



State Transit

# Annual Report

Volume 1 • 2019-20



**State Transit**  
27 Derbyshire Road  
Leichhardt NSW 2040

PO Box 2557  
Strawberry Hills NSW 2012

[www.transport.nsw.gov.au/state-transit](http://www.transport.nsw.gov.au/state-transit)

Ph: (02) 8202 2200

© 2020 State Transit. This report was first published in October 2020. View or download this report from the State Transit website: [www.transport.nsw.gov.au/state-transit](http://www.transport.nsw.gov.au/state-transit)



## Letter to Minister

The Hon. Andrew Constance, MP  
Minister for Transport and Roads  
Parliament House  
Macquarie Street  
Sydney NSW 2000

31 October 2020

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 2020.

This report has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983*.

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

Yours sincerely,



**Daniela Fontana**  
Chief Executive  
State Transit

# Contents

	<b>Letter to the Minister</b>	<b>iii</b>
	<b>Chief Executive's foreward</b>	<b>2</b>
<b>2</b>	<b>Overview</b>	<b>6</b>
<b>2</b>	<b>About us</b>	<b>8</b>
	2.1 About State Transit	8
	2.2 Who we are	10
	2.3 Our strategic priorities	12
	2.4 State Transit 2019-20 Corporate Plan	14
	2.5 Key facts and achievements	16
<b>3</b>	<b>Financial performance</b>	<b>20</b>
<b>4</b>	<b>Achievements</b>	<b>22</b>
	4.1 Our achievements	24
	4.2 Customer Service	24
	4.3 Supporting our customers	24
	4.2 Customers on time	25
	4.4 Service charges	29
	4.5 Customer and staff safety	30
	4.6 Supporting Sydney events	34
	4.7 Supporting the Community	34
	4.8 Successful places	34
	4.9 Making transport accessible	36
	4.10 Liveable communities	37
	4.11 Strong economy and quality of life	41
	4.12 Sustainable asset management	42
	4.13 Thriving people doing meaningful work	44
	4.14 Diversity and inclusion	45
	4.15 Enhancing our people's experience	49
	4.16 Staff Engagement	49
	4.17 Aboriginal Reconciliation Action Plan	50
	4.18 Recognising our People	50
<b>5</b>	<b>Our organisation and people</b>	<b>52</b>
	5.1 Our Executives	54
	5.2 Our Employees	54
	5.3 State Transit's staff by classification	55
	5.4 Senior Service Contracts and Remuneration	55
	5.5 Workforce Diversity	56
	5.6 Industrial and workplace relations and policy	57
<b>6</b>	<b>Corporate governance</b>	<b>58</b>
	6.1 Legislation	60
	6.2 Governance	60
	6.3 Audit and risk management	62
<b>7</b>	<b>Appendices</b>	<b>66</b>
	7.1 Customer satisfaction	68
	7.2 Work, health and safety performance	69
	7.3 Privacy Management	69
	7.4 Government Information (Public Access) Act 2009	70
	7.5 Overseas travel	74
	7.6 Multicultural polices and services	74
	7.7 Disability Inclusion Action Plan	74
	7.8 Land disposal	76
	7.9 Accounts payments and grants	76
	7.10 Environmental compliance	78
	7.11 Waste reduction	78
	7.12 Annual reporting Accessibility Requirements	78
	7.13 Contact details and production costs	78



# Chief Executive's foreword



State Transit





State Transit has a proud 87-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 107 million customers around Sydney in the 2019-20 financial year getting them to their destination as quickly and safely as possible in an often 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. Prior to the COVID-19 outbreak, patronage growth was strong with an increase of more than 8 per cent when compared to the first two quarters in 2018-19. However, COVID-19 impacted our services with patronage on our buses reduced by 17.5 per cent.

State Transit undertook significant measures to ensure the safety of our employees and customers during this unprecedented time. This included daily sanitising of buses and depots, closing the front Opal reader and passenger seat in addition to adopting the NSW Government's COVIDSafe Transport Plan to ensure physical distancing is maintained for staff and customers. On top of this State Transit put on more than 1,000 additional services at the height of the pandemic to make physical distancing easier for our customers.

State Transit continues to innovate and in the 2019-20 financial year launched a new web-based safety compliance system. This system enables staff to input incident details directly into a tablet, which enables timely and accurate incident reporting as well as appropriate analysis and management. We also expanded the range of self service options available within Hastus, our scheduling software, to include digital shift swaps between bus operators. We also used technology to enhance our ability to communicate with and reach our workforce with the introduction of employee engagement app Blink.

Our focus remains on providing a clean, safe and reliable service for our customers. Of significant note is the ongoing growth and popularity of the 333 Bondi Link service in

the eastern suburbs and B1 service on the Northern Beaches. For the 2019-20 financial year the B1 and 333 services carried 12,784,510 passengers combined, retaining their mantle as Australia's two busiest and most popular bus routes. We have also seen a pleasing reduction in the number of collisions involving pedestrians and other vehicles, compared to the previous financial year.

Our customers have also told us we are doing better. Within the annual Transport Customer Satisfaction Index results, State Transit's overall satisfaction score of 92 per cent represented an increase of 13 per cent since November 2013 and 1 per cent from November 2019. Our focus for the upcoming financial year will be to continue to put customers and safety at the heart of everything we do to ensure a high standard is delivered on each and every service we operate.

There have been several achievements at State Transit in the last 12 months, notably improving our services to meet increasing demand. In the past year there has been a significant increase in State Transit's on-time running performance from 92.41 per cent in 2017-18 to 96.1 per cent across our three regions. Through scheduling efficiencies and depot initiatives we have continued to improve results despite significant infrastructure works, including CBD and South East Light Rail, WestConnex, Sydney Airport roadworks and Northern Beaches Hospital Construction.

A key priority for our organisation now and into the coming years is to support our people following the NSW Government announcement in October 2019 that State Transit would be franchised to private operators. Our people are our most important asset and our focus is on providing support for our staff through this transition.

We will continue to ensure safety; our people and customers are at the heart of everything we do. I'm confident our people will continue to provide the high standard of service our customers have come to expect of us in the next financial year.

**Daniela Fontana,**  
State Transit Chief Executive



# Overview

## About this report

The State Transit Authority Annual Report 2019–20 provides an overview of our achievements during the 2019–20 financial year.

Our Annual Report aims to meet the statutory requirements set out in the *Annual Reports (Departments) Act 1985* and the *Annual Report (Statutory Bodies) Act 1984*, as well as to keep our customers, community, partners, government and industry informed about our performance.

The structure of the report is as follows.



## About us

This chapter provides a profile of who we are, what we do, our purpose, our values, an overview of our strategic priorities and our asset portfolio.

## Financial overview

Presents an overview of our financial results for 2019-20. We provide a comprehensive set of financial statements in Volume 2 of this report.

## Achievements

This chapter presents our key achievements for the year aligned to our primary outcomes: Connecting our customers' whole lives, Successful places, Strong economy and quality of life, and Thriving people doing meaningful work.

## Our organisation and people

This chapter gives an overview of our structure and who our Executives are. It also demonstrates the diversity of our workforce.

## Corporate governance

This chapter sets out our governance framework and key corporate management functions.

## Appendices

Covers our reporting requirements according to our statutory obligations.

## Volume 2

This volume contains the audited financial statements and Independent Auditor's Report for State Transit.



# About us

## 2.1 About State Transit

State Transit operates as a public transport provider in a cluster managed by Transport for NSW (TfNSW), the lead government agency responsible for managing and shaping the future of the whole transport system in line with the NSW Government's priorities.

Since 1 July 2019, the Transport cluster has been operating in a newly integrated structure and environment. The new operating model is organised around the customer, better supporting integrated service delivery and giving greater focus to the different transport needs of Greater Sydney and regional areas. State Transit sits within the Greater Sydney division.

Deploying one of the biggest bus fleets in Australia, State Transit operates the busiest part of Greater Sydney's bus network, carrying more than 107 million customers each year.





Our current contracts cover the below regions:

- **Region 7:** North West which includes depots in Ryde and Willoughby
- **Region 8:** Northern Beaches and Lower North Shore which includes depots in Brookvale, Mona Vale and North Sydney
- **Region 9:** Eastern Suburbs which includes depots in Waverley, Randwick and Port Botany

State Transit is committed to delivering the primary outcomes from Transport for NSW's 10 Year Blueprint of:

- playing a role in connecting our customers' whole lives
- making successful places for communities
- Transport systems and solutions that enable economic activity
- ensuring our people thrive doing meaningful work

## 2.2 Who we are

### 2.2.1 Our vision

State Transit's vision is to be a world-class bus service provider that puts the customer at the centre of all we do. Our vision also encompasses the importance of the safety of our customers and workforce, as well as the reliability and sustainability of our services. We want to provide 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.

### 2.2.2 Our purpose

State Transit will continue to deliver quality bus services across three Sydney Metropolitan Bus Service Contracts (SMBSC) with TfNSW. Concurrently we will be preparing to transition our operations to new franchisees, commencing in 2021, and undertake the planning and management of residual functions while ensuring we look after our people and customers.

### 2.2.3 What we do

State Transit has a proud 87-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 around 107 million customers in 2019-20.

With a fleet of over 1400 buses across three regions, we transport passengers to where they need to go in the North West from

our depots in Ryde and Willoughby, in the Northern Beaches and Lower North Shore from depots in Brookvale, Mona Vale and North Sydney; and in the Eastern Suburbs out of Waverley, Randwick and Port Botany depots.

In 2019-20 State Transit operated 203 routes in the Sydney metropolitan area with our fleet travelling around 70 million kilometres. More than 4.25 million scheduled services were timetabled to operate and we ran 572 dedicated school routes every school day.

Our 3,500 employees strive to deliver safe, customer-focused reliable and clean bus services, that operate efficiently and provide an attractive alternative to taking the car.

