trips.

Providing more frequent turn-up-and-go services, the 333 and 333N run seven days a week, 24 hours a day, giving customers more options to get to and from the CBD, and leave the car at home.

On-time running
The past 12 months has seen a significant increase in on-time running (OTR) performance from an average of 92.42 per cent in 2017–18 to 95.04 per cent in 2018–19. Through scheduling efficiencies and depot initiatives State Transit has continued to improve results during a period of strong patronage growth and significant infrastructure works, including CBD and South East Light Rail, WestConnex, Sydney Airport roadworks and Northern Beaches Hospital construction. Headway managed services B1, 333 and 379 are not included in OTR results.

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### State Transit on-time running performance July-September quarter

<table>
<thead>
<tr>
<th>Region</th>
<th>Jul 18</th>
<th>Aug 18</th>
<th>Sep 18</th>
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<tbody>
<tr>
<td>Region 7</td>
<td>95.6%</td>
<td>94.7%</td>
<td>95.0%</td>
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<tr>
<td>Region 8</td>
<td>97.0%</td>
<td>96.7%</td>
<td>96.6%</td>
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<tr>
<td>Region 9</td>
<td>96.2%</td>
<td>94.9%</td>
<td>95.0%</td>
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<tr>
<td>Sydney Region</td>
<td>96.3%</td>
<td>95.4%</td>
<td>95.5%</td>
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</table>

### State Transit on-time running performance October-December quarter

<table>
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<th>Region</th>
<th>Oct 18</th>
<th>Nov 18</th>
<th>Dec 18</th>
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<tr>
<td>Region 7</td>
<td>94.3%</td>
<td>92.2%</td>
<td>93.9%</td>
</tr>
<tr>
<td>Region 8</td>
<td>96.2%</td>
<td>94.9%</td>
<td>95.8%</td>
</tr>
<tr>
<td>Region 9</td>
<td>94.9%</td>
<td>93.3%</td>
<td>94.2%</td>
</tr>
<tr>
<td>Sydney Region</td>
<td>95.1%</td>
<td>93.5%</td>
<td>94.6%</td>
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### State Transit on-time running performance January-March quarter

<table>
<thead>
<tr>
<th>Region</th>
<th>Jan 19</th>
<th>Feb 19</th>
<th>Mar 19</th>
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<tr>
<td>Region 7</td>
<td>97.0%</td>
<td>92.2%</td>
<td>93.8%</td>
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<tr>
<td>Region 8</td>
<td>97.4%</td>
<td>94.9%</td>
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<tr>
<td>Region 9</td>
<td>96.4%</td>
<td>91.7%</td>
<td>92.5%</td>
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<tr>
<td>Sydney Region</td>
<td>96.9%</td>
<td>92.9%</td>
<td>93.9%</td>
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### State Transit on-time running performance April-June quarter

<table>
<thead>
<tr>
<th>Region</th>
<th>Apr 19</th>
<th>May 19</th>
<th>Jun 19</th>
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<td>95.1%</td>
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<tr>
<td>Region 8</td>
<td>96.9%</td>
<td>96.3%</td>
<td>96.5%</td>
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<tr>
<td>Region 9</td>
<td>95.1%</td>
<td>93.9%</td>
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<tr>
<td>Sydney Region</td>
<td>95.7%</td>
<td>94.8%</td>
<td>95.7%</td>
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**Headway Services**

State Transit operates three headway services.

- **B1** – Mona Vale to Wynyard
- **333** – North Bondi to Circular Quay (turn-up-and-go introduced 23 September 2018)
- **379** – Bronte – Bondi Junction – Bronte (introduced as headway 23 September 2018).

Reliability of headway services is not included in State Transit’s OTR performance results.

Reliability of headway services is measured as excess waiting time (EWT). EWT target is <2.7 for the first two months of operation, <2.2 for months three and four, <1.7 for months five and six and <1.2 thereafter.

### State Transit waiting time performance July–September quarter

<table>
<thead>
<tr>
<th></th>
<th>Jul 18</th>
<th>Aug 18</th>
<th>Sep 18</th>
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<tbody>
<tr>
<td>333</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>379</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>B1</td>
<td>0.676</td>
<td>0.624</td>
<td>0.638</td>
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</table>

### State Transit waiting time performance October–December quarter

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<th></th>
<th>Oct 18</th>
<th>Nov 18</th>
<th>Dec 18</th>
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<tbody>
<tr>
<td>333</td>
<td>1.133</td>
<td>1.328</td>
<td>1.171</td>
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<tr>
<td>379</td>
<td>1.255</td>
<td>1.25</td>
<td>1.366</td>
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<tr>
<td>B1</td>
<td>0.748</td>
<td>0.979</td>
<td>0.547</td>
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### State Transit waiting time performance January–March quarter

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<th></th>
<th>Jan 19</th>
<th>Feb 19</th>
<th>Mar 19</th>
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<tr>
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<td>0.948</td>
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<tr>
<td>379</td>
<td>1.2</td>
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</tr>
<tr>
<td>B1</td>
<td>0.641</td>
<td>0.841</td>
<td>0.692</td>
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### State Transit waiting time performance April–June quarter

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<th></th>
<th>Apr 19</th>
<th>May 19</th>
<th>Jun 19</th>
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<tbody>
<tr>
<td>333</td>
<td>0.933</td>
<td>0.843</td>
<td>0.953</td>
</tr>
<tr>
<td>379</td>
<td>1.286</td>
<td>1.08</td>
<td>1.223</td>
</tr>
<tr>
<td>B1</td>
<td>0.696</td>
<td>0.638</td>
<td>0.66</td>
</tr>
</tbody>
</table>
Sydney metropolitan bus service contracts

During 2018–19 financial year, State Transit operated its bus services through three Sydney metropolitan bus service contracts (SMBSC):

The three SMBSC comprise:
• Region 7 - North Western, Northern Harbour and Riverside suburbs
• Region 8 - Northern Beaches and Lower North Shore
• Region 9 - Eastern and South Eastern suburbs.

Contracts for regions 7, 8 and 9 commenced on 1 July 2017 for a period of five years. All contracts include the provision of additional services for specific special events such as New Year’s Eve, Australia Day, ANZAC Day and Mardi Gras.

State Transit has a monthly reporting regime, an obligation under each contract. The reporting principally takes the form of strict key performance indicator (KPI) benchmark comparisons. The benchmarks cover various aspects including: on-time running, accessible services, customer satisfaction, customer complaints per boarding and complaints resolution, fare compliance and bus cancellations.

Changes to any contract bus service are detailed by State Transit, including supporting operational spatial data (OSD), and submitted to TfNSW for assessment and approval. Once approved, the changes are invoiced and paid through the contract payment process.

Each SMBSC is invoiced and paid on a monthly basis, comprising the monthly contract price, applicable price adjustments and service variations.

Network Control Centre

State Transit’s Network Control Centre (NCC) is structured to provide support for three regions (eight depots) and promotes proactive on-road operational management.

The NCC uses the Public Transport Information and Priority System (PTIPS) to monitor services in real-time, identifying buses that are running early or late, and intervening where necessary to improve on-time running. This may include contacting the bus operator to advise of early running to get them back on schedule or providing an additional bus to assist when adverse traffic conditions result in late running.

Real-time data regarding bus locations is also used to resolve and respond to emergency and ‘in service’ problems and situations, and assist in managing bus operator fatigue issues which may arise from late running. Headway management is undertaken by NCC on routes B1, 333 and 379.

Additional focus has been placed on providing commuters with live up-to-date service interruptions due to traffic and incidents or accidents via Transport Management Centre media and its Twitter account.
Special events

State Transit undertakes scheduling for the regional route network for sporting events at Sydney Olympic Park. For major events such as Vivid, City2Surf, New Year’s Eve, Sydney Festival and Sculptures by the Sea, State Transit schedules additional buses along major corridors to help customers get to where they need to go, on time and hassle free. In October 2018 State Transit provided seven customised, accessible buses to transport Invictus Games athletes around the Sydney Olympic Village for the international competition. The same bus conversion, with the removal of all seats on the lower deck, was provided for the Wheelchair Rugby World Championship two months earlier.

Supporting the community

Partnership for sick kids

To support the Sydney Children’s Hospital Foundation’s annual Gold Appeal, State Transit wrapped a bus with the smiling face of two-year-old Carter from Maroubra, who suffers from a respiratory condition. The wrapped bus carried customers around the Eastern Suburbs raising awareness about the Gold Appeal where funds raised go towards helping sick kids.

Mardi Gras bus

To help promote diversity, State Transit provided the official Transport NSW float for the 41st Sydney Gay and Lesbian Mardi Gras parade with a specially decorated rainbow bus. Purpose fit with neon lights, the bus drove alongside 60 Transport employees marching in the parade. The rainbow bus was also used to transport our customers from mid-February until 9 March, running from Randwick bus depot and operating services from the Eastern Suburbs into the CBD.

Partnership with Universal

Delivering safety messages to our customers is a high priority at State Transit and in June 2019 we were fortunate to join forces with Universal Pictures for a feel-good campaign. Using the gorgeous characters from Secret Life of Pets 2, we reminded customers to ‘Hold On’, ‘Give up your seat for someone in need’, and ‘Be nice to your driver’ as part of on-board messaging and a specially-wrapped bus. In short, our safety ambassadors this financial year were dogs Max, Gidget, Rooster plus a rabbit called Captain Snowball!

Our NAIDOC bus

In July 2018, we created our first-ever NAIDOC bus to celebrate our indigenous people and culture. A Port Botany bus was wrapped with the official 2018 NAIDOC artwork. The bus, used in service from La Perouse to the City, is still a spectacular sight on our roads. It was officially launched with a traditional smoking ceremony attended by State Transit staff and the local community.

Christmas buses

For the last 12 years, depot staff have decorated buses using tinsel and ornaments to spread some festive cheer to customers in the weeks leading up to Christmas.

