Transport for NSW Annual Report

Volume 1 | 2021–2022

transport.nsw.gov.au

NSW GOVERNMENT

Acknowledgement of Country

Transport for NSW acknowledges the traditional custodians of the land on which we work and live.

We pay our respects to Elders past and present and celebrate the diversity of Aboriginal people and their ongoing cultures and connections to the lands and waters of NSW.

Many of the transport routes we use today – from rail lines, to roads, to water crossings – follow the traditional Songlines, trade routes and ceremonial paths in Country that our nation's First Peoples followed for tens of thousands of years.

Transport for NSW is committed to honouring Aboriginal peoples' cultural and spiritual connections to the lands, waters and seas and their rich contribution to society.

Front cover: The M4 cycleway is a
15 kilometre long shared use path
for cyclists and pedestrians

Letter to the 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, Minister for Veterans, Minister for Western Sydney
The Hon. Natalie Ward MLC, Minister for Metropolitan Roads
The Hon. Samuel Farraway MLC, Minister for Regional Transport and Roads

Parliament House

Macquarie Street, Sydney NSW 2000

Dear Ministers

I am pleased to submit for presentation to Parliament the Annual Report for the Department of Transport for the financial year ended 30 June 2022.

The annual report for the Department of Transport includes the annual report for Transport for NSW for the financial year ended 30 June 2022.

An extension to the 2021-22 annual report submission deadline, to 14 November 2022, was granted by NSW Treasury. This extension accommodated the delivery of the audit opinion on the Department of Transport's 2021-22 financial statements.

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

Yours sincerely

Rob Sharp
Secretary

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From the Secretary

Rob Sharp
Secretary

Transport for NSW's purpose is to make NSW a better place to live, work and visit by connecting people and communities and making journeys safer, easier and more reliable.

In response to the changing COVID-19 landscape and extreme weather conditions over the past year, Transport met community needs with innovative solutions that put the customer at the centre.

At the same time, we forged ahead with exciting changes and plans to meet our customers' evolving needs and preferences – always looking at how we can deliver a better transport experience for the people of NSW.

Keeping our customers and people safe is our number one priority

Prioritising safety during design, construction, management and operation of our transport network is helping us ensure that every customer enjoys safe travel, regardless of mode or location.

Our Transport Management Centre the hub of our transport operations – played an instrumental role in keeping communities safe during the extraordinary floods earlier this year, by working closely with other government agencies and service providers to maximise the safety and efficiency of the Transport network.

In Northern NSW, we piloted a Customer Coordination Centre to create a single point of contact for customer journey coordination across all transport modes during the flood response. This kept our customers up-to-date about network impacts and helped our vital freight industry ensure critical supplies kept moving out to our isolated communities where they were most needed.

Free shuttle bus services were also made available to flood-affected communities in north and south regions within hours of the need being identified to reconnect disconnected communities with essential services.

Our focus on improving road safety helped us achieve the lowest road toll since 1923 and a 30 per cent reduction in road fatalities (from 2008-2010 levels) by the end of 2021, and we are reminded of the importance of the lifesaving measures in our new 2026 Road Safety Action Plan.

This year, Transport also conducted three state-wide maritime safety and education campaigns to help improve safety on our waterways and completed the installation of seatbelts on more than 2,500 rural and regional school buses almost two years ahead of schedule.

Building better neighbourhoods and places

The COVID-19 pandemic has brought about major societal changes in the way we work, travel and live. We see these changing mobility patterns as an opportunity to innovate and reimagine how Transport's customers travel and use city spaces now and in the future.

Transport is improving the lives of our customers and shaping communities by creating vibrant and accessible places through the delivery of city-shaping infrastructure projects like the world-class Sydney Metro and Parramatta Light Rail, the Western Harbour Tunnel, Coffs Harbour Bypass and Fixing Country Roads and Fixing Country Rail programs. These projects are also creating thousands of jobs, and delivering economic benefits to NSW.

Enabling active transport is another key focus for us. We are strengthening the connection between people and places by providing enjoyable and sustainable transport options, and making walking, cycling and micro-mobility a first preference.

In April, Transport held the first ever Active Transport Mobility Summit. More than 100 government practitioners, researchers and industry experts came together to share ideas on infrastructure, culture and regulations that would encourage walking and cycling in NSW and plans for shared e-scooter trials in NSW were announced.

Over the past year, we have delivered on our promise to improve walking and cycling connections both now and in the future, with plans like making the Sydney Harbour Bridge more accessible for cyclists. This project took a significant step forward this year when the winning design for the northern cycle ramp was announced. These investments are a win-win. Not only do they relieve pressure on our transport network, but they encourage healthy lifestyles and deliver sustainable transport options for our customers.

And in our regions, we are focused on "building back better" after extreme weather events, reducing waste and ensuring our transport infrastructure makes a positive contribution to places and the environment, and is resilient to future shocks.

Reducing Transport's carbon footprint

With around 20 per cent of the state's carbon emissions generated from transport and around 3 per cent of that attributed to our Transport operations here in NSW, we are focused on reducing Transport's carbon footprint and shaping demand for more sustainable products and practices in our industry.

Our inaugural Sustainability Plan sets out a pathway to net zero and green transport, along with implementing a circular economy, and embedding enterprise-wide sustainability reporting.

We were proud to become the first heavy rail network in the country to become 100% powered by renewable electricity in 2021, surpassing our target of reaching net zero emissions by 2025 by four years. Every station, train and depot connected to the electrified rail network across Sydney Trains and NSW TrainLink is 100% green, joining Sydney Metro and Sydney Ferries, which have already offset 100 per cent of their greenhouse gas emissions.

We have begun transitioning the State's fleet of 8,000 diesel and gas buses to zero emissions technology, including recently ordering 79 zero emission buses from a local Australian manufacturer and trialling a hydrogen-powered electric bus on the Central Coast.

After extensive industry consultation, Transport launched its Sustainable Procurement in Infrastructure discussion paper to provide a foundation for embedding sustainability into our procurement practices.

We are already seeing positive changes in our project design, with the Rozelle Interchange achieving 89 credits and a "leading rating" from the Infrastructure Sustainability Council for the project's design and the Como Station upgrade also winning the Clean Technology Award at the National Banksia Sustainability Awards.

Building a smarter network for the future

We are evolving and upgrading our Opal card system to deliver more seamless and personalised end-to-end journeys for customers and launched the trial of a new all-in-one app, known as Opal Plus. This allows customers to bundle the planning and payment of public transport, rideshare, e-bike rental, taxis, and parking.

Transport also worked with Service NSW to allow motorists to receive electronic reminder notices and renew their registrations online–saving customer time and NSW taxpayer dollars, while also reducing the number of unregistered vehicles on our roads.

We are testing and introducing new mobility solutions to make it easier for people to get around. Our Future Mobility Testing and Research Centre at Cudal is integral to the delivery of Connected and Autonomous Vehicle Trials across NSW – an exciting step towards the implementation of automated vehicles in Australia.

Connected and automated vehicles will revolutionise transport and improve places by helping us address a range of challenges around the safe and efficient movement of people and freight.

In a world first for any transport organisation, Transport for NSW is exploring the possibilities of quantum technology to help solve some of our most complex network challenges in real-time.

We established a Centre of Quantum Technology at Sydney's Tech Central to continue pioneering this technology and attract talent and investment to NSW, and we will be partnering with experts to conduct joint research and development programs, so we are at the forefront of development in quantum technology.

Transport Connected Bus Program Phase 2 began this year, delivering state-of-the-art vehicle tracking and automatic passenger counting technology across many of our regions providing customers the real-time information they need to make more informed travel choices.

In the year ahead we will continue to meet the changing needs of our customers with innovative solutions to improve the connectivity and vibrancy of neighbourhoods, cities, and regions. We remain committed to providing essential services while looking for new ways to deliver even better transport experiences in the future.

About this report

The Transport for NSW Annual Report 2021–22 provides an overview of our achievements during the 2021–22 financial year.

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

Volume 1

About us

A profile on who we are, our operating model, our purpose and our strategic direction.

Delivering on outcomes for the people and communities of NSW

Our key achievements in delivering services and state-shaping projects for our customers and communities. This chapter presents our business performance results and describes the initiatives and projects that we delivered this year to improve performance against our Outcomes.

Financial overview

An overview of our financial results for 2021–22. A comprehensive set of financial statements on all activities is available in Volume 2.

Appendices

Our reporting requirements according to our statutory obligations.

Volume 2

The audited financial statements and Independent Auditor's Report for the following entities:

- Department of Transport
- Transport for NSW
- Transport Service of New South Wales
- Sydney Ferries.

Fairlight, one of the new generation 2 Emerald Class ferries. Transdev Sydney Ferries.

About us

Our purpose

Making NSW a better place to live, work and visit by connecting people and communities, and making journeys safer, easier and more reliable.

About Transport

Transport for NSW was established in November 2011 and is the lead agency of the NSW Transport and Infrastructure cluster. In April 2022, the independent entities of Greater Cities Commission, Infrastructure NSW, Placemaking NSW, the Royal Botanic Gardens, Domain Trust and Luna Park Trust and the Greater Sydney Parklands joined the Transport and Infrastructure cluster. We also established the new Cities and Active Transport Division, which expands our focus on the vital role that active transport and place making play in creating healthy and successful cities and places.

Our role is to set the strategic direction for transport across the State. This involves consolidating the planning, policy, strategy, regulation, resource allocation, and other service and non-service delivery functions for all modes of transport in NSW. This supports the safe and seamless movement of people and goods on roads, metro services, trains, buses, ferries, light rail, point to point transport vehicles, on demand services, community transport, and walking and cycling. We oversee the delivery of transport infrastructure across NSW through our project experts and industry partners.

We play a major role in road and pedestrian safety, and continue to work towards our Road Safety Plan's priority areas and actions. We do all this by putting customers and communities at the centre of everything we do and partnering with operating agencies, private operators and industry to deliver customer-focused services and projects.

Our initiatives and programs are guided by our purpose and accountabilities, our Outcomes, the NSW Government's commitments, the Premier's Priorities, and our Future Transport Strategy.

We are the main source of advice on portfolio matters for the Minister for Infrastructure, Minister for Cities and Minister for Active Transport, Minister for Transport, Minister for Metropolitan Roads, and the Minister for Regional Transport and Roads.

Supporting NSW

The transport system is fundamental to the success of the NSW economy and wellbeing of the community. Transport keeps the State's approximately 8 million residents moving and enables 800,000 businesses every day. It is estimated that in a year, more than 459 million tonnes of freight is moved and over 350 million trips are made on public transport across NSW.

Transport touches everyone's lives, getting us to work, school, essential services and all the other places we want to go. It connects us to each other and to the great social, cultural and leisure activities that NSW has to offer. Transport delivers the products we use every day, supports businesses to provide the goods and services we need, and helps grow our economy.

Resilience was a key theme again in 2021-22. The impacts of natural disasters and the ongoing COVID-19 pandemic challenged us, however, Transport continued to serve the people of NSW. We also aided recovery by continuing to deliver our record infrastructure program, including $15.9 billion[1] of road, public transport, and freight infrastructure across NSW, and managing and maintaining NSW's $178.4 billion[2] portfolio of network assets.

This was achieved through collaboration across Government and with our partners to keep the State moving, support the economy, and ensure our customers, communities and employees remained safe.

Our Outcomes

The four Transport outcomes describe the goals that we aspire to achieve with our partners:

Connecting our customers' whole lives

Transport plays a vital role in customers' lives, delivering and enabling safe, reliable and sustainable transport solutions for the movement of people and goods. We work to provide customers with effortless, accessible and personalised journeys, regardless of mode, location or journey type, blending public, private, rideshare, on-demand, active and personal mobility services and options.

Successful places for communities

At the heart of communities are places where people come together to interact, transact and connect. Successful places support communities to achieve their desired social, cultural, health, environmental, economic and wellbeing outcomes, now and in the future. Partnership with communities ensures that the places created and impacted by the infrastructure, services and experiences provided by Transport and its partners support their desired outcomes, reflect their people and culture, and protect and enhance communities and their environments.

Transport systems and solutions enabling economic activity

The transport system powers and connects a globally competitive, inclusive and sustainable NSW. Transport plays a critical role in driving economic growth and improving quality of life, keeping freight moving productively and sustainably for the people of NSW and Australia, and supporting the transformation of communities into hubs for investment, employment, tourism and essential services. Transport ensures it delivers value for money through sound financial management and effective custodianship of the state's transport assets.

Thriving people doing meaningful work

We want Transport to be a great place to work and one of the safest workplaces in Australia. We aim to build capability and harness the diversity of our people and their perspectives. We enable the way we work through modern workplaces and choice in where and when we get the job done. We want our people to see how their role contributes to our vision and culture - putting the customer at the centre, people at the heart, and for the greater good.

Our achievements and performance against our Outcomes are presented in this annual report.

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1   Including projects delivered on behalf of Transport Asset Holding Entity (TAHE)
2   Figures outlined are for the consolidated entity as defined on page 145.

Our strategic direction
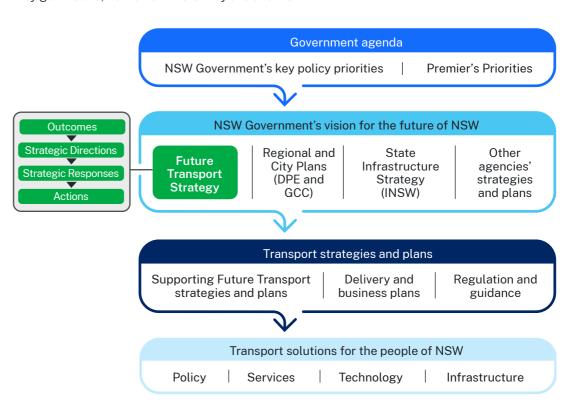
Hierarchy of direction setting

The Objectives of Transport for NSW are set out in the Transport Administration Act 1988. Transport's strategic direction is set according to a range of external and internal strategies and plans. These include the NSW Government's commitments and vision, Australian Government drivers, the Premier's Priorities, and Future Transport.

These plans help guide Transport's funding priorities and strategic direction to achieve the best outcomes for our customers, communities, the people of NSW and our people.

Future Transport

Future Transport is our vision for a modern and connected transport network that gives people the freedom to choose how and when they get around, no matter where they live and work.

Future Transport is a suite of strategies and plans that set the vision, directions and principles for customer mobility in NSW, guiding transport investment over the longer term. It presents a glimpse of large economic and societal shifts, and rapid changes in technology and innovation, behind our creation and maintenance of a world-class, safe, efficient, and reliable transport system.

During the past financial year, Transport has updated the Future Transport Strategy to reflect changes in local and global trends. The updated strategy was released in September 2022.

Outcome budgeting – delivering our outcomes

Outcome budgeting is a whole of Government initiative that puts the needs of people and businesses at the centre of strategic planning and investment decision making across NSW. Outcomes budgeting ensures there is a sustained focus on the:

• Outcomes and service levels to be achieved by total expenditure

• evidence on the effectiveness of programs to deliver these Outcomes

• transparency of the performance of total expenditure in achieving the Outcomes

• continuous improvement in how services are delivered and Outcomes achieved.

Transport closely monitors the programs and projects that underpin our Outcomes to assess our performance. Robust monitoring enables evidence-based decision making to ensure all Government spending is delivering real and measurable results and value for the people of NSW.

Our operating model

Across the State, Transport for NSW employs more than 14,000 people. Transport for NSW is the lead agency in the Transport and Infrastructure cluster, and works closely with our extended network of government agencies and independent entities to deliver outcomes for the people of NSW. More than 28,000 people are employed across the Transport and Infrastructure cluster.

Our operating model shows how we work together to deliver outcomes for those we serve. It was designed to enable Transport to adapt to the changing ways customers and communities engage with us, and how they use the transport network.

Our operating model facilitates a place-based approach to transport, with a focus on mobility and end-to-end journeys, rather than individual modes of transport, and recognises the broader role that transport plays in creating great places in our communities. The people of Transport bring the operating model to life through our cultural aspirations and five ways of leading.

Secretary of Transport				Office of the Secretary		Independent entities
Customer Strategy and Technology	Cities and Active Transport'	Greater Sydney	Regional and Outer Metropolitan			Greater Cities Commission
		Sydney Trains	NSW TrainLink			Infrastructure NSW
		Sydney Metro	Infrastructure and Place			Office of Transport Safety Investigations
Safety, Environment and Regulation						Port Authority of NSW
Corporate Services						Point to Point Transport Commission
People and Culture						Transport Asset Holding Entity
Finance and Investment						

'Includes some staff employed by Department of Transport

Transport's operating model as at June 2022

Our organisational structure

Customer Strategy and Technology puts a customer and future lens to shaping mobility solutions and provides state-wide services. This is done through a wide range of policy, planning, technology, data and public communications-related functions. Partnering with others enables the delivery of an innovative transport network to meet the needs of NSW today and in the future.

Cities and Active Transport ensures our cities and neighbourhoods are integrated with the transport system while ensuring our places, streets and open spaces are functional, beautiful, inclusive, resilient and inviting for all. This is done by aligning with our partners on strategic outcomes and a focus on excellence in place making through quality design and use of data and activation to deliver great experiences for the citizens of NSW.

Greater Sydney is responsible for redefining integrated transport choices within the Greater Sydney region to improve the lives of customers and communities, making it a better place to live, work and play.

Regional and Outer Metropolitan engages with regional and rural customers and communities to deliver safe and tailored transport choices that connect regional NSW. This includes working with freight stakeholders to enable the safe, productive and sustainable movement of goods across NSW to contribute to strong economic growth.

Infrastructure and Place is the delivery partner for the Greater Sydney, Regional and Outer Metropolitan, and Cities and Active Transport divisions, and for the Transport Asset Holding Entity (TAHE). Infrastructure and Place is responsible for developing and delivering multi-modal transport infrastructure and place making projects that our customers and communities need across NSW.

Safety, Environment and Regulation works to deliver globally recognised, safe, secure and sustainable transport for our people, customers and the community.

Corporate Services partners to deliver strategies, solutions and services to drive better decision making across the cluster. This is done by providing operational and technical support, strategic advice, tools and processes in procurement, legal advisory, governance and assurance, technology solutions, and shared services.