### 2.2.4 Our operating model

*Customer at the Centre* is at the heart of State Transit's operating model.

Good customer service is at the core of our approach to ensure we meet community expectations of bus services.

Our focus is on continually enhancing the overall customer experience to ensure the bus is an attractive alternative to travelling in a car. Our key performance areas are on increasing customer satisfaction, improving punctuality and increasing service reliability.

We focus on On-Time Running, aligning and updating our network and services to those which our customers have come to expect.

## 2.25 Our values

Our people are committed to upholding our core values, which are:



### **Work Safe, Home Safe**

We do not compromise on safety and we will challenge unsafe practices



### **We're Moving Sydney**

We are proud of the great customer service we provide



### **One Team**

We are proud to be part of State Transit and work as one team to achieve our goals together



### **Good, Better, Best**

We continuously improve to be the best we can be each day. We will listen to our people and value their experience, and we will look for opportunities for innovation, and take action



### **Value for Money**

We will measure performance and balance efficient service delivery with the principles of safety, quality and customer service

## 2.3 Our strategic priorities

Transport for NSW (TfNSW) *Connecting to the future - Our 10 Year Blueprint* outlines the strategic direction of Transport. It sets out where we need to focus our efforts in the near term to move us towards our long-term vision outlined in *Future Transport 2056*. The four primary outcomes describe the highest order of value we aim to create for customers, communities, the people of NSW and the people of transport.

*Connecting for the future - primary outcomes are:*



### Customers

Connecting our customers' whole lives



### Communities

Successful places



### People of NSW

Enable economic activity through transport systems and solutions



### People of Transport

Thriving people doing meaningful work



キムラ・ジェイ

## 2.4 State Transit 2019-20 Corporate Plan

Our 2019-2020 Corporate Business Plan outlined the strategic themes, outcomes, priorities and programs we planned to deliver.

In this report we show how we are delivering our program and how this has contributed to meeting the TfNSW primary outcomes made NSW a better place to live, work and visit.

Our strategic priorities are improving customer satisfaction and safety, reducing costs and embedding a positive, diverse and inclusive work culture.

### Customer satisfaction

At State Transit, we place the customer at the centre of everything we do. To provide a safe, smooth and reliable service every day, we have renewed our focus on the bus network to enhance and update services.

Our commitment to our customers is reliability and accessibility.

#### OUR STRATEGIC FOCUS IS:

- **Continuing our collaboration with Transport for NSW** regarding the Future Transport Strategy and delivering mobility solutions between the places of tomorrow
- **Working cross-functionally within State Transit to drive network efficiencies.** Become innovative by 'doing things differently'. We will seek opportunities to create new services that better suit and reflect the community's needs
- **Increasing our current customer satisfaction rating** from 92 per cent
- **Further improving the customer experience** by using data from our centralised Customer Feedback team, and through bi-annual customer surveys
- **Improving the quality and availability of customer information** about services, particularly at bus stops and on board.

### Safety

At State Transit, the safety of customers and our people is top priority. We will continue to drive improvement through our focus on a 'safety first' workplace culture that is supported by a robust program of initiatives - central to which is regular engagement with our people.

#### OUR STRATEGIC FOCUS IS:

- **Operating safe, secure and accessible bus services for our customers and our people**
- **Driving down the numbers of** passenger falls, bus operator assaults and other injuries on our buses
- **Maintaining a safety-first workplace**
- **Devising and embedding policies** that reduce the number of collisions with other vehicles and pedestrians.

## Reducing costs

Targeted cost reduction, productivity improvement, simplified work practices and a commitment to sustainability is key to improving our 'cost of operations per kilometre' performance.

With more than 1400 buses in our fleet, management and maintenance of our assets is important in ensuring that our customers get where they need to go safely, reliably and on time.

### OUR STRATEGIC FOCUS IS:

- **Identifying opportunities for business improvement and strengthening commercial practices** to reduce the cost of our operations on the taxpayer
- **Reinvigorating technology delivery** with an internal focus on digital workflow, removing inefficient processes and enabling better accessibility to data and analytic tools
- **Achieve compliance objectives** and optimise controls
- **Continue to deliver on accessible bus targets of 100 per cent by 2022**
- **Maintain State Transit's superior position in bus asset maintenance** and expertise across the Transport cluster.

## Looking after our people

State Transit has a diverse workforce of 3500 people, the majority are bus operators. We recognise that people are at the heart of what we do and our focus areas are to attract, retain, develop and ensure compliance with current and future business objectives.

### OUR STRATEGIC FOCUS IS:

- **Continuing programs to maintain full establishment** of bus operators
- **Continuing to drive a positive culture** within the organisation
- **Further development of the Operational Training Team** and delivery of a professional induction program for new employees
- **Developing initiatives to reduce costs** associated with absenteeism
- **Identifying and developing our next leaders** through talent mapping
- **Creating an effective leadership culture**
- **Supporting our workforce through the transition to private operators.**



## 2.5 Key facts and achievements

### About State Transit

**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 operates the busiest part of Greater Sydney's bus network.

#### Patronage

- State Transit carried around 107 million customers in 2019-20. There are more than 78,000 timetabled services every week and nearly 3000 school trips per week during school terms.

#### Employees

- 3,516 employees.

#### Routes

In 2019-20:

- State Transit operated 203 routes in the Sydney metropolitan area
- Our fleet travelled around 70 million kilometres
- More than 4.25 million scheduled services were timetabled to operate
- We operated 572 dedicated school routes every school day.

#### Legislation

The State Transit Authority of NSW is established under the *Transport Administration Act 1988* and operates, as do all NSW bus operators, within the regulatory framework of the *Passenger Transport Act 2014*.

## Bus fleet

At 30 June 2020, State Transit's bus fleet totalled 1416 and travelled 66.04 million kilometres.



**1416**  
buses are  
air-conditioned  
(100 per cent of  
the fleet)



**1416**  
buses feature  
Closed Circuit  
Television  
(CCTV)  
(100 per cent of  
the fleet)



**1369**  
buses are  
wheelchair  
accessible  
(96.68 per cent of  
the fleet)



**263**  
buses are Euro 3  
compliant (CNG  
or Euro 3 diesel)  
(18.57 per cent of the  
fleet)



**692**  
buses are Euro  
4 CNG and  
Euro 5 Diesel  
(48.87 per cent of  
the fleet)



**65**  
buses are Euro  
6 Complaint  
Diesel  
(4.59 per cent of  
the fleet)



**274**  
buses are  
Enhanced  
Environmentally  
Friendly Vehicles  
(EEV)  
(19.35 per cent of the  
fleet)



**165**  
buses are  
high-capacity  
articulated buses  
(11.65 per cent of the  
fleet)



**38**  
buses are  
high-capacity  
double decker  
buses  
(2.68 per cent of the  
fleet)

## Network map

Sydney Service Area



Depot

## Our assets



### Customer Journeys

107 million in the 2019-20 financial year



**No. Routes  
operated**  
775



**Employees**  
3,516



**Fleet**  
1,416 buses



**Accessible  
Buses**  
96.68 per cent  
of fleet



**CCTV  
coverage**  
100 per cent  
of fleet



**Customer  
Satisfaction**  
92 per cent



**Employees  
Injured**  
↓ 10.7 per cent



**On-Time  
Running (OTR)**  
96.1 per cent

# Financial performance



In 2019-20, State Transit reported a loss of \$1.4 million (\$12.1 million loss in 2018-19). The improvement in the financial performance in 2019-20 reporting period was mainly due to favourable actuarial adjustments and cost savings.

The operating budget for 2020-21 is a deficit of \$4.6 million comprising total revenue of \$454.5 million and total expenditure of \$459.1 million.

	2018-19 Actual \$'000	2019-20 Actual \$'000	2019-20 Budget \$'000	2019-20 Variance \$'000	2018-19 Variance %
<b>Income</b>					
Operational revenue	428,364	424,860	431,205	(6,345)	(1.47)
Interest	839	420	700	(280)	(40.00)
Other revenue	46,367	24,811	30,877	(6,066)	(19.65)
<b>Total income</b>	<b>475,570</b>	<b>450,091</b>	<b>462,782</b>	<b>(12,691)</b>	<b>(2.74)</b>
<b>Expenditure</b>					
Personnel services	353,975	331,844	333,416	1,572	0.47
Depreciation and amortisation	2,356	3,337	2,463	(874)	(35.49)
Fleet running expenses	67,825	61,493	69,852	8,359	11.97
Borrowing costs	8,006	-	-	-	-
Other operating costs	55,575	54,817	54,897	80	0.15
<b>Total income</b>	<b>487,737</b>	<b>451,491</b>	<b>460,628</b>	<b>9,137</b>	<b>1.98</b>
<b>Profit/(loss)</b>	<b>(12,167)</b>	<b>(1,400)</b>	<b>2,154</b>	<b>(3,554)</b>	<b>(165.00)</b>

State Transit capitalised \$3.1 million on capital works in 2019-20, including \$2.7 million on IT system improvements.

Capital expenditure continues to be low value and limited to the replacement of plant and equipment.

Volume 2 of the Annual Report contains the audited financial statements and Independent Auditor's Report for State Transit.

# Achievements





## 4.1 Our achievements

### Improving our customers' experience

The customer is at the centre of everything we do and improving our customers' experience remains our focus. State Transit is 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

## 4.2 Customer service

Good customer service is at the core of State Transit's strategies to ensure we meet 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.

Our people at State Transit are trained to ensure customer service is an integral part of the culture. We are committed to ensuring we appropriately identify, train and assess all staff in accordance with our service standards for reliability, convenience, efficiency, customer service, comfort, security and safety.

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 2019-20, customer feedback topics ranged from the reliability of bus services to interactions with staff, including compliments for excellent service provided by bus operators.