In 2011, State Transit developed a partnership with the Sydney Children’s Hospital at Randwick and each year one patient has the honour of judging the best bus. In 2018, State Transit’s special judge was eleven-year-old Marcus. With Chief Executive Officer Steffen Faurby, Marcus picked the Grinch-themed Brookvale bus as the winner.
Safety

Our focus
• Keeping employees and customers safe through a robust safety program and an embedded safety culture.

Key performance areas
• Providing safe and accessible services
• Ensuring safety management requirements are understood and undertaken by all staff.

Safety performance
During 2018–19 the total number of employees injured decreased by 18 per cent, continuing the positive trend over recent years and an improvement on last year’s two per cent reduction.

The key lost time injury frequency rate (LTIFR) reduced by 56 per cent over 2017–18. The LTIFR of 1.4 for 2018–19 is significantly better than the target of 2.0. The severity rate of injuries to staff also decreased. The number of lost time injuries reduced from 20 in 2017–18 to nine in 2018–19.

Passenger falls increased slightly (four per cent) as a result of increased patronage. Pedestrian collisions reduced by 33 per cent, while the number of bus collisions (insurance claims) increased slightly by four per cent. Workers’ compensation claims fell by a further four per cent on top of the 12.8 per cent decrease the year before.

There were no reportable environmental incidents in 2018–19 and one incident was notified to the Regulator as having the potential to cause material harm. This was appropriately managed to the Regulator’s satisfaction. No Environmental Protection or Local Government Authority environmental penalty notices were received during 2018–19.

Safety compliance
State Transit maintained its Bus Operator Accreditation Scheme (BOAS) accreditation, Advanced Fatigue Management Accreditation, RMS Clean Fleet Program and Workers Compensation Self Insurance Licence.

The State Insurance Regulatory Authority (SIRA) tiered supervisory model acknowledges exemplary and acceptable workers’ compensation performance. It also detects risks to the achievement of workers’ compensation system objectives, prompting a risk-based regulatory response from SIRA.

SIRA awarded State Transit ‘top tier’ self insurance status and licence renewal for an eight-year period in 2017–18.

The Regulators are:
• SafeWork NSW
• State Insurance Regulatory Authority (SIRA)
• Transport for NSW
• Roads and Maritime Services (RMS)
• National Heavy Vehicle Regulator (NHVR).

Safety Management System
State Transit’s Safety Management System provides a framework of detailed safety policies and procedures, risk management guidelines, safe work instructions and documentation for employees to use. It is regularly reviewed in consultation with staff to ensure currency, compliance and ease of use.

Assurance activities
In accordance with continuous improvement principles, State Transit is continuously refining its systems and processes. During 2018–19 the organisation achieved positive results in various audits and compliance verification activities, both external and internal, including the BOAS audit, RMS Clean Fleet Audit, and an AFM accreditation audit.

In accordance with the Advanced Fatigue Management (AFM) standards set by the National Heavy Vehicle Regulator (NHVR), State Transit has continued annual medical assessments for employees aged between 50–59 years who undertake AFM work. The positive results from these audits and assurance activities indicate that the organisation’s Safety Management System is effective and well positioned to maintain its various accreditations and licences.
Safety programs

Key strategies and programs included:

Health and wellbeing

State Transit aims to promote and encourage positive health and wellbeing outcomes for all staff. Free depot-based physiotherapy sessions are available for staff each week. The Employee Assistance Program (EAP) continues to be available to employees as does the Fitness Passport. Targeted health campaigns are communicated in the State Transit staff monthly newsletter, providing advice on topics such as fatigue and staying healthy during the flu season. The annual free flu vaccination program was rolled out in March and April, with a steady increase in the number of participating staff. Other ongoing programs with a dedicated focus include the EAP and the Fatigue Management Program.

Mental Health First Aiders

Staff volunteered to be trained as Mental Health First Aiders and the screening and training is underway.

Drug and alcohol testing

All employees are subjected to random drug and alcohol testing, as well as testing following serious on-road incidents and where reasonable cause exists. Saliva swab testing has continued to further complement the existing breath alcohol and urine testing program. Various measures are taken when positive tests occur, including counselling and disciplinary proceedings.

Drug and alcohol testing in 2018–19

<table>
<thead>
<tr>
<th></th>
<th>Alcohol</th>
<th>Drugs</th>
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</thead>
<tbody>
<tr>
<td>Number of tests</td>
<td>5691</td>
<td>855</td>
</tr>
<tr>
<td>Number of positive results</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

Safety leadership re-connect training

One-day cultural change sessions in safety leadership training were conducted for 214 senior, middle management and supervisory staff as a follow on to the initial sessions run for this group last year. The purpose was to reinforce with senior managers and all supervisory staff their obligations and role in driving a culture of continuous improvement in safety. Separate sessions were also conducted with bus operator trainers on how to have ‘challenging and difficult conversations’ in the context of providing constructive feedback and increasing accountability.

Safety Days

Safety Days were held at all depots. The focus was on raising safety awareness, promoting the EAP, stress maintenance and preparing the body for work through exercise.

Safety town hall meetings

These events were conducted at all depots during the year on a quarterly basis. Additionally, State Transit engaged James Wood, a professional safety speaker who was tragically paralysed in a workplace accident as a young man, to visit all depots and workshops to talk to staff in a town hall format, about how getting injured at work changed his life forever. It was very well received by staff.

Promotional materials

Safety promotional materials, including posters and performance signboards, were displayed at all eight depots. A fortnightly safety bulletin was introduced along with a safety column in the monthly staff newsletter. The inaugural safety performance premiership competition was commenced with depots competing against each other on a range of safety metrics and the winning depot, Brookvale, receiving a perpetual shield.

Workers’ compensation

The successful management of workplace injuries and return to work is a key work, health and safety strategy at State Transit. The organisation is self-insured and delivers its own ‘return to work’ functions. It is supported by TfNSW Shared Services, which continues to provide workers’ compensation services to State Transit as governed by a Service Level Agreement. The workers’ compensation component of State Transit’s Safety Management System complies with the requirements of the SIRA.
Environment

Our focus
• Minimising the impact of State Transit operations on the environment, and managing operations to ensure they are sustainable and adaptable.

Key performance areas
Ensuring staff understand and action their responsibilities to protect the environment and prevent pollution by:
• improving fuel efficiency in the bus fleet
• reducing electricity consumption in State Transit facilities
• increasing rates of recycling of renewable resources.

Environmental notices
No Environmental Protection or Local Government Authority environmental penalty notices were received during 2018–19.

Environmental incidents
A total of four environmental incidents were recorded, three for bus in-service and one for depot operations in 2018–19. One incident was reported to the Regulator, for its potential to cause material harm. This incident was contained, controlled and managed to the Regulator’s satisfaction.

Environmental complaints handling
In 2018–19, 516 public environmental complaints were recorded on the Salesforce systems for Sydney Buses compared with 350 for the previous year. This is up significantly from the previous year, in part due to recurrent complaints in relation to one route service. The majority of these environmental complaints relate to noise or smoke (exhaust fumes) from idling buses. Complaints are referred to relevant depots for investigation, corrective actions and a response to the customer where requested.

Environment Pollution Line referrals
Three public environmental complaints were referred from the Environmental Protection Authority’s (EPA) Environmental Pollution Line for investigation and resolution. Complaints related to noise from buses idling at termini, and bus noise from the depot. All EPA referred complaints are investigated and a detailed response is provided to the Regulator.

Trade waste notices
State Transit depots hold trade waste agreements with Sydney Water for the discharge of treated trade waste to sewer. State Transit maintained its compliance with all agreements, with no non-compliance notices issued during the year.

Air quality and emissions, water, noise, lands, energy and waste

Air quality
The emissions profile of State Transit’s bus fleet continues to improve with the acquisition of new buses and the retirement of its older fleet. Some 51 per cent of the bus fleet is of the latest Euro 5 or EEFV standard, while 86.8 per cent is of a Euro 3 or higher standard. State Transit’s fleet is accredited against the RMS Clean Fleet Program for maintenance of its fleet emissions standards until May 2021.

Transport greenhouse gas emissions
Transport emissions derived from fuel combustion, using National Greenhouse Accounts Factors, were calculated as follows:

<table>
<thead>
<tr>
<th>State Transit service</th>
<th>Tonnes CO₂(e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passenger and service vehicles under 3.5 tonnes</td>
<td>60</td>
</tr>
<tr>
<td>Diesel bus fleet scope 1 tailpipe emissions</td>
<td>82,355</td>
</tr>
<tr>
<td>CNG bus fleet scope 1 tailpipe emissions</td>
<td>29,694</td>
</tr>
<tr>
<td>Total transport footprint</td>
<td>112,109</td>
</tr>
</tbody>
</table>
Stationary source emissions

Scope 2 greenhouse gas emissions for stationary sources, included:

<table>
<thead>
<tr>
<th>Source</th>
<th>Consumption (kWh)</th>
<th>Greenpower</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Transit depots</td>
<td>5,899,065</td>
<td>4547</td>
</tr>
<tr>
<td>State Transit small sites</td>
<td>162,162.82</td>
<td>133</td>
</tr>
<tr>
<td>Total stationary footprint</td>
<td></td>
<td>4680</td>
</tr>
</tbody>
</table>

Total greenhouse emissions

State Transit’s total carbon footprint due to stationary and mobile sources equals 116,790 tonnes of CO$_2$ (e). This represents a 20.6 per cent decrease on the total carbon footprint of the preceding financial year. This significant decrease in State Transit’s emissions footprint is due to reduced service kilometres with State Transit buses no longer operating in the South West Region.

Energy and greenhouse intensity

Our combined CNG and diesel fleet energy and emissions intensity is calculated at approximately 1560kJ/passenger kilometre and 100 grams of CO$_2$ (e) per passenger kilometre.

Solar PV production

Some 914kWhrs of electrical energy was exported to the grid as excess energy generated from the 10KWh Ryde Regional rooftop solar PV system.