People and Culture partners to drive workforce solutions that align with business outcomes and support our people to thrive. This includes attracting, developing and retaining the best people, planning for the future needs of our teams, and creating workplaces that support flexibility and collaboration.

Finance and Investment helps to deliver financially sustainable services and infrastructure through the provision of high quality financial management advice and services. Finance and Investment enables informed and strategic decision making and investment prioritisation, and leads enterprise business planning, budgeting and control.

Office of the Secretary supports the Secretary and Executive to drive focus on the things that matter most across the cluster, government, key stakeholders, the community and our people.

Other entities and agencies

Point to Point Transport Commission is responsible for authorising service providers, issuing taxi licences, managing enforcement and making recommendations to ensure the safety of everyone using or providing point to point transport in NSW. Further information on the work of the Point to Point Transport Commission can be found at: www.pointtopoint.nsw.gov.au

Sydney Metro is the NSW Government agency building Australia's biggest public transport project, delivering a new network of four metro lines, 46 stations and 113 kilometres of metro rail by 2030. It manages the operation of the Metro North West Line, Australia's first driverless railway. The agency engages with customers and the community, and contributes to vibrant and attractive places through its station design, interchanges and precincts.

Sydney Trains provides passenger rail services in Greater Sydney, operating and maintaining the heavy rail network for customers, and provides network control for freight. Sydney Trains is at the hub of the largest public transport system in Australia. Train services are provided across the area bounded by Berowra, Emu Plains, Macarthur, Richmond, Leppington, Cronulla, Bondi Junction and Waterfall.

NSW TrainLink provides rail and coach services to deliver integrated transport solutions and improved transport outcomes for regional communities. Services are delivered across regional NSW and into Queensland, South Australia, Victoria and the Australian Capital Territory. Train services are also provided to customers across the outer metropolitan areas of the Blue Mountains, Southern Highlands, Newcastle and Central Coast, the Hunter, and the South Coast to Bomaderry.

Further information about the activities and performance of Sydney Metro, Sydney Trains and NSW TrainLink can be found in their 2021-22 annual reports.

Our cultural aspirations, commitments and behaviours

Transport's cultural aspirations

Our culture guides us each day at Transport. How we live our culture in what we think, feel and do each day helps us make Transport a great place to work:

Customer at the centre - we make decisions with the customer experience in mind, and we know who the customer is and their needs.

People at the heart - we care for the people we work with and their experience. We can bring our whole self to work.

For the greater good - we are future focused and sustainable, and we collaborate for integrated solutions.

Our five ways of leading

The five ways of leading shows how we lead and work together every day to achieve our cultural aspirations. Our five ways of leading behaviours describe how we show up in everyday moments:

Caring is about encouraging the heart, starting from the place of forming caring relationships. It includes being true to self and accepting of others to enhance belonging and worthiness.

Creative is about forging new paths and adopting a curious and open mindset. It includes asking 'what if?', finding new ways of doing things and sharing learnings.

Sustainable is about making smart choices. It includes delivering on promises, getting the basics right, leveraging what we have and staying strong for tomorrow.

Empowering is about trusting others. It's being clear on purpose and believing in collective wisdom. It includes being transparent, collaborating and creating opportunities to realise the potential of all.

Courageous is about accepting the challenge and committing to doing the right things. It includes seeing things as they are, speaking up, pushing through barriers, and challenging the status quo.

Key facts

Roads and waterways

7,038,211 registered motor vehicles in NSW

239,704 recreational vessel registrations (including personal watercraft)

Digital customer interactions

34.5 million visits to transportnsw.info

100 million trip plans using transportnsw.info, Opal Travel app or a Transport bot to plan a public transport trip in NSW

203,000 active users of a Transport bot on Facebook, Twitter, Alexa and Google

1.8 million active users of the Opal Travel app

Patronage on public transport

Train **167,623,671**

Metro **10,982,530**

Bus **157,166,305**

Ferry **7,296,571**

Light rail **17,993,260**

Licences

6,625 total taxi licences, including

984 accessible taxi licences

48.5 million point to point trips

137,000 drivers with a Passenger Transport licence code

Infrastructure Investment

Delivered **$15.9** billion[1] of road, public transport and freight infrastructure in NSW in 2021-22, with **$76.7** billion expected to be invested over the next four years to 2024-25

25 major infrastructure projects opened in 2021–22, including **7** in regional NSW

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1 Including projects delivered on behalf of Transport Asset Holding Entity (TAHE)

Freight

Over **980,000** truck trips to Port Botany container terminals

Over **28,000** freight journeys made by rail

Over **25,000** requests for restricted access vehicles

Over **7,000** permits issued for safer and more productive Performance-Based Standards (PBS) vehicles

Over **83%** of the State Road network approved for PBS Level 2B vehicles

More than a **50**-kilometre increase in the approved traditional road train network on State Roads

Accessible stations and wharves

92.0% of train journeys began at a wheelchair-accessible train station

92.6% of ferry journeys began at a wheelchair-accessible wharf

Customer satisfaction

Sydney Trains **92%**

NSW TrainLink **89%**

Sydney Metro **98%**

Metropolitan bus private operators **92%**

Sydney Ferries **97%**

Sydney light rail **93%**

Newcastle light rail **94%**

Private vehicle **88%**

Heavy vehicle **63%**

Motorcycles **93%**

Pedestrian **88%**

Bicycle **90%**

Taxi **87%**

Rideshare **90%**

Our people

More than **28,790** people work for Transport for NSW, its operating agencies and partners

67% employee engagement score (People Matter Employee Survey 2021)

Our assets

Overview

Transport manages and maintains **$178.4** billion in network assets

Light Rail

78 light rail vehicles

48 light rail stations

27.5 kilometres of track

Walking and Cycling

1.24 million NSW residents ride a bicycle in a typical week and **2.91 million** NSW residents ride a bicycle at least once in a typical year[1].

The bicycle network includes **126** kilometres of bicycle paths and **4,073** kilometres of shared paths[2].

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1 National Cycling and Walking Participation Survey 2021
2 Transport for NSW 2022

Trains

2,134 electric and diesel cars

364 train stations, including 4 airport line stations

1,805 kilometres of track

67 tunnels

1,185 bridges

786 help points

Metro North West Line

22 metro trains

13 metro stations

36 kilometres of twin track

15 kilometres of twin tunnels

Ferries

33 ferries

49 commuter wharves

Roads

More than **25,324** kilometres of State Roads

2,893 kilometres of regional and local roads in unincorporated NSW

6,651 road bridges

18 road tunnels

180 rest stops and highway service centres across NSW

More than **1,722** CCTV traffic management cameras across Greater Sydney

Approximately **2,568** traffic signals across the Sydney road network

Buses

8,164 buses

25,309 bus stops in Greater Sydney

Maritime

89 maritime vessels

30 personal watercraft vessels for water safety compliance operations

13 lighthouses

4,118 navigational aids

Our performance

Connecting our customers' whole lives

Over the past year, Transport has increased safety and access on our networks and waterways, and improved connections for customers, so they can travel to places more easily, safely and reliably. This has been particularly important this year as we have faced significant weather events and the impacts of the continuing COVID-19 pandemic. Transport's overall satisfaction results reflect the efforts made in managing the impacts of these events on our transport networks and services.

Table 1: Network safety[1]

Measure	2018–19	2019–20	2020–21	Target	2021-22
Reduce NSW road fatalities per 100,000 population	4.45	4.01	3.63	3.56 per 100,000	3.53
NSW road serious injuries per 100,000 population[2]	143.1	128.5	143.7	–	–
Reduce NSW boating fatalities per 100,000 registered vessels	4.64	10.59	7.08	4.93 per 100,000	5.84
Number of road fatalities (12 months)	358	315	287	319	289
Road serious injuries	11,350	11,085	10,975	N/A	10,277
Number of maritime fatalities	11	25	17	16.45	14
Number of maritime serious injuries	59	38	53	47.8	47

*Road serious injuries are Calendar Years. 2021-22 Serious Injury represent Serious Injury for 2021.

*Source: Centre for Road Safety, Centre for Maritime Safety

*FY21 & FY22 Preliminary data subject to change

Table 2: Customer satisfaction on public transport and roads

Measure	2018–19 May 2019	2020-21 Nov 2020[3]	2020–21 May 2021	Target	2021-22 May 2022
Sydney Trains (%)	89	94	93		92
NSW TrainLink (%)	90	94	91		89
Metro bus PBO (%)[4,5]	90	95	93	Maintain or improve	92
Outer metro bus PBO (%)	93	94	95		92
Sydney light rail (%)	91	96	93		93
Newcastle light rail (%)	–	–	96		94
Sydney ferry (%)	98	99	99		97
Newcastle (Stockton) ferry (%)	-	-	-		98
Sydney Metro (%)	95	99	98		98
Private vehicles (%)	85	–	85	Maintain or improve	88
Heavy vehicles (%)	70	–	70		63
Motorcycles (%)	87	–	92		93
Cyclists (%)	85	–	87		90
Pedestrians (%)	87	–	85		88
Taxi (%)	86	–	90		87
Rideshare (%)	92	–	93		90
Hire car (%)	86	-	93		87

1   This data may differ from previously published data as fatality and serious injury information is revised over time

2   Road serious injury data for 2021-22 does not become available until after the Annual Report's publication

3   Due to the impact of COVID-19 on network usage and the requirement to physically distance, a Customer Satisfaction Survey was not undertaken in May 2019, roads survey results are not available for 2019-20

4   PBO: Private Bus Operators

5   May 2022 results for Metro Bus PBO includes results for Contract region 7, 8 and 9 which were previously operated by State Transit Authority and reported under Metro Bus STA

Table 3: Customer satisfaction for people with disability on public transport and roads[1]

Measure	2018–19 May 2019	2019-20 Nov 2019	2020–21 May 2021	Target	2021-22 May 2022
Sydney Trains (%)	89	83	89		86
NSW TrainLink (%)	84	84	88		84
Metro bus PBO (%)	89	87	87	Reduce gap with overall customer satisfaction	93[2]
Sydney ferry (%)	100	87	94		89
Roads[3] (%)	83	–	88		89
Active transport[4] (%)	73	-	76		82

Table 4: Reliability of journeys on public transport and roads

Measure	2018-19	2019-20	2020-21	Target	2021-22
Punctuality Sydney Trains (%)	91	92	95	92	92
On-time running NSW TrainLink (%)	89	91	90	92	84
On-time running metro bus PBO (%)	95	97	97	95	97
On-time running ferry (%)	99	97	98	95	97
Headway light rail line 1 (%)	96	89	91	90	84
Headway light rail line 2 and 3 (%)	-	83	90	90	93
Headway Sydney Metro (%)	-	99	99	98	99
Journey-time reliability – peak travel on key road routes is on time (%) [5]	91	90	90	>90	90

Table 5: Accessible fleet

Measure	2018–19	2019-20	2020–21	Target	2021-22
Trains (NSW) (%)	100	100	100		100
Sydney Metro (%)	100	100	100		100
Metro bus PBO (%)	89	91	91	Year-on-year increase	95
Outer metro bus (%)	96	99	99		99
Rural and regional bus (%)	90	90	97		99

1 Customer satisfaction of people with disability is not shown for all modes due to insufficient sample sizes

2 May 2022 results for Metro Bus PBO includes results for Contract region 7, 8 and 9 which were previously operated by State Transit and reported under Metro Bus STA

3 Roads includes private vehicle, heavy vehicle and motorcycle

4 Active transport includes cycling and walking

5 Road travel reliability measures the proportion of days where the daily average travel times were within a threshold (a 5-minute variation on a typical 30-minute journey) during the combined AM and PM peak periods on 89 Greater Sydney roads

Successful places for communities

Transport has continued to invest in technology to improve our customers' experience and help us proactively manage demand, optimise routes and ensure the safety of our customers. With the addition of the Cities and Active Transport Division, we will have an increasing emphasis on active transport, including walking and cycling, and the role we can play in delivering great places. We have worked with communities to focus on making local places successful and we look to boost the resilience of our networks to ensure they meet future needs and contribute to the liveability of neighbourhoods and communities.

Table 6: Connecting communities

Measure	2019-20	2020–21	Target	2021-22
Percentage of regional population with access to public transport day-return to nearest city or major centre	87	89	Increase	86

Table 7: Enabling active lives

Measure	2019-20	2020–21	Target	2021-22
Active transport mode share percentage (proportion of all trips taken by walking or cycling in Greater Sydney) [1]	20.3	19.4	Increase	-

Transport systems and solutions enabling economic activity

Transport's project pipeline continues to enable economic activity by supporting connectivity, accessibility, productivity and opportunity. Our program of metropolitan and regional infrastructure and place making projects will provide the people of NSW with the transport infrastructure and network they need now and into the future. Over the past year, the importance of robust infrastructure and well-designed transport systems have been highlighted. We experienced significant challenges in moving freight within NSW and interstate, and saw the impact of border closures on all Australians and their access to goods and services.

Table 8: 30-minute city

Measure	2018-19	2019-20	2020–21	Target	2021-22
Proportion of dwellings able to reach their nearest metropolitan centre within Greater Sydney using public transport and/or walking within 30 minutes (%) [2]	62	62	62	Year-on-year increase	62

Table 9: Freight rail share at Port Botany

Measure	2018-19	2019-20	2020–21	Target	2021-22
Rail share for freight at Port Botany (%) [3]	18	18	15	Increase to 28 per cent by June 2021 against a baseline of 17 per cent in 2016	14

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1   Active transport mode share data for 2021-22 does not become available until after the Annual Report's publication

2   The 30-minute city methodology measures the travel time from all dwellings within the Greater Cities Commission's districts of Greater Sydney to the nearest metropolitan or strategic centre. The travel time includes walking time from each dwelling to a transit stop, three minutes' wait at the first stop, plus the travel time on public transport between 6am and 10am on a weekday to a destination transit stop within a centre, including interchange time. This provides a base metric that reflects the infrastructure and services provided at a point in time as captured by the public transport timetable. It does not attempt to reflect the performance of the network or the services running.

3   Rail modal share of containerised freight through Port Botany has gradually declined over the past two years, which can be attributed to a number of factors impacting the containerised freight supply chain. Significant disruptions created by climatic events, especially in regional NSW, plus global impacts of the pandemic and associated conditions have created an environment where the limitations of rail network operations are driving customers to more flexible road transport options. Delays in delivering improved rail infrastructure, the significant impact of shipping service scheduling, empty equipment supply, and resulting congestion at Port Botany have limited the ability to increase rail share.

Thriving people doing meaningful work

As one of the largest employers in NSW, we recognise the important role our people play in the success of Transport, and this drives our desire to be an employer of choice. The pandemic has seen a significant shift in the way people experience work, and we need to be adaptable and accommodating to support this changing workforce. Ensuring the safety and wellbeing of our people continues to be a focus for Transport, along with building an inclusive and diverse workplace where all are valued. We want to make Transport a great place to work, where we have the right systems, processes and tools in place so that our people can thrive and deliver best practice public service.
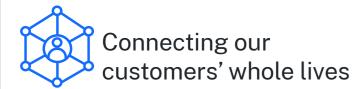
Table 10: Employee diversity and engagement

Measure	2019	2020	2021	Benchmark	2022
Women (%)	48.3	39.5	40.4	50% by 2025	43.2
Women in leadership (%)	33.6	34.3	37.6	40% by 2025	39.7
Aboriginal and Torres Strait Islander people (%)	1.9	2.8	2.7	3.3% by 2025	2.6
People whose first language spoken as a child was not English (%)	9.7	6.3	6.1	23.2% by 2025	8.7
Employees with disability (%)	1.3	1.6	2.0	5.6% by 2025	2.1
Employees with disability requiring work-related adjustment (%)	0.1	0.1	0.1	-	0.1
Employee engagement survey result (%) [1]	65	67	67	Year-on-year increase	-

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1   Due to COVID-19, the People Matter Employee Survey in 2021 was undertaken between August and September; the survey results for 2022 do not become available until after the Annual Report's publication

Delivering on outcomes

Connecting our customers' whole lives

Making transport safe for all

Ensuring the sustainability and safety of the NSW transport network continued to be a priority in 2021-22. We worked to support safety outcomes through the development and delivery of new strategies and behavioural campaigns, and investment in policy and infrastructure improvements. The impacts of COVID-19 and significant flooding events saw us having to be agile and resilient to keep our customers and staff safe, freight moving freely, and the people of NSW connected.

We delivered new initiatives in our regions that promoted user safety and ensured that flood-affected residents could still maintain some normality in challenging times. Transport developed and delivered innovative technology, data, infrastructure, regulatory and policy solutions that improved safety across our entire network.

Lowest road toll since 1923

The NSW road toll isn't simply a number. It is people. Even one life lost on our roads is one too many and that is why we are working with our partners to push the number of road fatalities in NSW towards zero.

Our focus on improving road safety for drivers, passengers, cyclists, pedestrians and motorcyclists has helped to reduce the road toll to the lowest level since 1923, when records first began. These efforts have helped achieve a reduction in road fatalities by 30 per cent (from 2008-2010 levels) by the end of 2021, aligned with the Road Safety Plan 2021.

In 2021, 289 lives were lost on NSW roads, the lowest number on record and a reduction of three per cent from the previous year. Over this period we saw 5 per cent less vehicle traffic in 2021 compared with 2020. As of June 2022, 284 (preliminary figure) people lost their lives on NSW roads in the previous 12 months. This is an increase of 1 per cent compared with the same period in 2021. Every life matters, and that is why our goal is to create a safe transport system where no one is killed or seriously injured.

The NSW Government delivers road safety commitments through the Community Road Safety Fund. This fund is financed from fines levied on camera-detected speeding, red light and mobile phone use offences as well as significant additional contributions from the NSW Government.

Under this fund, Transport introduced the world's first mobile phone detection cameras, delivered safety treatments through the Safer Roads Program, and enacted new drink and drug driving reforms. In 2021-22, we also introduced new used car and child restraint safety ratings and testing, and rolled out flashing lights at schools to remind drivers to slow down.

New 2026 road safety plan

On 24 April 2022, the NSW Government announced the new 2026 Road Safety Action Plan. Building on the accomplishments of the Road Safety Plan 2021, the initiative includes new targets to halve the number of deaths and reduce serious injuries by 30 per cent on NSW roads by 2030.

