



# State Transit Authority Annual Report

Volume 1 | 2021-2022

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## State Transit Authority of NSW

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Transport for NSW in-house design services were used to produce this report. There were no external costs associated with the production of this report.

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## Acknowledgement of Country

State Transit acknowledge Aboriginal people as the traditional custodians of the lands and waterways on which we serve customers, build infrastructure and deliver projects and we are grateful to Elders past and present for their continual leadership and care for Country.

Many of the transport routes of today follow traditional Songlines and pathways on Country that Aboriginal people have followed, and cared for, for tens of thousands of years.

We respect Aboriginal peoples, cultures and traditions, acknowledge the past, a shared history and celebrate the world's oldest continuing culture.

Acknowledging the past and committing to improve outcomes for Aboriginal peoples means we take responsibility for the impact that Transport can have by connecting Aboriginal people safely to the economy and socially. We will be guided by Aboriginal people when developing transport solutions.

## Letter to Ministers

The Hon. Robert Stokes MP  
Minister for Infrastructure, Minister for Cities,  
and Minister for Active Transport

The Hon. David Elliott, MP  
Minister for Transport

Parliament House  
Macquarie Street  
Sydney NSW 2000

Dear Ministers,

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 2022.

This report has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Government Sector Finance Act 2018*. The financial statements, which have been audited by the Audit Office of NSW and the Auditor-General's report, are also included.

Yours sincerely,



Daniela Fontana

Chief Executive State Transit

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# From the Chief Executive





## Foreword

I am enormously proud to have served as Chief Executive of State Transit during the 2021-22 financial year, our 90th and final year as the NSW Government's bus operator.

In October 2019, the Minister for Transport announced the intention to invite Australian and International public transport operators to bid for contracts across 13 of Sydney's bus regions over the following three years. This included the three remaining State Transit operated regions, which were put to tender in 2020.

During the 2021-22 financial year, State Transit continued to deliver public transport services in Sydney through its three Sydney Metropolitan Bus Service Contracts (SMBSC) with Transport for NSW.

Concurrently, we transitioned our operations to new franchisees, commencing in 2021, and undertook the planning and management of residual business functions.

We transitioned our contracts progressively by region:

- Region 8: Northern Beaches and Lower North Shore, which included depots in Brookvale, Mona Vale and North Sydney – transitioned to Keolis Downer on 31 October 2021
- Region 7: North West, which included depots in Ryde and Willoughby – transitioned to Busways on 9 January 2022
- Region 9: Eastern Suburbs, which included depots in Waverley, Randwick and Port Botany – transitioned to TransDev John Holland on 3 April 2022.

During transition State Transit's focus was the continuity of services for our customers and making sure our people were well informed and supported through this change. We operated the busiest part of Greater Sydney's bus network, running more than 15,000 timetabled services each week with a workforce of 3,400 passionate people.

We were successful in delivering on our objectives:

- guarantee the continuity of safe and reliable bus services for our customers;
- preserve the health and wellbeing of our people and our customers;

- maintain high performance levels and standards through to the end of transition;
- contribute to efficiencies across the Greater Sydney bus network; and
- continue to operate in a financially sustainable manner for NSW taxpayers.

I have been both amazed and inspired by all that we have been able to achieve – working as a team to deliver better results against all of our key measures.

It has been incredibly challenging to do this whilst undertaking the poignant task of handing over our operations to new operators and farewelling many friends and colleagues.

I heartily congratulate all staff that contributed to our incredible result in 2021-22 and wish the incoming operators every success in continuing our outstanding legacy into the future.

Daniela Fontana  
Chief Executive, State Transit

# About this report



The State Transit Authority Annual Report 2021-22 provides an overview of our achievements during the 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.

## Volume 1

### About us

This chapter provides a high-level profile of State Transit's operations in 2021-22.

### Delivering on our vision for our customers and our people

This chapter presents our key achievements for the year in delivering on our commitments to Safety, Reliability and Accessibility, Business Sustainability and Our People.

### Financial overview

This chapter presents an overview of our financial results for 2021-22. We provide a comprehensive set of financial statements in Volume 2 of this report.

### Corporate governance

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

### Appendices

The appendices cover 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 State Transit



# About State Transit

State Transit has been the Government-owned bus operator in NSW that provides public transport services across Greater Sydney for 90 years. State Transit was one of the largest and most modern providers of public transport in Australia. Deploying the biggest connected public bus fleet in the country, the footprint of State Transit's bus network made it one of the biggest operations in the world.

As a contracted bus operator to Transport for NSW (TfNSW), In 2021-22, State Transit ran services in the following areas:

**Region 7:** North West, which included depots in Ryde and Willoughby

**Region 8:** Northern Beaches and Lower North Shore, which included depots in Brookvale, Mona Vale and North Sydney

**Region 9:** Eastern Suburbs, which included depots in Waverley, Randwick and Port Botany.





## Our vision

During the 2021-22 financial year, State Transit's vision was to continue 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. We achieved this while concurrently preparing for and transitioning our operations to new franchisees and managing residual business functions.

## Key facts

|            | Region 7 North West          | Region 8 Northern Beaches           | Region 9 Eastern Suburbs                 |
|------------|------------------------------|-------------------------------------|--|
| Transition | to Busways on 9 January 2022 | to Keolis Downer on 31 October 2021 | to TransDev John Holland on 3 April 2022 |
| Period     | 6 months                     | 4 months                            | 9 months                                 |
| Employees* | 915                          | 830                                 | 1,130                                    |
| Patronage  | 4.9 million                  | 2.6 million                         | 16 million                               |
| Services   | 500,000                      | 365,000                             | 1,230,000                                |
| Buses**    | 460                          | 405                                 | 560                                      |
| Kilometres | 9.9 million                  | 6.5 million                         | 17 million                               |

\*Approximate number of employees in the Region at the date of transition. An additional 330 employees were employed in corporate roles.

\*\*Approximate number of buses in the Region at the date of transition.



# Delivering our vision for our customers and our people



## Key highlights

The key highlights achieved by the business this financial year are detailed below.

### COVID management of the bus network

State Transit successfully managed the busiest part of Greater Sydney's bus network for our customers and people with extra services, cleaning and other measures to keep everyone safe.

From Monday 19 July 2021, as restrictions under the COVID-19 Public Health Orders continued to be tightened, all services moved to a reduced Sunday timetable.

From Monday 2 August 2021 services mostly operated to a dynamic weekday timetable. This represented a significant increase to the Sunday timetables that had been in force since 19 July, and reflected the expected additional travel demand as some restrictions regarding construction work were lifted.

These 'dynamic' timetables were not regular weekday timetables. Instead, they provided the general span of service that is usually seen on a weekday with changes to frequency based on the changed demand during the ongoing COVID-19 lockdown in Greater Sydney. This meant extra services in the early morning and early afternoon, with reduced levels of service at the height of peak, particularly on AM/PM City Express services.

Our bus fleet underwent over 2,000 extra hours of sanitizing each week to keep our customers safe by reducing the risk of community transmission of COVID-19 on our services.

### Network changes

A new bus network was rolled out across the Eastern Suburbs from 5 December 2021. This new network was based on the draft network released earlier in 2021, which was updated to take into account the feedback received during the eight-week community consultation period. There were also changes to the Inner West bus network to help support changes in the Eastern Suburbs.

These changes were designed to bring more high frequency bus services across the region, better connections to trains and light rail and easier cross regional travel. There were also changes to reduce duplication between services, where possible.