Water

State Transit’s annual metered water consumption was 48,311 kLitres in 2018–19. This represented a 35 per cent decrease on the previous financial year’s water consumption.

Noise

Of the 516 public environmental complaints received for Sydney Bus operations during 2018–19, seven of these related to complaints of depot-related noise. Depot noise complaints are investigated to determine the source and appropriate corrective actions. Noise from bus start ups, public announcement systems and garage radios are monitored and controlled via operational measures including noise surveys, standard operating procedures, restricted hours of operation for noisy equipment, and staff education and awareness of the importance of minimising noise and potential nuisance to nearby neighbours.

Contaminated lands

EPA contaminated site notifications

No further sites were notified to the EPA in 2018–19.

Mona Vale remediation

State Transit continues to remediate on and offsite lands adjacent to its Mona Vale Depot, as determined by the EPA to be significantly contaminated in November 2014. These Mona Vale lands are being remediated in accordance with a Remediation Action Plan and Voluntary Management Agreement with the EPA.

Energy

Electricity consumption

Depot electricity consumption at 5,899,065kWh/hrs was 19.3 per cent less than the previous year’s consumption.

Natural gas

Depot natural gas consumption for cooking purposes was measured at 2,072,708 MJ of energy compared with 2,846,265 MJ’s in the previous financial year, a reduction of 27.2 per cent.
Waste

Waste Recycling and Government Resource Efficiency Policy Target P1

Suez Environments (formerly known as SITA Australia) has provided licensed total waste management solid and liquid waste collection and recycling services for all of State Transit depots, as part of the total waste management contract. During 2018-19 our total waste management contractor collected the following approximate quantities of waste for recycling:

<table>
<thead>
<tr>
<th>Item</th>
<th>Tonnes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper and cardboard recycled waste</td>
<td>2.56</td>
</tr>
<tr>
<td>Recycled batteries</td>
<td>161.1</td>
</tr>
<tr>
<td>Recycled metals</td>
<td>181.6</td>
</tr>
<tr>
<td>Fluorescent tubes</td>
<td>0.57</td>
</tr>
<tr>
<td>Liquid oily water waste</td>
<td>324.9</td>
</tr>
<tr>
<td>Recycled waste oil</td>
<td>104.6</td>
</tr>
<tr>
<td>Recycled coolant</td>
<td>94.0</td>
</tr>
</tbody>
</table>

General waste sent to landfill approximated 462.4 tonnes compared with 636 tonnes in the previous financial year. State Transit achieved a combined waste stream recycling rate of 65 per cent.
Assets

Our focus

• Managing and maintaining assets, managing emergency response plans and coordinating security.

Key performance areas

• Providing efficient maintenance programs
• Improving asset presentation, performance, reliability and availability
• Ensuring security of assets.

Bus fleet

In 2018–19, 95 new buses were ordered for State Transit. These included 40 Scania K310UB Euro 5 with a custom body, the remaining 55 buses are Volvo B8RLE of which 19 have a custom body, 19 with a Bustech body and 17 with a Volgren body. All new buses delivered have Euro 5 or EEV emission levels.

State Transit’s operating contract requires an average fleet age of no more than 12 years. The delivery of these new buses and subsequent retirement of older ones has kept the average age of State Transit’s fleet to 11.45 years as at 30 June 2019.

The fleet is now 100 per cent air conditioned, improving the level of comfort for customers.

State Transit continues to purchase only wheelchair-accessible buses, which total 1333 (91.99 per cent) of the fleet. Timetabled wheelchair-accessible bus services now operate on all main corridors. Many of these services provide links to accessible train stations to increase opportunities for multi-modal travel. Wheelchair-accessible services are identified by the wheelchair icon in bus timetables located on the Sydney Buses website – www.sydneybuses.info.

All new buses acquired by State Transit feature:
• kneeling suspension for level entry and a flat no-step floor to make entry and exit easier for the elderly and less mobile
• an extended wheelchair ramp and accommodation for two wheelchairs
• priority seating for less mobile passengers
• high visibility handrails
• increased interior lighting
• improved destination signs
• air-conditioning.

Following consultation with Vision Australia, all new buses now feature LED destination signs, chosen for their strong contrast between the large white writing on black background, making it easier for customers to read.

Emergency response plans

State Transit has trained all operational, key management and supervisory staff in emergency and crisis management procedures. The Asset Management division facilitates the program, which focuses on the practical aspects of emergency and incident management, together with a structured approach to communications. Flexible delivery options enable the program to be delivered as required for the ongoing support of operations.

Officers from the NSW Police Transport Command (PTC) – which is responsible for patrolling the transport network – received training from State Transit’s Security Unit in Bus Incident Response.

Security coordination

State Transit’s Security Unit provides customised intelligence reports of incidents that occur on the bus network to the police and TfNSW Security Unit. The TfNSW Vanguard database receives checked and verified data on a weekly basis feeding directly into the data base providing comprehensive profile of State Transit’s operating area. Detailed reports with data analysis are produced on a quarterly basis to provide analysis of the network. High profile areas of the network are identified and the PTC can be provided with intelligence suitable for tasking their resources to areas of concern for State Transit.

The Security Unit provides a conduit for all police requesting on-board bus closed circuit television (CCTV) footage to assist with their investigations. It facilitates the delivery of footage and provides evidence in court in relation to the continuity of the CCTV system. During 2018–19, the unit processed 692 requests for information, up from 504 in the 2017–18 fiscal year, a 37.3 per cent increase.
Revenue protection

Checking customers on buses for valid tickets is the responsibility of Sydney Trains transport officers. The State Transit Revenue Protection Unit performs the following functions:

- reviews complaints from customers and members of the public regarding allegations of fraud i.e. incorrect issuance or non-issuance of tickets to passengers by bus operators
- investigates allegations of theft or the misuse of State Transit property or equipment by any employee or member of the public
- conducts internal investigations regarding the misuse of employee Opal cards by an employee’s family or friends
- collects and manages payment of fines received by Revenue NSW and the Local Courts for penalty notices issued by State Transit enforcement officers to vehicles illegally parked in bus zones and/or on State Transit premises.

For 2018–19, the total amount received by State Transit in relation to the above, and including fare evasion, was $144,941. This amount was distributed as follows:

- State Transit received $7876
- Revenue NSW received $21,821 (processing fees)
- NSW Treasury received $115,244.

Maintenance training

To support State Transit’s extensive fleet replacement program, more than 60 technical training courses were delivered to maintenance staff during the year. Training on Volvo, Scania and MAN buses covered electrical systems, diagnostic systems, fuel systems, Thoreb, fire suppression system, cooling systems, brakes, suspension, servicing and engines.

Other key training included sessions developing understanding of thermal events and identification of contributory factors.

As part of State Transit’s commitment to ensure the safety and competency of workshop staff competency-based and knowledge assessments continued to be delivered. These covered operation of workshop plant and equipment as well as fleet work processes.

More than 260 individual coaching and functional assessments in handling sharps, biohazard spills, the HOT principle and white level inspections were delivered to workshop staff. A comprehensive series of toolbox talks covering maintenance instructions and safe working practices were also delivered as part of an ongoing practice of instruction and awareness raising.

Emergency Response Program

Following the design of a new model to assess emergency response competency within State Transit training and assessment of emergency and incident response staff continued to be a major focus. Practical and knowledge competencies assessed included white level inspections, the HOT Principle, safe handling of sharps, biohazard spills, emergency equipment checks, transmission of SITREPS using radio equipment, defibrillator familiarisation, scene assessment and security, and maintaining safety at an incident site.

The Drug and Alcohol Test Supervisor Program is now part of the emergency response suite. In line with the current model two knowledge and five practical competencies were identified and new assessment tools developed.

In the 2018–19 calendar year more than 300 individual assessments were delivered to incident and emergency response staff.

Network Supervisor Program

Asset Management developed a new learning and assessment model for Network Supervisors. This comprised a suite of practical, underpinning and contingency knowledge competencies. Areas covered included: emergency response, enforcement officer, drug and alcohol test supervisor, temporary repairs to mobilise vehicles, fleet familiarisation, operating disabled vehicle under tow, first aid, working safely in traffic and workplace standards.
Apprentices

Heavy vehicle mechanical and panel beating apprenticeships are an essential element of State Transit’s fleet operations. The apprentice program focuses on developing a highly-skilled workforce with comprehensive technical and safety competencies as well as strong workplace standards.

Annual apprentice recruitment continues to reflect the diverse State Transit workforce.

Apprentices undertake on-the-job training in the workshops, ongoing technical training and assessment on the State Transit fleet as well as workplace plant and processes, and trade qualifications from TAFE.

In addition to trade-specific training, State Transit apprentices undertake heavy vehicle licence upgrades and safety training to develop competency across all critical work areas.

State Transit apprentices continued to gain permanent employment with State Transit as engineering repair tradespersons, bringing established knowledge and understanding of our customers, fleet and business objectives.

Apprentice Development Program

In 2018-19 Asset Management expanded the professional development program for State Transit apprentices.

1. **Apprentice Technical Development Program.** This program was developed to supplement technical training delivered by TAFE as part of an apprenticeship trade qualification. Training was delivered by Asset Management and modules covered brake, engine, electrical and suspension fundamentals as well as hydraulics in relation to automatic transmissions.

2. **Apprentice Professional Development Program.** This ongoing program has become a fundamental part of State Transit’s apprenticeship program. Workshops were delivered throughout the year focusing on building resilience and protective factors for mental health and wellbeing.
People and culture

Our focus
• Maintaining a full establishment of bus operators
• Developing frontline operations staff
• Developing our leaders.

Key performance areas
• Maintaining a full establishment of bus operators
• Improving staff engagement
• Improving staff retention
• Developing a more inclusive and diverse workforce.

Diversity and inclusion
In 2019-20, we will continue to identify opportunities and develop plans to increase female and Aboriginal representation. Our focus on employing people with a disability will also increase.