The plan includes an additional $250 million investment in road safety, bringing NSW's commitment to improving road safety to almost $2.6 billion over the next five years.

Under the plan, Transport will trial new technology on heavy vehicles and buses to improve the detection of pedestrians, use our existing mobile phone detection cameras to detect drivers failing to wear a seat belt, and enhance the Local Government Road Safety Program. We will also deliver a new online learner licence education and testing platform to improve interactive learning, trial a vehicle safety program to increase the use of safer vehicles among younger and disadvantaged drivers, and revitalise the strategy for drug and alcohol testing.

In May 2022, we launched National Road Safety Week to promote road safety messaging across the country. We also launched the Empowr Mobility Road Safety Pilot program to provide younger drivers with access to safe and affordable vehicles, and established the NSW Drug and Alcohol Road Safety Advisory Group, comprising representatives from across the NSW Government and independent experts.

Safer Roads Program

The NSW Safer Roads Program is in its fourth year of its five-year commitment. The program is investing $822 million aimed at delivering long-term, sustainable reductions in trauma on the road network. The program consists of two initiatives: Saving Lives on Country Roads and Liveable and Safe Urban Communities. The long standing programs combined have prevented an estimated 1500 serious injuries and fatalities on NSW roads over 15 years. To date, the NSW Safer Roads Program has delivered:

- 619 kilometres of safety barriers, which absorb impact forces and protect a vehicle's occupants, reducing the severity of head-on and run-off-road crashes by up to 95 per cent
- more than 5000 kilometres of rumble strips to alert motorists they are departing from their lane, reducing the likelihood of this crash type by up to 25 per cent
- 6,047 high-risk rural curve improvements, including shoulder sealing, safety barriers, signage upgrades and line-marking upgrades
- 487 urban intersection improvement projects including roundabouts and traffic signal upgrades.

Level Crossing Improvement Program

Transport's Level Crossing Improvement Program provides funding for level crossing upgrades, police enforcement and safety campaigns. During 2021-22, we commissioned four major construction projects across the NSW rail network, upgrading crossings at Wirrinya, Wellington, Breeza and Willow Tree with new high intensity LED flashing lights, bells and retro-reflective boom gates.

We have initiated a trial of new technology to reduce the risk of level crossing collisions between trains and vehicles in the bush. We will use innovation and technology to help save lives, and the trial will evaluate the effectiveness of stop signs with LED warning lighting and LED streetlights.

Additionally, asset renewal upgrades were completed at two active level crossings at Yanco and Wumbulgal. These upgrades included the replacement of flashing lights and posts past their lifespan, the relocation of signalling enclosures, and the renewal of signal cabling and track detection circuits.

Transport and NSW Police carried out two joint level crossing awareness and enforcement campaigns during the year. The campaigns targeted the Sydney metropolitan area, the Central West and South West Slopes regions. Eight infringements relating to crossing offences were issued during the Sydney metropolitan campaign and 48 during the Central West and South West Slopes campaign.

We also introduced a new Train Driver television commercial for the 'Pearly Gates' educational campaign. Following the campaign, the percentage of people who intended to come to a full stop increased by 4 per cent to 84 per cent.

Key road safety campaigns

Transport delivered 33 road safety campaigns to support the NSW Government's vision of zero trauma on the NSW road network by 2056.

In October 2021, we launched the 'Every K Counts' campaign to shift social norms and reset drivers' attitudes towards low-level speeding. At least 66 per cent of motorists who have seen 'Every K Counts' believe there is a high to very high risk of crashing when speeding up to 10km/h over the limit. This has increased eight per cent since the campaign was launched.

In April 2022, Transport launched the 'Slow down, road workers around' campaign to remind drivers to drive carefully around road works. Following the release of 'Slow down, road workers around', four in five drivers now agree that it is important to reduce speed near road workers in regional NSW.

The new campaigns combined with the revival of existing successful campaigns, such as 'What's your Plan B?' on drink driving and 'Ride to Live' on motorcycle safety, have brought positive behaviour change and significantly contributed to reducing road trauma in NSW.

Newell Highway and Mitchell Highway intersection upgrade project

In November 2021, Transport completed the upgrade of the Newell Highway and Mitchell Highway intersection.

The roundabout at the intersection of the two highways, both major freight routes, had seen a spike in the number of crashes as a result of steadily increasing traffic volumes and consequent congestion.

As well as improving freight efficiency, this upgrade has provided a safer turn path for road trains and improved safety around the intersection by upgrading the signalised pedestrian crossings and adding accessible ramps for wheelchairs and prams.

Maritime safety

Between December 2021 and April 2022, Transport conducted three statewide maritime safety and education campaigns — 'Get Smart', 'You're the Skipper, You're Responsible' and 'Plan, Prepare, Predict'. The campaigns provided high visibility, high impact safety messaging and education to the boating community and contributed to improving safe boating behaviour on our waterways.

As a result of the three campaigns, 4,235 vessel safety checks were completed and 265 informal warnings, 445 official cautions, and 181 penalty notices were issued. The main offences related to wearing lifejackets, safety equipment, licensing and registration.

Transport upgraded the State Maritime Coordination Centre to better monitor staff in the field and respond in real-time. During the year, 45,028 vessel safety checks were conducted across the State, resulting in 2,171 penalty notices and 5,413 official cautions being issued. This was complemented by engagements with 45,501 customers to spread key boating safety messages.

Draft Maritime Safety Plan 2026 released

In late 2021, Transport released the Draft Maritime Safety Plan 2026 for public consultation. The draft plan outlines a series of initiatives aimed at reducing fatalities and serious injuries by 30 per cent by 2026 and supports our long-term target of zero fatalities on NSW waterways by 2056.

Lifejacket use is a key focus of the plan. More than seven out of 10 people presumed drowned in recreational boating incidents on NSW waterways were not wearing a lifejacket. Transport will also aim to improve safety through the use of technology, safer equipment and infrastructure, and safer waterway access.

The final plan is expected to be released in 2022-23.

COVIDSafe Travel Choices program

The pandemic and return to work provided one of the greatest safety challenges this year. To manage demand on public transport networks during the pandemic and ensure our networks were safe, Transport's COVIDSafe Travel Choices Program worked with public and private sector organisations to understand workers' needs and help them to make informed decisions about safety during their commute.

Transport launched the COVIDSafe Return to the Workplace program in October 2021 as the pandemic and needs of businesses evolved. This program included briefings with industry leaders and the provision of information on Transport's plan to support economic recovery and provide critical access to major centres of employment. Travel Choices stakeholders were provided with COVIDSafe Travel Choices Update Packs for Employees and Employers, including the latest public transport information, a roadmap back to the workplace, and information to assist businesses plan a way forward.

Initial feedback and evaluation of the program indicated that it was a valuable source of information and policy for employers seeking quick and accessible information and government guidance on travel options.

The success of this program could also be replicated in other areas. Transport is developing three behavioural science-led trials in partnership with key industry stakeholders to explore ways of encouraging workers to return to work via sustainable transport choices and to encourage economic growth within employment hub precincts. Additional industry engagement sessions and new resources and interventions are currently being planned for 2022-23.

Seatbelts on rural and regional school buses

In the 2017-18 budget, the NSW Government made a commitment to fit seatbelts in all rural and regional school buses. The $237 million program was one of several recommendations from the Independent School Bus Safety Community Advisory Committee's inquiry into school bus safety in rural and regional NSW.

More than 60,000 students across rural and regional NSW travel on these buses each school day, covering more than 50 million kilometres every year. In December 2021, Transport for NSW completed installing seatbelts on more than 2,500 rural and regional school buses, almost two years ahead of schedule.

Making the walk to school safer

Walking to and from school is a great way for children to stay healthy and active. However, many people opt for alternative transport modes due to safety concerns.

In May 2022, Transport announced a new program, that makes the walk to school safer for children and their carers. The School Zone Infrastructure Sub Program is delivering more than 500 safety infrastructure improvement projects at more than 350 schools throughout regional NSW.

These important works include life-saving measures such as reducing car speeds within school zones and giving pedestrians safe options when walking to and from school.

Supporting safer and more accessible point to point journeys

The Point to Point Transport Commission works to ensure safe and accessible transport in taxis, traditional hire cars and rideshare. The Commission pursues this through compliance activities, including audits, advisory visits, on-street compliance, investigations and prosecutions. During 2021–22, authorised officers conducted 31 safety audits, 166 advisory visits, 34 passenger service levy reviews, 945 taxi vehicle compliance checks and 1,250 hire vehicle compliance checks across NSW. The Point to Point Commission also delivers annual education programs, including safety campaigns, to promote customer safety. Public and social media campaigns provided education on travel-safe behaviours, such as matching the ride number plate with the booking app and the dangers of accepting rides from drivers who approach them (a practice known as touting).

Putting technology at the centre of operations, the Point to Point Commission's Driver Vehicle Dashboard streamlined the way industry run their businesses safely, by allowing regular checks on drivers and vehicles, including licensing, registration, serious driving offences and other safety offences. In addition, smart CCTV cameras were installed at selected taxi ranks across NSW to strengthen safety and customer confidence. Smart cameras use artificial intelligence to identify peak times for taxis and passengers, along with any service gaps, and identify unsafe behaviour and illegal use of taxi ranks. Data from these cameras will be made available as part of Transport's Open Data initiative.

To support people living with disability, the Point to Point Transport Commission developed a user-friendly toolkit to educate service providers and drivers on their obligation to allow assistance animals in their vehicles, which gives people with assistance animals freedom of choice when planning their journey.

Flood response

Transport's coordinated flood response helped keep communities safe and the network moving during flood events in 2022.

Many of our staff worked collaboratively and tirelessly to deliver for our customers. They were courageous and caring, many working on the ground sometimes through the night, to coordinate crucial information, manage traffic and get essential supplies to communities, and helping to restore the network once the floodwaters receded.

Customer Coordination Centre

As unprecedented flooding hit northern NSW, Transport piloted a Customer Coordination Centre located in Grafton to connect transport operators, agencies and partners, and provide accurate and up-to-date information about network impacts to customers.

The Centre acted as a single point of contact for journey management across all modes during the flooding event. It was able to manage the impact of the M1 closure at Ballina, the main north-south freight route, and establish an alternative route from Sydney to Brisbane to assist local communities.

Recovery Shuttle Buses

In flood-affected communities in both North and South regions, Transport set up free shuttle bus services with temporary bus stops and updated timetable information within hours of the need being identified.

Free shuttle bus services also operated at Barrengarry Mountain, north of Kangaroo Valley, following a landslide that closed Moss Vale Road. This was critical in maintaining a connection for the community.

Coordinating information and assistance

The Transport Management Centre (TMC) is the hub of our traffic and public transport operations across NSW. Operating 24 hours, 7 days a week, the TMC coordinates with other government agencies and service providers to ensure the efficient and safe operation of the Transport network.

During the February and March floods, the TMC observed a 65 per cent increase in reported incidents, with around 4,000 incidents managed between 28 February and 14 March 2022. Of these, 43 per cent related to breakdowns, 31 per cent were a result of crashes, and 20 per cent were regarding hazards.

TMC staff kept customers informed of incidents that could affect their journey by distributing media alerts and posting updates on Transport's social media accounts, on transportnsw.info, and on the Live Traffic NSW app and website.

Keeping freight moving

Transport established early two-way communication with the freight industry. This consisted of daily meetings and providing updates three times a day, including information, forecasts and real-time impacts to the transport network. Transport also worked closely with freight providers to arrange escorted movements into isolated communities to deliver essential supplies and fuel.

Managing demand

Changing social distancing restrictions and the trend for hybrid working caused uneven demand patterns on public transport. Transport responded to this challenge with agile solutions to ensure customer safety remained a priority. Transport invested in new infrastructure and technology to meet future demand, and increased the flow of information to give our customers more choice in how and when they travelled.

In a world first, we harnessed the power of Artificial Intelligence and Machine Learning to develop a customer alert system for train carriage occupancy.

The Carriage Load Project sends real-time train and carriage load data to Transport's Open Data Hub, where it can be accessed by third-party travel apps. The model's accuracy is 91 per cent and it continuously learns and improves by tracking changing train operating conditions.

Using the apps, customers can now see how many people are expected to be on any given train service up to 14 days before their trip, and in real time, so they can plan ahead and modify their travel plans.

Easing congestion and improving road journeys

In November 2021, work started on the M6 Stage 1, which will connect Sydney's south to the wider Sydney motorway network. When complete, the M6 will make road journeys easier, faster and safer, remove more than 2,000 trucks a day from surface roads and help return local streets to local communities.

On the Prospect Highway, which handles around 35,000 vehicles including 5000 heavy vehicles a day, work has started on widening the section from Reservoir Road to St Martins Crescent to improve traffic flow.

Transport has commenced construction on the New England Highway duplication between Belford and the Golden Highway. This $97 million project will upgrade the highway to improve traffic flow, travel times and safety for motorists.

Delivering to our customers' expectations

Transport is using intelligent tools that provide near real-time metrics and insights about the public transport network and customers' end-to-end travel experiences.

Through the application of sophisticated algorithms, we can calculate the likely route a customer will take, including travel time, delays experienced and transit through interchanges.

Using this data, Transport can now adjust services to improve customer journeys. At the precinct level, we are able to track how our customers are moving between platforms and different types of public transport so that we can optimise interchange points for more seamless travel experiences.

Quantum tech

Transport for NSW has also begun exploring the possibilities of quantum technology, a world first for any transport organisation. Quantum technology has the potential to process large data sets in real time. Doing so could deliver valuable insights to improve customer journeys and optimise our networks.

In December 2021, an Expression of Interest was released to global industry leaders, academics and start-ups to work with Transport. We will work with these global partners to research, develop and implement quantum technology prototypes and trials across the transport network. We will share our knowledge and datasets, and collaborate across government and externally to solve our key transport challenges. Contracts are expected to be awarded later in 2022 for an initial two-year engagement.

Transport established a Centre of Quantum Technology based in Sydney's Tech Central, co-led by a Fellow of Quantum Technology and Director of Quantum Technology. Transport has formed our Quantum Expert Advisory Panel consisting of pioneers from government, industry and universities including 2018 Australian of the Year and University of NSW Professor Michelle Simmons. This panel will help guide Transport's research and development in quantum technology.

Enabling end-to-end journeys

Customers now have more options than ever before to plan, book, pay for and use transport across NSW.

New River Class and Emerald Ferries

In 2021-22, Transport introduced 10 River Class ferries into service along with three Second Generation Emerald Class ferries.

Customers have benefitted from River Class ferries' floor to ceiling windows, level boarding access, audio and visual announcements, hearing loops, priority seating for the elderly and mobility impaired customers, and wheelchair facilities. These ferries were designed in Australia.

The new Second Generation Emerald Class ferries passed final testing to operate on the F1 Manly route in maximum swell conditions in March. These new ferries are fully accessible and able to provide a faster, more frequent service. The project employed 54 people locally and Australian suppliers benefitted from 70 per cent of the total program of work.

Transport Connected Buses in the regions

Transport began phase two of the Transport Connected Bus program this year. Connected Buses give customers the real-time information they need to make informed travel choices. Each bus has state-of-the-art vehicle tracking and automatic passenger counting technology. Websites and apps use data from the buses to show real-time travel information so customers can plan their journeys, check when buses will arrive, and even see how many people are on board.

By June 30 2022, Transport had delivered the technology across 914 contracted buses in Albury, Armidale, Bathurst, Bomaderry-Nowra, Forbes, Grafton, Parkes, Port Macquarie, Queanbeyan, Tamworth, Tweed Heads and Wagga Wagga.

In September 2022, the final tranche consisting of operators from Orange and Griffith will go live, marking the completion of this phase of the program. Work is under way to commence phase three, which will cover a further eight regions. This work is scheduled to commence later in 2022.

Future Mobility and Research Testing Centre

Transport's new Future Mobility Testing and Research Centre at Cudal now leads the development and adoption of future transport in NSW.

During the year, the centre delivered autonomous vehicle research development programs, along with 31 automated vehicle-testing programs to ensure new vehicle technology meets Australian safety and road standards.

Transport also partnered with the Australasian New Car Assessment Program (ANCAP Safety) to test and validate a range of new vehicles (electric, petrol, automated) under the ANCAP 5-star safety rating system. The Future Mobility and Research Testing Centre is developing additional testing protocols that are capable of evaluating level 3, 4 and 5 autonomous vehicles.

In May 2022, the Future Mobility and Research Testing Centre hosted the Emerging Vehicle Experience event (EVE 2022) for more than 200 attendees from industry and the community. EVE 2022 showcased new mobility products, and automated and electric vehicle technologies, and connected leaders to industry development.

In May, the NSW Government announced $9.5 million in additional funding, which will enable the Centre to become the largest of its kind in the southern hemisphere.

Transport Park&Ride

Transport Park&Ride reserves spaces at commuter car parks for those who want to travel on public transport. It provides up to 18 hours of free parking each day as long as commuters tap on and tap off on a public transport journey.

Prior to the initiation of Park&Ride, research showed that in some areas, up to 46 per cent of people using commuter car parks did so without intending to use public transport. In car parks where Park&Ride has been introduced, this rate is now less than five per cent.

This year, Transport successfully launched Park&Ride spaces at Revesby, West Ryde, Edmonson Park, Leppington and Sutherland commuter car parks, and updated equipment and systems to improve customer experience at Narrabeen, Dee Why, Brookvale, Mona Vale and Warriewood.

In February 2022, Park&Ride was simplified with the addition of Transport Connect. Customers can now set up a Park&Ride with their Transport Connect account and add their contactless payment method, such as Opal or a credit card, and their vehicle number plate.

On entering a car park, plate recognition technology scans and confirms the number plate and records the time of entry. On exiting, the system matches the number plate to the Transport Connect account, confirms a public transport journey has been taken, and opens the boom gate. This world-leading technology solution has made public transport easier, faster and more convenient for our customers.

Digital Vehicle Registration

In March 2022, Transport launched the new Digital Vehicle Registration service in partnership with Service NSW. This service streamlines the registration process for both metropolitan and regional customers. It is of particular benefit to those who must travel long distances to attend a service centre, as they can manage their registration from home.