Key benefits of these network changes included:

- improved all day service frequencies, enhanced peak express services, more reliable timetables and increased capacity to help support demand
- improved access to key destinations such as Bondi Junction, Randwick, Maroubra, Mascot and Green Square with enhanced links helping cross-suburban journeys without needing to go via the Sydney CBD
- improving connections with other modes such as light rail and train as part of an integrated public transport network
- eleven all-day frequent network routes operating every 10 minutes or better during the day and every 20 minutes or better early morning and evening, seven days a week
- increased coverage of overnight services in the area operating seven days a week.

There were also changes to bus services in Northern, North-Western and Western Sydney from the 18th and 24th of October 2021. These changes were designed to streamline services and update timetables to reflect changed traffic conditions in and around these areas of operation.

### Project to trial electric buses and associated infrastructure upgrades a success

In 2021-22 work commenced to install electrical infrastructure at Waverley Depot to support the operation of an electric bus fleet. The Waverley site was deemed more suitable than the previously identified Randwick Depot due to the expiry of the Compressed Natural Gas (CNG) supply contract. This presented a cost effective opportunity to facilitate an electric bus trial, given the space and redundant available electrical supply formerly used for the CNG station.

State Transit successfully delivered 10 trial electric buses and associated infrastructure upgrades at Waverley Depot in April 2022 commencing a transition to zero emissions buses. These vehicles were the first electric buses ordered by State Transit. This election commitment project at Waverley was successfully delivered under budget.

### Financial Sustainability

State Transit made significant savings throughout our business in the 2021-22 financial year, returning \$64.3 million to Transport for NSW through efficiencies delivered in our operational expenditure.

## Commitment to reliability and accessibility

At State Transit, we placed the customer at the centre of everything we did.

We aimed to deliver our customers to their destinations safely and on time. We enabled their mobility between places and strived to ensure our service provision catered for Sydney's growing population and emerging places.

State Transit aimed to deliver consistent, quality customer service every day through visible and empowered staff, accurate and timely information, and clean, safe and reliable buses.

We focused on On-Time Running and aligning and updating our network and services to meet our customers' expectations.

Our challenge in 2021-22 was to keep our focus on maintaining our day-to-day running whilst preparing each depot for transition to a new operator.

### What we did

In 2021-22 State Transit:

Continued to work with Transport for NSW to deliver integrated service design, improved transport connectivity and drive network efficiencies by upgrading bus networks to better reflect the community's needs and the end-to-end journey experience expected by our customers.

- Delivered our customers to their destination safely and on-time whilst maintaining or bettering our current customer satisfaction rating of 94 per cent.
- Handled all customer complaints and feedback equitably and objectively and used the insights gained to optimise customer experience.
- Ensured the right people were at the right place at the right time through effective management and workforce planning.
- Provided effective on-boarding and disembarking for customers with accessibility needs.
- Ensured our service inclusively catered for customers from all cultures.
- Ensured our service levels and high standards were maintained during the organisational transition.

### How we did it

Actions and initiatives that allowed us to achieve this included:

- Continuing our development program for Bus Operators to safely deliver customer-centered excellence and enhance the journey experience.
- Collaborating with Transport for NSW to design a bus network that ensured communities have convenient access to frequent, high-capacity services. This included delivering scheduling and network enhancements that improved on-time performance to increase customer satisfaction performance.
- Implementing a new travel network to integrate bus operations with the South East Light Rail and other contract operators.
- Proactive management of planned and unplanned network events through implementation of our key diversion strategies and base service disruption plans delivered through our trained Network Control Officers.
- Preparing each of the operational depots for transition, working with Transport for NSW and the new operators to effect a smooth transition of service delivery, minimising any potential impact on performance and customer satisfaction.

### Success Measures

- Sustained excellent Customer Satisfaction Survey results of 94 per cent
- Reduced passenger falls leading to service delays
- Reduced customer complaints, reflecting a positive customer service culture
- Punctuality and on-time running results of 95 percent or above in all three Regions
- Improved network services and more frequent high-capacity services
- Successful transition of our operations to new service operators

## Customer Satisfaction

The last Transport Customer Satisfaction Index results to include State Transit operating all three Regions was conducted in May 2021 with results released in September 2021. State Transit was given an overall satisfaction score of 94 per cent by our customers, our best ever result.

We scored 96 per cent in the "safety and security" category – our best performing category and a 2 per cent improvement on the previous survey conducted in November 2020.

Other areas of improvement since the previous survey included the important categories of timeliness and accessibility.

Our overall score of 94 per cent followed three successive survey scores of 92 per cent in November 2020, November 2019 and May 2019. (There was no customer survey undertaken in 2019-20 due to the COVID-19 pandemic).

## Passenger Falls

State Transit achieved a substantial reduction in the number of passenger falls in all Regions in 2021-22, as shown in the table below:

|           | Region 7  | Region 8  | Region 9  |
|-----------|-----------|-----------|-----------|
| Period    | Jul - Dec | Jul - Oct | Jul - Mar |
| 2020-21   | 53        | 13        | 155       |
| 2021-22   | 19        | 10        | 127       |
| Reduction | 64%       | 23%       | 18%       |

Factors contributing to this decrease in customer falls include our "Smooth Operator" bus driver performance campaign and increased signage and awareness campaigns for high risk groups. COVID-19 continued to impact patronage numbers over this period.

## Customer Complaints

We also achieved a substantial decrease in the number of customer complaints across all Regions in 2021-22:

|           | Region 7  | Region 8  | Region 9  |
|-----------|-----------|-----------|-----------|
| Period    | Jul - Dec | Jul - Oct | Jul - Mar |
| 2020-21   | 1,116     | 677       | 2,641     |
| 2021-22   | 829       | 351       | 2,020     |
| Reduction | 26%       | 48%       | 24%       |

Our various bus driver training and improvement initiatives contributed to this reduction in customer complaints.

## Customer Complaints

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| Reduction | 26%       | 48%       | 24%       |

Our various bus driver training and improvement initiatives contributed to this reduction in customer complaints. COVID-19 continued to impact patronage numbers over this period.

## On-Time Running

In recent years there has been a significant and sustained improvement 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, 96.10 per cent in 2019-20 and culminating in 96.73 in 2020-21. The contractual target was 95 per cent.

Despite the COVID environment, scheduling efficiencies and depot initiatives introduced across State Transit played a large part in continued improvement to On-Time Running results for our customers. We sustained this excellent performance throughout 2021-22, exceeding the 95 per cent target in all months in all Regions.

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

|          | Jul-21 | Aug-21 | Sep-21 |
|----------|--------|--------|--------|
| Region 7 | 98.7%  | 95.8%  | 98.9%  |
| Region 8 | 98.6%  | 98.2%  | 98.7%  |
| Region 9 | 97.7%  | 97.2%  | 97.9%  |
| Target   | 95.0%  | 95.0%  | 95.0%  |

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

|          | Oct-21 | Nov-21 | Dec-21 |
|----------|--------|--------|--------|
| Region 7 | 98.2%  | 96.8%  | 96.7%  |
| Region 8 | 97.8%  | N/A    | N/A    |
| Region 9 | 97.4%  | 96.5%  | 96.3%  |
| Target   | 95.0%  | 95.0%  | 95.0%  |

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

|          | Jan-22 | Feb-22 | Mar-22 |
|----------|--------|--------|--------|
| Region 7 | 98.5%  | N/A    | N/A    |
| Region 8 | N/A    | N/A    | N/A    |
| Region 9 | 97.4%  | 96.2%  | 96.6%  |
| Target   | 95.0%  | 95.0%  | 95.0%  |

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

|          | Apr-22 | May-22 | Jun-22 |
|----------|--------|--------|--------|
| Region 7 | N/A    | N/A    | N/A    |
| Region 8 | N/A    | N/A    | N/A    |
| Region 9 | 96.4%  | N/A    | N/A    |
| Target   | 95.0%  | 95.0%  | 95.0%  |

## Commitment to safety

At State Transit, maintaining the safety of customers and our people remained a top priority.