Aboriginal employment
The current representation of Aboriginal and Torres Strait Islander people in State Transit is 0.76 per cent. State Transit’s target is to increase this to three per cent.

To improve the recruitment and retention of Aboriginal employees, State Transit – with TfNSW – continued a targeted Aboriginal bus operator recruitment program in 2019. This program included planning for another Aboriginal Open Day (being held in October 2019). This targeted campaign aims to promote the benefits of employment as a State Transit bus operator to the Aboriginal community, assist potential applicants’ understanding of the role, and ensure existing bus operators and managers are available to answer any questions.

Women in State Transit
Women represent 7.5 per cent of State Transit’s total workforce. Bus operators make up 80.4 per cent of the entire workforce with women representing 4.6 per cent of all bus operators.

On the executive team, three out of seven executives are women.

The representation of women in State Transit Senior Service roles was 30.4 per cent as at 30 June 2019. The number of Senior Service positions is relatively small (23), so any increase or decrease has a significant impact on overall percentages. Within the Transport Cluster, State Transit’s target is to increase this to at least 34.6 per cent by June 2020.

Ongoing strategies aimed at increasing the number of new female employees and retain existing female employees include:
• planning for the development of a mentoring program for new female bus operators
• inclusion of women bus operators in promotional and advertising campaigns
• ensuring that any Senior Service role recruitment has a 50/50 male/female shortlist.

Organisational development
State Transit is committed to developing a capable and resilient workforce by investing in its people. The organisation works in partnership with TfNSW to deliver targeted training and development programs to ensure it has the right organisational capability and culture to deliver effective services. In the 2018-19 financial year, the focus has continued to be supporting and enabling frontline staff through professional development, quality training, and increasing the capability of trainers.

Our depot supervisors and duty officers are often the first line of leadership in our business and as such it makes sense that we invest in their development. Accordingly, we are developing specific development programs for these groups of staff.

Bus operator training and development
State Transit utilises the Vocational Education and Training Quality Framework to promote excellence in training bus operators. State Transit’s comprehensive Bus Operator Training Program includes:
• a nationally-recognised Traineeship Program for all new bus operators
• tailored one-on-one training and assessment for identified training needs
• quality checks for existing bus operators.
The Traineeship Program ensures all new bus operators receive training that has been benchmarked against national competency standards, and results in a nationally-recognised Certificate III in Driving Operations (Bus). This qualification is also available to existing bus operators to have their current skills and experience formally recognised.

In the 2018–19 financial year, State Transit restructured its bus operator training and moved to a centrally-based training model. This model allows driver capability trainers (all previous bus operators) to focus full-time on upskilling existing bus operators and assessing and training new bus operators. In addition, driver coaches are now deployed at each depot to provide on-the-job training and support to our drivers.

This has been a significant shift for our training deployment and has proved to be successful in the first six months of operation.

Leadership development

All State Transit Senior Executives and people leaders attended the ongoing series of Extended Leadership Programs throughout the year (quarterly). These programs are designed to bring together the leadership of State Transit to ensure a consistent approach across the organisation, to share ideas and innovative ways of working, and encourage better communication between the executive team and the next level of management.

The Extended Leadership Team includes all depot directors and directors, and managers in specialist and corporate areas.

Enterprise agreements and awards

The industrial instruments applicable to groups in State Transit include:

- The State Transit Authority Bus Engineering and Maintenance Enterprise (State) Award 2018 – this covers all trades and non-trades staff who maintain the State Transit bus fleet, operative to 31 December 2019
- The State Transit Authority Bus Operations Enterprise (State) Award 2018 – this covers all bus operators and related classifications, operative to 31 December 2020
- The State Transit Authority Senior and Salaried Officers Enterprise (State) Award 2018 – this covers all administrative, managerial and operational (non-bus or maintenance) staff, operative to 31 December 2020.

All instruments were negotiated under the NSW Public Sector Wages Policy 2011, which provides for a 2.5 per cent cost of living adjustment, including the superannuation guarantee, with any increase above the 2.5 per cent cost of living adjustment to be funded through employee-related cost savings.

Retreat spaces

State Transit demonstrates its commitment to ensuring employees from culturally diverse backgrounds can meet their religious obligations while at work. Employees can utilise the 11 established retreat spaces across the organisation for religious, spiritual or contemplative purposes.
Staff engagement

The State Transit vision remains unchanged:
‘Providing our customers with the safest and most reliable bus experience in Sydney, delivered by passionate people who will always be the best they can be.’

The vision encompasses the following important themes:
• putting the customer at the centre of what we do
• the importance of safety
• reliability and competitiveness
• a workforce of people who always strive to be the best that they can be.

In addition, the State Transit values continue to resonate within the workplace:
• Work safe – home safe
• We’re moving Sydney
• One team
• Good, better, best
• Value for money.

Engaging with staff and effectively communicating was a key focus for State Transit’s communication team this financial year.

Building upon the efforts from 2017-18, further work was done to deliver improved channels and messages to our frontline staff. An online portal for drivers to obtain their roster and pay slips was significantly enhanced, with a new landing page created for corporate messages, news from around the depots and updates from the CEO.

An internal marketing campaign to boost morale and create a more positive culture was launched in September 2018. With the slogan ‘Be the Best you can Be’, the branded campaign was embedded in messaging, our recognition and rewards program, banners/posters and a small amount of merchandise. There was a noticeable improvement in morale, with staff quoting the slogan and successes shared around the depots.

Staff recognition

The Annual Service and Achievement Award presentations were held in a combined event in June 2019. These awards reflect the values that are embedded in the Corporate Plan 2018-2019.
Appendices
Appendix 1: Management and structure (as at 30 June 2019)

**Chief Executive Officer**

**Steffen Faurby**  
Reports to Secretary, Transport for NSW  
Qualifications: Bachelor of Science (Mechanical Engineering), Graduate Diploma (HD) Business Administration, Graduate of the Australian Institute of Company Directors

**Executive Director, Asset Management**

**Michael Reardon**  
Reports to the Chief Executive Officer  
Qualifications: Certificate of Transport Management

Key responsibilities:
- Asset security
- Operational infrastructure
- Fleet operations
- Bus maintenance
- Incident response and emergency management.

**Executive Director, Customer Operations**

**Daniela Fontana**  
Reports to the Chief Executive Officer  
Qualifications: Bachelor of Commerce (Management/Marketing)

Key responsibilities:
- Depot and operational delivery
- Central Customer Service Team
- Network Control Centre
- Scheduling and network.

**Executive Director, Finance and Corporate Services**

**Darani Brown**  
Reports to the Chief Executive Officer  
Qualifications: Bachelor of Economics, Member Institute of Chartered Accountants, Member Institute of Internal Auditors

Key responsibilities:
- Finance
- Information and communication technology
- Contracts and procurement
- Insurance
- Corporate governance
- Transformation.

**Executive Director, Safety, Health, Environment and Quality**

**Wayne Potter**  
Reports to the Chief Executive Officer  
Qualifications: Bachelor of Arts (Psychology), Bachelor of Arts in Social Work, Graduate Diploma in Occupational Health and Safety Management

Key responsibilities:
- Safety
- Health
- Environment
- Quality
- Risk and assurance.

**Executive Director, People and Culture**

**Mark Cox**  
Reports to the Chief Executive Officer  
Qualifications: Bachelor of Business, Masters in Human Resources

Key responsibilities:
- Human resources
- Organisational culture
- Training and development
- Recruitment
- Employee and industrial relations.
**Director, Communications**

**Kylie Keogh**

Reports to the Chief Executive Officer

Qualifications: Post Graduate Certificate (Applied Management)  
Master of Arts (Writing)

**Key responsibilities:**

- Corporate and strategic communications
- Media relations
- Social and digital media
- Issues management
- Internal communications.

### Appendix 2: Human resource statistics

The below table shows a comparison of State Transit’s staff by classification (and full-time equivalent) over the seven-year period from July 2012 to June 2019.

#### Human resource statistics

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>4191</td>
<td>3856</td>
<td>3857</td>
<td>4074</td>
<td>4115</td>
<td>4047</td>
<td>2917</td>
</tr>
<tr>
<td>Maintenance</td>
<td>348</td>
<td>370</td>
<td>329</td>
<td>322</td>
<td>318</td>
<td>287</td>
<td>216</td>
</tr>
<tr>
<td>Administration</td>
<td>510</td>
<td>436</td>
<td>430</td>
<td>444</td>
<td>429</td>
<td>336</td>
<td>277</td>
</tr>
<tr>
<td>SES</td>
<td>10</td>
<td>0*</td>
<td>0*</td>
<td>0*</td>
<td>0*</td>
<td>0*</td>
<td>0*</td>
</tr>
<tr>
<td>Transport</td>
<td>N/A</td>
<td>36*</td>
<td>34*</td>
<td>34*</td>
<td>34*</td>
<td>24*</td>
<td>23*</td>
</tr>
<tr>
<td>Senior Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>5049</td>
<td>4543</td>
<td>4562</td>
<td>4686</td>
<td>4892</td>
<td>4694</td>
<td>3433</td>
</tr>
<tr>
<td>Full time Equivalent</td>
<td>4847</td>
<td>4543</td>
<td>4562</td>
<td>4686</td>
<td>4695</td>
<td>4479</td>
<td>3275</td>
</tr>
<tr>
<td>Casuals (included above)</td>
<td>162</td>
<td>116</td>
<td>78</td>
<td>100</td>
<td>124</td>
<td>181</td>
<td>107</td>
</tr>
</tbody>
</table>

Note: The figures are converted to full-time equivalents for part-time staff and represent the average staffing levels for the year (they do not include overtime hours). Administration figures for 2012–13 to 2018–19 exclude positions assigned to Transport for NSW and Transport Shared Services.