Customers who opt-in now receive reminder notifications via email in their MyServiceNSW account and through app notifications six and two weeks before their registration is due. The service also sends a reminder one day after the expiry date. Customers can access a real-time digital Certificate of Registration whenever they need it. By the end of June 2022, 236,173 customers had signed up for the new digital service.

Digital Vehicle Registration saves customers time and reduces the 7.5 million paper renewals sent out each year. It is on track to save taxpayers $10 million over five years and reduce the number of unregistered vehicles on the road.

Connected and Automated Vehicles

Connected and automated Vehicles (CAVs) are expected to be one of the most significant disruptions to the transport industry. Their use is likely to improve road safety, congestion management and freight productivity. CAVs will also increase transport options for the mobility impaired and could improve outcomes for the environment and place making.

During the year, Transport developed and launched the Connected and Automated Vehicle Readiness Strategy, which outlines how NSW can become CAV Ready with policy and road network changes, freight automation, testing, and skills improvements.

NSW has already notched world firsts with Connected and Automated Vehicles. This year marked the end of the Coffs Harbour Busbot trial, which was the first fully automated service in a public setting without an on-board supervisor. The trial, which ran from December 2018 to November 2021, delivered services to more than 10,000 passengers in the Coffs Harbour region. More than 98 per cent reported that they were satisfied with the overall experience.

This has been followed by the launch of the CAV Bus Expression of Interest process which will bring together collaborative industries to plan, develop and safely operate an end-to-end full-sized CAV bus trial.
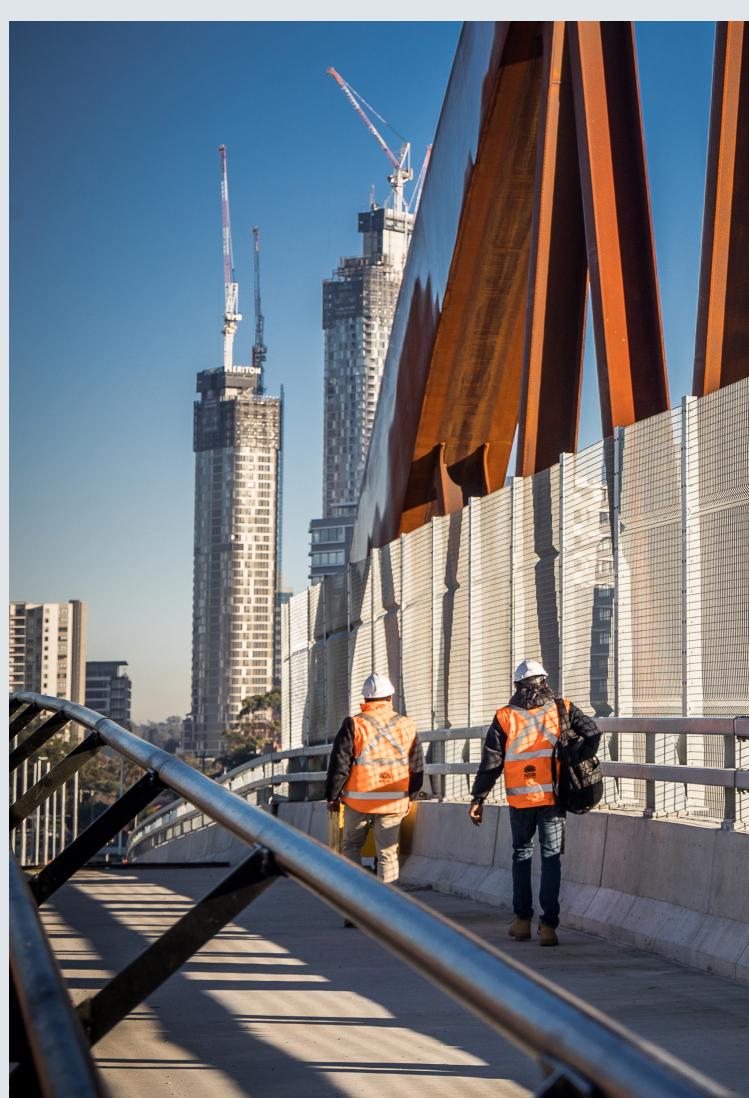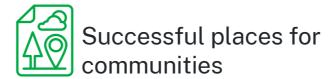
Fare free Easter

In April 2022, Fare free Easter offered millions of free public transport trips across the Opal network, spanning from Wollongong to Greater Sydney and Newcastle, for 12 days over the school holidays. The campaign was designed to encourage customers to return to public transport following COVID-19 restrictions and adverse weather impacts.

The campaign was a huge success with more than 13 million trips taken, a daily average of more than 1 million trips. The greatest customer take-up of the offer occurred over the long weekends and public holidays. Trips over the Easter long weekend were up by 15 per cent and Anzac Day weekend witnessed an increase of nine per cent compared with last year.

Trips to popular Blue Mountains destinations Leura and Katoomba saw an increase of 86 per cent over the Easter holiday period compared with last year. Train trips from Newcastle to Sydney were up 42 per cent and train trips from Sydney to Newcastle were up 38 per cent compared with the previous year's Easter long weekend.

Successful places for communities

Contributing to place making

Transport projects shape communities and the future of NSW. We have the opportunity to be more than just a provider of services or deliverer of new infrastructure. We can also shape and drive urban regeneration and leave a lasting legacy in sustainable transport management. We have enabled new places and renewed existing places to provide better amenities for communities, created safer local streets and towns through road design and highway upgrades, and developed new long-term regional transport plans.

We have made great strides in pursing more sustainable outcomes through the use of renewable energy, conservation and changing our approaches to construction.

Transport is taking the lead on developing tools, approaches, and partnerships to ensure we achieve the right outcomes for communities, now and in the future. Our focus on place is bringing important city-shaping and place-based projects to life.

Celebrating 90 years of the Harbour Bridge

On 19 March 2022, the Sydney Harbour Bridge celebrated its 90th anniversary. The ground-breaking infrastructure was the vision of engineer John Bradfield, who advocated for a design that would unite communities, boost the economy and future-proof the city.

The Sydney Harbour Bridge shows how transport can transform places, add vibrancy, and boost the economy. To celebrate this iconic structure, Transport organised celebrations, including a Harbour Bridge light display, free community concert, free bus, ferry and train rides, and city walking tours.

The event was a huge success, bringing people back into the city after months of COVID-19 lockdowns. Tickets to the free vintage train rides sold out within 10 days of marketing activity. On the day, more than 1,750 people caught a vintage ferry, 3,698 people caught a vintage bus, and 5,000 people attended the free concert.

Tech Central and Redfern revival

Tech Central is on track to become the focal point of Sydney's innovation and technology community. Comprising six neighbourhoods located around Central Station, the vibrant precinct is expected to bring 25,000 new jobs to the centre of Sydney. It will have strong links to nearby institutions, international markets, Greater Sydney and the rest of NSW.

Transport is working closely with the Greater Cities Commission and Investment NSW to deliver this innovative new district. The Quantum Terminal, Sydney's first centralised collaboration space for researchers, developers, programmers, engineers and entrepreneurs, opened in November 2021, with Tech Central securing its first three tenancies: Sydney-based start-up Q-Ctrl, the Sydney Quantum Academy and Canberra-based Quantum Brilliance.

Atlassian has commenced construction of its Australian headquarters in the heart of Tech Central. This will be the world's largest hybrid timber building upon completion in 2026 and will be 100 per cent powered by renewable energy from day one.

Two Transport urban renewal projects, Central Precinct Renewal and Redfern North Eveleigh Precinct, will drive the success of Tech Central. Over the past year, Transport has developed indicative master plans for these projects in consultation with stakeholders and the community. Combined, these projects will transform up to 34 hectares of land into thriving community and business spaces. These master plans have been placed on public exhibition and their approval is expected in early 2023.

As part of the Central Precinct Renewal project, Transport also plans to refurbish and transform the unused heritage asset, the former Prince Alfred Substation, into a 1,800 square metre commercial space for technology, creative and start-up businesses. The development application for the project was approved in April 2022 and construction is expected to start later in 2022.

Western Sydney Airport

Transport is working in partnership with the Western Sydney Airport Company to turn a greenfield site in Sydney's west into one of Australia's most connected cities, including new rail and metro lines, new and upgraded roads, and walking and cycling paths. The new Western Parkland City will become the economic powerhouse of Greater Sydney.

Consultation with the community has been crucial in developing this project. Transport worked collaboratively with the Greater Cities Commission, and Liverpool, Penrith and Campbelltown councils to develop strategies that will guide future transport connections in the region. We also created and hosted an information portal on the Transport for NSW website, with updates on major government projects planned across the city.

Transport delivered the $1.6 billion upgrade to the Northern Road in November 2021, a critical link that will provide safer, more efficient journeys between places and more efficient freight connections to the airport. Construction is under way on the $2 billion M12 motorway. Once complete, this road will become the gateway from the airport to Western Sydney. The project has engaged with local Aboriginal communities and taken a Connecting to Country approach to developing a landscape strategy, including artworks and architectural features.

In the past year, Transport has submitted plans to the NSW Department of Planning and Environment to start work on the first building in the Bradfield City Centre, the new smart city next to Western Sydney Airport. The Advanced Manufacturing Research Facility building will provide a space for industry and universities to work together, using the latest technologies and research in advanced electronics and manufacturing.

Circular Quay renewal

Transport plans to reinvigorate Sydney's Circular Quay, turning it into a dynamic space for visitors and locals to enjoy. Over the past year, a design process began, seeking industry proposals to add more public green space, upgrade the train station and ferry wharves, and add more retail, dining and art spaces.

Transport has chosen early designs and will invest $216 million to further develop the design, consult with the community, undertake the statutory approvals process, and commence site investigations and enabling works.

Transforming the Pyrmont Peninsula

The NSW Department of Planning and Environment's Pyrmont Peninsula Place Strategy, finalised in 2020, sets a 20-year vision for growth in the eastern city suburbs of Darling Island, Blackwattle Bay, Tumbalong Park, Ultimo, Pirrama, Pyrmont Village and Wentworth Park.

Transport links are crucial to the success of the region. Under the strategy, the Pyrmont Peninsula will become an innovative and creative cultural precinct and an engine room of the Eastern Harbour CBD, with links to growing jobs precincts such as Tech Central and the Sydney CBD.

Transport began work to prepare the Pyrmont-Ultimo Transport Plan this year in collaboration with key stakeholders, including the City of Sydney, Department of Planning, Government Architect NSW and Greater Cities Commission. Key objectives of the Transport Plan include balancing movement and place, encouraging travel by walking, cycling and public transport, and supporting connectivity to the future Sydney Metro West Pyrmont Station.

Macquarie Park

Transport has begun scoping a detailed precinct transport study to support NSW Government priorities in planning for Macquarie Park. The health and education precinct in Sydney's North District has been identified as an important economic and employment powerhouse. The NSW Government's priorities for the district include the delivery of up to 20,000 more jobs, 7,650 new homes, the creation of a vibrant 18-hour economy, and a renewed Connection to Country.

Over the course of the year, Transport worked with the Department of Planning and Environment, Greater Cities Commission and City of Ryde to ensure the revitalisation of Macquarie Park was planned in a manner that supports liveability, sustainability and economic investment.

Community spaces at Sydney Park Junction

Sydney Park is a much-loved green space bordering Sydney Park Road and King Street in the suburb of St Peters. Following significant population growth in recent years, Transport identified a need to return local street space to the community, and upgrade walking and cycling links around the area to improve amenity for residents and visitors.

Sydney Park Junction walking, cycling and public domain improvements went through a public consultation process in 2021 and early 2022. The project is now in the design stage before delivery begins in early 2023.

A key feature of the proposal, developed in collaboration with the City of Sydney and Inner West councils, is the creation of the St Peters Square multimodal hub. The hub will connect multiple modes of transport, including walking and cycling, through St Peters, Sydney Park and the King Street Precinct. It will include space for alfresco dining, recreation and entertainment, and improve safety and connectivity for all road users.

Improved Development Application experience

Transport's new 'one stop shop' land use webpage has improved the approval process for developments that may interact with roads, rail and waterways. The online resource directs developers and councils to resources that help them to prepare their applications before submitting it for approval through the Planning NSW Portal.

During the year, Transport assessed more than $6.3 billion worth of development applications, with almost 800 Concurrence and Referrals sent through for advice. The new website saves time and money when planning a project with potential impacts on transport networks.

Green track for Parramatta Light Rail

In a NSW first, Stage 1 of the Parramatta Light Rail features around 1.3 kilometres of green track, where grass and vegetation are planted between and along the light rail tracks. Community benefits include reduced urban heat and greener spaces.

The new green track is integrated with wire-free technology within heritage-sensitive environments along three sections of the new light rail route. Using a sustainable alternative to concrete, Australian native turf was selected due to its hardy, drought-tolerant features and suitability for Parramatta's weather and climatic conditions.

Transport was awarded two Landscape Architecture Awards in both the Infrastructure and the Research, Policy and Communications categories at the Australian Institute of Landscape Architects NSW Awards for its 'Green track for Parramatta Light Rail' study.

Protecting the environment

From large plans to small initiatives that make a big difference, Transport has increased its focus on the environment in design, delivery and operations.

Sustainability Plan

In December 2021, Transport released its first Sustainability Plan, with a vision of making every journey people and planet-positive.

Under the plan, Transport is developing a pathway to net zero emissions to increase the use of green transport, report on sustainability and empower customers to make more sustainable choices. In addition, we will implement a circular economy, a model of production and consumption that promotes sustainable development, recycling and repair as opposed to single use consumption.

As a result of the plan, Transport released the inaugural Transport Sustainability Report 2020-21 in December 2021, profiling our social and environmental achievements, outcomes and challenges.

Heavy rail now 100 per cent renewable

Sydney Trains and NSW TrainLink became the first heavy rail networks in Australia to be powered by renewable energy on 1 July 2021. Both networks also reached net zero emissions from electricity including all stations, trains and depots, joining Sydney Metro which already uses zero emission electricity in its operations.

Combined, Sydney Trains and NSW TrainLink account for 1.3 per cent of all electricity used in NSW, making them one of the largest users of energy in NSW. This achievement will remove close to 700,000 tonnes of carbon dioxide from the atmosphere each year and is equivalent to removing the emissions emitted by 150,000 cars in a year, every year.

Boost for zero emissions buses

Transport introduced an additional 40 zero emission buses into service as part of the Next Generation Electric Depot Trial this year, making a total of 100 zero emission buses. Transitioning the entire fleet of buses will reduce Transport for NSW's emissions by 78 per cent, reduce noise on our streets, improve air quality, and ensure our customers enjoy a smoother ride.

NSW Government will stage the transition of more than 8,000 buses to allow local industry time to prepare and technology advancements to be assessed and adopted along the way. The Zero Emission Buses Transition Plan will see Greater Sydney fully transitioned by 2035, Outer Metropolitan regions by 2040 and regional NSW by 2047.

Sustainable procurement initiative

The construction sector is still largely carbon intensive, and while there is momentum to improve sustainability, many of the standard materials used, such as concrete, have a significant impact on our environment.

Transport's Sustainable Procurement in Infrastructure initiative aims to maximise the use of recycled materials in infrastructure, drive efficiency in supply chains and support the circular economy.

In February 2022, the Sustainable Procurement in Infrastructure discussion paper was released for feedback, with the aim to provide a foundation for embedding sustainability into our procurement practices.

Feedback received included overwhelming support for Baseline Sustainability Requirements, with 60 per cent of respondents agreeing outright and 29 per cent supporting their introduction subject to further refinement. Workshops with industry to co-create solutions are planned for the second half of 2022.

Sustainable design recognised

As we have placed more focus on the environment, Transport's innovative designs have won awards and recognition from industry experts for their forward-thinking approach to sustainability.

In March 2022, the Como Station upgrade won the Clean Technology Award at the National Banksia Sustainability Awards, recognising our commitment to quality, sustainable and innovative infrastructure.

The station upgrade features an innovative solar photovoltaic glass canopy, the first of its kind on the NSW rail network. The canopy generates 100 per cent of the station's daytime power, including lighting in the underpass.

Transport's sustainable design for Rozelle interchange was recognised with an Infrastructure Sustainability Council (ISC) design rating of 89 credits. This score is determined by evaluating economic, social and environmental performance of infrastructure assets across the planning, design, construction and operational phases.

The Rozelle Interchange is a new underground motorway that provides connectivity to the M4-M5 Link Tunnels, the City West Link, and underground bypass of Victoria Road. Sustainability initiatives used in the project included the use of recycled crushed glass sand and recycled concrete in bedding materials, integration of a recycled water system, and the use of lower-carbon concrete.

Award-winning koala habitat

Transport recognises the impact that roads and infrastructure can have on wildlife. We have worked hard to ensure that we protect biodiversity, while improving connections.

As part of the Woolgoolga to Ballina Pacific Highway Upgrade on the North Coast of NSW, Transport created 130 hectares of koala habitat by planting new koala food trees on previously cleared land. This has improved habitat connections for a range of wildlife species. The koala habitat is protected to ensure it is managed and maintained into the future.

The project has already made a significant contribution to the long-term sustainability of the local koala population. Recent surveys have confirmed koalas are using the revegetated areas. In recognition of our work, Transport was awarded the Landscape Architecture Award for Land Management at the Australian Institute of Landscape Architects (AILA) NSW Awards.

Operation Gondwana Rewild

Much of our native fauna relies on hollows for nesting and habitat, with hollows typically only forming in trees that are more than 70 years old. Sadly, many of these trees were badly affected by the 2019-20 bushfires.

Transport's Operation Gondwana Rewild has increased fauna habitat in bushfire-affected areas of NSW by planting native seedlings, installing nest boxes, and using innovative technology to create cost-effective carved habitat hollows.

The project has delivered a significant increase in nesting opportunities for our native wildlife and boosted local biodiversity.

Strengthening regional connections

Over the past year, Transport has updated our regional plans, networks and roads to boost regional economies, increase the vibrancy of communities, and enable the efficient movement of goods.