Our commitment was supported through a robust program of initiatives, constantly improving our safety systems and emergency response and recovery plans. These included maintaining our assets to optimal levels and engaging with our people to promote a positive safety culture and practices. We also provided education and public safety campaigns to ensure our customers move safely to and from their destinations.

### What we did

In 2021-22 State Transit:

- Operated safe, secure and accessible bus services for our customers and our people. To do this we focused on our systems, infrastructure and embedded behaviours to ensure safety was front of mind for all our employees and customers using our services
- Prioritised the well-being of staff through the significant period of change during transition to new operators, ensuring support systems and early interventions were in place.
- Maintained a safety-first workplace. We continued to embed a positive safety culture that proactively supported our people to work safely and manage their own health and wellbeing. Our safety team comprised passionate people who worked as an integral support network in our depots, driving a strong safety culture that led to improved safety performance, effective incident management and minimisation or elimination of safety risk.
- Continued to reduce the number of State Transit employees injured at work, passenger falls, bus operator assaults and other injuries on our buses.
- Maintained our programs to reduce the number of collisions with other vehicles and pedestrians.

### How we did it

Actions and initiatives that allowed us to achieve this included:

- Embedded the new safety, health and environment incident reporting and management system. This improved real-time reporting and provided better analytical capability and identification of the root cause of incidents to ensure we minimised risk by maintaining safe practices in the workplace.

- Continued our development program for bus operators to safely deliver customer-centered excellence and enhance the journey experience.
- Continued to promote the safest possible on-board environment for customers focused on reducing the frequency of injuries from falls, and raising awareness through ongoing safety campaigns such as ‘hold on’ messaging on buses.
- Continued collaboration with NSW Police Force, especially the Police Transport Command and Transport for NSW, to further reduce the frequency of anti-social behavior and criminal offences on buses. We focused on protecting our bus operators from assault with targeted media awareness and on-board customer campaigns such as ‘Look after your Operator’ as well as installing enhanced driver protection screens on all of our buses.
- Maintained our programs to reduce the frequency and severity of workplace safety incidents.
- Continued to provide health and wellbeing programs for bus operators, including specialist triage and medical services and targeted incident response.
- Ensured the wellbeing of operational and non-operational staff during change through provision of support and assistance focused on individual wellbeing and lifestyle assistance during transition.
- Trialed new technologies to assist in safer bus operations.
- Uplifted our depot and on-road incident management framework; supported by quality tools, training and resources to improve the response to incidents and protection of assets.

### Success Measures

- Reduction in the frequency of assaults on bus operators by 20 per cent
- Reduced the frequency and severity of safety incidents by 15 per cent (Lost Time Injury Frequency Rate)
- Reduced workers compensation claims by 15 per cent
- Reduced at fault collisions (with other vehicles and pedestrians) by 15 per cent.

### Bus Drivers Assaulted

State Transit achieved a reduction in the number of drivers assaulted again in 2021-22.

In the 9 months to 31 March 2022 there were 21 drivers assaulted compared with 25 for the same period in 2020-21, a 16% reduction.

This reduction can be attributed to the installation of enhanced driver protection screens across the fleet in response to the COVID-19 pandemic.

### Safety Incidents

We also achieved a reduction in the number of safety incidents and resulting injuries to our staff in 2021-22, as shown in the table below:

|           | Region 7 | Region 8 | Region 9 |
|-----------|----------|----------|----------|
| Period    | Jul-Dec  | Jul-Oct  | Jul-Mar  |
| 2020-21   | 2        | 1        | 10       |
| 2021-22   | 1        | 1        | 5        |
| Reduction | 50%      | 0%       | 50%      |

### Workers Compensation Claims

State Transit, again, achieved a reduction in the number of workers compensation claims.

In the 9 months to 31 March 2022 there were 108 workers compensation claims compared with 116 for the same period in 2020-21, a 6.9% reduction.

This reduction is a result of the focused efforts of the State Transit Safety Team and is particularly pleasing given the challenges for staff associated with the transition to new operators.

### At Fault Collisions

|           | Region 7 | Region 8 | Region 9 |
|-----------|----------|----------|----------|
| Period    | Jul-Dec  | Jul-Oct  | Jul-Mar  |
| 2020-21   | 106      | 171      | 226      |
| 2021-22   | 66       | 80       | 113      |
| Reduction | 38%      | 53%      | 50%      |

The reduction in at fault collisions, as a result of programs undertaken by the Safety and Customer Operations Teams, positively impacted our staff, our passengers and the community.

## Commitment to Business Sustainability

Targeted cost reduction, productivity improvement and simplified work practices remained key objectives in providing ongoing public value this year.

With more than 1,400 buses in our fleet, management and maintenance of our assets was important in ensuring that our customers travelled where they need to go safely, reliably and on time.

Our environmental activity focused on reducing the impacts of noise, waste and contamination on the community. We achieved this in conjunction with the implementation of plans to transition operations and close business functions as the transfer to new service operators was fully implemented.

### What we did

In 2021-22, State Transit:

- Maintained our business improvement programs which had already resulted in significant cost reduction of our operations to the taxpayer, improving efficiency whilst maintaining the highest levels of customer service.
- Prepared all assets for transition to the new operator, to ensure business continuity from day one of takeover.
- Ensured all aspects of the business continued to achieve compliance objectives and optimise controls.
- Strategic sourcing and agile delivery to manage supply and inventory for cost reduction.
- Continued to deliver accessible bus targets.
- Maintained State Transit’s superior position in bus asset maintenance and expertise across the Transport and Infrastructure cluster.
- Implemented our Bus Fleet Management Plan.
- Worked collaboratively with Transport for NSW to manage the transition of State Transit operations and ensure residual organisational functions are managed.

### How we did it

Actions and initiatives that allowed us to achieve this included:

- Updating our bus fleet, retiring older generation models and replacing them with zero emission buses.
- Continuing to work collaboratively with Transport for NSW and key stakeholders to achieve a systematic and effective transition, minimising and mitigating risks which arose during this change process.

- Continuing to streamline and improve information and analytical processes for optimal decision-making.
- Delivering and maintaining our fleet assets in accordance with industry practice and working with original equipment manufacturers to optimise maintenance cycles and productivity.
- Maintaining our focus on technology to improve maintenance efficiency through automation, predictive analytics, field mobility and remote monitoring.
- Continuing to deliver our ongoing initiatives to reduce noise, greenhouse gas emissions and contamination and waste, improve biodiversity and conserve energy.

### Success Measures

- Met operating and capital budgets
- Delivered efficiencies and improved fleet performance, reliability and availability and maintained optimum fleet performance in accordance with our Transport contract requirements
- Deliver updated buses into the fleet, including zero emission buses and infrastructure
- Zero reportable environmental incidents

### Operating and Capital Budgets

State Transit against exercised stringent cost control in 2021-22 and achieved better than budgeted for all types of expenditure. Capital budgets for 2021-22 were minimal due to the impending transition to new operators.

On top of agreed savings with Transport for NSW, which was to reduce costs by more than \$180 million over five years, we saved a further \$25.5 million in addition to this year’s savings goal of \$38.8 million.