State Transit's centralised customer feedback team works closely with operational staff at depots to resolve customer concerns. This team looks to understand customer feedback to further investigate and take a more analytical approach in identifying trends and recurring themes. This is to improve each individual customer experience and find a

resolution. Each team member has excellent customer service and conflict resolution skills.

Within the annual Transport Customer Satisfaction Index results (most recently published in November 2019), State Transit's overall satisfaction score of 92 per cent represented an increase of 13 per cent since November 2013.

In 2019-20, patronage on State Transit's buses reduced by 17.5 per cent, a decrease of over 22 million customers when compared to the previous year. In the first two quarters of 2019-20, prior to COVID-19, patronage growth was strong with an increase of more than 8 per cent when compared to the first two quarters in 2018-19. As a result, State Transit introduced additional services and made timetable adjustments as part of the TfNSW Growth Services Program to cater for more customers catching our buses. Full service levels, including additional services, were delivered throughout COVID-19 to better allow for physical distancing on buses.

Of significant note is the ongoing growth and popularity of the B1 and 333 services. The B1 service carried 5,989,720 passengers for the financial year and the 333 6,794,790 passengers. With patronage fluctuating due to seasonal and employment cycles and new infrastructure being built across Sydney, it is 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.

## Improved customer communication

To assist our customers individual timetables for every bus route are available online from **www.transportsw.info**. Stop-specific timetable information is also displayed at bus stops along main routes and corridors in our contract regions.

Real-time arrival information for all of State Transit's bus routes is available through transport 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.

State Transit, through our Customer Operations team and Network Control Centre, 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.

Transportsw.info provides information for customers to plan their trips using buses, trains and ferries. Services include trip planning, timetables, news and special events. **Transportsw.info** includes web-based information and the Transport Infoline (131 500).

The **transportsw.info** website enables customers to provide feedback on services. All feedback received is important, and is used to continuously improve and deliver quality, timely information. This ensures the customer remains at the centre of everything State Transit does.

## 4.3 Keeping our customers on time

Our focus is on managing increased demand by designing a network that is flexible and meets customers' expectations. We put the customer at the heart to ensure they get to their destination as quickly and safely as possible in a challenging operational environment.

### Key Performance Areas

- Improving services for customers
- Ensuring bus service efficiency
- Improvements in productivity

The past two years has seen a significant and sustained increase in On-Time Running (OTR) performance from an average of 92.41 per cent in 2017-18, to 95.02 per cent in 2018-19 to 96.1 per cent in 2019-20. The contractual target is 95 per cent. Through scheduling efficiencies and depot initiatives State Transit has continued to improve results through 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.

### State Transit On-Time Running Performance July-September Quarter

	Jul-19	Aug-19	Sep-19
Region 7	96.8%	95.2%	96.4%
Region 8	97.7%	96.7%	96.9%
Region 9	96.7%	95.4%	94.9%
<b>Sydney Region</b>	<b>97.0%</b>	<b>95.7%</b>	<b>95.9%</b>

### State Transit On-Time Running Performance October-December Quarter

	Oct-19	Nov-19	Dec-19
Region 7	96.2%	94.7%	96.5%
Region 8	96.8%	95.0%	96.5%
Region 9	94.6%	92.9%	94.9%
<b>Sydney Region</b>	<b>95.7%</b>	<b>94.0%</b>	<b>95.8%</b>

### State Transit On-Time Running Performance January-March Quarter

	Jan-20	Feb-20	Mar-20
Region 7	98.0%	94.3%	96.3%
Region 8	97.7%	94.8%	96.7%
Region 9	96.7%	91.8%	94.9%
<b>Sydney Region</b>	<b>97.4%</b>	<b>93.3%</b>	<b>95.8%</b>

### State Transit On-Time Running Performance April-June Quarter

	Apr-20	May-20	Jun-20
Region 7	98.8%	98.3%	97.2%
Region 8	98.4%	98.0%	97.1%
Region 9	97.6%	97.2%	96.5%
<b>Sydney Region</b>	<b>98.1%</b>	<b>97.7%</b>	<b>96.9%</b>

### State Transit Overall On-time Running for 2019-20 financial year

	2019						2020						Average
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
<b>Region 7</b>	96.8	95.2	96.4	96.2	94.7	96.5	98	94.3	96.3	98.8	98.3	97.2	96.6
<b>Region 8</b>	97.7	96.7	96.9	96.8	95	96.5	97.7	94.8	96.7	98.4	98	97.1	96.9
<b>Region 9</b>	96.7	95.4	94.9	94.6	92.9	94.9	96.7	91.8	94.9	97.6	97.2	96.5	95.3
<b>Sydney Region</b>	291.2	287.3	288.2	287.6	282.6	287.9	292.4	280.9	287.9	294.8	293.5	290.8	96.3

Note that OTR for STA as a whole or for a period > 1 month is not calculated or reported, as region and period specific issues skew the average.

State Transit operates three Headway services.

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

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



Real life &  
Real people

## Sydney Metropolitan Bus Service Contracts

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 comparison. 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.

## Franchising of State Transit Operations

In October 2019 the NSW Government announced State Transit would be franchised, with new operator(s) planned to take over the remaining government run Sydney Metropolitan Bus Service Contracts (SMBSC) in three stages from 1 July 2021.

Region 8 (North Sydney, Brookvale and Mona Vale depots) went out for competitive tender

in May 2020, and will be followed by SMBSC Region 7 (Ryde and Willoughby depots) and Region 9 (Waverley, Port Botany and Randwick depots). The process of transitioning all regions is expected to be complete by early 2022. It is anticipated the STA entity will continue to exist until 30 September 2022, when all financial requirements of the cessation of the agency are planned to be completed.

## Network Control Centre

State Transit's Network Control Centre (NCC) is structured to provide support all three State Transit 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. Customers can follow various region specific bus Twitter accounts to receive notifications of any impacts to their services and can adjust their trip to minimise travel time.

## Supporting our customers

State Transit worked closely with the Transport cluster and the COVID-19 task force to implement the NSW Government's COVIDSafe Transport Plan. This was crucial to provide an effective and agile response to the challenges posed by COVID-19.

A dedicated team within State Transit coordinated our planning, preparation and operational response to the situation as it evolved. Targeted approaches were taken to address crowd mitigation, physical distancing as well as increased cleaning and disinfection.

State Transit undertook significant measures to ensure the safety and confidence of our employees and customers using our network following the outbreak of COVID-19. Measures included:

- daily sanitising of buses and depots, including the driver's controls and cabin
- closing the front Opal reader and seat to ensure social distancing is maintained for staff
- all drivers were provided with access to hand sanitiser and disinfectant wipes
- posters installed and on board announcements made to encourage physically distancing
- more than 1,000 additional trips were operated every week, targeting loading hot spots
- support for additional terminus cleaning of buses across eight different locations
- security teams and marshals to oversee and manage physical distancing.

State Transit continued with our regular services despite an up to 40 per cent drop in patronage on our services. The aim was to ensure essential workers could continue to travel safely and created the best options for customers to physically distance in our buses. The additional bus services ensured customers who rely on our bus services could travel safely on the network.

With the implementation of the NSW Government's COVIDSafe Transport Plan in May, State Transit rolled out the green dot stickers on all our buses. This was to indicate to customers where they could safely sit and stand to maintain physical distancing as well as indicating the customer limit on services with capacity stickers placed on the outside of all our buses.

## 4.4 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 significant work undertaken to increase capacity during service changes without additional costs.

### Light Rail Construction

The construction of the Central Business District (CBD) and South East Light Rail concluded in the CBD and Eastern Suburbs. Works in the Kensington area resulted in many routes near the University of New South Wales 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 TfNSW's Growth Services Program.

## Growth Buses July 28, 2019

As part of the TfNSW Annual Growth Bus Program 2019-20, over 100 additional weekday and weekend services were included in Region 7 at no additional cost.

Highlights include:

- 35 additional weekday services added on Route 251 between Lane Cove and the City
- 45 additional weekly services added on Route 253 between Riverview and the City
- 20 additional weekly services added on Route 292 between Marsfield and the City
- 15 additional weekly services added to the morning peak on Route 501
- 34 additional weekly services added on Route 506
- 15 additional services added on Route 515.

## Growth Buses - November 17, 2019

As part of the TfNSW Annual Growth Bus Program 2019-20, additional weekday and weekend services were included in Region 8 and 9 at no additional peak bus cost.

- 15 additional weekday B-Line services added in the morning peak
- Route 155 was extended to operate to the Northern Beaches Hospital
- Timetables were optimised on over 24 services in Region 8 and 9 to improve reliability.

## Additional Trips and Route Extensions

The annual summer 'Beach Runner' service, Route 362, operated from October 2019 until April 2020 linking Coogee, Bronte, Tamarama and Bondi beaches. The route 170 service operated weekend trips between Manly and Wynyard from October 2019 until April 2020.

## 4.5 Customer and staff safety

The safety and wellbeing of our customers and our staff is our top priority. We keep our employees and customers safe through a robust safety program and an embedded safety first culture.

### Key Performance Areas

- Providing safe and accessible services
- Ensuring safety management requirements are understood and undertaken by all staff

### Safety Performance

During 2019-2020 the total number of employees injured decreased by 10.78 per cent, continuing the positive trend over recent years and an improvement of 27.8 per cent reduction over the last three years.

The Lost Time Injury Frequency Rate (LTIFR) for the year was 3.3 and while up on the previous year of 2.1, is still a very good result in the public transport industry. Our LTIFR target was 1.4. The severity rate of injuries to staff also decreased.

The Total Recordable Injury Frequency Rate (TRIFR) reduced by 18.7 per cent over the prior year. We achieved a TRIFR of 20.4 against a target of 20.9. Passenger falls rose slightly (0.8

per cent) with reduced patronage. Pedestrian collisions reduced by one over the prior year or 8 per cent and the number of "at fault" bus collisions (insurance claims) reduced by 15.6 per cent when compared to the prior year. All bus collisions (insurance claims) also reduced by 11.7 per cent.