*SES classification discontinued during 2013-14. Former SES and various Senior Officers transferred to Transport Senior Service classification (Level 1 to 6). Transport Senior Service (Level 2 to 6) transitioned to Transport Service Senior Executive (Band 1 to 3) from 1 July 2017.*
Appendix 3: Senior Service contracts and remuneration

TSSE contracts and remuneration

<table>
<thead>
<tr>
<th>TSSE Band</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
<th>Average of TRP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Band 1</td>
<td>3</td>
<td>4</td>
<td>7</td>
<td>$245,000</td>
</tr>
<tr>
<td>Band 2</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>$338,000</td>
</tr>
<tr>
<td>Band 3</td>
<td>-</td>
<td>1</td>
<td>1</td>
<td>$512,000</td>
</tr>
<tr>
<td>Band 4</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>5</td>
<td>8</td>
<td>13</td>
<td></td>
</tr>
</tbody>
</table>

The percentage of total salaries and wages expenditure that relates to senior executives was 1.2 per cent for 2018–19.

Appendix 4: Workforce diversity

Trends in the representation of workforce diversity groups

<table>
<thead>
<tr>
<th>Workforce diversity group</th>
<th>Benchmark /Target</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>50%</td>
<td>7.9%</td>
<td>7.5%</td>
<td>7.2%</td>
<td>6.3%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Aboriginal People and Torres Strait Islanders</td>
<td>2.6%</td>
<td>0.7%</td>
<td>0.9%</td>
<td>0.7%</td>
<td>0.9%</td>
<td>0.8%</td>
</tr>
<tr>
<td>People whose first language spoken as a child was not English</td>
<td>19.0%</td>
<td>27.0%</td>
<td>28.5%</td>
<td>29.4%</td>
<td>48.5%</td>
<td>43.1%</td>
</tr>
<tr>
<td>People with a disability</td>
<td>N/A</td>
<td>2.2%</td>
<td>2.2%</td>
<td>2.1%</td>
<td>1.8%</td>
<td>1.6%</td>
</tr>
<tr>
<td>People with a disability requiring work-related adjustment</td>
<td>1.5%</td>
<td>2.2%</td>
<td>2.1%</td>
<td>2.1%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
## Trends in the distribution of workforce diversity groups

<table>
<thead>
<tr>
<th>Workforce diversity group</th>
<th>Benchmark /Target</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>100</td>
<td>123</td>
<td>127</td>
<td>124</td>
<td>130</td>
<td>131</td>
</tr>
<tr>
<td>Aboriginal People and Torres Strait Islanders</td>
<td>100</td>
<td>89</td>
<td>88</td>
<td>89</td>
<td>87</td>
<td>90</td>
</tr>
<tr>
<td>People whose first language spoken as a child was not English</td>
<td>100</td>
<td>95</td>
<td>94</td>
<td>93</td>
<td>93</td>
<td>93</td>
</tr>
<tr>
<td>People with a disability</td>
<td>100</td>
<td>113</td>
<td>119</td>
<td>114</td>
<td>121</td>
<td>124</td>
</tr>
<tr>
<td>People with a disability requiring work-related adjustment</td>
<td>100</td>
<td>113</td>
<td>113</td>
<td>114</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Note 1:** 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.

**Note 2:** The Distribution Index is not calculated where Workforce Diversity group or non-Workforce Diversity group numbers are less than 20.

### Appendix 5: Multicultural Policies and Services Plan

State Transit provides mainstream services for all people of NSW. We are committed to delivering services within a culturally, linguistically and religiously diverse society.

Network service planning and community stakeholder engagement for service change programs are now the principal responsibility of TfNSW. State Transit’s role is to assist and support TfNSW in service change management programs.

State Transit engages in consultation with ethnic communities regarding the introduction of new or changed bus services, using interpreters when required. In areas with a high level of ethnic diversity, materials are produced in the predominant languages of the area where the service changes are to be implemented.

The cluster-wide Multicultural Policies and Services Plan outlines how TfNSW and State Transit respond to the NSW Government’s multicultural objectives and incorporate multicultural principles into their processes and systems.

We continue to work towards meeting the five objectives identified for multicultural customers:

- 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
- embedding multicultural activity as a core function of the transport agencies.
Appendix 6: Agreements with Multicultural NSW

There has been no requirement for an agreement specified by Multicultural NSW.

Appendix 7: Disability Inclusion Action Plan

State Transit maintains Disability Inclusion Action Plans for each of its bus service contracts with TfNSW. These plans are regularly reviewed, in conjunction with TfNSW, to ensure they conform to the requirements of the Disability Inclusion Act 2014 (NSW). State Transit also implements the requirements of the Disability Standards for Accessible Public Transport 2002 under the Disability Discrimination Act 2012 (Commonwealth).

Progress in this area includes:

• Continual benchmarking of State Transit’s Disability Inclusion Action Plan against external best practice organisations.
• Progressive upgrading of the fleet, increasing the total number of wheelchair-accessible buses to 92 per cent of the fleet (1333 buses in total). This places State Transit well ahead of the 2017 target of 80 per cent.
• More than 90 per cent of scheduled route services (excluding school services) each week are wheelchair-accessible. Wheelchair accessible buses are scheduled to operate on all trips catering for major Sydney events.
• Timetabled wheelchair-accessible bus services now operate on all main corridors and cross-regional routes. Competency assessment is included in training of bus operators.

Appendix 8: Risk management

State Transit recognises the effective identification and management of risk provides greater certainty over decisions and is central to achieving business objectives.

State Transit is compliant with the Internal Audit and Risk Management Policy for the NSW Public Sector (TPP 15-03) published by NSW Treasury. State Transit’s risk management activities are based on ISO AS/NZS 31000: 2009 Risk Management Standard.

State Transit’s risk management program aims to improve decision-making and to minimise the negative impact of events that may affect the organisation’s operational activities, reputation, compliance with regulators and the safety and security of employees, passengers and road users.

Activities relating to risk management are reviewed by State Transit’s Governance and Risk Committee, comprising senior executives of State Transit, which oversees the implementation, operation and review of the risk management program. State Transit’s Audit and Risk Committee, comprising independent members, provides independent assistance to the Chief Executive Officer by overseeing and monitoring State Transit’s governance, risk and control framework plus its external accountability requirements.

The delivery of bus services is paramount to State Transit’s success. State Transit recognises that services are provided in an environment that may be affected by events outside its control. To assist in managing such events, State Transit has Emergency Management Procedures and an Emergency Management and Security Committee that provide effective communication and management of serious incidents. To support service delivery, State Transit has business continuity plans that detail the provision of services during and after adverse events and incidents.
Appendix 9: Ethics and corruption prevention

State Transit is committed to operating efficient, safe and reliable bus services, consistent with its legislative responsibilities. The organisation conducts its business in an ethical manner, having regard to NSW Government, TfNSW and State Transit policies.

Staff are required to conduct their activities in accordance with the Transport Code of Conduct and observe a high standard of probity, ethical behaviour and integrity in their business dealings. Just as State Transit expects its staff to behave ethically and comply with the Code of Conduct, it also expects high standards of behaviour from organisations and individuals that it does business with.

The Transport Statement of Business Ethics, which is published on State Transit’s website, provides clear guidelines on how the organisation expects its business partners to behave. It tells them what they can expect from State Transit, particularly in relation to procurement practices, safety, reporting unethical behaviour, gifts and benefits, and conflicts of interest. All individuals and organisations that deal with State Transit must comply with these standards of ethical behaviour.

Public interest disclosures

The objective of the Public Interest Disclosures Act 1994 (the Act) is to encourage public officials to report any evidence of actual or suspected corrupt conduct, maladministration, serious and substantial waste or government information contravention.

State Transit’s internal reporting procedure is consistent with the requirements of the Act, and the model policy and better practice guidelines for public interest disclosures issued by the NSW Ombudsman.

State Transit undertook activities to promote staff awareness of the protections available, as well as organisational responsibilities and obligations under the Act. These included training for nominated disclosure officers and managers, and information updates to all staff in internal newsletters and on State Transit’s intranet.

Public interest disclosure statistics

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Number of public officials who have made a public interest disclosure to State Transit</td>
</tr>
<tr>
<td>0</td>
<td>Total number of public interest disclosures received by State Transit</td>
</tr>
<tr>
<td>0</td>
<td>Number of public interest disclosures finalised</td>
</tr>
</tbody>
</table>

Main concerns identified in public interest disclosures received

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Corrupt conduct</td>
</tr>
<tr>
<td>0</td>
<td>Maladministration</td>
</tr>
<tr>
<td>0</td>
<td>Serious and substantial waste</td>
</tr>
<tr>
<td>0</td>
<td>Government information contravention</td>
</tr>
<tr>
<td>0</td>
<td>Local government pecuniary interest contravention</td>
</tr>
</tbody>
</table>

Fraud and corruption prevention

State Transit is committed to maintaining high standards of ethical conduct. State Transit does not tolerate fraudulent or corrupt behaviour and is committed to ensuring that its work environment is free of fraud and corruption. Where fraud and corrupt activity does occur, State Transit’s objective is to ensure that it is rapidly detected, effectively investigated and appropriate action is taken.

State Transit maintains a Fraud Control Plan compliant with the NSW Treasury Policy (TC 18-02) Fraud and Corruption Control Policy, which details the fraud and corruption prevention activities aimed at reducing fraud and corruption risk within the workplace. The program is supported by a suite of procedures providing guidance and advice to staff and
management on a wide range of corruption risks, ethical, probity and policy issues. To raise general awareness of corruption prevention issues information is regularly published in State Transit’s staff newsletter. An annual review of policies and procedures ensures currency with obligations under legislation. Training courses conducted by the education units of the Independent Commission Against Corruption and NSW Ombudsman on corruption awareness, corruption prevention and internal investigations of corrupt conduct are scheduled bi-annually.

Throughout the year State Transit fulfils its statutory obligations by reporting relevant matters to the Independent Commission Against Corruption and the NSW Ombudsman.