## Fleet Performance

Two key indicators of fleet performance are Mechanical Changeovers and Heavy Vehicle Inspection Standard (HVIS) results.

Mechanical Changeovers show the number of times per 100,000 km that a bus needs to be replaced in service due to a mechanical failure. Results in 2021-22 improved 2% to 5.4 mechanical Changeovers per 100,000 km from 5.5 100,000 km in 2020-21.

Inspections are conducted by the National Heavy Vehicle Regulator every 6 months as a requirement of bus registration in NSW. These results are an indicator of maintenance performance.

Pass rates continue to be high and have improved, from 98.7 per cent in 2020-21 to 99.1 per cent in 2021-22. In addition, the number and severity of defects identified in these inspections fell.

## Up-to-date Bus Fleet

State Transit continued to enhance the fleet in 2021-22 with the delivery of 10 electric buses and associated infrastructure upgrades at Waverley Depot.

## Reportable environmental incidents

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

No environmental incidents were reported in 2021-22, compared to four in 2020-21.

No Environmental Protection or Local Government Authority environmental penalty notices were received during 2021-22.

## Greenhouse emissions

Total Scope 1 emissions from fleet operations for the 9 months ended 31 March 2022 equaled 44,948 tonnes of CO<sub>2</sub>(e). The remainder of emissions for last quarter 2021-2022 were primarily stationary emissions from the consumption of electrical energy.

When combining the total of Scope 1 Transport Emissions with Scope 2 Stationary Emissions, State Transit's Annual Greenhouse Footprint is approximately 47,000 tonnes of CO<sub>2</sub> equivalent by the end of the financial year and the closure of STA.

STA was well below the 100,000 tonnes Safeguard Mechanism target in 2021-22, and therefore did not incur any liabilities to purchase Australian Carbon credit units to offset excess emissions.

State Transit's fleet received reaccreditation to the Transport for NSW Clean Fleet Program, for maintenance of its fleet emissions standards, until May 2023.

## Environmental impacts on our stakeholders

In the 2021-2022, 108 public environmental complaints were recorded on the Customer Information Line for State Transit compared with 196 for the previous year, a 45 per cent decrease.

The majority of these environmental complaints relate to noise or smoke (exhaust fumes) from idling buses. Complaints were referred to relevant Depots for investigation, corrective actions and response to the customer.

There were no public environmental complaints referred from the Environmental Protection Authority's Environmental Pollution Line for investigation and resolution compared with 3 in 2020-21.

## Commitment to Our People

State Transit was able to deliver on our safety, accessibility and sustainability commitments because of our highly trained and motivated workforce.

State Transit had a diverse workforce of more than 3,500 people, of which 2,800 were bus operators. We recognised that our people were at the heart of everything we did and we focused on attracting, retaining and building capability and competence of our staff and leaders so that we could meet our business objectives and underpin our success.

State Transit has undergone major change as a result of franchising activity during the period of this Annual Report. It was a priority of our leaders to lead effectively to support our staff by embodying and demonstrating a positive change management culture.

### What we did

- Maintained full establishment of bus operators.
- Continued to drive a positive customer-focused culture within the organisation during a period of major change.
- Focused on delivering effective change management strategies to underpin transition activities.
- Established formal transition structures and plans to deal effectively with changes impacting our people.
- Supported the experience of people in the workplace.
- Ensured our non-operational people are considered for and supported in gaining other opportunities within the Transport cluster or the public sector in general.
- Embedded Diversity and Inclusion to promote a sustainable, capable and innovative workforce through our recruitment and to reflect the multicultural nature of the community in which we operated.
- Maintained an effective leadership culture.

### How we did it

- Bus operator development – we continued to focus on our training programs for our frontline staff, focused on safety and customer service to ensure the best outcomes for our customers.
- Bus operator recruitment – we ensured that we attracted and inducted new bus operators in a timely manner, being mindful of securing the best possible talent.
- Delivered workforce planning to ensure the right people were in the right jobs to deliver our operational and transformation projects

- Retention – our industry is experiencing a shortage of bus operators, so we were cognisant of retaining the talent we already had. We commenced a variety of programs aimed at retaining our experienced and dedicated workforce.
- Providing support to our leadership team by focusing on skills of leading change and empowering people.
- Lowering absenteeism.
- Continued to embed Diversity and Inclusion programs to achieve a capable, engaged and representative workforce that meet the equity and inclusion targets.
- Continued to initiate improvement in communication channels to boost morale and create a positive, engaged culture.
- Managed multi-channel messaging for timely staff information and feedback e.g. a dedicated website for updating staff on transition.

### Success Measures

- Retention of our people, manage turnover and absenteeism rates and maintenance of recruitment timeframes
- A more diverse and inclusive workforce with increased representation of female leaders and Aboriginal employees
- Increase in the number of bus operators using the Blink application and Digital Depot portal.

## Recruitment and retention

Recruitment and retention was an enormous challenge for State Transit in 2021-22.

Outstanding results were achieved, including:

- Letters of offer were received from the incoming operators by operational staff at Depots (including bus operators and mechanics). More than 98% of these offers were accepted.
- Robust bus operator pipelines were passed over to incoming private bus operators two months prior to transition and assistance was provided to ensure that each operator had sufficient staff to successfully operate at the handover date.
- Bus operator surpluses and deficits were managed closely with network change implications to achieve a balance of bus operator numbers.

- A “comparable-roles’ process was in place to ensure that non-operational staff that would not automatically transition via the letter of offer process had the opportunity to apply for available roles with each of the incoming operators. This also reduced the loss of knowledge and experience. Thirty non-operational staff secured ‘comparable’ roles with the new operators.
- State Transit staff were also able to apply for suitable roles available as part of Evolving Transport. More than 40 have secured roles within the Transport cluster. Non-operational staff were able to be retained and engaged sufficiently during this challenging time to enable all tasks to be completed as required and no contract resources were required to be employed to prepare for and transitioning our operations to new franchisees and manage residual functions.

### Diversity and Inclusion

Women represented 7.1 per cent of our total workforce when State Transit was at full operational levels. Bus Operators made up over 80 per cent of the entire workforce with women representing 4.6 per cent of all bus operators.

Led by our first female Chief Executive, women at State Transit also worked as Depot Directors, Duty Managers, Duty Officers, Yard Supervisors, Senior Staff Supervisors, Bus Operator Trainers and Tradespersons.

The representation of women in State Transit Senior Service roles was 33.3 per cent as at 30 June 2021. The number of Senior Service positions is relatively small (21), so any increase or decrease has a significant impact on overall percentages.

People are the heart of our organisation and whatever race, gender or sexuality we fostered a supportive, safe, empowering and inclusive environment for all. We made sure everyone felt they belong, were safe and supported. This inclusive culture reflects the diversity of the communities we served.

Typical representation of people at State Transit that identified as Aboriginal and Torres Strait Islander people was 0.6 per cent.

We continued to foster awareness and pro-active community engagement with indigenous Australians. This has been supported by the continuing support offered by our Aboriginal Liaison Officer.

### Staff Engagement

In its third year, the staff app Blink — with a Facebook-style feed — allowed our people to connect across all areas of our business, giving everyone access to a two-way communication tool and access to people who would not ordinarily be connected. This internal communications platform allowed everyone to share their voice across State Transit and enabled teams and colleagues to share content, message one another and stay up to date on State Transit’s latest news.