Workers' compensation claims fell by a further 15 per cent which is pleasing on top of the decrease the year before.

There were no reportable environmental incidents in 2019-2020. No Environmental Protection or Local Government Authority environmental penalty notices were received during 2019-2020.



## Safety Compliance

State Transit maintained its Bus Operator Accreditation Scheme (BOAS) accreditation, Advanced Fatigue Management Accreditation, TfNSW 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 from 2017-2018.

## 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.

During the year, a new Safety Incident Management solution was implemented. After a detailed procurement process, ISOPro

The Regulators are:

- SafeWork NSW
- State Insurance Regulatory Authority (SIRA)
- Transport for NSW
- Roads and Maritime Services (up until December 2019)
- National Heavy Vehicle Regulator (NHVR).

was awarded the contract. The system records all on road incidents, digitised accident incident forms, investigations and injury management. The system has built in workflows and notifications to ensure State Transit has greater visibility over all incidents and subsequent investigations are completed. ISOPro has also improved accountability owing to reporting that provides visibility over reporting of incidents and corrective actions.

## Assurance Activities

In accordance with continuous improvement principles, State Transit is continuously refining its systems and processes. During 2019-20 the organisation achieved positive results in various audits and compliance verification activities, both external and internal, including the BOAS audit, TfNSW 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 an internal assurance program to ensure annual medical assessments for employees aged between 50-59 years who undertake AFM work have been completed. After a driver turns 59 they are required to undertake annual medical checks. 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.

## Engaging the community

Bus Safety Week was held from 24 February to 1 March 2020 to raise awareness among all road users to stay alert on and around buses. As part of the "Be Bus Aware" campaign we wrapped a bus in bright yellow with messages like "Buses can't stop quickly", to highlight to the public the importance of safety around buses.

The campaign targets the community, whether

they are walking, driving or riding and is an important initiative that reminds pedestrians to cross the road safely, avoid walking in front or behind a bus, obey traffic signs and don't get distracted by your phone. During the week a number of our depots were paid special visits by NSW Police Highway Patrol Officers to show their support for the work we do collectively to make our roads safer.

## Safety programs for our people

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 counselling service) continues to be available to employees as does the Fitness Passport. A mental health peer support program was implemented, and those who volunteered have been trained in mental health first aid. Further training will occur this year and every Depot has Mental Health First Aid trained employee representatives.

Targeted health campaigns are communicated in the State Transit staff monthly newsletter and through staff engagement app Blink, 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 significant increase in the number of participating staff. Other ongoing programs with a dedicated focus include the EAP and the Fatigue Management Program.

### Drug and alcohol testing

All State Transit employees are subjected to random drug and alcohol testing. Post-incident, reasonable cause and target testing regimes also take place when necessary. Breath testing for alcohol and saliva swab testing for drugs remain the testing methods utilised, with urine

testing taking place when an employee returns a non-negative saliva swab.

Various measures are taken when positive tests occur, including disciplinary action, counselling and support services, and target test programs.

### Drug and alcohol testing in 2019-20

	Alcohol	Drugs
Number of tests	4086	706
Number of positive results	2	2

### Bus operator reconnect (BORC) safety training

One-day sessions in safety training were conducted for 744 bus operators as a follow on to the initial sessions run for frontline managers last year. The purpose was to reinforce with staff their obligations and role in driving a culture of continuous improvement in safety. BORC was suspended in the final months of the financial year due to COVID-19 physical distancing requirements.

### Safety days

Safety days were held at all eight of our depots. The focus was on raising safety awareness in our operational environment, 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, sharing localised safety statistics to share insights with our people into areas of improvement and other ways to improve.

### Promotional materials

Safety promotional materials, including posters and performance signboards, were displayed at all depots. The safety performance premiership competition continued with depots competing against each other on a range of safety metrics and the winning depot receiving a perpetual shield.

## 4.6 Supporting Sydney events

State Transit undertakes scheduling for the Greater Sydney 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.

## 4.7 Supporting the Community

### NAIDOC bus

For the second year in a row, State Transit acknowledged and honoured our indigenous community with a bus wrapped in artwork celebrating NAIDOC Week. A bus from

Brookvale Depot, with the official 2019 NAIDOC artwork with the theme - 'Voice. Treaty. Truth' was unveiled with a traditional smoking ceremony attended by State Transit staff.

### Mardi Gras Bus

To help promote diversity and show support for the LGBTQIA+ community, State Transit wrapped a bus for the 43rd Sydney Gay and Lesbian Mardi Gras parade with a specially decorated rainbow design. The rainbow bus

was used to transport our customers from mid-February until March, running from Randwick bus depot and operating services from the eastern suburbs into the City.

### Christmas Buses

State Transit loves connecting with communities across Sydney and one of its favourite events is the annual Christmas Bus Competition. For the last 13 years, depot staff have decorated buses in tinsel and ornaments to spread festive cheer to customers in the weeks leading into Christmas.

In 2011, State Transit developed a partnership with the Sydney Children's Hospital at Randwick and one of their patients has the honour of judging the competition. The patient chooses the best decorated bus. In 2019, State Transit's special judge was five-year-old Kai who picked North Sydney depot's bus as the winner.

## 4.8 Successful places

Transport plays a key role in creating successful places. State Transit is aligning with TfNSW's new operating model and Evolving Transport, its customer-centre program of change. Instead of organising the transport cluster by modes of transport, TfNSW is aligned with the needs of our customers and communities - it's a model where the places they live, work and visit play the central role.

The NSW Government's vision is in delivering a metropolis of three cities of Sydney - the Eastern Harbour City, the Central River City and the Western Parkland City - where people can

live, work and play within 30 minute of any of these cities. Public transport plays a pivotal role in realising this vision.

This vision is supported by State Transit who aims to deliver our passengers safely, reliably and efficiently to the cities we service. With eight strategically located depots, we play an integral role in providing a safe and reliable end-to-end public transport solution. We are working in partnership with other transport divisions and across government on planning, delivery and operations to help make Sydney's transport system world class.



0000

40



WHEN LIGHTS FLASH

AUTHORISED TO CARRY  
65 PASSENGERS  
47 SEATED  
18 STANDING

Happy  
Mardi Gras



DO NOT OVERTAKE  
TURNING VEHICLE

3030 ST  
NSW - STATE TRANSIT

## 4.9 Making Transport accessible

Community is about including everyone, and we are committed to providing bus services where all of our customers are comfortable, whether they be disabled, have limited mobility or are mums and dads with prams.

Of the 1416 buses in our fleet, 1369 buses are wheelchair accessible. This represents 96.68 per cent of the fleet.

In 2019-20, 65 new replacement buses were ordered for State Transit. All new buses delivered have Euro 6 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 10.07 years as at 30 June 2020.

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. 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 State Transit website - [www.transportsw.info](http://www.transportsw.info)

All new buses acquired by State Transit feature:

- Kneeling suspension for level entry and a flat no-step front door floor to make entry and exit easier for less mobile passengers
- An extended wheelchair ramp and accommodation for two wheelchairs
- Priority seating for less mobile passengers
- High visibility handrails
- Improved interior lighting
- Improved LED destination signs
- Air-conditioning.

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



## 4.10 Liveable communities

### Environment and sustainability

One of Transport's core principles, which State Transit share, is For The Greater Good. We make decisions that balance the needs of customers, communities and the people of NSW, both current and future. We want to make a positive difference to people's lives and understand the success of communities is enhanced by the public transport service we provide. At the heart of this is the understanding that we must strive to improve our performance by reducing our impact on the environment. Our focus has been on increasing energy efficiency, reducing emissions and minimising waste.

### Our focus

- Minimising the impact of State Transit operations on the environment, and manage operations to ensure they are sustainable and adaptable.

#### Key Performance Areas

Ensuring our 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 Authority environmental penalty notices were received during 2019-2020.

### Environmental incidents

A total of five environmental incidents were recorded, three for bus in-service, one for bus in tow and one for depot operations in 2019-20. Each incident report is reviewed by the Environment Manager to determine if the incident was promptly reported and responded to, if controls were effective and if duty to report criteria had been triggered.

### Environmental complaints handling

In the 2019-2020, 264 public environmental complaints were recorded on our systems for Sydney Buses compared with 516 for the previous year. Complaints are referred to relevant depots for investigation, corrective actions and a response to the customer where requested.

### Environmental Pollution Line referrals

Three public environmental complaints were referred from the Environmental Protection Authority's Environmental Pollution Line for investigation and resolution. Complaints related to noise from bus idling at termini, and bus noise from 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. Contractors sample and analyse discharge waters to ensure State Transit maintains compliance with Sydney Water acceptance conditions. There were three exceedances of Trade Waste acceptance conditions which were investigated and rectified.

## Air Quality & 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 State Transit bus fleet are now of the latest Euro 5 or Enhanced Environmentally Friendly Vehicle standard, while 86.8 per cent is of a Euro 3 or higher standard. State Transit's fleet is accredited against the TfNSW Clean Fleet Program, for maintenance of its fleet emissions standards until May 2021.

### Fleet emissions footprint

State Transit endeavours to minimise its overall fleet emissions footprint via the use of fuel efficient vehicles, maintained in accordance with the Clean Fleet Program, and operated in a careful and smooth manner. Transport emissions derived from fuel combustion, using National Greenhouse Accounts Factors, were calculated as follows:

State Transit Service	Tonnes CO <sub>2</sub> (e)
Passenger and service vehicles under 3.5 tonnes	50.7
Diesel bus fleet scope 1 tailpipe emissions	84,357.3
CNG bus fleet scope 1 tailpipe emissions	20,858.8
Total Transport Carbon Footprint	105,266.8

### Stationary Source Emissions

Scope 2 Greenhouse Gas Emissions for stationary sources, included;

Source	Consumption	Tonnes CO <sub>2</sub> (e) corrected for 6% greenpower
State Transit Depots	5,727,117 kWh	4563.4
State Transit small sites	165,639 kWh	132
Total Stationary Footprint		4,695.4



## Total Greenhouse Emissions

State Transit's total carbon footprint due to stationary and mobile sources equals 109,962.2 tonnes of CO<sub>2</sub> (e). This represents a 5.8 per cent decrease on the total carbon footprint of the preceding financial year.