During 2018–19, Deloitte partnered with State Transit in the delivery of its internal audit services. At State Transit the internal audit service delivery model consists of an in-house Chief Audit Executive, an audit support service and Deloitte as a contracted external service provider. The model was selected to provide State Transit with access to a wide range of internal auditing skills, to meet State Transit’s changing risk profile and environment.

The Audit and Risk Committee reviews State Transit’s Internal Audit Plan, the coverage provided by audit projects and the resources of the internal audit function. The results, progress and performance of the internal audit program is regularly reviewed by the Audit and Risk Committee.

Internal Audit is authorised to have full, free and unrestricted access to all functions, property, personnel records, accounts, files and other information and documentation.

State Transit’s management is responsible for ensuring that appropriate corrective actions – identified by the internal audit program – are taken in a timely manner to address reported areas for improvement. The status of corrective actions is monitored by State Transit’s Governance and Risk Committee and the Audit and Risk Committee.

Appendix 10: Internal audit

State Transit’s internal audit program provides independent, objective assurance and advisory services designed to add value and improve State Transit’s operations. The internal audit function supports management in achieving State Transit’s objectives and statutory obligations by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.
Appendix 11: Internal Audit and Risk Management Attestation

Internal Audit and Risk Management Attestation for the 2018-19 Financial Year for the State Transit Authority of New South Wales

I, Steffen Faurby, Chief Executive, am of the opinion that the State Transit Authority of New South Wales has internal audit and risk management processes in operation that are compliant with the eight (8) core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

<table>
<thead>
<tr>
<th>Core Requirements</th>
<th>Compliant, non-compliant, or in transition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 The agency head is ultimately responsible for risk management in the agency</td>
<td>Compliant</td>
</tr>
<tr>
<td>1.2 A risk management framework that is appropriate to the agency has been</td>
<td>Compliant</td>
</tr>
<tr>
<td>established and maintained and the framework is consistent with AS/NZS ISO 31000:2009</td>
<td></td>
</tr>
<tr>
<td>2.1 An internal audit function has been established and maintained</td>
<td>Compliant</td>
</tr>
<tr>
<td>2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing</td>
<td>Compliant</td>
</tr>
<tr>
<td>2.3 The agency has an Internal Audit Charter that is consistent with the content of the ‘model charter’</td>
<td>Compliant</td>
</tr>
<tr>
<td>3.1 An independent and Audit and Risk Committee with appropriate expertise has been established</td>
<td>Compliant</td>
</tr>
<tr>
<td>3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency’s governance processes, risk management and control frameworks, and its external accountability obligations</td>
<td>Compliant</td>
</tr>
<tr>
<td>3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the ‘model charter’</td>
<td>Compliant</td>
</tr>
</tbody>
</table>

The Chair and members of the Audit and Risk Committee are:

- Carolyn Walsh  
  Independent Chair  
  Independent member  
  July 2018 to June 2021

- Greg Fletcher  
  Independent member  
  July 2017 to June 2020

- Robert Mason  
  Independent member  
  September 2018 to August 2023

These processes demonstrate that The State Transit Authority of New South Wales has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within the agency.

Steffen Faurby  
Chief Executive  
State Transit Authority  
14 August 2019
Appendix 12: Cyber Security
Annual Attestation

Cyber Security Annual Attestation Statement for the 2018–19 Financial Year for State Transit Authority

I, Steffen Faurby, am of the opinion that the State Transit Authority is approaching cyber security in a manner consistent with the Mandatory Requirements set out in the *NSW Government Cyber Security Policy*.

In line with the *NSW Government Cyber Security Policy*, Transport for NSW has identified its critical assets and has an ongoing program of work to identify and assess the changing security threats, manage new and current risks, and implement appropriate controls.

Governance is in place to manage the cyber-security maturity and initiatives of the State Transit Authority.

There exists a current cyber incident response plan for Transport for NSW, the core principles and supporting framework of which were collaboratively tested during the reporting period.

A mix of reviews, audits and certifications of the Agency’s ISMS were undertaken, in addition to reporting against the Mandatory Requirements of the *NSW Government Cyber Security Policy* and found to be adequate or findings being addressed through the program of work as appropriate.

S

Steffen Faurby
Chief Executive Officer
State Transit

Appendix 13: Annual environment report

In 2018–19 State Transit continued to implement its Environmental Policy objectives via its ISO 14001:2015 aligned Environmental Management System.

Nil EPA or LGA notices or penalties were issued during the financial year, meeting a key environmental performance target.

A total of four environmental incident reports were received and reviewed by the Principal Environment Manager. One incident was notified to the Regulator, as having a potential to cause material harm. This was appropriately investigated and managed to the Regulator’s satisfaction.

Public environmental complaints equalled 516, up significantly from the previous year, in part due to recurrent complaints in relation to one route service. The majority of these complaints related to noise from bus or exhaust fumes from prolonged idling.

State Transit’s fleet emissions’ profile continued to improve with new replacement or growth buses, with 87 per cent of the fleet now of a Euro 3 or higher emissions standard.
Our total greenhouse emissions for the 2018–19 financial year decreased by 20 per cent to approximately 112,000 tonnes CO2(e), due in part to no longer operating within the South West Region of Sydney.

Potable water consumption also decreased by 35 per cent to 4,311 kL in 2018–19. Much of these mains water savings were achieved via rainwater harvesting systems supplementing or displacing potable water use.

In 2018–19, State Transit recycled some 869.3 tonnes of solid or liquid wastes while sending 462 tonnes of waste to landfill, to achieve a recycling rate of 65 per cent, a three per cent decrease on the previous year’s rate.

The top three waste streams collected for recycling included:

<table>
<thead>
<tr>
<th>Waste Stream</th>
<th>Tonnes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recycled batteries</td>
<td>161</td>
</tr>
<tr>
<td>Recycled metals</td>
<td>182</td>
</tr>
<tr>
<td>Recycled waste oil</td>
<td>105</td>
</tr>
</tbody>
</table>

Appendix 14: Summary of land

In accordance with section 41B(1)(d) of the Public Finance and Audit Act 1983 (NSW), the following is a summary of State Transit’s land holding as at 30 June 2019 according to actual use of the land.

<table>
<thead>
<tr>
<th>Land use classification</th>
<th>$’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus depots</td>
<td>Nil</td>
</tr>
<tr>
<td>Minor operational assets</td>
<td>Nil</td>
</tr>
<tr>
<td>Commercial properties</td>
<td>Nil</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>Nil</strong></td>
</tr>
</tbody>
</table>

Appendix 15: Disposal of property

During the year, State Transit transferred all its land in accordance with the Transport Administration Act 1988 (NSW) to Transport for NSW. The land was valued at $188,045,000.

Appendix 16: Income and expenditure

In 2018–19, State Transit reported a loss of $12.1 million ($21.5 million surplus in 2017–18). The decrease in the financial performance in the 2018–19 reporting period was mainly due to a significant increase in the defined benefits superannuation liability of $24.9 million and staff provisions (annual leave, long service leave and workers compensation) of $10.3 million. This was primarily due to decline in the 10-year government bond rate from 2.63 per cent in 2018 to 1.32 per cent in 2019, and were all assessed by actuarial valuation.

Appendix 17: Funds granted to non-government community organisations

State Transit did not make any donation to a non-Government community organisation during 2018–19.
## Appendix 18: Performance in paying accounts for all suppliers

### Performance in paying accounts for all suppliers

<table>
<thead>
<tr>
<th>Measure</th>
<th>September 2018</th>
<th>December 2018</th>
<th>March 2019</th>
<th>June 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of accounts due for payment</td>
<td>12,468</td>
<td>12,316</td>
<td>11,490</td>
<td>12,847</td>
</tr>
<tr>
<td>Number of accounts paid on time</td>
<td>10,935</td>
<td>11,513</td>
<td>10,282</td>
<td>11,277</td>
</tr>
<tr>
<td>Actual percentage of accounts paid on time (%)</td>
<td>87.7%</td>
<td>93.5%</td>
<td>89.5%</td>
<td>87.8%</td>
</tr>
<tr>
<td>Dollar amount of accounts due for payment ('000s)</td>
<td>$129,217</td>
<td>$64,882</td>
<td>$74,603</td>
<td>$84,710</td>
</tr>
<tr>
<td>Dollar amount of accounts paid on time ('000s)</td>
<td>$126,477</td>
<td>$63,088</td>
<td>$72,788</td>
<td>$79,144</td>
</tr>
<tr>
<td>Actual percentage of accounts paid on time (%)</td>
<td>97.9%</td>
<td>97.2%</td>
<td>97.6%</td>
<td>93.4%</td>
</tr>
<tr>
<td>Number of payments for interest on overdue accounts</td>
<td>2</td>
<td>NIL</td>
<td>NIL</td>
<td>NIL</td>
</tr>
<tr>
<td>Interest paid on overdue accounts ('000s)</td>
<td>$62.6</td>
<td>NIL</td>
<td>NIL</td>
<td>NIL</td>
</tr>
</tbody>
</table>

### Performance in paying accounts for small business suppliers

<table>
<thead>
<tr>
<th>Measure</th>
<th>September 2018</th>
<th>December 2018</th>
<th>March 2019</th>
<th>June 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of accounts due for payment</td>
<td>1045</td>
<td>1175</td>
<td>1073</td>
<td>1252</td>
</tr>
<tr>
<td>Number of accounts paid on time</td>
<td>1016</td>
<td>1169</td>
<td>1050</td>
<td>1231</td>
</tr>
<tr>
<td>Actual percentage of accounts paid on time (%)</td>
<td>97.2%</td>
<td>99.5%</td>
<td>97.9%</td>
<td>98.3%</td>
</tr>
<tr>
<td>Dollar amount of accounts due for payment ('000s)</td>
<td>$1028</td>
<td>$1088</td>
<td>$1129</td>
<td>$1353</td>
</tr>
<tr>
<td>Dollar amount of accounts paid on time ('000s)</td>
<td>$960</td>
<td>$1084</td>
<td>$1112</td>
<td>$1329</td>
</tr>
<tr>
<td>Actual percentage of accounts paid on time (%)</td>
<td>93.4%</td>
<td>99.6%</td>
<td>98.5%</td>
<td>98.3%</td>
</tr>
<tr>
<td>Number of payments for interest on overdue accounts</td>
<td>2</td>
<td>NIL</td>
<td>NIL</td>
<td>NIL</td>
</tr>
<tr>
<td>Interest paid on overdue accounts ('000s)</td>
<td>$62.6</td>
<td>NIL</td>
<td>NIL</td>
<td>NIL</td>
</tr>
</tbody>
</table>
## Aged transactions by quarter for all suppliers and small business suppliers