# Financial performance





State Transit reported a deficit of \$44,643 in 2021-22 following a \$33.4 million surplus in the previous financial year. This was mainly due to a contract offset applied to reduce contract payments by \$45 million in the November 21 to January 22 invoices. This was specified in the payment schedules to the operating agreements between Transport for NSW and State Transit.

|                               | 2020-21<br>Actual<br>\$'000 | 2021-22<br>Actual<br>\$'000 | 2021-22<br>Budget<br>\$'000 | 2021-22<br>Variance<br>\$'000 | 2021-22<br>Variance<br>% |
|-------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|--------------------------|
| <b>Income</b>                 |                             |                             |                             |                               |                          |
| Operational revenue           | 428,903                     | 199,979                     | 267,837                     | (67,858)                      | (25.3)                   |
| Other revenue                 | 39,026                      | 21,878                      | 44,145                      | (22,267)                      | (50.4)                   |
| Total income                  | 467,929                     | 221,857                     | 311,982                     | (90,125)                      | (28.9)                   |
| <b>Expenditure</b>            |                             |                             |                             |                               |                          |
| Personnel services            | 319,008                     | 191,775                     | 213,217                     | (21,442)                      | (10.1)                   |
| Depreciation and amortisation | 4,011                       | 4,090                       | 4,106                       | (16)                          | (0.4)                    |
| Fleet running expenses        | 54,500                      | 29,916                      | 36,244                      | (6,328)                       | (17.5)                   |
| Other operating costs         | 56,976                      | 40,719                      | 59,747                      | (19,028)                      | (31.8)                   |
| Total expenses                | 434,495                     | 266,500                     | 313,314                     | (46,814)                      | (14.9)                   |

Further commentary on financial performance is included as part of Volume 2.



# Corporate governance



## Legislation

State Transit was constituted as an operating body without policy or regulatory functions and was not charged with the administration of legislation. However, set out below is an overview of the legislation directly relevant to the State Transit during 2021-22.

### Transport Administration Act

State Transit was created as a corporation by the *Transport Administration Act 1988 (NSW)* and operated 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 State Transit 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 were determined by Transport for NSW by order section 125 of the *Passenger Transport Act 2014*.

### Passenger Transport Act

State Transit, 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.

## Governance

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

### Governance Framework

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

Other Committees include:

### Governance & Risk Committee

The Committee was 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 had responsibility under the Internal Audit and Risk Management Policy for the General Government Sector (TPP20-08) published by NSW Treasury to provide independent assistance to the Secretary by monitoring, reviewing and providing advice about the agency's governance processes, risk management control frameworks, internal and external audits, corruption prevention, and its external accountability obligations.

### Emergency Security Management Committee (ESMC)

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

## Audit and risk management

State Transit's Internal Audit program provided independent, objective assurance and advisory services designed to add value and improve State Transit's operations.

The Internal Audit function supported 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 2021-22, Deloitte partnered with State Transit in the delivery of its internal audit services. At State Transit the internal audit service delivery model consisted 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 reviewed 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 was regularly reviewed by the Audit and Risk Committee.

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

In accordance with requirements of NSW Treasury 'Internal Audit and Risk Management Policy for the NSW Public Sector' (TPP 15-03) and the 'International Standards for the Professional Practice of Internal Auditing' (Internal Audit Standards), State Transit requested an independent Quality Assessment of its Internal Audit function. This was performed by the Institute of Internal Auditors–Australia (IIA–Australia) in November 2020.

The Internal Audit Standards are contained in the 'International Professional Practices Framework' (IPPF) issued by the IIA internationally. The Internal Audit Standards require Internal Audit functions to develop and maintain a quality assurance and improvement program which includes an independent Quality Assessment of Internal Audit at least once every five years.

The findings of this Audit by The Institute of Internal Auditors–Australia was that the State Transit Internal Audit function generally conformed with the Internal Audit Standards; this is the highest rating that can be achieved; and the Internal Audit was operating effectively and had adapted to support the impending transition to private ownership in 2022.

### Risk Management

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

State Transit was compliant with the Internal Audit and Risk Management Policy for the General Government Sector (TPP20-08) published by NSW Treasury. State Transit's risk management activities were based on ISO AS/ NZS 31000: 2009 Risk Management Standard. State Transit's risk management program aimed 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 were reviewed by State Transit's Governance and Risk Committee, comprising senior executives of State Transit, which oversaw the implementation, operation and review of the risk management program. State Transit's Audit and Risk Committee, comprised of independent members, provided 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 was paramount to State Transit's success. State Transit recognised that services were provided in an environment that may be affected by events outside its control. To assist in managing such events, State Transit had Emergency Management Procedures that provided for the effective communication and management of serious incidents. To support service delivery, State Transit had business continuity plans that detail the provision of services during and after adverse events and incidents.

### Ethics and Corruption Prevention

State Transit was committed to operating efficient, safe and reliable bus services, consistent with its legislative responsibilities.

The organisation conducted its business in an ethical manner, having regard to NSW Government, Transport for NSW and State Transit policies. Staff were 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 expected its staff to behave ethically and comply with the Code of Conduct, it expected high standards of behaviour from organisations and individuals that it did business with.

The Transport Statement of Business Ethics, which is published on State Transit's website, provided clear guidelines on how the organisation expected its business partners to behave. It told them what they could 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 dealt with State Transit were required to comply with these standards of ethical behaviour.

### Fraud and Corruption Prevention

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

State Transit maintained a Fraud Control Plan compliant with the NSW Treasury Policy (TC 18-02) Fraud and Corruption Control Policy, which detailed the fraud and corruption prevention activities aimed at reducing fraud and corruption risk within the workplace. The program was 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 was regularly published in State Transit's staff newsletter. An annual review of policies and procedures ensured 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 were scheduled bi-annually. Training occurred for all senior Managers in STA and was delivered by the NSW Ombudsman's Office in 2021-22.

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

### 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 was 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 on our engagement app Blink, in the monthly magazine We're Moving Sydney and on State Transit's intranet. See Appendix 11 for more.

### Insurance

Appropriate insurances were 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 State Transit retained direct responsibility for some portion of the losses.

Provisions were 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



## Appendix 1 – Customer Feedback

State Transit's Customer Relations staff provided timely, accurate responses to customer feedback and ensured effective resolution of issues in each contracted region.

State Transit's centralised Customer Feedback Team managed cases enabling quicker and more meaningful responses to manage individual customer experiences. Customer feedback on State Transit's bus services in Sydney included queries, compliments, feedback and complaints that were 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 continued to encourage its customers to report all feedback via the above channels to assist with the improvement of its overall service. Internally, State Transit had a strong commitment to responding to feedback. This ensured that promotion of the customer feedback process was a focus within the organisation.

In 2021-22 State Transit received 3,200 customer complaints which equated to 13.8 complaints per 100,000 passenger boardings. The KPI contract target was under 22 complaints per 100,000 boardings. The impact of the COVID-19 pandemic influenced the customer feedback volumes. However, a decrease in complaints can also be attributed to various initiatives introduced by State Transit to increase the standard of customer service and improve overall customer satisfaction.

State Transit continued to listen to customer feedback on bus services and was committed to investigating and responding to feedback where required. The primary triggers for customer feedback during 2021-22 related to buses being late, failing to stop, staff behaviour and service reliability. A large proportion of complaints relating to late or unreliable buses continued to be attributable to construction works associated with major infrastructure projects. A reduction in total numbers of complaints for each category was achieved in 2021-22 compared to the previous year.