Planning regional transport

In August 2021, Transport released the Illawarra-Shoalhaven Regional Transport Plan. By 2041, it is estimated an extra 100,000 people will call the Illawarra-Shoalhaven home. As population grows, so too will demand for regional transport services and infrastructure. The plan outlines how Transport will respond to changes in land use, population and travel demand in the region over the next two decades.

After extensive consultation, the plan promotes more journeys by walking, cycling and public transport, and improving connectivity between the Illawarra-Shoalhaven and Greater Sydney.

The plan includes 71 initiatives to be delivered over 20 years and since its release, the governance for the delivery of the plan has been established, and initiatives are now under way.

The Draft Central West and Orana Regional Transport Plan was released for public exhibition in November 2021 and will be finalised in the coming year.

White Cliffs Community Bus

The NSW Government contributed $40,000 as part of the Transport Access Regional Partnership (TARP) program for a 12-month bus service trial, transporting customers the 255 kilometres between White Cliffs and Broken Hill. The trial will run until December 2022.

With no regular transport options, residents in White Cliffs have to drive themselves or carpool with friends and family to get to Broken Hill when they need to shop or access essential services. The trial service runs once a fortnight and patronage continues to be encouraging, with an average of 7-10 people per fortnight using the service, representing around 50 per cent of the available capacity.

The service is a flexible transport option that can be adjusted to respond to the needs of the community, enabling social outcomes such as access to vital medical services, shopping and social activities.

Wilcannia COVID-19 response

The COVID-19 pandemic has prompted unprecedented requests for assistance, to which Transport has responded with compassion and dedication.

On 31 August 2021, NSW Health requested assistance from Transport to move 34 campervans from Victoria and Sydney to Wilcannia. More than 108 people out of a population of 800 in this town in far western NSW had tested positive to COVID-19. NSW Health had concerns about the residents' ability to isolate effectively from infected family members in overcrowded homes. The campervans would provide emergency accommodation, to assist with COVID isolation and reduce the spread of the virus.

Seventy Transport staff were involved in the operation, some volunteering to drive a campervan for all or part of the journey while others attended to the logistics. All the campervans arrived safely on Saturday 4 September 2021. Transport made families feel at home with care packs containing 'comfort' snacks and games.

Rural remote learning initiative

In August-September 2021, students in NSW began home-learning as a result of the COVID-19 pandemic. In remote and isolated locations, many students had difficulty accessing schoolwork to continue their studies due to the distance they needed to travel.

On the North Coast of NSW, Transport worked with the NSW Department of Education, Catholic and Independent Schools and local bus company Busways to deliver learning materials to 21,000 of these students.

The initiative ensured students could keep up with their studies while learning from home and inspired many other operators to follow Busways' lead, delivering learning materials to other students in need.

Easing congestion in Coffs Harbour

The Coffs Harbour Bypass is a new 14-kilometre stretch of road from Englands Road to Sapphire Beach. The bypass will cut travel times through Coffs Harbour by 12 minutes and allow motorists to avoid 12 sets of traffic lights, significantly improving congestion and safety through the Coffs Harbour city centre.

Transport awarded the construction contract to Ferrovial/Gamuda Joint Venture in June 2022. Property acquisition along the route continues, with 96 per cent of the properties required for the project now acquired.

The Coffs Harbour Bypass project will support around 12,000 jobs across the lifecycle of the project, providing about 600 direct local jobs during construction.

Improved traffic flow on the M1 Motorway to Raymond Terrace

The planned extension of the M1 Pacific Motorway to Raymond Terrace will improve traffic flow for motorists and freight, creating more reliable travel times and improving accessibility to the surrounding road network. Improved safety for all road users is also a key focus. This program includes both the M1 extension to Raymond Terrace and the Hexham Straight upgrade.

Delivery tenders for the M1 Pacific Motorway extension to Raymond Terrace project were issued in April and May 2022 and closed in August 2022. The project is estimated to support around 2,700 jobs during construction.

The M1 extension Environmental Impact Statement (EIS) was put on public exhibition in July 2021. Registration of interest for the main delivery contract for the Hexham Straight upgrade was conducted in the second quarter of 2022.

Newcastle Inner City Bypass

The Newcastle Inner City Bypass will decrease travel time, improve traffic flow and increase safety for road users across the western suburbs of Newcastle. The priority project will also improve connectivity to major shopping centres and the John Hunter Hospital precinct.

Transport awarded the construction contract for the Newcastle bypass to Fulton Hogan Construction Pty Ltd in June 2022. Early works for the relocation of utilities at the Southern Interchange progressed during the past year and were completed in July 2022.

Construction of the bypass, which is due to begin in late 2022, is expected to create around 975 jobs.

Improved connectivity in Batemans Bay

The new $274 million replacement bridge across the Clyde River at Batemans Bay opened to traffic in March 2021. The new bridge significantly improved connections for people driving, walking, cycling or boating in and around the Clyde River. Work was completed in July 2022.

As part of the project, Transport removed the original bridge and improved the northern and southern foreshores. The upgrade included the installation of public art murals, a new L-shaped floating pontoon, viewing and fishing platforms, public toilets, picnic shelters, parking facilities and a playground. This project provides the community with greater access to the river and more community spaces for leisure activities.

Nowra Bridge

Transport is building a new four-lane bridge across the Shoalhaven River and delivering upgrades to more than 1.7 kilometres of the Princes Highway. Upgraded intersections on the highway and more lanes leading to the bridge will improve the safe flow of traffic in the area.

The design and construct contract was awarded to Fulton Hogan in February 2020. Major construction work started in mid-2020, with an average of 200 workers on site each day. The new bridge is expected to open to traffic in late 2022, weather permitting. Work on the Nowra Bridge project will continue to enable the Princes Highway to be widened to six lanes. The project is due for completion by mid-2024.

Increasing network resilience

Transport worked to strengthen our networks and assets to minimise disruption. The changes we have made will help secure our networks for the future.

Pandemic Transformation Program

The COVID-19 pandemic disrupted our normal patterns of travel and sense of safety. Throughout this period, Transport worked to ensure our networks were safe and we could enable freight and customer journeys.

The Pandemic Transformation Program, which began in April 2022, focused on business continuity to ensure that our network remained resilient.

Under the program, more than 2 million masks were distributed during the winter of 2022. Transport has updated the air filtration standards in the procurement of new buses and delivered over 1,800,000 hours of additional cleaning through the Enhanced Cleaning Program introduced in March 2020.

Supporting asset resilience

The Asset Resilience Strategy, published in July 2021, is the result of collaboration across the entire cluster covering all transport modes. To support the implementation of the strategy, Transport established the Asset Resilience Working Group in response to the 2019-20 bushfires. The purpose of the Working Group is to consider resilience against multiple threat types, from natural hazard risks to human-induced risks, across the full asset lifecycle.

Asset resilience has been central to asset planning for decades. However, an increase in natural and human-induced risks together with a significant growth in the number of assets prompted the review of asset management across Transport. Increasing the resilience of our assets will enable a speedier return to normal service following a future extreme weather event.

The strategy provides a proactive and sustainable approach in asset lifecycle management by incorporating suitable responses to significant events that put the network under pressure. In recognition of this approach, Transport received an Asset Management Excellence Award from the Asset Management Council in April 2022 for its Asset Resilience Strategy.

Enabling active lives

Transport is making active modes of transport a safe option for our customers and communities with a record infrastructure spend. Transport's new Cities and Active Transport Division is dedicated to making walking, cycling and micromobility a first preference. Over the past year, we have delivered on our promise to improve walking and cycling connections both now and into the future.

A focus on Active Transport

On 28 April 2022, Transport held the first ever Active Transport Mobility Summit at the International Convention Centre Sydney. The summit brought together more than 100 government practitioners, researchers and industry experts to share ideas on infrastructure, culture and regulations that could encourage walking and cycling in NSW. The annual event will set the direction for active transport investment in NSW.

At the summit, Transport announced the Strategic Cycleway Corridors for the Eastern Harbour City. This program identifies the strategic cycleway network and helps to prioritise each corridor.

In response to the growing popularity of e-scooters, Transport brought forward a shared e-scooter trial, focusing on safety, regulation and appropriate usage in NSW. Transport will work with local councils to confirm the timing of individual trials, which are expected to run for 12 months.

Bikes on Buses in the Bush

Transport trialled Bikes on Buses in the Bush in Queanbeyan and Yass from 6 December 2021 to 31 March 2022. The program allowed users to combine a bike ride with a bus trip, making it easier for people to cycle to and from work and for recreational purposes at no extra cost.

The trial was well received by the community with 94 per cent of public transport users suggesting they would combine a bike and bus ride. Participants in the trial also reported a general positive perception of the service as providing increased convenience, accessibility and flexibility for customers.

To further improve connections, Transport conducted a public survey on bike use and public transport between 18 and 31 March 2022. In total, 222 submissions were received. The survey found that regular public transport users had the highest road and mountain bike ownership and the highest frequency of bike use, meaning that improving connections between the two modes would be highly valued. The community also reported the Bikes on Buses service would encourage non-public transport users to take public transport.

Engaging respectfully with communities to deliver transport solutions

Customers and communities are at the heart of what we do. Over the past year Transport has sought to consult, listen to and respect all communities, including Aboriginal communities in places where we and our contractors work.

Stolen Generations plaques at train stations

Following consultation with Stolen Generations survivors, Transport acknowledged the NSW rail network's role in removing Aboriginal children from their families with a series of plaques at train stations across NSW.

The plaques at Central, Grafton, Kempsey, Cootamundra, Wagga Wagga, Berry and Bomaderry stations recognise the fact that many children who were removed from their families travelled by train. These memorial plaques are a reminder of past removal practices and their impacts on Stolen Generations survivors, their descendants and the broader community. They play a role in truth-telling, healing and ensuring the wrongs of the past are not repeated.

Supporting drivers from culturally and linguistically diverse communities

Obtaining a driver licence is often crucial for independence, access to employment, education, health care and social participation. However, many people in rural and regional NSW, Aboriginal communities, migrants and refugees can face significant barriers in obtaining a licence.

The Driver Licensing Access Program provides a range of free support services to assist disadvantaged people to get and keep their driver licence, and to remain safe and legal drivers. This includes literacy and licence enrolment support, supervised driving experiences to meet logbook requirements and road safety education.

This year, Transport extended the service to refugee and resettlement communities and those from communities with a limited access to transport options.

From the time the program started in 2015 to 31 March 2022, more than 5,600 participants have gained their Learner Licence and more than 4,350 people have achieved their Provisional Licence. The program has also provided more than 27,400 supervised driving hours.

Making transport accessible for all

This year, Transport has worked hard to ensure more people can access our transport system regardless of where they live, their age, ability or social status.

Transport Access Program

During this year, the Transport Access Program has invested $293 million to help make the network more accessible for people with disability, limited mobility, and for parents and carers with prams. It also provides modern buildings, interchanges and facilities for all modes that meet the needs of a growing population.

Upgrades completed across the Sydney rail network this year have included new lifts and better amenities along with many other accessibility upgrades at Banksia Station, Beecroft Station, Bexley North Station, Canley Vale Station, Como Station, East Hills Station, Petersham Station, Roseville Station, Wahroonga Station, Wollstonecraft Station and Yagoona Station.

Completed upgrades across the regional rail network have included new lifts, lighting and CCTV along with other accessibility upgrades at Lisarow Station, Narara Station, Niagara Park Station and Ourimbah Station.

The North Sydney Ferry Wharf upgrade opened in June 2022, improving accessibility for customers with assisted and unassisted mobility needs. Upgrades included a new floating pontoon, an upgraded waiting area, new access paths, accessible parking and a kiss-and-ride zone.

Preserving our heritage at Armidale Station

Transport owns and operates many facilities that contain considerable heritage value, and we are committed to preserving their value and status for the communities we serve. In March 2022, we completed work to upgrade Armidale Station, adding new ambulant toilets, upgrading car spaces and improving pathways, CCTV, lighting and wayfinding while ensuring the heritage charm of the station remained intact.

The Armidale Station works were undertaken as part of the Transport Access Program and involved extensive consultation with the Heritage Council of NSW to ensure the original heritage aspects of the station were retained.
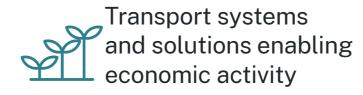
Getting bush kids to preschool

In December 2021, Transport began a trial of a new subsidy to make it easier for families living in the most remote parts of the State to send their children to preschool. Ninety-one preschools were identified as eligible to participate in the trial.

The $2 million subsidy allows eligible families to claim up to 70 cents per kilometre via car, and 35 cents per kilometre via boat or motorbike, where there is limited or no public transport.

To date, 29 preschools have agreed to participate. Transport has received 102 applications for Semester 1, covering travel for Terms 1 and 2. These are now being processed for payment.

Transport systems and solutions enabling economic activity

Delivering and planning future assets

Transport powers our economic growth. Millions of businesses rely on goods moved on NSW roads and rail and through our ports. Our transport networks give fast, easy reliable access to employment and our infrastructure is a key source of jobs across the state.

We are building roads, rail lines and infrastructure that will take NSW to a new era, supporting future generations and the economy.

We have focused on the impact our decision making and strong financial management can have on productivity, economic opportunities and future sustainability.

We are delivering a portfolio of projects that will transform NSW, providing new connections that will boost employment and growth, and increase the liveability of our cities, regions and neighbourhoods.

World-class Metro on track for delivery

Despite the challenges created by the COVID-19 pandemic as well as a competitive infrastructure market, Sydney Metro continued to build Australia's largest public transport project.

By 2030, Sydney will have a network of four metro lines, 46 stations and 113 kilometres of new metro rail. The new metro will revolutionise how Australia's biggest city travels, connecting Sydney's north-west, west, south-west and far west to fast, reliable turn-up-and-go metro services with fully accessible stations and trains.

As of 30 June 2022, track laying in the Sydney Metro City & Southwest 15.5-kilometre twin tunnels is more than 98 per cent complete. Major progress has been made on the construction of the City & Southwest project ahead of services commencing in 2024. Seven new underground stations are well advanced and 13 of 23 new trains have been delivered and are undergoing testing.

During 2021-22, two of three major tunnelling contracts were awarded for the Sydney Metro West project, with major construction starting between Westmead and The Bays.

In an Australian first, an international supplier of autonomous tunnel boring machines was engaged to work on the Sydney Metro. These machines use artificial intelligence to guide crucial tunnel-boring functions along the twin nine-kilometre tunnels from Sydney Olympic Park to Westmead. This technology allows the machines to be more accurate, reducing the time required to excavate tunnels.

In July 2021, the NSW Government granted planning permission for the Sydney Metro – Western Sydney Airport project. This metro link will create a new public transport spine for Greater Western Sydney, linking the new Western Sydney International (Nancy-Bird Walton) Airport and Western Sydney Aerotropolis with St Marys.

The Sydney Metro – Western Sydney Airport project awarded two of three contracts in 2021-22, including the station boxes and tunnelling contract and the surface and civil alignment works contract. More than 20 per cent of the workforce on the surface and civil alignment works will be local to Western Sydney.

Further details about Sydney Metro's activities and performance can be found in the Sydney Metro Annual Report.

Building Parramatta Light Rail

The Parramatta Light Rail is a vital piece of transport infrastructure that will support the growth of Western Sydney.

Major construction of Stage 1 of the Parramatta Light Rail is under way, with 100 per cent of track installed along the 12-kilometre alignment from Westmead to Carlingford. This major infrastructure works stage achieved a 'leading' Infrastructure Sustainability Council rating for design in August 2021.

During the COVID-19 pandemic, Transport accelerated construction of the light rail on Parramatta's Church Street to bring forward the completion of major works and return the precinct to sophisticated outdoor dining.

In June 2022, the NSW Government committed $602.4 million for Stage 2 of the project to start the detailed planning process and enabling works for the delivery of a new bridge across the Parramatta River between Wentworth Point and Melrose Park.

Western Harbour Tunnel

Transport awarded the $722 million contract to deliver the first stage of tunnelling on the Western Harbour Tunnel to a joint venture between John Holland and CPB Contractors in January 2022. The Western Harbour Tunnel will link WestConnex at Rozelle with the Warringah Freeway at North Sydney via a 6.5-kilometre tunnel under Sydney Harbour, with three lanes in each direction.

The tunnel is a major infrastructure boost that will save drivers up to 20 minutes on a journey from Sydney Olympic Park to North Sydney and up to 15 minutes from North Sydney to the airport at Mascot. It's estimated the new tunnel will reduce traffic on the Western Distributor by 35 per cent, the Harbour Tunnel by 20 per cent and the Harbour Bridge by 17 per cent.

Lower Hunter Freight Corridor

In July 2021, Transport announced plans to create a corridor for a new dedicated freight rail link between Fassifern and Hexham, bypassing the Newcastle area. At present, freight and passenger services share the rail network through Newcastle.

The Lower Hunter Freight Corridor will improve amenity for local communities, enable both freight and passenger rail to grow and encourage more road freight onto the rail network, to reduce congestion and delays.

The recommended Lower Hunter Freight Corridor was exhibited from 12 July 2021 to 27 September 2021.

In the lead up to the exhibition, Transport worked closely with the Biraban, Mindaribba and Awabakal Local Aboriginal Land Councils, the Saretta Art & Design Project Team, Professor John Maynard and Pambalong knowledge keepers to develop an interactive Story Map outlining the Aboriginal cultural values within the corridor's footprint on country that travels across the lands of the Awabakal and Wonnarua people. We hosted an online celebration with Saretta Fielding and Professor Maynard on 12 October 2021 to celebrate the work that has been completed as part of this cultural study.

Transport is currently collating community submissions. It is anticipated that the corridor will be confirmed in late 2022.

Moving goods productively and sustainably

Transport plays a critical role in ensuring the smooth and safe movement of freight across the state and the nation. With agile solutions, we ensured the smooth delivery of critical goods during the COVID-19 pandemic and strengthened our networks to improve connections and make them more sustainable in the future.

Keeping freight moving during the pandemic

The pandemic, supply chain issues and the need for regular COVID-19 testing brought logistical challenges for freight operators this year. Transport worked closely with industry to identify and implement measures to support and improve the movement of freight across NSW.

Transport continued to run dedicated pop-up testing sites on key freight routes across the state until February 2022. These sites conducted 235,515 COVID-19 tests and ensured that the freight industry could continue to operate.