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Current count</th>
<th>31–60</th>
<th>61–90</th>
<th>90+</th>
<th>Total count</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All suppliers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sep-18</td>
<td>2291</td>
<td>75</td>
<td>58</td>
<td>20</td>
<td>2444</td>
</tr>
<tr>
<td>Dec-18</td>
<td>1217</td>
<td>158</td>
<td>36</td>
<td>80</td>
<td>1491</td>
</tr>
<tr>
<td>Mar-19</td>
<td>2872</td>
<td>134</td>
<td>68</td>
<td>112</td>
<td>3186</td>
</tr>
<tr>
<td>Jun-19</td>
<td>2571</td>
<td>142</td>
<td>33</td>
<td>71</td>
<td>2817</td>
</tr>
<tr>
<td><strong>Small business suppliers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sep-18</td>
<td>265</td>
<td>7</td>
<td>0</td>
<td>3</td>
<td>275</td>
</tr>
<tr>
<td>Dec-18</td>
<td>120</td>
<td>9</td>
<td>7</td>
<td>4</td>
<td>140</td>
</tr>
<tr>
<td>Mar-19</td>
<td>386</td>
<td>10</td>
<td>0</td>
<td>8</td>
<td>404</td>
</tr>
<tr>
<td>Jun-19</td>
<td>329</td>
<td>7</td>
<td>0</td>
<td>7</td>
<td>343</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Current $’000</th>
<th>31–60 $’000</th>
<th>61–90 $’000</th>
<th>90+ $’000</th>
<th>Total amount $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All suppliers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sep-18</td>
<td>$4966</td>
<td>$80</td>
<td>$45</td>
<td>$31</td>
<td>$5122</td>
</tr>
<tr>
<td>Dec-18</td>
<td>$4263</td>
<td>$177</td>
<td>$19</td>
<td>$41</td>
<td>$4500</td>
</tr>
<tr>
<td>Mar-19</td>
<td>$5812</td>
<td>$137</td>
<td>$44</td>
<td>$44</td>
<td>$6037</td>
</tr>
<tr>
<td>Jun-19</td>
<td>$8390</td>
<td>$145</td>
<td>$30</td>
<td>$35</td>
<td>$8600</td>
</tr>
<tr>
<td><strong>Small business suppliers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sep-18</td>
<td>$262</td>
<td>$5</td>
<td>0</td>
<td>-$2</td>
<td>$265</td>
</tr>
<tr>
<td>Dec-18</td>
<td>$149</td>
<td>$10</td>
<td>$5</td>
<td>-$2</td>
<td>$163</td>
</tr>
<tr>
<td>Mar-19</td>
<td>$346</td>
<td>$17</td>
<td>0</td>
<td>$2</td>
<td>$364</td>
</tr>
<tr>
<td>Jun-19</td>
<td>$356</td>
<td>$4</td>
<td>0</td>
<td>$2</td>
<td>$363</td>
</tr>
</tbody>
</table>

## Appendix 19: Response to matters raised by the NSW Auditor-General

There were no significant matters identified by the Auditor-General in the Statutory Audit Report.
Appendix 20: Legislation

The State Transit Authority of NSW is constituted as an operating body without policy or regulatory functions and is not charged with the administration of legislation. However, set out below is an overview of the legislation directly relevant to the State Transit Authority during 2018–19.

Transport Administration Act

The State Transit Authority is created as a corporation by the Transport Administration Act 1988 (NSW) and operates pursuant to that Act and the regulations made under the Act.

Regulations

The following regulations made under the Transport Administration Act 1988 (NSW) had direct application to the State Transit Authority and were in force during the year under review:

- Transport Administration (Staff) Regulation 2012
- Transport Administration (General) Regulation 2018.

Fares Orders

The maximum fares for services provided by State Transit are determined by Transport for NSW by order section 125 of the Passenger Transport Act 2014.

Passenger Transport Act

The State Transit Authority, in common with other operators of public passenger services in NSW, is directly bound by the provisions of the Passenger Transport Act 1990 (NSW) the Passenger Transport Act 2014 and the relevant regulations made under the Act.

Appendix 21: Privacy management

In accordance with the Privacy and Personal Information Protection Act 1998 (NSW), State Transit has implemented a Privacy Management Plan.

A copy of the Privacy Management Plan has been lodged with the Privacy Commissioner.

The plan requires staff to keep personal information secure and ensures that the information is only used for the purposes for which it is collected.

In accordance with the plan, State Transit informs all individuals when collecting personal information how the details will be used and to whom the personal information will pass.

State Transit will continue to maintain and improve its current collection and storage of personal information to ensure it continues to satisfy the guidelines provided in the Act.

Appendix 22: Government Information (Public Access) (GIPA) Act

Review of proactive release program – Clause 7(a)

Under Section 7 of the 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 undertaken at least once every 12 months. State Transit’s Agency Information Guideline is published annually on its website.

State Transit’s program involves the proactive release of information concerning State Transit’s operations, functions and structure and its performance in the provision of passenger transport services.

This includes:

- publication of State Transit’s Annual Report and Corporate Plan
- details on State Transit’s fleet of buses
- transport news and announcements, timetable changes and other travel information regularly publicised through the Transport for NSW (TfNSW) and State Transit websites
- publication of performance information
- Customer Service Charter
- Accessible Transport Plan
- Environmental Management Plan
- Passenger Relations Plan
- Code of Conduct
- Statement of Business Ethics.

All key publications are available on the State Transit website or through the Transport Info website at [www.transportnsw.info](http://www.transportnsw.info)

During the reporting period, State Transit reviewed this program by:

- examining the types of information being requested through formal and informal applications
- assessing the type of information held by State Transit
- analysing the types of information proactively released by other agencies.

**Number of access applications received – clause 7(b)**

During the reporting period, State Transit received a total of 18 formal access applications (including withdrawn applications but not invalid applications).

**Number of refused applications for Schedule 1 Information – clause 7(c)**

During the reporting period, State Transit refused 0 applications because the information requested was information referred to in Schedule 1 to the GIPA Act.

### Statistical information about access applications – clause 7(d) and Schedule 2

**Table A: Number of applications by type of applicant and outcome**

<table>
<thead>
<tr>
<th></th>
<th>Access granted in full</th>
<th>Access granted in part</th>
<th>Access refused in full</th>
<th>Information not held</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Members of Parliament</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Private sector business</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Not-for-profit organisations or community groups</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Members of the public (application by legal representative)</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Members of the public (other)</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td>2</td>
</tr>
</tbody>
</table>

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Table A: Number of applications by type of applicant and outcome (continued)*

<table>
<thead>
<tr>
<th>Type of Applicant</th>
<th>Information already available</th>
<th>Refuse to deal with application</th>
<th>Refuse to confirm/deny whether information is held</th>
<th>Application withdrawn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Members of Parliament</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Private sector business</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Not-for-profit organisations or community groups</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Members of the public (application by legal representative)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Members of the public (other)</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

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

Table B: Number of applications by type of application and outcome

<table>
<thead>
<tr>
<th>Type of Application</th>
<th>Access granted in full</th>
<th>Access granted in part</th>
<th>Access refused in full</th>
<th>Information not held</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal information applications*</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Access applications (other than personal information applications)</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Access applications that are partly personal information applications and partly other</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

Table B: Number of applications by type of application and outcome (continued)

<table>
<thead>
<tr>
<th>Type of Application</th>
<th>Information already available</th>
<th>Refuse to deal with application</th>
<th>Refuse to confirm/deny whether information is held</th>
<th>Application withdrawal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal information applications*</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Access applications (other than personal information applications)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Access applications that are partly personal information applications and partly other</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

*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).
### Table C: Invalid applications

<table>
<thead>
<tr>
<th>Reason for invalidity</th>
<th>Number of application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application does not comply with formal requirements (section 41 of Act)</td>
<td>0</td>
</tr>
<tr>
<td>Application is for excluded information of the agency (section 43 of the Act)</td>
<td>0</td>
</tr>
<tr>
<td>Application contravenes restraint order (section 110 of the Act)</td>
<td>0</td>
</tr>
<tr>
<td>Total number of invalid applications received</td>
<td>0</td>
</tr>
<tr>
<td>Invalid applications that subsequently became valid applications</td>
<td>0</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Matter</th>
<th>Number of times considered used*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overriding secrecy laws</td>
<td>0</td>
</tr>
<tr>
<td>Cabinet information</td>
<td>0</td>
</tr>
<tr>
<td>Executive Council information</td>
<td>0</td>
</tr>
<tr>
<td>Contempt</td>
<td>0</td>
</tr>
<tr>
<td>Legal professional privilege</td>
<td>0</td>
</tr>
<tr>
<td>Excluded information</td>
<td>0</td>
</tr>
<tr>
<td>Documents affecting law enforcement and public safety</td>
<td>0</td>
</tr>
<tr>
<td>Transport safety</td>
<td>0</td>
</tr>
<tr>
<td>Adoption</td>
<td>0</td>
</tr>
<tr>
<td>Care and protection of children</td>
<td>0</td>
</tr>
<tr>
<td>Ministerial code of conduct</td>
<td>0</td>
</tr>
<tr>
<td>Aboriginal and environmental heritage</td>
<td>0</td>
</tr>
</tbody>
</table>

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration will be recorded. This also applies in relation to Table E.