### Breakdown of Complaints Received by Channel

| Source                  | 2020-21 | 2021-22 |
|-------------------------|---------|---------|
| Phone via 131 500       | 1,748   | 588     |
| Online channels         | 7,765   | 2,612   |
| Letters                 | 0       | 0       |
| Total complaints        | 9,513   | 3,200   |
| Other feedback          | 3,473   | 224     |
| Total customer feedback | 12,986  | 3,424   |

## Appendix 2 – Disability Inclusion Action Plan

State Transit maintained Disability Inclusion Action Plans for each of its bus service contracts with Transport for NSW. These plans were regularly reviewed, in conjunction with Transport for NSW, to ensure they conformed to the requirements of the *Disability Inclusion Act 2014 (NSW)*.

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

Progress in this area included:

- Continual benchmarking of State Transit's Disability Inclusion Action Plan against external best practice organisations.
- Progressive upgrading of the feet, increasing the total number of wheelchair accessible buses.
- More than 90 per cent of scheduled route services (excluding school services) each week were wheelchair-accessible. Wheelchair accessible buses were scheduled to operate on all trips catering for major Sydney events.
- Timetabled wheelchair-accessible bus services operated on all main corridors and cross- regional routes. Competency assessment was included in training of bus operators.

## Appendix 3 – Multicultural policies and services

State Transit provided mainstream services for all people of NSW. We were committed to delivering services within a culturally, linguistically and religiously diverse society. Network service planning and community stakeholder engagement for service change programs were the principal responsibility of Transport for NSW. State Transit's role was to assist and support Transport for NSW in service change management programs.

State Transit engaged 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 were produced in the predominant languages of the area where the service changes were to be implemented.

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

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

- Able to confidently use transport services.
- Able to equitably access transport services and information.
- Satisfied with the quality of communications and cultural sensitivity of transport service and program delivery.
- Able to have their views and concerns heard on policy and program development and service delivery.
- Embedding multicultural activity as a core function of the transport agencies.

## Appendix 4 – Access to government information

Under Section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months. State Transit's Agency Information Guideline was published annually on its website.

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

This included:

- Publication of State Transit's Annual Report and Corporate Plan
- Details on State Transit's fleet of buses
- Transport news and announcements, timetable changes and other travel information regularly publicised through the Transport for NSW 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 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 11 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 no 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                                       | 0                      | 0                      | 0                      | 0                    |
| Private sector business                                     | 0                      | 1                      | 0                      | 0                    |
| Not for profit organisations or community groups            | 0                      | 0                      | 0                      | 0                    |
| Members of the public (application by legal representative) | 2                      | 5                      | 0                      | 5                    |
| Members of the public (other)                               | 3                      | 0                      | 0                      | 0                    |

|   | 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  | 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) | 0                             | 0                               | 0  | 0                     |
| Members of the public (other)                               | 0                             | 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*   | 2                      | 2                      | 0                      | 1                    |
| Access applications (other than personal information applications)                     | 2                      | 1                      | 0                      | 0                    |
| Access applications that are partly personal information applications and partly other | 0                      | 1                      | 0                      | 2                    |

|  | 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)                     | 0                             | 0                               | 0  | 1                     |
| 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                                 | 2   |
| Law enforcement and security   | 0   |
| Individual rights, judicial processes and natural justice            | 1   |
| Business interests of agencies and other persons                     | 0   |
| Environment, culture, economy and general matters                    | 0   |
| Secrecy provisions   | 1   |
| 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) | 10                     |
| Decided after 35 days (by agreement with applicant)                  | 1                      |
| Not decided within time (deemed refusal)                             | 0                      |
| Total  | 11                     |

**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               | 1               | 1     |
| Review by ADT (NCAT)   | 0               | 0               | 0     |
| Total  | 0               | 0               | 0     |

**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                                  |

## Appendix 5 – Privacy Management

In accordance with the *Privacy and Personal Information Protection Act 1998*, State Transit had implemented a Privacy Management Plan. A copy of the Privacy Management Plan had been lodged with the Privacy Commissioner.

The plan required staff to keep personal information secure and ensured that the information was only used for the purposes for which it was collected.

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

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

## Appendix 6 – Environmental compliance

In 2021-22 State Transit continued to implement its Environmental Policy objectives via its ISO 14001:2015 aligned Environmental Management System.

No EPA or LGA notices or penalties were issued during the financial year, meeting a key environmental performance target.

No environmental incident reports were received and reviewed by the Principal Environment Manager. No incidents were required to be notified to the regulator, as having a potential to cause material harm.

There were 108 public environmental complaints recorded on our system, approximately 45 per cent less than 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 feet emissions profile improved over the last financial year at 100 per cent of the feet of a Euro 3 or higher emissions standard.

Our total greenhouse emissions for the 2021-22 financial year decreased by 54.6 per cent to approximately 47,078 tonnes CO2(e).

Total potable water consumption was metered at approximately 36 kL. Several Depots utilize rainwater harvesting to supplement or displacing potable water use, to minimize potable water consumption.

## Appendix 7 – Waste reduction

In 2021-22, State Transit recycled some 821 tonnes of solid or liquid wastes while sending 256 tonnes of waste to landfill, to achieve a recycling rate of 76 per cent, a three per cent decrease on the previous year's rate.

The top three waste streams collected for recycling included:

| Type               | Volume     |
|--------------------|------------|
| Recycled Metals    | 117 tonnes |
| Recycled Waste Oil | 82 tonnes  |
| Recycled Coolant   | 57 tonnes  |

## Appendix 8 – Summary of land

In accordance with Section 41B(1)(d) of the *Government Sector Audit Act 1983*, the following is a summary of State Transit's land holding as at 30 June 2022 according to actual use of the land.

| Land use classification  | \$'000     |
|--------------------------|------------|
| Bus Depots               | Nil        |
| Minor Operational Assets | Nil        |
| Commercial Properties    | Nil        |
| <b>Total</b>             | <b>Nil</b> |

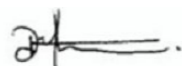
There was no disposal of land by State Transit this financial year.

## Appendix 9 – Audit and risk management / Internal audit and risk management attestation statements

### Internal Audit and Risk Management Attestation Statement for the 2021-2022 Financial Year for the State Transit Authority of New South Wales

I, Daniela Fontana, 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 seven (7) Core Requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

| Core Requirements  |   | For each requirement, please specify whether compliant, non-compliant, or in transition |
|--|---|---|
| <b>Risk Management Framework</b>   |   |   |
| 1.1  | The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.  | Compliant   |
| 1.2  | The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.   | Compliant   |
| <b>Internal Audit Function</b>   |   |   |
| 2.1  | The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.   | Compliant   |
| 2.2  | The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing.  | Compliant   |
| 2.3  | The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.   | Compliant   |
| <b>Audit and Risk Committee</b>  |   |   |
| 3.1  | The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations. | Compliant   |
| 3.2  | The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.   | Compliant   |
| <b>Membership</b>  |   |   |
| The independent chair and members of the Audit and Risk Committee are:   |   |   |
| <ul style="list-style-type: none"> <li>Independent Chair, Carolyn Walsh, (1 July 2018 to 31 December 2022).</li> <li>Independent Member, Greg Fletcher, (1 July 2017 to 31 December 2022).</li> <li>Independent Member, Robert Mason, (1 September 2018 to 1 September 2023).</li> </ul> |   |   |



**Daniela Fontana**  
Chief Executive  
State Transit Authority

Date: 30/ 6 / 2022

## Appendix 10 – NSW Cyber Security Policy attestation statement



### Cyber Security Annual Attestation Statement for the 2021-2022 Financial Year for State Authority

I, Daniela Fontana, am of the opinion that State Transit Authority complies with the NSW Government Cyber Security Policy.