## Solar PV Production

Some 768 kWh's 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 at 48,187 kLitres in 2019-2020, normalised for a 365 day billing period was 125kL less than the previous financial year.

## Noise

During 2019-2020 of the 264 public environmental complaints received for State Transit operations, two of these related to complaints of depot-related noise. Depot noise complaints are investigated to determine 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

### Mona Vale Remediation

The remediation of Mona Vale Depot and Taronga Place surrounds continued in 2019-2020 with vapour intrusion and data gap investigations, two further groundwater monitoring rounds, a revision of the Remediation Action Plan, and the engagement of contractors to design, install and maintain a more aggressive Total Liquids Remediation System.

## ENERGY

### Electricity Consumption

Depot Electricity Consumption at 5,291,478 kW/hrs was 6.4 per cent less than the previous year's consumption of 5,899,065 kWhrs due to a combination of energy efficiency and energy conservation measures.

### Natural Gas

Depot Natural Gas consumption for cooking purposes was measured at 1,738,432 MJ of energy compared with 2,072,708 MJ in the previous financial year, a reduction of 16.1 per cent.

## WASTE

### Waste Recycling and Government Resource Efficiency Policy Target P1

During 2019-2020 our total waste management contractor collected the following approximate quantities of waste for recycling:

Paper & Cardboard recycling	7.6 tonnes
Recycled Metals	247.8 tonnes
Liquid Oily Water Waste	588.5 tonnes
Recycled Waste Oil	224.6 tonnes
Recycled Coolant	189.3 tonnes

General Waste sent to landfill approximated 584.5 tonnes compared with 462.4 tonnes in the previous financial year. With the volumes of waste recycled and diverted from landfill State Transit achieved a recycling rate of 68.6 per cent of the total wastes generated. This recycling rate represented a small improvement on the previous year due to enhanced waste segregation and resource recovery.

## 4.11 Strong economy and quality of life

In 2019-20, we continued to make improvements to our services that are crucial to improving the customer experience. We are continuing to innovate and use technology to improve customer satisfaction and reduce costs and inefficiencies.

This financial year saw the roll out of contactless payments on our public transport network with Opal readers on all our buses. This improves the journey for our customers by enabling them to tap on and off with Mastercard, Visa and American Express credit or debit cards, as well as linked devices. Contactless payments make it easier for our customers while also reducing our carbon footprint with less printed single-trip tickets.

In 2019-20 State Transit implemented several projects which created internal efficiencies, improved ways of working for staff, and delivered better business outcomes that saved taxpayers money.

### Self service options for bus operators

State Transit expanded the range of self service options available within Hastus (scheduling) software to include shift swaps between bus operators. Enabling bus operators to swap shifts at any time on a mobile phone or other device has created a new level of flexibility for staff, reduced paper-based processes, increased the capacity of Roster Clerks who previously processed shift swaps for all bus operators and increased internal efficiencies. The expansion of self service options has been welcomed by bus operators with the adoption of this self service option steadily increasing.

### New incident management system

State Transit's in-house safety management system was a business critical application which had reached end of life. As a result, a new web-based compliance system, ISOPro, was implemented. This system enables

staff to input incident details directly into a tablet enabling timely and accurate incident reporting as well as subsequent analysis and management. Significant benefits have been derived from the new system, including:

- automation of key workflow processes and ability to extract operational data in a timely manner
- integrated safety, operational performance and insurance reporting
- implementation of digitised forms, removing the need for manual handling, duplication and unnecessary costs
- improved information management and significantly reduced risk of a system failure in which information cannot be input or accessed.

Detailed analysis revealed the cost of implementing a new incident management system was significantly lower than attempting to maintain the legacy system, even when the short term franchising of State Transit was considered. It is also possible that incoming operators may choose to leverage the development of this system for their own purposes in the future, but at a minimum, this system will improve data collection and consolidation in anticipation of a handover to a new operator.

### Blink

In an effort to enhance communication and provide a platform that better connects State Transit staff, engagement app Blink was introduced to all depots and corporate staff in October 2019.

Inside eight months following the launch of Blink there were over 2200 registered users, representing more than 60 per cent of all State Transit staff.

Blink has been particularly valuable for frontline workers who do not have access to an email address, making reaching more staff with important information faster than ever before.

## 4.12 Sustainable asset management

The maintenance of our fleet is critical to keeping our customers across Sydney moving. Managing and maintaining our assets effectively allows us to provide safe, customer-focused, reliable and clean bus services. Our focus is on 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

### 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 focusses 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.

The emergency response teams operate from Asset Management Division (AMD) at Leichhardt. The teams consist of:

- Network Supervisors, providing site supervision of incidents on the bus network, minor repairs to buses and bus stop signage. These officers are also enforcement officers and undertake enforcement of parking in relation to bus operations
- Mobile mechanical breakdown and heavy vehicle recovery team, providing assistance and support to any bus-related incidents within the collective bargaining agreement as requested by the Transport Management Centre.

### Security Coordination

State Transit's Security Unit provides customised intelligence reports of incidents that occur on the bus network to Police and TfNSW Security Unit. Members of the Unit represent State Transit in the NSW Police Transport and Public Order Commands Joint Transport Intelligence Group. Detailed reports with data analysis are provided on a quarterly basis to provide analysis of the network. High profile areas of the network are identified and the NSW Police Transport Command can be provided with intelligence suitable for tasking their resources to areas of concern to 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 2019-2020, the unit processed 552 requests for information, down from 692 requests in the 2018-19 fiscal year.

In response to COVIDsafe operations, the unit co-ordinated the establishment and on-going oversight of Rapid Response Teams (RRT) at bus interchanges and terminals across State Transit's and private bus operator's networks.

The RRT undertook:

- Marshalling of intending passengers to promote social distancing at major interchanges
- Provision of assistance to bus operators when buses reach social distancing capacity
- Maintenance of social distancing signage
- Emergency response to assist drivers in incidents of bio-hazard incident on the bus network
- Monitoring and reporting loading at bus interchanges.

The Security Unit continues to undertake the enforcement of the Passenger Transport Act and Regulation in relation to the operation of buses on the network.



Transport  
Buses

MAN

2880 5T

## Revenue Protection

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

- 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
- adjudicates infringements issued by State Transit Authorised Officers
- 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 2019-2020, the total amount received by State Transit in relation to the above, and including fare evasion, was \$209,238. This amount was distributed as follows:

- State Transit received \$8,832.86
- Revenue NSW received \$32,565.38 (processing fees)
- NSW Treasury received \$167,839.78.

## 4.13 Thriving people doing meaningful work

Our people are proud to work within Transport for NSW. Our leaders connect with our people, empowering them to succeed and making everyone part of something bigger. We are an integrated, flexible, diverse and inclusive business that delivers for customers, communities and the people of Greater Sydney.

People are at the heart of our organisation and we continue to give our workforce the support and capacity they need to do their jobs, and are committed to supporting them when our business transitions to private operators.

We have nurtured a culture that champions diversity and inclusion, one that aims to continue to increased employment opportunities for Aboriginal people and Torres

Strait Islander people, focuses on creating effective leadership culture and increasing the number of women in leadership positions.

State Transit has a diverse workforce of more than 3500 people, of which 2800 are bus operators. We recognise that our people are at the heart of everything we do and we must focus on attracting, retaining and building capability and competence of our staff and leaders so that we can meet our business objectives and underpin our success.

State Transit will undergo major change as a result of transition activity during the next two years. It is a priority of all management to lead effectively to support our staff by embodying and demonstrating a positive change management culture.

### Our focus

- Supporting the business in maintaining performance
- Building workforce capability and diversity
- Leading our people through transition

### Key Performance Areas

- Successfully managing the people processes associated with the transition
- Maintaining a full establishment of bus operators
- Maintaining good employee relations
- Maintaining staff retention
- Developing a more inclusive and diverse workforce.

## 4.14 Diversity and inclusion

In 2020-21, we will continue to identify opportunities and develop plans to increase female and Aboriginal representation. Our focus on people with disability will also increase. One of the great aspects of State Transit is that it is a cultural melting pot. People are the heart of our organisation and whatever your race, gender or sexuality we want to foster a supportive, safe, empowering and inclusive environments for all. We want everyone to feel they belong, are safe and supported. This inclusive culture reflects the diversity of the communities we serve.

### Aboriginal Employment

The current representation of Aboriginal and Torres Strait Islander people in State Transit is 0.7 per cent. State Transit's target is to increase this to 3 per cent until the business is transitioned to private operators by 2022.

To improve the recruitment and retention of Aboriginal employees, State Transit – with TfNSW – continued a targeted Aboriginal Bus operator recruitment program in 2020.

This program included planning for another Aboriginal Open Day (to be held in October 2020).

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 7.1 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.

At State Transit depots, women also work as Depot Directors, Duty Managers, Duty Officers, Yard Supervisors, Senior Staff Supervisors, Bus operator Trainers, Tradespersons and Apprentices.

The representation of women in State Transit Senior Service roles was 33.3 per cent as at 30 June 2020. The number of Senior Service

positions is relatively small (21), 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 2021.

This financial year we celebrated International Women's Day with the transport cluster with the theme #eachforequal highlighting that everyone in our organisation can play a part in supporting women in the workplace and equality. Members of staff attended the International Women's Day event at the International Convention Centre.

### Disability Commitment

State Transit is dedicated to meeting Transport's commitment to Premier's Priority #14 is to achieve 5.6% of roles held by people with disability by 2025.