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

<table>
<thead>
<tr>
<th>Consideration</th>
<th>Number of occasions when application not successful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible and effective government</td>
<td>4</td>
</tr>
<tr>
<td>Law enforcement and security</td>
<td>0</td>
</tr>
<tr>
<td>Individual rights, judicial processes and natural justice</td>
<td>5</td>
</tr>
<tr>
<td>Business interests of agencies and other persons</td>
<td>0</td>
</tr>
<tr>
<td>Environment, culture, economy and general matters</td>
<td>0</td>
</tr>
<tr>
<td>Secrecy provisions</td>
<td>4</td>
</tr>
<tr>
<td>Exempt documents under interstate freedom of information legislation</td>
<td>0</td>
</tr>
</tbody>
</table>
**Table F: Timeliness**

| Decision within the statutory timeframe (20 days plus any extensions) | 16 |
| Decided after 35 days (by agreement with applicant) | 0 |
| Not decided within time (deemed refusal) | 1 |
| **Total** | **17** |

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

<table>
<thead>
<tr>
<th>Decision varied</th>
<th>Decision upheld</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal review</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Review by Information Commissioner*</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Internal review following recommendation under section 93 of Act</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Review by ADT (NCAT)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>0</strong></td>
<td><strong>1</strong></td>
</tr>
</tbody>
</table>

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

**Table H: Applications for review under Part 5 of the Act (by type of applicant)**

| Applications by access applicants | 1 |
| Applications by persons to whom information the subject of access application relates (see section 54 of the Act) | 0 |

**Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)**

| Agency-initiated transfers | 1 |
| Applicant-initiated transfers | 0 |
Appendix 23: Consultancy fees

The following table is a summary of consultant fees incurred during the year. Expenditure relating to high-level specialists or professional advice that assists managerial decision-making is classified as a consultancy fee.

<table>
<thead>
<tr>
<th>Consultancy fees</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where consultancy fees exceeded $50,000</td>
<td>Nil</td>
</tr>
<tr>
<td>Where consultancy fees paid were less than $50,000</td>
<td>Nil</td>
</tr>
</tbody>
</table>

Appendix 24: Overseas travel

Steffen Faurby, Chief Executive Officer, travelled to Singapore from 27–29 November 2018 and the United States of America from 25–28 June 2019 to attend the International Bus Benchmarking Group Conference.

Appendix 25: Digital recordkeeping

State Transit has established the capability to formally manage digital records in accordance with NSW Government policies and standards.

Appendix 26: Customer response

State Transit’s Customer Relations staff provides timely, accurate responses to customer feedback and ensures effective resolution of issues in each operational area.

In late May 2018, State Transit strengthened its Customer Feedback Team by relocating it to a centralised area, enabling quicker and more meaningful responses than ever before. Customer feedback on State Transit’s bus services in Sydney includes queries, compliments, feedback and complaints that are received via Transport Info (www.transportnsw.info and via the 131 500 feedback line), letters and other sources.

State Transit continues to encourage its customers to report all feedback via the above channels to assist with the improvement of its overall service. Internally, State Transit has a strong commitment to responding to feedback. This ensures that promotion of the customer feedback process is a focus within the organisation.

In 2018-19, State Transit saw a 14 per cent decrease in the amount of customer feedback cases received (25,786 compared to 29,938 in 2017-18), excluding Region 6 (Inner West and South Western) services which are now operated by a private operator. Customer feedback included enquiries, complaints, compliments and general feedback.

This decrease in customer feedback reflects various initiatives introduced by State Transit in 2018-19 to increase the standard of customer service and improve overall customer satisfaction. These initiatives included:

- continuation of a comprehensive review of on-time running of bus services and the implementation of updated running times to improve reliability of services
- continuation of the bus driver programs, which have a strong focus on the importance of providing excellent customer service
- implementation of additional services as part of the Transport for NSW Growth Buses Program and adjustment of services where required as a result of customer feedback
- implementation of an additional two network reviews to address capacity of buses.

State Transit continues to encourage customers to provide feedback on bus services and is committed to investigating and responding to feedback where required. The primary topics of customer feedback during 2018-19 related to buses being late, failing to stop, staff behaviour and service reliability. A large proportion of complaints relating to late or unreliable buses are attributable to construction works associated with major infrastructure projects.
## Breakdown of complaints received by channel

<table>
<thead>
<tr>
<th>Source</th>
<th>2017–2018**</th>
<th>2018–19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone 131 500</td>
<td>10,775</td>
<td>5425</td>
</tr>
<tr>
<td>Online channels</td>
<td>13,093</td>
<td>12,350</td>
</tr>
<tr>
<td>Letters</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total complaints</strong></td>
<td><strong>23,868</strong></td>
<td><strong>17,776</strong></td>
</tr>
<tr>
<td>Other feedback</td>
<td>6070</td>
<td>8040</td>
</tr>
</tbody>
</table>

** Excludes Region 6.

A reduction in total numbers of complaints for each category was achieved in 2018–19 compared to the previous year.

In addition, State Transit saw the successful transition of Region 6 (Inner West and South Western) services to a private operator in the previous financial year. In 2018–19 customer complaints decreased by 26 per cent compared to the previous year, excluding Region 6. In 2017–18 the total customer complaints, excluding Region 6 were 12,213.

In 2018–19 State Transit received 17,776 customer complaints (or 13.58 complaints per 100,000 passengers boarding).

## Appendix 27: Service changes

State Transit has implemented service changes across all three regions to improve the customer experience by improving on-time performance and passenger capacity. A highlight has been the revised 333 turn-up-and-go service and the implementation of a new network along Botany Rd as well as increased capacity in the Green Square precinct. Significant work was undertaken to increase capacity during service changes without additional costs.

### Light Rail construction

The construction of the CBD and South East Light Rail continued in the CBD and Eastern Suburbs. Works in the Kensington area resulted in many routes near the University of New South Wales (UNSW) being diverted or having their stops relocated temporarily.

## Growth Services Program

Throughout the year State Transit introduced additional services and made timetable adjustments as part of the Transport for NSW’s Growth Services Program.

### New 333, 23 September 2018

On 13 August 2018, Minister Andrew Constance announced the delivery of an improved network for our customers in Region 9. The 333 service is one of the most iconic routes in the world operating between the CBD and Bondi Beach. On 23 September 2018, the service was transformed into a turn-up-and-go service with buses running as often as every three minutes in the peak. State Transit has a focus on high frequency core routes (trunk) supported by lower frequency local routes (feeders) and we are improving efficiency by matching capacity to demand.

- Morning peak capacity has been increased on Bondi Road by 3,250 passengers and on route 379 by 3,525 passengers.
- Across the week more than 29,000 additional passengers can be carried to/from Bondi, with extra capacity to relieve current overcrowding.
- The 333 service is a high frequency service, running every six minutes or better during the day, and every 10 minutes or better at other times.
- The 379 service between Bronte and Bondi Junction will have an additional 162 trips per week.

By reallocating our fleet we have increased capacity across the altered routes by eight per cent per week, but at lower operational cost for State Transit and no additional cost to TfNSW. We have reduced our peak bus requirement by 23 buses, and dead running by 31 per cent at Waverley Depot which operates the majority of the new services.

### Revised network for Green Square, 2 December 2018

- Enhancements to Green Square and Waterloo created capacity for more than 20,000 additional weekly passengers. The changes to State Transit services are part of the Green Square and Waterloo Transport Action Plan.
- State Transit extensively reviewed the timetables of bus services operating throughout the Waterloo, Botany and...
Zetland areas and streamlined routes in order to ensure we continue to meet the needs of our community.

- Route 304 was introduced as a 24/7 turn-up-and-go service between Rosebery and Circular Quay via Zetland, Waterloo, Surry Hills and East Village Shopping Centre.
- Route 307 was introduced between Port Botany and Mascot Station providing a new link for local residents to rail without entering the CBD.
- As part of TfNSW growth program three additional weekday trips were provided on Route E88 and five weekday trips on Route L90.

Extra services in the north, 4 March 2019
- As part of TfNSW growth program additional buses were allocated for Lane Cove services. An additional six peak trips (three in the morning and three in the afternoon) were scheduled on Route 292 and four additional morning peak trips on Route 294. This led to an increase of 3,000 additional seats each week.
- An additional trip has been provided on the B-Line as patronage continues to grow. One additional morning peak trip was added at 07:51 from Dee Why.

Improved services to network, 30 June 2019

Additional weekday and weekend services were included in Regions 7 and 9 at no additional peak bus cost.

- For Region 7, 40 additional weekday services on Route 501 between West Ryde and Railway Square were added. For Sundays, the existing Route 501 was extended from Ryde Shops to West Ryde Station.
- Route 534 was altered to become Route 533 with all services extended to commence from Sydney Olympic Park from Ryde Shops.
- For Region 9, there were a total of 109 additional weekday and weekends trips on Route 313 between Coogee and Bondi Junction (70 additional weekday services, 12 additional Saturdays and 27 additional Sunday services).
- 95 additional weekday services were added to Route 343 between Rosebery to the City.
- Changes were made to the Route 307 timetable to improve reliability.
- Route 357 was re-routed through Randwick Junction.

Additional trips and route extensions

The annual summer ‘Beach Runner’ service, Route 362, operated from October 2018 until April 2019 linking Coogee, Bronte, Tamarama and Bondi beaches.

Appendix 28: Annual Report accessibility requirements

The State Transit Annual Report was produced in-house and complies with Web Content Accessibility Guidelines (WCAG) 2.0, as per the NSW Premier’s Circular 2012–08 NSW Government Website Management.

State Transit’s financial statements in Volume 2 of this report are not WCAG 2.0 compliant. If assistance is required to access this volume of the report, please call (02) 8202 2200.