Cyber security is an evolving landscape that requires an ongoing program of work. Transp and manages cyber investment through the Transport Cyber Defence Rolling Program.

State Transit Authority has identified its critical assets, the security-related risks, and has ongoing program of work to manage security-related risks throughout 2021 to 2022. STA longer operate beyond 30 June 2022.

State Transit Authority has managed its cyber security risks using the TfNSW enterprise risk management framework and continued to improve the management of its cyber risks. A governance forum was in place which was supported by a network of steering committee boards and subject matter experts to manage the cyber-security maturity and cyber initia the cluster.

Transport for NSW has a cyber incident response plan that undergoes regular updates an annually. State Transit Authority has Information Security Management Systems (ISMS) ir covering all identified critical assets and was committed to maturing cyber security contr



**Daniela Fontana**

**Chief Executive Officer**

27-05-2022

## Appendix 11 – Public interest disclosures

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 zero public interest disclosures received by State Transit this financial year.

### Public Interest Disclosure Statistics

|  | Number |
|--|--------|
| 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

|   | Number |
|---|--------|
| Corrupt conduct                                   | 0      |
| Maladministration                                 | 0      |
| Serious and substantial waste                     | 0      |
| Government information contravention              | 0      |
| Local government pecuniary interest contravention | 0      |

## Appendix 12 – Accounts payment 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<br>2021-2022<br>Quarter Average | Q1 | Q2  | Q3 | Q4 |
|---------------------------------|--|----|-----|----|----|
| <b>Suppliers</b>                |  |    |     |    |    |
| Current (i.e. within due date)  | 61   | 38 | 164 | 28 | 13 |
| Between 0 and 30 days overdue   | 28   | 24 | 8   | 11 | 69 |
| Between 30 and 60 days overdue  | 0  | 0  | 0   | 0  | 0  |
| Between 60 and 90 days overdue  | 0  | 0  | 0   | 0  | 0  |
| More than 90 days overdue       | 0  | 0  | 0   | 0  | 0  |
| <b>Small Business Suppliers</b> |  |    |     |    |    |
| Current (i.e. within due date)  | 0  | 0  | 0   | 0  | 0  |
| Between 0 and 30 days overdue   | 0  | 0  | 0   | 0  | 0  |
| Between 30 and 60 days overdue  | 0  | 0  | 0   | 0  | 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**

| Amount of invoices \$'000       | Financial Year<br>2021-2022<br>Quarter Average | Q1   | Q2    | Q3      | Q4    |
|---------------------------------|--|------|-------|---------|-------|
| <b>Suppliers</b>                |  |      |       |         |       |
| Current (i.e. within due date)  | 56.9   | 34.8 | 250.6 | 36.3    | -94.2 |
| Between 0 and 30 days overdue   | 868.5  | 58.5 | 512.6 | 2,878.3 | 24.7  |
| Between 30 and 60 days overdue  | 0  | 0    | 0     | 0       | 0.0   |
| Between 60 and 90 days overdue  | 0  | 0    | 0     | 0       | 0.0   |
| More than 90 days overdue       | 0  | 0    | 0     | 0       | 0.0   |
| <b>Small Business Suppliers</b> |  |      |       |         |       |
| Current (i.e. within due date)  | 0  | 0    | 0     | 0       | 0     |
| Between 0 and 30 days overdue   | 0  | 0    | 0     | 0       | 0     |
| Between 30 and 60 days overdue  | 0  | 0    | 0     | 0       | 0     |
| Between 60 and 90 days overdue  | 0  | 0    | 0     | 0       | 0     |
| More than 90 days overdue       | 0  | 0    | 0     | 0       | 0     |

**Accounts paid on time within each quarter for STA****Measure Amount \$'000**

| Invoices                                     | Financial Year<br>2021-2022<br>Quarter Average | Q1       | Q2       | Q3       | Q4       |
|--|--|----------|----------|----------|----------|
| <b>Suppliers</b>                             |  |          |          |          |          |
| Number of accounts due for payment           | 41,587   | 10,232   | 11,962   | 8,633    | 10,760   |
| Number of accounts paid on time              | 36,990   | 8,800    | 10,836   | 7,729    | 9,625    |
| Target % accounts paid on time               | 90.00%   | 90.00%   | 90.00%   | 90.00%   | 90.00%   |
| Actual % accounts paid on time               | 88.95%   | 86%      | 90.59%   | 89.53%   | 89.45%   |
| \$'000 amount of accounts due for payment    | 259,368.0                                      | 60,867.8 | 63,711.5 | 59,800.5 | 74,988.3 |
| \$'000 amount of accounts paid on time       | 254,420.7                                      | 59,176.1 | 62,853.2 | 58,039.3 | 74,352.2 |
| Actual % accounts paid on time (based on \$) | 98.09%   | 97.22%   | 98.65%   | 97.05%   | 99.15%   |
| Number of payments for interest              | 0  | 0        | 0        | 0        | 0        |
| Interest paid on overdue accounts            | \$0.00   | \$0.00   | \$0.00   | \$0.00   | \$0.00   |

| Invoices                                     | Financial Year<br>2021-2022 Quarter<br>Average | Q1      | Q2      | Q3     | Q4      |
|--|--|---------|---------|--------|---------|
| <b>Small Business Suppliers</b>              |  |         |         |        |         |
| Number of accounts due for payment           | 4,133  | 978     | 1,137   | 853    | 1,165   |
| Number of accounts paid on time              | 4,097  | 969     | 1,133   | 832    | 1,163   |
| Actual % accounts paid on time               | 99.13%   | 99.08%  | 99.65%  | 97.54% | 99.83%  |
| \$'000 amount of accounts due for payment    | 4,447.0  | 1,064.7 | 1,158.1 | 845.1  | 1,379.0 |
| \$'000 amount of accounts paid on time       | 4,425.4  | 1,057.8 | 1,156.0 | 833.8  | 1,377.8 |
| Actual % accounts paid on time (based on \$) | 99.52%   | 99.35%  | 99.82%  | 98.66% | 99.91%  |
| Number of payments for interest              | 0  | 0       | 0       | 0      | 0       |
| Interest paid on overdue accounts            | \$0.00   | \$0.00  | \$0.00  | \$0.00 | \$0.00  |

**Funds Granted to Non-Government Community Organisations**

There were no donations to non-Government community organisations during 2021-22 financial year.

**Consultancy Fees**

No consultancy fees were paid in the 2021-22 financial year.

## Appendix 13 – Overseas travel

There was no overseas travel undertaken by any State Transit employee in this financial year.

## Appendix 14 – Work health and safety performance

The successful management of workplace injuries and return to work was a key work, health and safety strategy at State Transit. 2021-22 saw a 65 per cent decrease in people injured, the four-year trend has seen a significant reduction in the number of claims. This has also resulted in our claims cost stabilising.

The organisation was self-insured and delivered its own 'return to work' functions. It was supported by Transport for NSW Shared Services, which continued 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 complied with the requirements of the SIRA. Workers' compensation claims fell by a further 40 per cent; which is pleasing on top of the decrease the year before.