### 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 2019-20 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 developed and conducted specific development programs for these groups of staff.

Our focus for the next financial year will turn to providing career support for non-operational staff that are not guaranteed a job with the incoming private operators. Equally, we will be supporting our operational staff with upskilling prior to the transition.



## 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 2019-20 financial year, State Transit consolidated the restructured bus operator training team 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 bus operators.

This has been a significant shift for our training deployment and has proved to be successful in the first 18 months of operation.

## Recruiting new bus operators

State Transit continues to maintain a highly successful recruitment campaign in partnership with TfNSW. A total of 430 Bus Operators were employed in the 2019-20 financial year. Attracting new bus operators is essential for the organisation to meet growing demand for public transport in Sydney, and to replenish our ranks following natural attrition.

Advertisements on social media, careers websites, via Google search, on buses and

at train stations prompted interested people to visit the State Transit website and register to attend an open day at a bus depot. After learning more about the salary, working conditions and flexibility, potential bus operators had the opportunity to begin the thorough recruitment process. Following recruitment, new employees enjoy an extensive induction program, as part of the traineeship regime facilitated through the registered training organisation (RTO) via TfNSW.

## Competency development

As part of State Transit's commitment to ensure the competency, on-going development and safety of the maintenance and asset management workforce, a comprehensive program of structured and informal learning and assessment was delivered during the financial year.

To support State Transit's fleet replacement program, technical training courses were delivered to maintenance staff, including apprentices. Training on Volvo, Scania and MAN buses included door systems, electrical systems, diagnostic systems, fuel systems, brakes, transmissions, suspension, servicing and engines.

More than 500 equipment and fleet assessments were delivered to workshop staff. An extensive program of toolbox talks covering maintenance instructions and safe working practices were also delivered as part of an ongoing practice of instruction and awareness raising.

The Technical Fundamentals program was expanded to include new and current trade staff as well as apprentices. This program provided comprehensive instruction, coaching and development opportunities in trade fundamentals.

## 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. State Transit recruited 15 new apprentices in the 2019-20 financial year.

Apprentices undertake on-the-job training in the workshops, ongoing technical training and assessment on the State Transit fleet and 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.

The 2020 apprentice intake was the largest for several years and State Transit welcomed these enthusiastic and talented new employees to the maintenance team. The first half of 2020 brought about new and innovative ways of learning and apprentices demonstrated adaptability and continued motivation to learn.

Apprentices participated in blended learning as TAFE moved to a combination of on-line and classroom based delivery. The Apprentice Professional Development Program continued to be a fundamental part of State Transit's apprenticeship program. Workshops were delivered focussing on building resilience, team work and protective factors for mental health and wellbeing.

In response to COVID-19 restrictions, a strong apprentice community was developed using the online tool MS Teams. This has proven to be an invaluable addition to the apprentice program. Channels were created for morning posts, daily jobs, TAFE, technical information, mental health and wellbeing and workplace information. This platform has ensured ongoing daily connection, education, support and sharing among members.

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.

## Leadership Development

All State Transit Senior Executives and people leaders attended the ongoing series of Extended Leadership Programs throughout the year. 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. This group will be critical to the success of the transition, so our focus has shifted to Leading through Change.

The Extended Leadership Team included all depot 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 2020 - this covers all trades and non-trades staff who maintain the State Transit bus fleet, operative to 31 March 2023
- 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.

## 4.15 Enhancing our people's experience

At State Transit we engage with our employees regularly in an effort to find out what is important in their workplace and how we can improve their satisfaction at work. The

NSW Public Sector People Matter Employee Engagement Survey (PMES) is an opportunity for our staff to let us know what they think and how State Transit can improve as an employer.

State Transit's employee response rate almost doubled on 2018 from 22 per cent to 42 per cent in 2019. The key areas of the survey that go to making up the overall engagement score, increased to 67 per cent (up one per cent on 2018) have all shown improvement:

- Engagement with work - 77 per cent (+6 from 2018);
- Having the right conditions for high performance - 65 per cent (+6);
- Demonstrating public sector values - 64 per cent (+6);
- Collaborative and effective communication - 62 per cent (+7);
- Satisfaction with senior managers - 52 per cent (+8);
- Satisfaction with flexible working arrangements - 57 per cent (+4);
- Belief that action will be taken as a result of the survey - 49 per cent (+8).

Based on the survey results we are continuing to find ways to improve by developing programs to enable our leaders to better interact, collaborate and communicate with their teams, resolve grievances, create more recognition initiatives and encourage more innovation in the workplace.

## 4.16 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 timeliness
- 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

To gain a deeper engagement with our workforce in October 2019 we introduced a new staff app Blink. The platform, with a Facebook-style feed, allows our people to better communicate and collaborate. This internal communications platform allows everyone's voice across State Transit to be heard and allows teams and colleagues to share content, message one another and stay up to date on State Transit's latest news.

Many of the features on the app are designed to make the lives of State Transit's frontline workers easier. "Blinkers" at all depots can swap shifts, submit leave forms digitally and access work manuals.

## 4.17 Aboriginal Reconciliation Action Plan

We celebrated with the transport cluster the launch of the inaugural Reconciliation Action Plan (RAP) in 2019. The RAP acknowledges and pays respect to the role of Aboriginal people and Torres Strait Islander people as traditional owners and custodians of the lands where we work. It demonstrates our commitment to working towards reconciliation within our cluster and the community at large.

State Transit apprentice mechanic and Indigenous dancer Kayleb Waters participated in the celebrations. State Transit also appointed an Aboriginal Liaison Officer Scott Hoskin to help deliver on State Transit's commitments on the RAP including supporting

increased opportunities for Aboriginal staff and ensuring our people, practices and services are truly inclusive of our Aboriginal colleagues and communities.

Scott also took part in the Aboriginal Career Development and Mentoring program offered by TfNSW. He was also integral in setting up a group MobConnex on our Blink staff app to bring the Indigenous members of our workforce together.

We also marked National Sorry Day, National Reconciliation Week, and participated in transporting participants in our buses to the Koori Knockout rugby league competition.

### NAIDOC Week

'Voice. Treaty. Truth.' was NAIDOC weeks' theme and called for us all to work together for a shared future. We celebrated the history, culture and achievements of Aboriginal and Torres Strait Islanders by wrapping a bus in the NAIDOC theme. The bus was launched at Brookvale Depot with an Aboriginal dance performances and a traditional smoking ceremony.



### National Reconciliation Week - In this together

The theme for National Reconciliation Week (NRW) was 'In This Together'. It was an opportunity for our workforce to come together virtually to learn more about our shared histories, cultures, and achievements, and understand how we can play a part in achieving reconciliation in Australia.

Despite not being able to come together to celebrate like we normally would due to COVID-19, we livestreamed a special webisode about importance of reconciliation and the progress we are making on the RAP.

## 4.18 Recognising our People

The Annual Service and Achievement Award presentations were held in a combined event in December 2019. These awards reflect the values that are embedded in the Corporate Plan 2019-2020.



# Our organisation and people

We have six teams within State Transit that work together to ensure we provide the best service for our customers and a great place for our people to work.

### Customer Operations

Our focus is on delivering streamlined, customer-focused service by providing capable staff, accurate and timely information, on-time running, and safe, clean services for our passengers. We are responsible for resourcing, managing and rostering of bus operators, and support staff. We also manage the service planning and timetabling.



## Asset Management

We manage the maintenance program for our depots and bus fleet to ensure we have a clean, safe, reliable fleet to meet growing customer demand. We also ensure the security of the network, and managing network incidents and emergency response.

## Safety, Health, Environment and Quality

We keep employees and customers safe through a robust safety program and embedded safety culture that ensures safety management requirements are undertaken by all staff. Our role includes minimising the impact of our operations on the environment and managing operations to ensure they are sustainable and adaptable.

## Finance and Corporate Services

We provide finance, procurement, information technology, governance, contract management, transformation and investment management services to assist the business meet its cost saving goals and deliver value to the people of NSW.

## People & Culture

We attract, develop and help retain a skilled workforce to deliver effective services for our customers. We provide support to employees and managers, engage and train our people so we have a capable, diverse and inclusive workforce.

## Media and Communications

We produce and promote communication across a diverse range of internal and external channels with our customers, stakeholders and the media with the main objective of keeping our people informed and proudly sharing our stories.



## 5.1 Our Executives

Name	Position	Periods position held	Qualifications
<b>Steffen Faurby</b>	Chief Executive	May 2017–January 2020	Bachelor of Science (Mechanical Engineering), Graduate Diploma (HD) Business Administration, Graduate of the Australian Institute of Company Directors
<b>Tony Eid</b>	Chief Executive	January 2020–May 2020	Advanced Diploma Management
<b>Daniela Fontana</b>	Chief Executive Executive Director Customer Operations	June 2020–Present July 2018–June 2020	Bachelor of Commerce (Management/Marketing)
<b>Michael Reardon</b>	Executive Director Asset Management	October 2018–Present	Certificate of Transport Management
<b>Darani Brown</b>	Executive Director, Finance and Corporate Services	February 2019–Present	Bachelor of Economics, Member Institute of Chartered Accountants, Member Institute of Internal Auditors
<b>Wayne Potter</b>	Executive Director, Safety, Health, Environment and Quality	November 2017–Present	Bachelor of Arts (Psychology), Bachelor of Arts in Social Work, Graduate Diploma in Occupational Health and Safety Management
<b>Mark Cox</b>	Executive Director, People and Culture	October 2017–Present	Bachelor of Business, Masters in Human Resources
<b>Kylie Keogh</b>	Director, Communications	November 2017– January 2020	Masters of Arts (Writing), Graduate Certificate of Applied Management
<b>Mitchell Compton</b>	Principal Manager Media and Communications	January 2020–Present	Bachelor of Arts (Media and Communications), Diploma of Journalism

## 5.2 Our Employees

Annual Salary	2017 18 Total Count			2018-19 Total Count			2019-20 Total Count		
	F	M	TOTAL	F	M	TOTAL	F	M	TOTAL
<\$50,000	1.00	10.00	11.00	1.84	8.00	9.84	3.84	26.55	30.39
\$50,001 – \$75,000	175.77	3632.06	3807.06	154.42	2622.06	2776.48	148.34	2712.40	2860.74
\$75,001 – \$100,000	46.52	336.15	382.67	32.04	250.55	282.59	24.52	248.57	273.09
\$100,001 – \$125,000	9.57	37.00	46.57	11.57	28.00	39.57	20.93	37.00	57.93
\$125,001 – \$150,000	20.57	52.00	72.57	18.42	39.00	57.42	10.63	29.00	39.63
>\$150,000	13.00	31.00	44.00	13.00	29.00	42.00	21.00	42.00	63.00

Note 1: Employees in acting arrangements more than 90 days are recorded in the applicable (effective) salary range.