To improve the delivery of supermarket and grocery products, Transport approved the use of 30-metre Performance Based Standards (PBS) level 2B vehicles and 35-metre modular B-triples to travel at increased masses along the Hume Highway when fitted with advance safety technology and telematics. This change allowed vehicles to carry 15 per cent more goods in each trip.

Transport extended conditional road access to priority grain terminals at Parkes, Lockhart, Calleen and Barellan until 19 September 2022 under the Drought Recovery Program to facilitate the large harvest. We also extended the Grain Harvest Management Scheme until 19 September 2022 in all participating NSW council areas and expanded the AB-triple network across 14 Local Government Areas in regional NSW. The need for Road Train permits to access priority grain sites was reduced using temporary map access. Transport also launched a farming and agriculture webpage in September 2021 to keep the industry informed about the movement of freight specific to farming activities and schemes in NSW.

As a result of these actions, grain receivers observed significant reduction in heavy vehicle trips and the program delivered significant economic benefits to industry.

Full access for road trains on regional highways

Transport completed the upgrade of the intersection of the Newell and Mitchell highways, two of NSW's most important freight routes, on 1 November 2021. The existing roundabout, which connects two of NSW's major freight routes, had seen more crashes as a result of the steadily increasing traffic volumes and consequent congestion.

The works involved widening the lanes, and replacing the roundabout with a set of traffic lights and a dedicated right turn lane. In addition to improving pedestrian safety and providing a safer turn path for road trains, the intersection now caters to B-triple heavy vehicles. The project has improved the flow of local and highway traffic, and reduced travel times during peak and off-peak periods.

The project was jointly funded by the NSW and Australian governments as part of the Restart NSW program and the Federal Roads of Strategic Importance Program. Since it began in April 2020, this program of work has created 400 jobs, which has had a positive impact on the local economy, particularly during the pandemic. The upgrade employed about 50 workers as part of the Aboriginal Participation in Construction program.

Opening up economic activity through transport solutions

Transport can connect communities and businesses to markets, employment and investment. Over the past year, Transport has identified areas where improved connectivity and ways of working will grow our economy.

$4.4 billion contribution of ports to the economy

Ongoing restrictions on overseas movements during the COVID-19 pandemic caused logistical challenges for supply chains again this year.

To overcome these issues, Transport worked with government and industry to ensure maritime freight could continue to operate into and out of Australia. The actions taken increased the volume of freight movements, ensuring that goods including household supplies, and medical supplies and equipment, reached their destination in a timely manner.

Our Port Botany terminals recorded 2.57 million TEU (twenty-foot equivalent unit standard container) freight movements in the 2021 calendar year, compared with 2.4 million in 2020. Combined, Port Botany, Port Kembla and the Port of Newcastle imported and exported 210 million tonnes of goods in 2021, compared with 200 million tonnes in 2020.

Fixing Local Roads Program

Since 2019, Transport has funded 499 projects through the program. As at 30 June 2022, 219 projects worth more than $132 million have been completed across 66 local councils. Of these 157 projects were completed during financial year 2021-22. These projects will increase road safety, reduce travel times, connect communities and boost the resilience of the regional NSW road network.

These are small projects making a big difference to the trips people make every day to get to work, school and home again. The next round of funding can be directed towards fixing potholes and general road maintenance on local roads, returning the regional road network back to standard after the recent extreme weather events.

Fixing Country Roads Program

Transport's $543 million Fixing Country Roads program helps regional councils across NSW deliver freight improvements to the regional road network.

Since 2014, Transport has funded over 320 projects through the program. As at 30 June 2022, 263 projects worth more than $242 million have been completed across 81 local councils. Of these 39 projects were completed during financial year 2021-22.

Improvements include road widening and resealing, so roads can accommodate higher speed and load limits, increasing the size of intersections to give trucks more room to turn, and the addition of bridges to provide direct freight connections.

Once all the current projects are completed, NSW will have nearly 1,900 kilometres of upgraded road, saving more than 4,300 minutes (or 72 hours) of travel time a year.

Fixing Country Rail Program

Transport's $400 million Fixing Country Rail program delivers upgrades to improve capacity, access, efficiency and reliability on the regional rail network. Since 2017, $229 million out of $400 million has been allocated to 51 projects to enhance freight movements on the regional network.

Key projects including the construction of a siding at the Riverina Intermodal Freight and Logistics Terminal and two track upgrades on the Junee to Griffith and Berry to Bomaderry Lines were completed in the past year.

Managing our assets and resources effectively

Transport has continued to place increasing emphasis on the responsible management of assets this year, developing new approaches and processes to gain more from our assets across their whole lifecycle. In doing so, we will ensure our services remain reliable and safe, and that the transport system remains financially viable.

Our asset management approach

Asset management is a series of coordinated activities that balance cost, risk and performance to meet customer and community outcomes. Within Transport, these outcomes relate to safety, asset, service quality and finance.

When managing assets, Transport considers the whole asset lifecycle. For example, when selecting an asset for delivery, we consider not just the cost to deliver the asset, but also the cost to operate and maintain that asset across its life.

Transport manages a suite of frameworks and business processes to ensure we support best practice and have a consistent approach to asset management. These include the Asset Management Standards, Technical Capability, Technical Supplier Assurance and Configuration Management frameworks.

Our frameworks are a business enabler to create value across the lifecycle of assets by balancing cost, risk and performance while making smarter and consistent choices with public money for our customers and the communities we serve.

Our work supports the NSW Government's objective to achieve a consistent and improved approach to asset planning and delivery, supported by accountability, performance and capability across the public sector.

Standards Management Framework

The Standards Management Framework integrates technical and engineering standards, specifications and associated documents across transport modes to ensure we deliver multi-modal outcomes. These standards are the basis for managing risk, opportunities, consistency of business outcomes and technical assurance.

In April 2022, Transport's Standards Management and Asset Resilience Strategy received national recognition and won awards from the Asset Management Council.

The new framework reduces the duplication of documents across the business and treats standards as an asset, with an associated lifecycle — from creation and development to operations and maintenance. Future work on these standards will include moving towards national harmonisation, enabling our supply chain to have commonality of requirements across Australia, and avoiding duplication. Transport will pursue performance and outcome-based requirements, as opposed to prescriptive approaches, which will further support the introduction of technology and innovation, and utilise the capabilities and resources of our supply chain.

Technical Supplier Assurance Framework

In November 2021, Transport announced it would transition from the current Authorised Engineering Organisation Model to a new Technical Supplier Assurance Framework and Technically Assured Organisation scheme.

The framework and scheme govern the arrangements for delivery of rail assets in NSW and will improve clarity on accountability, assurance, performance, capability and collaboration. It will allow Transport to be an informed client that articulates business outcomes and requirements. Under the framework, Transport will use the technical capabilities and resources of the industry to deliver against those requirements, thereby reducing the duplication of processes.

This change paves the way for future harmonisation of technical supplier assurance and governance across modes of transport. This approach will see multiple schemes integrated into a single Transport scheme delivering consistency of governance, assurance, technical capability and multi-modal outcomes.

All participants were successfully transitioned into the new scheme on 30 March 2022.

Smarter financial decision making

Transport continues to refine how investment is prioritised to drive effective procurement, commercial and social outcomes.

Social procurement and workforce development

The size and scale of our work means that Transport is in a privileged position to leverage our project pipeline to drive positive social change.

Transport's focus on local and regional outcomes, including minimum local jobs targets where appropriate, means that head contractors are now more likely to employ local people and engage local businesses. More than 50 local Dubbo businesses were engaged to build the Mindyarra Maintenance Centre, including Aboriginal businesses and social enterprises. Sixty-seven local and regional people, including 48 Aboriginal people, 19 women and six asylum seekers gained employment through Transport's five regional pre-employment programs.

Through our procurement policy and the Social Procurement and Workforce Development program, Transport has been able to drive an increase in the number of women in non-traditional roles to an average of four per cent overall, 37 per cent of trade positions being apprentices with our delivery and industry partners.
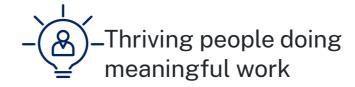
Procurement reform

The Premier's 10 Point Commitment to the Construction Industry encouraged all agencies in NSW to step beyond conversations around forms of contract and talk about the issues that matter for a successful project. As a result, Transport now prioritises agreements with industry partners that deliver better ideas and value for the community.

For example, our approach to the Great Western Highway Upgrade has evolved significantly because of early industry feedback and engagement. Over the course of the past 24 months, through multiple early engagement sessions, we have been able to refine our thinking based on the appetite and interest of the market. This resulted in the project being split into three packages and early works being brought forward to de-risk the project. This is an example of early engagement resulting in better agreements that reflect the needs of industry today.

Over the past year, we have also improved the way we design, develop and deliver projects by placing greater emphasis on value for money throughout the project lifecycle. This means we are actively encouraging our industry partners to share innovative thinking and better ways to deliver our projects.

Thriving people doing meaningful work

Our people feel safe, included and respected

Our people are our greatest asset. Transport has embraced diversity, innovation, flexibility and agility to create new opportunities for our staff to learn and grow. We have enabled new options to share information, develop our leaders and support our culture of respect and inclusion.

Transport has commenced new ways of working to ensure that we continue to deliver on our outcomes while also ensuring the health, wellbeing and safety of our customers and communities.

COVID-19 Taskforce

Our COVID-19 Taskforce prioritised the safety of our people and customers by ensuring a coordinated response to wellbeing, vaccinations, surveillance testing, contact tracing, case management, consultation and staff engagement.

This meant we could rapidly implement changes across Transport to ensure compliance with Public Health Orders, including leave arrangements and support payments for COVID-19 vaccinations. Employees were supported to stay safe through measures such as working from home, on-site Rapid Antigen Testing and workplace contact tracing.

Transport quickly responded to the declaration of "areas of concern" with an authorisation process that reduced the movement of workers to workplaces outside of their Local Government Area.

COVID-19 digital solutions

Transport has developed and deployed technical solutions to boost employee safety during the pandemic.

Innovations include a digital system to capture vaccination compliance requirements and an employee contact-tracing function for real-time reporting across the cluster.

We also developed and launched an app to make it easier for frontline workers to report abuse, such as members of the public spitting and coughing, and developed a new digital system for employees to send feedback on Transport's COVIDSafe measures. This feedback form received more than 6,000 responses, far higher than previous call-outs.

Keeping our people safe

Transport conducted a Safety of Work Climate Assessment, to develop a safety baseline to measure improvements against. Past improvements identified through previous assessments, were built into the Health and Safety 2022-2026 Strategic Plan.

In November 2021, we stood up the Transport Executive Health and Safety Subcommittee as part of a reinvigorated health and safety governance model. The subcommittee will provide effective oversight of health, safety and security, and ensure we have a consistent cross-cluster approach to implementing effective safety controls and plans.

Delivery during lockdown

Transport has a vital role to play in ensuring the safety of our staff and construction partners. In response to the COVID-19 pandemic, we released a health and safety campaign, with targeted communications, livestreams and wellbeing resources made available on the Transport Infrastructure Industry Portal. This campaign kept staff industry and suppliers informed about the implications of ongoing changes to the Public Health Orders.

Transport collaborated with our industry partners to ensure compliance and put COVID-19 Safety Plans in place for our projects to ensure a successful and safe transition once restrictions were lifted.

Transport for NSW Reconciliation Action Plan

The Transport Reconciliation Action Plan (RAP) demonstrates our commitment to working towards reconciliation both within Transport and in communities across NSW. The inaugural RAP, Innovate RAP 2019-2021, established frameworks for the organisation to lay a solid foundation for reconciliation into the future and provided transparency on our actions and relationships with Aboriginal people.

Following the RAP's release Transport convened a Reconciliation Steering Committee and a RAP team who co-designed five frameworks to consolidate the substantial work already under way across the organisation. These include the Aboriginal Arts Strategy; the Aboriginal Culture and Heritage Framework; Aboriginal Engagement Framework; Aboriginal Participation Strategy; and Aboriginal Employment, Engagement and Development Strategy.

As a result of this work, Transport gifted the Lady Northcott ferry to the Aboriginal Maritime charity Tribal Warrior along with a $300,000 grant to help give the vessel a new lease of life. The ferry will provide Aboriginal youth with specialised training, maritime experience and career pathways while operating as a tourism charter boat on Sydney Harbour.

The Bluff Point Ferry at Lawrence was given a facelift with the installation of artwork created by a Gumbaynggirr artist. The new ferry artworks reflect the environment, the lands and the peoples of the area in which the ferry operates.

Our next program, Stretch RAP, will continue to build on the progress we've made to date. We are committed to targets for cultural competency, procurement and employment. Our focus will be to embed our frameworks and deepen our commitment and improvements. We have reviewed our governance model to allow for greater collaboration and connection to drive outcomes.

Parental leave

In July 2021, Transport expanded our parental leave program to give all new parents more support. Transport employees who take on primary caregiving responsibilities for a child born on or after July 1 2021 can now access up to 14 weeks of paid parental leave, regardless of their gender. Previously, only women had access to this leave except in the instances of adoption.

This is a huge step forward in advancing gender equity in Transport by providing all genders equal access to parental leave, allowing all parents to bond with their child and mothers to return to their careers sooner.

The expansion also offers the other parent of a new child two weeks paid parental leave at the time of birth, adoption or surrogacy as opposed to the previous one week of leave. We also introduced two new forms of paid parental leave to support employees and their families on occasions of miscarriage and when a child is born pre-term.

In addition to the new policy, Transport has significantly increased the resources for parents before, during and after their parental leave through our certification as a Family Inclusive Workplace in September 2021. We have committed to a two-year action plan from 2022-2024 to continue our focus on making Transport a truly family-friendly workplace and employer of choice.

Aboriginal Career Development and Mentoring Program

Our Aboriginal workforce brings valued skills and knowledge to Transport and the NSW community.

Transport's Aboriginal Career Development and Mentoring Program provides aspiring Aboriginal leaders with an opportunity to develop their careers through structured mentoring. The program also has a reverse mentoring component to build cultural capability among senior leaders.

Since its inception in 2015, 81 people have been mentored under the program. The program has been successful in developing relationships, respect and opportunities for both Aboriginal and non-Aboriginal people across Transport. Alumni of the program foster a culture of continual learning by encouraging intellectual, professional and social activities. The program also supports the Premier's Priority of doubling the number of Aboriginal people in senior leadership roles across the government sector to 114 by 2025.

Feedback from both mentors and mentees in the program has been positive, and we are currently in the process of reviewing the success of the fifth cohort.

Letting our Pride shine

Transport has one of the largest Pride and Ally Networks in the public sector, with a current membership of 560.

To acknowledge and support our LGBTIQA+ community, we've participated in several key initiatives. These include marching in the 44th Sydney Gay and Lesbian Mardi Gras, with a crowd of 45,000 at the Sydney Cricket Ground, acknowledging significant LGBTIQA+ events throughout the year, and visibly signposting our support with rainbow signage on our transport fleet and network locations.

Transport, and our Pride and Ally Network, support key days of significance for the LGBTIQA+ community, including IDAHOBIT in May and Wear it Purple Day in August.

The visible signs of support for our LGBTIQA+ community contribute to creating a safe and inclusive workplace for our people, and to becoming an inclusive employer of choice for the LGBTIQA+ community.

Diversity in construction

Construction is a core part of the work we do at Transport and this sector of the Australian workforce is still heavily male-dominated.

Through focused effort, Transport has achieved on average four per cent women in non-traditional occupations. Many of our projects are exceeding the national 12.7 per cent average of women in the construction industry, with the Regional Rail Project currently sitting at 18 per cent women.

Transport Access Program projects are achieving on average 13 per cent employment of people under 25, 9 per cent women in non-traditional roles and 7.5 per cent representation of under-represented and disadvantaged groups.

The NSW Government has set a target to triple female participation in the construction industry from the current 5 per cent to 15 per cent by 2030. One way we are working towards this goal is to trial the Draft Culture Standard on our Mulgoa Road project in Western Sydney. The Draft Standard is backed by leading researchers and will look at the benefits of a more diverse workforce, including the benefits to mental health and wellbeing.

Transport's construction projects are also achieving, on average, 15 per cent young people in the workforce. This program sets the tone for the engagement of our partners to support improvements in the culture of construction, with training being delivered on many of our projects in areas such as mental health and leadership.

Working smarter

Transport's processes and procedures ensure that our people have the tools they need to do their job and that we build capacity for the future.

Hybrid ways of working

There is no doubt that COVID-19 has been a significant disruption to the traditional workforce model. The events over the past few years have forced businesses globally to pivot and reimagine the way they do business, to develop and support their workforce, and ensure the safety and security of people, information and assets.

At Transport, we have shaped our approach to the way we work from the feedback and input of our people by exploring and testing new ways of working and creating a hybrid way of working that supports flexibility and helps achieve the best outcomes for the people of NSW.

Our commitment to flexibility was recognised this year when we received FlexReady Certification — Transport is one of only three organisations to receive the highest certification granted in Australia. Certifiers noted our focus on having team conversations to understand how, when and where our people want to work to achieve the best outcomes and to support flexibility.

To support our people in embedding our hybrid way of working, we have delivered 26 information sessions to 3,232 people across Transport, with 91 per cent of people finding the sessions useful.

Successful leadership is crucial to the success of hybrid working. To support our leaders, we held a virtual information-sharing event where managers could share their experience of leading in a hybrid world and identify opportunities for further support. More than 1,500 people attended the event.

Transport also offered 90-minute hybrid masterclass workshops, which were attended by more than 300 leaders. Attendees shared resources and their successes with hybrid working to make the change easier for all our teams. Feedback on these sessions was overwhelmingly positive, with 100 per cent of attendees saying they found the process useful.

It is evident that our people enjoy the flexibility that comes with our hybrid way of working. Satisfaction with flexible working across our non-frontline workforce reached 90 per cent in the 2021 People Matter Employee Survey. Transport scored 71 per cent overall – this is 7 per cent higher than the sector benchmark.

However, the gap relating to satisfaction with flexible working between our frontline and non-frontline workforce is widening. This is a worldwide trend that presents an opportunity for focus and improvement in the coming year. Transport will continue to listen to our people and improve the overall experience of our people at work.