### Work, health and safety performance

| Performance indicator   | 2020-21   | 2021-22   |
|---|-----------|-----------|
| Total of Significant Incidents* in NSW                        | 22        | 10        |
| Lost Time Injury due to workplace-related injuries or illness | 20        | 9         |
| Loss Time Injury Frequency Rate (per 1 million hours)         | 3.1       | 2.6       |
| Percentage of planned WHS consultation meetings held          | 100%      | 100%      |
| Compensable workplace injuries                                | 177       | 108       |
| Total claim costs, i.e. only state "Total claim costs"        | \$839,488 | \$512,230 |
| 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

## Appendix 15 – Executives and staff by classification

Operational staff at Depots received offers of employment from the incoming operator effective on the date of transition in each Region. Non-operational staff exited the business progressively throughout the year in accordance with the business needs and the availability of new opportunities. From June 2022, residual functions required by State Transit were performed by staff employed by Transport for NSW.

| Name             | Position  | Periods position held       | Qualifications  |
|------------------|---|-----------------------------|---|
| Daniela Fontana  | Chief Executive   | June 2020 – June 2022       | Bachelor of Commerce (Management/Marketing)<br>Member Australian Institute of Company Directors   |
| Wayne Potter     | Executive Director, Safety, Health, Environment and Quality | November 2017 – June 2022   | Bachelor of Arts (Psychology)<br>Bachelor of Arts in Social Work<br>Graduate Diploma in Occupational Health and Safety Management<br>Member Australian Institute of Company Directors |
| Mark Cox         | Executive Director, People and Culture                      | October 2017 – June 2022    | Bachelor of Business Masters in Human Resources<br>Member Australian Institute of Company Directors   |
| Michael Reardon  | Executive Director Asset Management                         | October 2017 – June 2022    | Certificate of Transport Management   |
| Darani Brown     | Executive Director, Finance and Corporate Services          | February 2019 – June 2022   | Bachelor of Economics<br>Member Institute of Chartered Accountants<br>Member Institute of Internal Auditors<br>Member Australian Institute of Company Directors                       |
| Mitchell Compton | Principal Manager Media and Communications                  | January 2020 – January 2022 | Bachelor of Arts (Media and Communications), Diploma of Journalism  |

## Appendix 16 – Executive and employee remuneration

### Executive remuneration

This table shows the percentage of total employee-related remuneration at the end of the reporting year that relates to senior executives, compared against the percentage at the end of the previous reporting year.

| TSSE* Band         | Female | Male | Total | Average of TRP** |
|--------------------|--------|------|-------|------------------|
| <b>TSSE Band 3</b> |        |      |       |                  |
| 2021-22            | -      | -    | -     | -                |
| 2020-21            | 1      | -    | 1     | \$452,371        |
| <b>TSSE Band 2</b> |        |      |       |                  |
| 2021-22            | -      | -    | -     | -                |
| 2020-21            | 1      | 3    | 4     | \$348,657        |
| <b>TSSE Band 1</b> |        |      |       |                  |
| 2021-22            | -      | -    | -     | -                |
| 2020-21            | 2      | 4    | 6     | \$233,843        |
| 2021-22 Total      | -      | -    | -     | -                |
| 2020-21 Total      | 4      | 7    | 11    | -                |

\*Transport Service Senior Executive \*\* Average Total Remuneration Package

### All employee remuneration

| Annual Salary       | 30 June 2020 Total Count |       |       | 30 June 2021 Total Count |       |       | 30 June 2022 Total Count |   |       |
|---------------------|--------------------------|-------|-------|--------------------------|-------|-------|--------------------------|---|-------|
|                     | F                        | M     | TOTAL | F                        | M     | TOTAL | F                        | M | TOTAL |
| <\$50,000           | 4                        | 26    | 30    | 3                        | 28    | 31    | -                        | - | -     |
| \$50,001-\$75,000   | 148                      | 2,712 | 2,860 | 156                      | 2,764 | 2,920 | -                        | - | -     |
| \$75,001-\$100,000  | 25                       | 249   | 274   | 30                       | 248   | 278   | -                        | - | -     |
| \$100,001-\$125,000 | 21                       | 37    | 58    | 16                       | 43    | 59    | -                        | - | -     |
| \$125,001-\$150,000 | 11                       | 29    | 40    | 10                       | 19    | 29    | -                        | - | -     |
| >\$150,000          | 21                       | 42    | 63    | 7                        | 27    | 34    | -                        | - | -     |

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.

### Staff by clarification

The below table shows a comparison of State Transit's staff by classification (and full-time equivalent) over a five-year period from July 2017 to June 2022.

| Head Count               | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|--------------------------|---------|---------|---------|---------|---------|
| Operations               | 4,047   | 2,917   | 2,995   | 2,810   | 0       |
| Maintenance              | 287     | 216     | 230     | 214     | 0       |
| Administration           | 336     | 277     | 286     | 262     | 0       |
| Senior Executive Service | 0*      | 0*      | 0*      | 0*      | 0       |
| Transport Senior Service | 24*     | 23*     | 21*     | 21*     | 0       |
| Total                    | 4,694   | 3,433   | 3,532   | 3,307   | 0       |
| Full-Time Equivalent     | 4,479   | 3,275   | 3,380   | 3,160   | 0       |
| Casuals (included above) | 181     | 107     | 88      | 83      | 0       |

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 2017-18 to 2021-22 exclude positions assigned to Transport for NSW and Transport Shared Services.

\* Former Senior Executive Service and various Senior Officers were transferred to Transport Senior Service classification (Level 1 to 6) when this classification was discontinued in 2013-14. Transport Senior Service (Level 2 to 6) transitioned to Transport Service Senior Executive (Band 1 to 3) from 1 July 2017.

## Appendix 17 – Workforce diversity

Trends in the representation of Workforce Diversity Groups

| Workforce Diversity Group                                      | Benchmark | 30 June 2018 | 30 June 2019 | 30 June 2020 | 30 June 2021 | 30 June 2022* |
|--|-----------|--------------|--------------|--------------|--------------|---------------|
| Women  | 50%       | 6.3%         | 7.4%         | 7.2%         | 6.5%         | N/A           |
| Women in leadership  |           | 6            | 7            | 7            | 7            | N/A           |
| Aboriginal and Torres Strait Islander Peoples                  | 3.3 %     | 0.9%         | 0.8%         | 0.8%         | 0.7%         | N/A           |
| Aboriginal and Torres Strait Islanders in leadership positions |           | Not Provided | Not Provided | Not Provided | Not Provided | N/A           |
| People whose first language spoken as a child was not English  | 23.2%     | 48.5%        | 43.1%        | 40.1%        | 39.3%        | N/A           |
| People with a disability                                       | 5.6%      | 1.8%         | 1.6%         | 1.4%         | 1.3%         | N/A           |
| People with a disability requiring work-related adjustment     | N/A       | 0%           | 0%           | 0%           | 0%           | 0%            |

## Appendix 18 – Industrial and workplace relations policy

### Personnel policies and practices:

Our Human Resources policy framework aligned to State Transit values, and modern, streamlined Human Resource management approaches. During 2021-22, 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 were in line with the provisions of the NSW Government Wages Policy. Staff employed under the following Awards received an annual increase of 0.3 per cent from the first full pay period after 1 January 2021 and 2.04 per cent from the first full pay period after 1 January 2022:

- 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 0.3 per cent from the first full pay period after 1 April 2021.

### Industrial relations policies and practices

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



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

State Transit prepared its financial statements on a non-going concern basis. The Authority's principal activities did not operate for a full 12 months in the 2021-22 financial year. The Statement of Financial Position is presented on a liquidity basis and does not distinguish between current and non-current classification.

The net liabilities of State Transit were equity transferred to TfNSW on 30 April 2022.

## Appendix 20 – 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.



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# State Transit Authority Annual Report

## Volume 1 | 2021–2022

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