Note 2: Excludes cadets in Transport, and no casuals, contractors or labour hire.

Insert reference to explain increase in headcount

## 5.3 State Transit's staff by classification

The below table shows a comparison of State Transit's staff by classification (and full-time equivalent) over the eight-year period from July 2012 to June 2020.

HEAD COUNT	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Operations	4,191	3,856	3,857	4,074	4115	4047	2917	2995
Maintenance	348	370	329	322	318	287	216	230
Administration	510	436	430	444	429	336	277	286
Senior Executive Service	10	0*	0*	0*	0*	0*	0*	0*
Transport Senior Service	N/A	36*	34*	34*	34*	24*	23*	21*
<b>Total</b>	<b>5,049</b>	<b>4,543</b>	<b>4,562</b>	<b>4,686</b>	<b>4892</b>	<b>4694</b>	<b>3433</b>	<b>3532</b>
Full-Time Equivalent	4,847	4,543	4,562	4,686	4695	4479	3275	3380
Casuals (included above)	162	116	78	100	124	181	107	88

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 2019-20 exclude positions assigned to TfNSW 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.

## 5.4 Senior Service Contracts and Remuneration

### Transport Service Senior Executive (TSSE) Contracts and Remuneration

TSSE Band	Female	Male	Total	Average of TRP
Band 1	3	4	7	\$245,000
Band 2	1	3	4	\$338,000
Band 3	1	-	1	\$430,000
Band 4	-	-	-	-
<b>Total</b>	<b>5</b>	<b>7</b>	<b>12</b>	

## 5.5 Workforce Diversity

### Trends in the representation of Workforce Diversity Groups

Workforce Diversity Group	Benchmark/ Target	% of Total Staff - 2017	% of Total Staff - 2018	% of Total Staff - 2019	% of Total Staff - 2020
Women	50%	7.2%	6.3%	7.4%	7.2%
Aboriginal People and Torres Strait Islanders	3.3%	0.7%	0.9%	0.8%	0.8%
People whose first language spoken as a child was not English	23.2%	29.4%	48.5%	43.1%	40.1%
People with a disability	5.6%	2.1%	1.8%	1.6%	1.4%
People with a disability requiring work-related adjustment	N/A	2.1%	0.0%	0.0%	0.0%

### Trends in the distribution of Workforce Diversity Groups

Workforce Diversity Group	Benchmark/ Target	% of Total Staff - 2017	% of Total Staff - 2018	% of Total Staff - 2019	% of Total Staff - 2020
Women	100	124	130	131	133
Aboriginal People and Torres Strait Islanders	100	89	87	90	93
People whose first language spoken as a child was not English	100	93	93	93	93
People with a disability	100	114	121	124	130
People with a disability requiring work-related adjustment	100	115	N/A	N/A	N/A

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.

## 5.6 Industrial and workplace relations and policy

### **Personnel policies and practices:**

Our Human Resources policy frame work aligns to State Transit values, and modern, streamlined Human Resource management approaches. During 2019-20, the following procedures were reviewed and updated:

- Flexible Work Practices Procedure
- Grievance Resolution Procedure
- Military Leave Procedure
- Long Service Leave procedure
- Leave Without Pay Procedure
- Special Leave Procedure
- Parental Leave Procedure
- Career Break Procedure

### **Movements in wages, salaries and allowances**

Salaries, wages and allowances moved in accordance with scheduled increases contained in the relevant Awards, which are in line with the provisions of the NSW Government Wages Policy. Staff employed under the following Awards received an annual increase of 2.5 per cent from the first full pay period after 1 January 2020:

- State Transit Authority Bus Operations Enterprise (State) Award 2018
- State Transit Authority Senior and Salaried Officers' Enterprise (State) Award 2018.

Staff employed under the State Transit Authority Bus Engineering and Maintenance Enterprise (State) Award 2020 received an annual increase of 2.5 per cent from the first full pay period after 1 April 2020.

### **Industrial relations policies and practices**

We communicate with our people through a variety of channels to ensure they are informed about a broad range of topics and issues. In addition, senior management consults with employees and relevant unions, including the peak union body (Unions NSW) where appropriate, on matters that impact staff, including restructure and other changes, following the consultation principles outlined in the relevant Awards.

# Corporate Governance





## 6.1 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 2019-20.

### 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.

## 6.2 Governance

The Chief Executive is appointed by the Transport Secretary with the approval of the Minister. The affairs of State Transit are managed and controlled by the Chief Executive in accordance with any directions of the Transport Secretary and the Minister for Transport & Roads.

### Governance Framework

The Executive Team is the principal governing body of the Agency. The Executive Team's role is to support the Chief Executive in leading and monitoring the operation and performance of the organisation. The team is comprised of all Executive Directors and the Principal Manager Media and Communication.

#### Other Committees include:

##### Governance & Risk Committee

The Committee is established to oversee and monitor State Transit's governance, risk, business management systems and control frameworks and its external accountability requirements to foster corporate governance and risk management outcomes focused on continuous improvement.

##### Audit and Risk Committee

The Audit and Risk Committee has responsibility under the Internal Audit and Risk Management Policy for the NSW Public Sector

(TPPI5-03) to provide independent assistance to the Secretary by monitoring, reviewing and providing advice about the agency's governance processes, risk management and control frameworks, internal and external audits, corruption prevention, and its external accountability obligations.

##### Emergency Security Management Committee (ESMC)

The ESMC is responsible for providing advice to the Chief Executive and Executive Team on emergency management, security, incident response and business continuity.

## 6.3 Audit and risk management

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.

During 2019-20, 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.



### **Cyber Security Annual Attestation Statement for the 2019-2020 Financial Year for State Transit Authority**

I, Daniela Fontana, am of the opinion that the State Transit Authority has managed cyber security risks 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, State Transit Authority 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 NSW, the core principles and supporting framework of which were collaboratively tested during the reporting period. State Transit Authority has Information Security Management Systems (ISMS) in place covering all critical assets.

STA experienced a cyber incident in June 2020. No data was lost and there was no disruption to bus services. A full review of the incident has been performed and additional controls will be adopted where required.

State Transit Authority adheres to the Transport Cyber Security Strategy being implemented through the Transport Cyber Defence Rolling Program to continuously improve the management of cyber security governance and resilience.

A handwritten signature in black ink, appearing to be 'D Fontana', written over a horizontal line.

**Daniela Fontana**  
**Chief Executive Officer**

20-10-2020



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

I, Daniela Fontana, 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:

Core Requirements	Compliant, non-compliant, or in transition
1.1 The agency head is ultimately responsible for risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
3.1 An independent and Audit and Risk Committee with appropriate expertise has been established	Compliant
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	Compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

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

- Carolyn Walsh	Independent Chair	July 2018	to June 2021
	Independent Member	March 2016	to June 2018
- Greg Fletcher	Independent Member	July 2017	to June 2021
- 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.

Daniela Fontana  
 Chief Executive  
 State Transit Authority  
 17 August 2020

## 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, comprised of independent members, provides independent assistance to the Chief Executive 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 that provide for the 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.

## 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 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,

and organisational responsibilities and obligations under the Act. These included information updates to all staff in internal newsletters and on State Transit's intranet. Training for nominated disclosure officers and managers was postponed due to COVID-19 and rescheduled for the first half of 2020-21.

The *Public Interest Disclosures Regulation 2011* (the Regulation) requires agencies to report the number of public interest disclosures received during the reporting period. In accordance with Section 4 of the Regulation and Section 31 of the Act, there were nil public interest disclosures received by State Transit this financial year.

Public Interest Disclosure Statistics	
Number of public officials who have made a public interest disclosure to State Transit	0
Total number of public interest disclosures received by State Transit	0
Number of public interest disclosures finalised	0

Main Concerns Identified in Public Interest Disclosures Received	
Corrupt conduct	0
Maladministration	0
Serious and substantial waste	0
Government information contravention	0
Local government pecuniary interest contravention	0

## 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 fraudulent or 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.

## Insurance

Appropriate insurances are purchased to cover material liability, physical damage, business interruption, and other exposures arising out of normal business operations. Due to the use of deductibles, insurance may not provide 100 per cent cover and the Authority would retain

direct responsibility for some portion of the losses. Provisions are made for future costs associated with liability claims occurring in the financial year for which insurance may not provide cover. These provisions are assessed at their present value by independent actuaries.



# Appendices





## 7.1 Customer satisfaction

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

State Transit's centralised Customer Feedback Team manages cases enabling quicker and more meaningful responses to manage individual customer experiences. Customer feedback on State Transit's bus services in Sydney includes queries, compliments, feedback and complaints that are received via a number of transport apps, Transport Info ([www.transportnsw.info](http://www.transportnsw.info) and via the 131 500 feedback line), letters and from 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 2019-20, State Transit saw a 14 per cent decrease in the volume of customer feedback cases received (25,786 compared to 29,938 in 2018-19). The impact of the COVID-19 pandemic in the third & fourth quarters of 2019-20 is likely to have influenced customer feedback volumes. However, a decrease in complaints can also be attributed to various initiatives introduced by State Transit in 2019-20 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 operator programs, which has a strong focus on the importance of providing excellent customer service.
- Implementation of additional services as part of the TfNSW 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.