Supporting innovative ideas

Pitch to the Panel is an annual program where employees across Transport are invited to 'pitch their ideas' to the Innovation Leaders Panel on how we can do things better at Transport. We look for ideas (both big and small) that will benefit customers, communities and our people.

In August 2021, Transport employees submitted more than 180 creative ideas to the panel. Of these, 10 teams were invited to pitch to the Innovation Leaders Panel, chaired by the Secretary. The panel endorsed all 10 ideas and provided funding to the teams to undertake trials. Since it was first launched in 2020, Pitch to the Panel has resulted in 17 successful pitches from frontline staff, graduates, technology enthusiasts and innovative thinkers.

Autism and Neurodiversity at Transport

In May 2022, Transport's Tailored Talent program won the Government category at the #TechDiversity awards. The program was also nominated in the Tech for Good – Accessibility and Inclusion, and Tech for Good – Social Impact categories.

Tailored Talent addresses skill shortages in the technology space and offers Autistic and Neurodiverse talent the opportunity for career development and ongoing employment. Our first program in 2020-21 resulted in all nine candidates being placed into permanent roles at Transport.

In 2021-22, Transport broadened the types and levels of roles available to applicants, with opportunities from Grade 3 to Transport Senior Service Managers available across a larger number of operating areas. This resulted in 16 candidates being placed into roles at Transport.

Driving regional employment opportunities

Transport's record infrastructure spend has left a skills legacy as our strong partnerships with industry has created local employment opportunities on our projects.
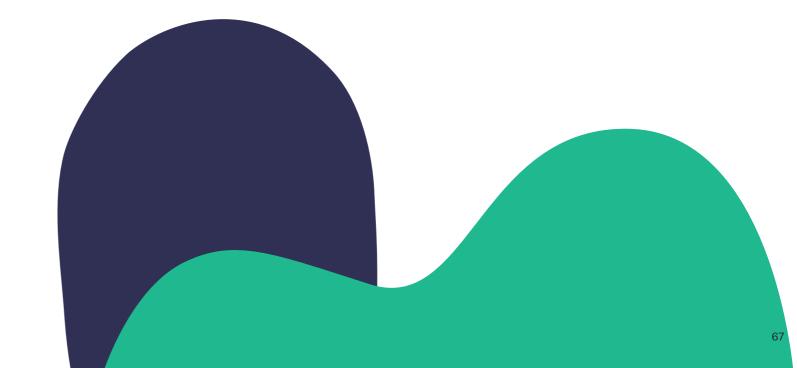
During the financial year, the Transport cluster's regional headcount increased and we now have more than 3,400 employees working across regional NSW. The Transport cluster has already met and exceeded regional employment targets.

Since June 2020, when the baseline was established, the overall regional headcount has increased by 289, which is a 145 percentage point increase to the target of 200 by January 2023.

The occupation types contributing to the growth were in service delivery, communications and marketing, followed by engineering and technical. The regions with the highest growth were Central West and Orana, and the Central Coast.

Transport has provided employment pathways into construction for local and regional workers. Across our six recent pre-employment programs delivered in regional NSW, including in Dubbo and the Southern Region, we have seen 72 per cent of graduates, 67 people, employed by head contractors and local employers. This included 48 Aboriginal people and 19 women.

Transport continues to refine how investment is prioritised to drive effective procurement, commercial and social outcomes.
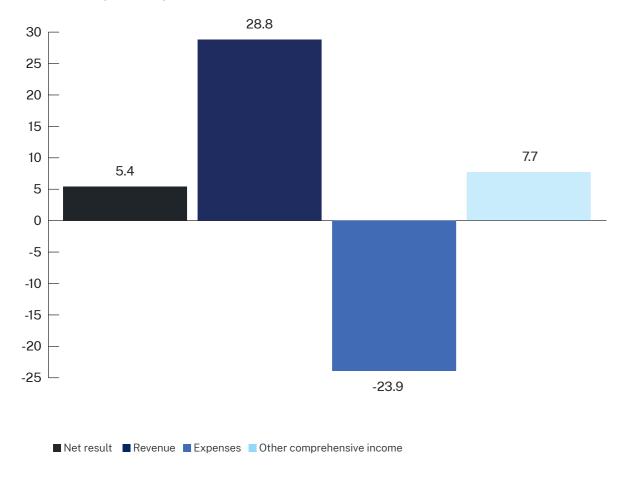
Financial overview

Key Figures

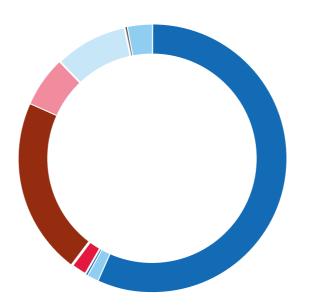Transport for NSW's net result for the year ended 30 June 2022 was $5.4 billion (2020–2021: $4.4 billion). Transport for NSW received revenues of $28.8 billion, while total expenses of $23.9 billion were incurred in operations, depreciation, grants and subsidies, financing costs and other expenses.

Other comprehensive income for the year of $7.7 billion (2020–21: $0.6 billion) includes an increase in the asset revaluation surplus of $7.7 billion and losses in foreign exchange of $0.04 million.

FY2021-22 ($billion)

■ Net result ■ Revenue ■ Expenses ■ Other comprehensive income

Revenue ($ millions)

■ Capital appropriations: 6,137
■ Major rail project revenue: 1,745
■ Resources received free of charge: 6
■ Grants and contributions: 2,570
■ Investment revenue: 53
■ Sales of goods and services from contracts with customers: 878
■ Recurrent appropriations: 16,382
■ Shared and corporate services revenue: 364
■ Retained taxes, fees and fines: 65
■ Other revenue: 617

Total: 28,817

Expenses ($ millions)

■ Operating expenses: 3,852
■ Major rail project expenses: 1,745
■ Depreciation and amortisation: 2,984
■ Grants and subsidies: 13,297
■ Finance costs: 115
■ Other expenses including service contract payments: 1,864

Total: 23,857

Appendices

Appendix 1: Customer complaints and feedback

Customer complaints received in 2021–22

At Transport, we place the customer at the centre of everything we do. We value what our customers have to say, and work to resolve any complaints promptly and respond to feedback in a fair, unbiased and efficient way. We are committed to using the insights generated from our complaints and feedback to guide business decisions, and improve the products and services we offer.

We aim to resolve most complaints within five business days. In instances where we need to conduct an investigation, it may take up to 20 business days to respond. Should this be necessary, we keep our customers informed.

We act in accordance with the NSW Ombudsman's guidelines for Managing unreasonable conduct by a complainant. This may mean we would terminate a phone call and/or restrict how customers can contact us, if necessary.

Our complaints handling process is guided by the NSW Government's Customer Commitments and at Transport, we are committed to:

- Being easy to engage
- Acting with empathy
- Respecting your time
- Explaining what to expect
- Resolving your complaints
- Engaging with the community.

Complaints, compliments and suggestions about public transport can be made online via the Transport Info Feedback (transportnsw.info) questions and complaints page, through the Feedback2Go and Opal Travel apps (available for Android and iOS devices) or on the 131 500 telephone number.

Complaints, compliments and suggestions about roads and waterways can be made online via the "Contact Us" form through Service NSW or on 13 22 13.

In 2021-22, Transport for NSW received 30,909 customer complaints, a drop from the 36,831 received in 2020-21, as shown below.

Table 11: Customer complaints

	2020-21	2021-22
Customer complaints [3, 4]	36,831 [5]	30,909

Complaints were received via a variety of channels:

Table 12: Customer complaints by channel

Channels	2020-21	2021-22
Online	27,212	23,094
Apps (Feedback2Go and Opal Travel)	2,233	1,579
Phone	6,111	5,006
Letter, direct email, and social media	1,275	1,230

In addition, Transport for NSW received 1,954 compliments and 27,666 suggestions in 2021-22 compared with 2,974 compliments and 20,627 suggestions in the previous financial year.

As part of our commitment to using insights to improve the customer experience, improvements continue to be made to Transport's products, services, policies and procedures. This has included streamlining the application process for new licence or customer numbers when a customer has been subject to identity theft due to the misuse of their drivers' licence. Transport continues to work with other NSW Government agencies to improve value for customers and to help meet the Premier's Priority of improving customer satisfaction by making access to Government services easy for all NSW residents.

Table 13: Nature of complaints received in 2021-22

Nature of top 10 complaints	2021-22
Timeliness	5,810
Safety and Security	4,678
Information	4,068
Ticketing	3,252
Timetables	2,916
Staff and Customer Service	2,618
Environment	2,094
Road Quality & Design	1,520
Accessibility and Convenience	1,043
Comfort	973

3   Based on data for Transport for NSW, NSW Trains, Sydney Trains, Roads and Waterways, Centre for Road Safety, State Transit Authority and the Sydney Coordination Office.

4   Excluding Ministerial Correspondence

5   Correction issued for previously published figures for 2020-21

Appendix 2: Disability Inclusion Action Plan

Transport is a critical enabler of social and economic participation for everyone in NSW. However, people with disability often face multiple barriers when accessing transport infrastructure and services. Equivalent access is crucial in ensuring that everyone can participate in education, employment, recreation, and all other aspects of community life.

In December 2017, Transport released its Disability Inclusion Action Plan 2018-2022 containing 160 actions under five key outcome areas. Transport has commenced developing the next Disability Inclusion Action Plan, aligned to current state and national strategies, with an expected release in 2023.

Key achievements during 2021-2022 to improve accessibility for customers and employees are outlined below.

Liveable communities

- The Transport Access Program is an initiative to deliver accessible, modern, secure and integrated transport infrastructure. Upgrades to an additional 16 railway stations and one ferry wharf were completed. Construction either started or continued at a further 21 railway stations, and planning commenced or continued for upgrades to an additional nine railway stations and five ferry wharves.

- A new, state-of-the-art fleet of intercity trains, called the Mariyung, will provide a new level of comfort and convenience for customers travelling between Sydney and the Central Coast and Newcastle, the Blue Mountains, and the South Coast. Community consultation, including with disability advocacy groups, has helped inform the train design and proposed operating model. Key benefits of the Mariyung are improved accessibility, enhanced safety, improved comfort and improved customer information.

- Transport is replacing the ageing NSW regional rail fleet of XPT, XPLORER and Endeavour trains. The new trains will provide improved safety, accessibility, information, facilities and reliability for customers who travel from many NSW regional centres to Sydney as well as Canberra, Melbourne and Brisbane. Stakeholders and customers from diverse groups have been engaged to support the new fleet design. This includes NSW TrainLink staff, human factors specialists, people with disabilities or specific needs, and Transport's Accessible Transport Advisory Committee.

- Transport has approximately 3,970 buses operating in the Greater Sydney area, with 95 per cent of this fleet being low-floor wheelchair accessible buses. In 2021-2022, a further 100 new low-floor replacement buses were approved by Transport for procurement.

- The Bus Signage Rollout Program installed a further 3,400 bus stop signs across NSW. The new signs for regular route services feature raised braille and tactile elements to assist people who are blind or have low vision in identifying the bus stop.

- The Country Passenger Transport Infrastructure Grant Scheme (CPTIGS) provides subsidies to support the construction or upgrade of bus stop infrastructure, generally owned and maintained by local councils, across regional NSW. The first round of the CPTIGS 2021-2023 program saw 44 applications approved across 41 Local Government Areas, totalling $2.179 million:

  - West Region approved 10 applications, which included 36 upgrades and 23 new shelters totalling $331,500 across 10 Local Government Areas

  - North Region approved 18 applications, which included 206 upgrades and 74 new shelters totalling $1.22 million across 17 Local Government Areas

  - South Region approved 16 applications, which included 23 upgrades and 51 new shelters totalling $625,300 across 14 Local Government Areas.

Accessible systems and processes

- Transport has continued to participate in the reforms of the Disability Standards for Accessible Public Transport 2002. The reforms are led by the Australian Government Department of Infrastructure, Transport, Regional Development and Communications. Transport continues to represent the NSW Government advocating for positive changes for customers with disability and ensuring standards are fit for purpose. During the year, the NSW Government, supported by Transport, responded to the Stage 2 Disability Standards for Accessible Public Transport: Consultation Regulation Impact Statement.

- With more than 40,000 people across NSW registered for the Taxi Transport Subsidy Scheme (TTSS), Transport has now transitioned away from the use of paper dockets in favour of a TTSS Smartcard state-wide. The TTSS Smartcard improves the overall experience of participants and taxi drivers as the credit card-sized smart card is easier to carry, includes a photo for added security and has several built-in accessibility features to support easy recognition and identification. These features include embossed lettering, a dark blue design with white lettering for strong colour contrast, and a notch along the top side of the card.

Accessible customer information technology and research

- Travel Training is a process that promotes independent use of public transport for vulnerable cohorts of customers. The 2021 Travel Training Innovation Challenge set out to build a broad set of digital tools that improves confidence in the use of public transport and reduces reliance on alternative forms of transport for four key cohorts — people with disability, young people, older people and Culturally and Linguistically Diverse (CALD) communities. Two vendors were engaged by Transport to:

  - Test and learn what actions may increase customer confidence in using public transport, leading to independent use of public transport among the specific cohorts

  - Develop a digital proof of concept to increase customer confidence in using public transport, targeted at people with disability and older people.

- Through the NSW Small Business Innovation and Research program and in partnership with the Office of the Chief Scientist and Engineer, Transport is seeking innovative solutions from external parties for hyperlocal navigational technology that will aid customers in navigating our transport interchanges. The technology will also provide additional assistance to customers with vision or other impairments who may find difficulty in navigating the public transport network. Assessment of the Phase 1 feasibility studies is in progress.

- Sydney Trains has developed SpeechMagic, an application that enables customers with hearing impairment to receive equivalent visual information when manual announcements are made by station staff. The visual announcements appear as text on platform screen indicators at stations. The application will be trialled with customers in the coming year.

Inclusive customer service and feedback

- Transport has continued to maintain its relationship with the disability and ageing sector through our Accessible Transport Advisory Committee (ATAC). The ATAC held regular forums throughout the year, involving 20 peak disability and ageing organisations throughout NSW. ATAC provides an opportunity to regularly engage the disability sector in consultation regarding Transport for NSW projects and policy initiatives.

- Transport has engaged with customers with disability to provide feedback during project-specific consultations, including for the Transport Access Program, Parramatta Light Rail, Regional Rail Project and the Regional Cycling Plan.

Disability employment

- Transport acknowledges the International Day of People with Disability in December each year as a visible sign of our commitment to people with disability. Each year, we hold a cluster-wide event, attended by between 300 and 500 employees in person with keynote speakers and employee-lived experiences. In 2021, our Master of Ceremonies for the event was a participant in the first cohort of our neurodiverse employment program 'Tailored Talent' for autistic people. In hosting the event, this person played an important role in challenging stereotypes around neurodiversity.

- In 2021-22, 1,642 Transport staff completed the NSW Public Service Commission's Disability Awareness Training.

- Transport's partnership with Specialisterne Australia is ongoing, providing nine employment opportunities for neurodiverse people. Transport presented at a Disability Employment Services (DES) engagement session on 22 March 2022 with the NSW Public Service Commission, and is now forming partnerships and connections with DES providers through the Talent Acquisition and Career Transition team.

Appendix 3: Multicultural policies and services

The Transport for NSW Multicultural Plan 2021–2023 sets out strategies and actions for Transport to meet the outcomes determined by the Multicultural Policies and Services Program framework. These strategies and actions are in two separate categories: Customers and Staff. This ensures that we are not only addressing the transport needs of our multicultural customers across the network but also supporting the diversity of our staff.

The following highlights demonstrate the progress that Transport has made under its Multicultural Plan 2021–2023 over the past 12 months in supporting our culturally and linguistically diverse communities.

Customers – Understanding the transport needs of culturally and linguistically diverse residents and visitors

- Transport's Open Data resource continues to provide a dataset for developers that contains the translation of every station and wharf name across the network in 12 languages. The languages featured in this dataset are Arabic, Simplified Chinese, Traditional Chinese, French, German, Greek, Hindi, Italian, Japanese, Korean, Spanish and Vietnamese.

- Announced in May 2022, more than 250 Opal cards with $200 credit have been offered to Ukrainian refugees who recently arrived in Sydney. These cards are intended to assist with easing the initial financial burden that Ukrainian refugees may experience while also enabling travel to attend essential appointments and community support groups.

- Sydney Trains has developed a smart phone application enabling customers from non-English speaking backgrounds to receive announcements in their native languages at train stations. The application will be trialled with customers in the coming year.

- Transport continues to provide $2.50 all day travel to eligible asylum seekers who are receiving aid from a designated support agency. More than 4,300 asylum seekers are currently accessing this concession throughout NSW.

- Translated public transport information is made available digitally in one central location on the Transport for NSW website for ease of customer use. These resources include information on:

  – Contactless Payments (Vietnamese, Simplified Chinese)

  – Opal Smarter Ticketing (Vietnamese, Simplified Chinese)

  – Gold Opal cards for Asylum Seekers (Arabic, Bengali, Burmese/Myanmar, Simplified Chinese, Hazaragi, Persian/Farsi, Rohingya, Tamil)

  – Trip Planner Help (Arabic, Simplified Chinese, Traditional Chinese, Korean, Vietnamese)

  – Community Transport (Arabic, Simplified Chinese, Traditional Chinese, Filipino, Greek, Hindi, Italian, Korean, Spanish, Tamil, Vietnamese)

Staff – Ensuring a culturally diverse and competent organisation

- Transport had 71 per cent of its staff respond to the 2021 People Matter Employee Survey. Of the 19,074 respondents, 31 per cent indicated that they spoke a language other than English.

- Measuring employee diversity is based on self-identification. Transport staff have the option of declaring their country of birth:

  – Of those staff who have declared their country of birth, 39 per cent were born overseas and 61 per cent were born in Australia

  – Of those staff who declared an overseas country of birth, the top 10 nations or regions were India, Philippines, England, China, New Zealand, Sri Lanka, Hong Kong, Bangladesh, Fiji and Nepal.

- Transport's Inclusion and Diversity team hosted listening sessions with employees from culturally and linguistically diverse backgrounds to understand the barriers faced in their employment. By identifying the challenges, these employee insights have contributed to our future focus and progress as a culturally competent organisation.