In 2019-20 State Transit received 12,995 customer complaints which equates to 12.14 complaints per 100,000 passenger boardings.

State Transit continues to listen to customer feedback on bus services and is committed to investigating and responding to feedback where required. The primary triggers for customer feedback during 2019-20 related to buses being late, failing to stop, staff behaviour and service reliability. A large proportion of complaints relating to late or unreliable buses continue to be attributable to construction works associated with major infrastructure projects.

A reduction in total numbers of complaints for each category was achieved in 2019-2020 compared to the previous year.

### Breakdown of Complaints Received by Channel

Source	2018-19	2019-20
Phone 131 500	5,395	2,130
Online Channels	11,968	10,864
Letters	1	1
<b>Total Complaints</b>	<b>17,364</b>	<b>12,995</b>
Other feedback	8,422	4,309
<b>Total Customer Feedback</b>	<b>25,786</b>	<b>17,304</b>

## 7.2 Work, health and safety performance

The successful management of workplace injuries and return to work is a key work, health and safety strategy at State Transit. In the 2018-19 financial year there was a 4.1 per cent reduction in people injured and 2019-20 saw a further 15 per cent reduction. The three-year trend has seen a 26.8 per cent reduction in the number of claims. This has also resulted in our claims cost stabilising which is against the trend of all industry workers compensation costs increasing.

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. Workers' compensation claims fell by a further 15 per cent which is pleasing on top of the decrease the year before.

### Work, health and safety performance

Performance indicator	2018-19	2019-20
Total of Significant Incidents* in NSW	46	44
Lost Time Injury due to workplace-related injuries or illness	13	21
Loss Time Injury Frequency Rate (per 1 million hours)	2.1	3.3
Percentage of planned WHS consultation meetings held	100%	100%
Compensable workplace injuries	327	288
Total claim costs, i.e. only state "Total claim costs"	\$764,112	\$746,830
Prosecutions reported	0	0
Prosecutions under Act	0	0

\*A significant incident is defined as a workplace / worksite or asset related incident that impacts workers, customers and/or community members, with any of the following critical consequences:

- A fatality.
- Hospitalisation admitted due to injury (including passenger taken to hospital / suicide / self-harm).

## 7.3 Privacy Management

In accordance with the *Privacy and Personal Information Protection Act 1998*, 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.

## 7.4 Government Information (Public Access) Act

Under Section 7 of the *Government Information (Public Access) Act 2009* (GIPA Act), agencies must review their programs for the release of government information to identify 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 TfNSW and State Transit websites
- The 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

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)

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

**Table A: Number of Applications by Type of Applicant and Outcome\***

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

\*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**

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

\*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

**Table C: Invalid Applications**

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

**Table D: Conclusive Presumption of Overriding Public Interest against Disclosure: Matters Listed in Schedule 1 of the Act**

	Number of times considered used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

\*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**

	Number of occasions when application not successful
Responsible and effective government	8
Law enforcement and security	0
Individual rights, judicial processes and natural justice	5
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	5
Exempt documents under interstate Freedom of Information legislation	0

**Table F: Timeliness**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	13
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>13</b>

**Table G: Number of Applications Reviewed under Part 5 of the Act (by Type of Review and Outcome)**

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under Section 93 of Act	0	0	0
Review by ADT (NCAT)	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*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)**

	Number of applications for review
Applications by access applicants	0
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)**

	Number of applications transferred
Agency-initiated transfers	2
Applicant initiated transfers	0



## 7.5 Overseas travel

There was no overseas travel undertaken by any State Transit employee in the 2019-20 financial year.

## 7.6 Multicultural polices and services

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.

## 7.7 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*. State Transit also implements the requirements of the *Disability Standards for Accessible Public Transport 2002* under the *Disability Discrimination Act 2012* (Cth).

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 96.68 per cent the fleet (1369 buses in total).
- 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.



## 7.8 Land disposal

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

	Table: Summary of land
<b>Land use classification</b>	\$'000
<b>Bus Depots</b>	Nil
<b>Minor Operational Assets</b>	Nil
<b>Commercial Properties</b>	Nil
<b>Total</b>	Nil

## 7.9 Accounts payments and grants

Performance in Paying Accounts for All Suppliers

Outstanding invoices by age at the end of each quarter for STA					
Measure Count #	Financial Year 2019-2020 Quarter Average	Q1	Q2	Q3	Q4
<b>Suppliers</b>					
Current (i.e. within due date)	14	4	2	2	46
Between 0 and 30 days overdue	1,876	2,174	1,232	2,461	1,638
Between 30 and 60 days overdue	29	52	33	31	0
Between 60 and 90 days overdue	3	4	4	1	1
More than 90 days overdue	3	2	7	3	0
<b>Small Business Suppliers</b>					
Current (i.e. within due date)	2	0	0	0	6
Between 0 and 30 days overdue	246	286	154	339	206
Between 30 and 60 days overdue	2	3	1	2	0
Between 60 and 90 days overdue	0	0	0	0	0
More than 90 days overdue	0	0	0	0	0
Measure Amount \$'000	Financial Year 2019-2020 Quarter Average	Q1	Q2	Q3	Q4
<b>Suppliers</b>					
Current (i.e. within due date)	0	0.0	0.0	0.0	0.0
Between 0 and 30 days overdue	45,481	13,572.5	10,814.4	17,310.5	3,783.6
Between 30 and 60 days overdue	203	104.7	29.2	69.1	0.0
Between 60 and 90 days overdue	-4	0.5	-5.2	0.6	0.0
More than 90 days overdue	-127	1.7	2.4	-130.8	0.0

Measure Amount \$'000	Financial Year 2019-2020 Quarter Average	Q1	Q2	Q3	Q4
<b>Small Business Suppliers</b>					
Current (i.e. within due date)	0	0.0	0.0	0.0	0.0
Between 0 and 30 days overdue	920	312.5	139.0	338.7	129.5
Between 30 and 60 days overdue	8	1.0	5.8	0.9	0.0
Between 60 and 90 days overdue	0	0.0	0.0	0.0	0.0
More than 90 days overdue	0	0.0	0.0	0.0	0.0
<b>Accounts paid on time within each quarter for STA</b>					
Measure	Financial Year 2019-2020	Q1	Q2	Q3	Q4
<b>Suppliers</b>					
Number of accounts due for payment	36,376	10,046	9,770	7,647	8,913
Number of accounts paid on time	35,588	9,749	9,614	7,445	8,780
Target % accounts paid on time	90.00%	90.00%	90.00%	90.00%	90.00%
Actual % accounts paid on time	97.83%	97.04%	98.40%	97.36%	98.51%
\$'000 amount of accounts due for payment	254,894.4	60,202.4	66,353.2	59,115.5	69,223.4
\$'000 amount of accounts paid on time	249,651.5	57,590.2	64,894.8	58,487.9	68,678.7
Actual % accounts paid on time (based on \$)	97.94%	95.66%	97.80%	98.94%	99.21%
Number of payments for interest	3	0	2	1	0
Interest paid on overdue accounts	\$229.00	\$0.00	\$133.00	\$96.00	\$0.00
<b>Small Business Suppliers</b>					
Number of accounts due for payment	4,149	1,068	1,140	932	1,009
Number of accounts paid on time	4,116	1,063	1,135	919	999
Actual % accounts paid on time	99.20%	99.53%	99.56%	98.61%	99.01%
\$'000 amount of accounts due for payment	4,319.7	1,192.6	1,128.3	921.1	1,077.7
\$'000 amount of accounts paid on time	4,289.0	1,188.1	1,125.9	908.0	1,067.1
Actual % accounts paid on time (based on \$)	99.29%	99.62%	99.79%	98.57%	99.02%
Number of payments for interest	3	0	2	1	0
Interest paid on overdue accounts	\$229.00	\$0.00	\$133.00	\$96.00	\$0.00

## Funds Granted to Non-Government Community Organisations

State Transit did not make any donation to a non-Government community organisation during 2019-20.

## Consultancy Fees

No consultancy fees were paid in the 2019-20 financial year.

## 7.10 Environmental compliance

In 2019-2020 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 five environmental incident reports were received and reviewed by the Principal Environment Manager. Nil incidents were required to be notified to the regulator, as having a potential to cause material harm.

Two hundred and sixty four public environmental complaints were recorded on our system, approximately half of the number

recorded for the previous year. 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 2019-2020 financial year decreased by 5.8 per cent to approximately 109,962 tonnes CO2(e).

Potable water consumption at 48,187kL was similar to the previous financial year. Much of these mains water savings were achieved via rainwater harvesting systems supplementing or displacing potable water use.

## 7.11 Waste reduction

In 2019-20, State Transit recycled some 1258 tonnes of solid or liquid wastes while sending 584 tonnes of waste to landfill, to achieve a recycling rate of 68.6 per cent, a three per cent decrease on the previous year's rate.

The top three waste streams collected for recycling included:

Recycled Metals	247 tonnes
Recycle Waste Oil	224 tonnes
Recycled Coolant	189 tonnes

## 7.12 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.



**State Transit**  
27 Derbyshire Road  
Leichhardt NSW 2040

[www.transport.nsw.gov.au/state-transit](http://www.transport.nsw.gov.au/state-transit)

© State Transit. This report was first published in October 2020. View or download this report from the State Transit website: [www.transport.nsw.gov.au/state-transit](http://www.transport.nsw.gov.au/state-transit)

Users are welcome to copy, reproduce and distribute the information contained in this report for non-commercial purposes only, provided acknowledgement is given to State Transit as the source.

ISSN: 2209-9387