- Transport and its agencies celebrated Harmony Week, 21–27 March 2022, with several events recognising the rich multicultural diversity across the Transport cluster:

  – Sydney Metro featured daily profiles on culturally and linguistically diverse staff, sharing their unique journeys and backgrounds from places such as Argentina, Hong Kong, India, Iran and Serbia. These profiles also described how staff use multicultural skills within the workplace to solve problems and how they see diversity being celebrated within the organisation

  – Sydney Trains hosted a multicultural festival of music, dance and food at Flemington Depot that allowed staff to showcase their diverse heritage.

- Transport highlighted Refugee Week, 19–25 June 2022, by sharing individual stories from employees who fled their homes as refugees. From Cambodia, Iraq, Syria and Vietnam, these stories emphasised this year's theme of Healing by acknowledging the importance of human connection through shared experiences and harnessing this to make our workplace stronger.

Appendix 4: Access to government information

Obligations under the Government Information (Public Access) Act 2009

Review of the proactive release program

The *Government Information (Public Access) Act 2009* (GIPA Act) provides an open and transparent process for giving the public access to information from NSW public sector agencies, and encourages the proactive public release of government information.

Transport provides a wide range of services relating to the planning, programming, administration, regulation, policy and procurement of transport, transport infrastructure and freight. As we perform these functions, we release information about current and planned transport projects and initiatives. This ranges from media releases to detailed information about contracts and projects.

Transport also actively considers how to be more proactive and ensure greater access to information.

The Proactive Disclosure Committee has representatives from across Transport. The committee meets to discuss categories of information that can be considered for proactive release and to update the proactive disclosure program. Transport proactively releases information about its functions and services through its website at www.transport.nsw.gov.au.

The Transport agencies' Open Data Program has been releasing information through its Open Data Hub since 2016. The hub has more than 53,000 registered users and 7,300 registered applications, having reached the huge milestone of 14 billion API hits earlier this year. With more than 1,300 public resources and counting, the program has benefitted

Transport's customers and the wider community by providing data for research, third-party travel apps, and education. The datasets released contain no personal data and Transport complies with all privacy requirements when sharing data. Key datasets have been released by the program over the past 12 months, including the Transport Connected Bus rollout of real-time data to regional bus services, GTFS-R service alerts feed from our Service Alert Management System, Road Vertical Clearance data, crash data, Electric Vehicle Charging Stations NSW, Cycling Count, Used Car Safety Ratings, mobile speed camera locations and Light Rail Opal Assignment Model.

The NSW road crash data made available on the Open Data Hub includes crashes from 2016 – 2020 and information specifying traffic unit(s) involved, location details, time of crash and environment factors. Crash statistical details were also released.

Other datasets have also been released to assist the community in dealing with the logistical challenges of the COVID-19 pandemic. For more information visit the Transport Open Data portal at opendata.transport.nsw.gov.au.

Number of access applications received

During the year, we received 1,217 access applications, including withdrawn applications.

Number of refused applications for Schedule 1 information

In 2021-22, we refused access to information in 23 applications because the requested information was referred to in Schedule 1 of the GIPA Act.

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

Type of applicant	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Media	8	5	3	3	2	0	0	1
Members of Parliament	4	7	1	4	2	11	0	0
Private sector business	265	149	54	54	15	9	0	9
Not-for-profit organisations or community groups	0	1	0	0	0	1	0	0
Members of the public (by legal representative)	72	27	3	26	4	5	0	6
Members of the public (other)	271	60	49	115	20	10	0	35
Total	620	249	110	202	43	36	0	51

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

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

Type of information requested	Access granted in full	Access granted in part	Access refused in full	Info not held	Info already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Personal information applications	56	1	1	7	0	0	0	28
Applications (other than personal information applications)	461	224	102	157	39	32	0	28
Applications that are personal information applications and other applications	103	24	7	38	4	4	0	15
Total	620	249	110	202	43	36	0	51

* A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 of 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 the Act)	63
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	98
Invalid applications that subsequently became valid applications	35

Table D: Conclusive presumptions of overriding public interest against disclosures: matters listed in Schedule 1 of the GIPA Act

Consideration category/type	Number of times consideration used
Overriding secrecy laws	0
Cabinet information	22
Executive Council information	0
Contempt	2
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care code of conduct	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Privilege generally – Schedule (5A)	0
Information provided to the High-Risk Offenders Assessment Committee	0

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

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

Consideration category/type	Number of occasions when application was not successful
Responsible and effective government	37
Law enforcement and security	4
Individual rights, judicial processes and natural justice	307
Business interests of agencies and other persons	39
Environment, culture, economy and general matters	1
Secrecy provisions	233
Exempt documents under interstate freedom of information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframes (20 days plus any extensions)	1.260
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
Total	1,261

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

	Decisions varied	Decisions upheld	Total
Internal review	3	5	8
Review by Information Commissioner	5	10	15
Internal review following recommendation under section 93 of Act	1	1	2
Review by NSW Civil and Administrative Tribunal (NCAT)	0	4	4
Total	9	20	29

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

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

	Number of applications for review
Applications by access applicants	29
Applications by persons to whom information on the subject of access application relates (see section 54 of the Act)	2

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

	Number of applications transferred
Agency-initiated transfer	15
Applicant-initiated transfer	4

Appendix 5: Privacy Management Plan

In accordance with section 33 of the *Privacy and Personal Information Protection Act 1998* (PPIP Act), Transport has published a Privacy Management Plan on our website. The Plan was updated in March 2022.

The Privacy Management Plan:

- explains how we uphold and respect the privacy of our customers, staff and others about whom we hold personal information

- communicates privacy policies and practices to members of the public and to staff

- includes information about the development of policies and practices to ensure we comply with the requirements of the PPIP Act and the *Health Records and Information Privacy Act 2002* (HRIP Act)

- explains the rights of internal review under Part 5 of the PPIP Act.

In addition, Transport's operating agencies work together to:

- create greater consistency in the management of personal information

- deliver material that provides the highest standard of information about compliance with the privacy principles in the PPIP and HRIP acts.

- In 2021–22, we provided advice to a range of Transport business areas and Transport agencies on privacy compliance and best practice. This included legal advice on privacy issues associated with a range of new projects. Transport received seven applications for internal review under Part 5 of the PPIP Act during this reporting period. Six applications received during this period were finalised in this period. Transport finalised one further application shortly after the conclusion of this reporting period. Of the reviews finalised during this period, a finding that a breach had occurred was made in respect to two applications.

Appendix 6: Disclosure of controlled entities and subsidiaries

In 2021-22, the Transport and Infrastructure cluster consists of Transport for NSW, five transport agencies, two State Owned Corporations, one statutory body and one statutory office.

Transport agencies

- Sydney Trains
- NSW TrainLink
- Sydney Metro
- State Transit Authority of NSW
- Sydney Ferries

State Owned Corporations

- Transport Asset Holding Entity
- Port Authority of NSW

Statutory bodies

- Residual Transport Corporation (RTC)

Statutory office

- Point to Point Transport Commission
- Office of Transport Safety Investigations

Machinery of Government changes

On 21 December 2021, the Greater Sydney Commission Staff Agency and the Infrastructure NSW Staff Agency came under the Department of Transport: Administrative Arrangements (Second Perrottet Ministry – Transitional) Order 2021.

On 1 April 2022, persons employed in the Department of Planning and Environment to enable the Centennial Park and Moore Park Trust, the Luna Park Reserve Trust, the Parramatta Park Trust, Place Management NSW, the Royal Botanic Gardens and Domain Trust, the Western Sydney Parklands Trust, and persons employed in the Cities group were transferred to the Department of Transport: Administrative Arrangements (Administrative Changes – Miscellaneous) Order (No 2) 2022.

Controlled entities

Pursuant to the *Transport Administration Act 1988*, the following entities within Transport are controlled by the Department of Transport.

Table 14: Entities controlled by the Department of Transport

Name	Objectives	Operations and activities	Performance measures and targets
Transport for NSW	The objectives of Transport for NSW are: • Plan for a transport system that meets the needs and expectations of the public. • Promote economic development and investment. • Provide integration at the decision making level across all public transport modes. • Promote greater efficiency in the delivery of transport infrastructure projects. • Promote the safe and reliable delivery of public transport and freight services.	Transport for NSW has the following general functions: • Transport planning and policy, including for the integrated rail network, road network, maritime operations and maritime transport, and land use strategies for metropolitan and regional areas. • The administration of the allocation of public funding for the transport sector, including the determination of budgets and programs across the sector. • The planning, oversight and delivery of transport infrastructure in accordance with integrated transport and land use strategies, and available financial resources, including prioritising of expenditure and projects across the transport system • The provision of corporate and shared services to TAHE, RTC and public transport agencies, and the deployment of staff to TAHE, RTC, public transport agencies and the Department of Transport.	Key performance measures and targets for Transport for NSW are presented in Chapter 2 of this report. See pages 28-33.

Name	Objectives	Operations and activities	Performance measures and targets
Transport for NSW cont.	•	• Contracting, on behalf of the State, with public transport agencies or the private sector, for the delivery of transport services, including the setting of performance targets and service standards. • The coordination of transport services, including timetabling for transport services and providing for effective transport interchanges. • The management of incidents affecting the efficiency of road and public transport networks, including the coordination of communications with and responses by relevant agencies. • The provision of information about transport services and transport infrastructure to assist people to use those services or infrastructure. • Coordination of capital works programs and budgets across the transport sector. • The provision of integrated ticketing arrangements for transport services, and regulating the types of tickets and other ticketing arrangements for the setting of fares for transport services. • Assisting the Ministers for Planning and Infrastructure and other relevant agencies with the preparation of precinct plans for the development of land for, or in the vicinity of, public transport stations or wharves and transport interchanges. • Coordinating and carrying out the procurement of transport infrastructure and transport vehicles, rolling stock and vessels. • Developing policy and facilitating research and testing for the purposes of promoting innovative transport solutions, including the testing of automated vehicles and digital technologies on the State's roads and road-related areas.	

Name	Objectives	Operations and activities	Performance measures and targets
Sydney Trains	The principal objective of Sydney Trains is to deliver safe and reliable railway passenger services in an efficient, effective and financially responsible manner.	Sydney Trains commenced operations on 1 July 2013 and is the operator and maintainer of rail services across the Greater Sydney area bounded by Berowra, Emu Plains, Macarthur and Waterfall.	Key performance measures and targets for Sydney Trains are: 1. Maintain or improve reliability of public transport services, measured using punctuality and on-time running measures with targets of 92 per cent of rail services. 2. Improve customer satisfaction with key government services, measured using customer satisfaction ratings.
NSW TrainLink	The principal objective of NSW TrainLink is to deliver safe and reliable NSW railway passenger services (including services outside NSW originating or terminating inside NSW) in an efficient, effective and financially responsible manner.	NSW Trains, trading as NSW TrainLink, is a multimodal regional transport delivery organisation that provides intercity, regional and interstate rail and coach services for customers travelling longer distances. NSW TrainLink is dedicated to intercity and regional customers who need comfortable and reliable services with onboard facilities.	Key performance measures and targets for NSW Trains are: 1. Maintain or improve reliability of public transport services, measured using punctuality and on-time running measures with targets of 92 per cent of rail services. 2. Improve customer satisfaction with key government services, measured using customer satisfaction ratings.

Name	Objectives	Operations and activities	Performance measures and targets
Sydney Metro	The principal objectives of Sydney Metro are: • Deliver safe and reliable metro passenger services in an efficient, effective and financially responsible manner. • Facilitate and carry out the orderly and efficient development of land in the locality of metro stations, depots and stabling yards, and proposed metro stations, depots and stabling yards.	Sydney Metro is responsible for managing the operations and maintenance of metro services in Metropolitan Sydney, and the planning and delivery of future metro lines.	Key performance measures and targets for Sydney Metro are: 1. Maintain or improve reliability of public transport services, measured using a service frequency reliability of at least 98 per cent. 2. Improve customer satisfaction with key government services, measured using customer satisfaction ratings.
State Transit Authority of NSW	The principal objective of the State Transit Authority is to operate efficient, safe and reliable bus services.	State Transit Authority, the NSW Government bus service, ceased operations on 2 April 2022.	N/A
Sydney Ferries	The objective of Sydney Ferries is to deliver safe and reliable Sydney ferry services in an efficient, effective and financially responsible manner.	Sydney Ferries owns the Balmain Shipyard and the state-owned portion of the fleet used for Sydney Ferries services. These assets are leased to Transdev Sydney Ferries to facilitate operation of the Sydney ferry network.	Transport for NSW has determined performance management and targets for the Sydney Ferries network under the Ferry System Contract with Transdev Sydney Ferries.

Name	Objectives	Operations and activities	Performance measures and targets
Residual Transport Corporation	The objectives of the Residual Transport Corporation are to: • Manage its assets, rights and liabilities effectively and responsibly. • Minimise the risk of exposure of the State arising from its activities. • Achieve the efficient and timely winding up of residual business activities.	The Residual Transport Corporation holds, manages, operates and maintains transport assets vested in or owned by it, or to be vested in or owned by it.	N/A

Disclosure of subsidiaries

Transport for NSW has no subsidiary companies as of 30 June 2022.

Appendix 7: Legal change

Acts and Regulations jointly administered by the Minister for Transport, the Minister for Metropolitan Roads and the Minister for Regional Transport and Roads (as at 30 June 2022)

Air Navigation Act 1938

Air Transport Act 1964
- Air Transport Regulation 2016

Broken Hill to South Australian Border Railway Agreement Act 1968

City of Sydney Act 1988 (Part 4A and Schedule 2)

Civil Aviation (Carriers' Liability) Act 1967

Driving Instructors Act 1992
- Driving Instructors Regulation 2016

Heavy Vehicle (Adoption of National Law) Act 2013
- Heavy Vehicle (Adoption of National Law) Regulation 2022

Heavy Vehicle National Law (NSW)
- Heavy Vehicle (Fatigue Management) National Regulation (NSW)
- Heavy Vehicle (General) National Regulation (NSW)
- Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW)
- Heavy Vehicle (Registration) National Regulation (NSW)
- Heavy Vehicle (Transitional) National Regulation (NSW)
- Heavy Vehicle (Vehicle Standards) National Regulation (NSW)

Marine Pollution Act 2012
- Marine Pollution Regulation 2014

Marine Safety Act 1998
- Marine Safety Regulation 2016

Marine Safety Legislation (Lakes Hume and Mulw Motor Vehicles Taxation Act 1988)
- Motor Vehicles Taxation Regulation 2016

National Rail Corporation (Agreement) Act 1991

Parking Space Levy Act 2009
- Parking Space Levy Regulation 2019

Passenger Transport Act 1990
- Passenger Transport (General) Regulation 2017

Passenger Transport Act 2014
- Passenger Transport Regulation 2014

Photo Card Act 2005
- Photo Card Regulation 2014
- Point to Point Transport (Taxis and Hire Vehicles) Act 2016
- Point to Point Transport (Taxis and Hire Vehicles) (Industry Adjustment) Regulation 2016
- Point to Point Transport (Taxis and Hire Vehicles) Regulation 2017

Ports and Maritime Administration Act 1995
- Ports and Maritime Administration Regulation 2021

Rail Safety (Adoption of National Law) Act 2012
- Rail Safety (Adoption of National Law) Regulation 2018

Railway Construction (Maldon to Port Kembla) Act 1983

Recreation Vehicles Act 1983 (Parts 4 and 6)

Road Transport Act 2013
- Road Rules 2014
- Road Transport (Driver Licensing) Regulation 2017
- Road Transport (General) Regulation 2021
- Road Transport (Vehicle Registration) Regulation 2017

Roads Act 1993 (except parts, the Minister for Lands and Water, the Minister for Environment and Heritage and the Minister for Local Government)
- Roads Regulation 2018

Sydney Harbour Tunnel (Private Joint Venture) Act 1987

Transport Administration Act 1988 (except parts, the Minister for Infrastructure)
- Transport Administration (General) Regulation 2018
- Transport Administration (Staff) Regulation 2012

Tweed River Entrance Sand Bypassing Act 1995

Acts and Regulations administered by the Minister for Infrastructure (as at 30 June 2022)

Barangaroo Act 2009
- Barangaroo Delivery Authority Regulation 2015

Infrastructure NSW Act 2011

Growth Centres (Development Corporations) Act 1974 (in so far as it relates to the UrbanGrowth NSW Development Corporation)

Transport Administration Act 1988 (Part 2 and the remaining provisions of the Act in so far as they relate to the Transport Asset Holding Entity)
- Transport Administration (General) Regulation 2018
- Transport Administration (Staff) Regulation 2012

Acts and Regulations administered by the Minister for Cities (as at 30 June 2022)

Callan Park (Special Provisions) Act 2002

Centennial Park and Moore Park Trust Act 1983
• Centennial Park and Moore Park Trust Regulation 2014

Greater Sydney Commission Act 2015

Luna Park Site Act 1990

Newcastle National Park Enabling Act 1924

Parramatta Park (Old Government House) Act 1967

Parramatta Park Trust Act 2001
• Parramatta Park Trust Regulation 2019

Place Management NSW Act 1998
• Place Management NSW Regulation 2017

Royal Botanic Gardens and Domain Trust Act 1980
• Royal Botanic Gardens and Domain Trust Regulation 2020

Western Sydney Parklands Act 2006
• Western Sydney Parklands Regulation 2019

Acts and Regulations administered by the Minister for Active Transport (as at 30 June 2022)

Nil

New and amending Acts (assented to during the 2021-22 financial year)

Greater Cities Commission Act 2022

Greater Sydney Parklands Trust Act 2022

Road Transport Legislation Amendment Act 2021

Roads and Crimes Legislation Amendment Act 2022

Statute Law (Miscellaneous Provisions) Act 2022

New and amending Regulations (made during the 2021-22 financial year)

Heavy Vehicle (Adoption of National Law) Amendment Regulation 2022

Heavy Vehicle (Adoption of National Law) Regulation 2022

Motor Vehicles Taxation Amendment (CPI Adjustment) Regulation 2021

Passenger Transport (General) Amendment (Drug and Alcohol Testing) Regulation 2021

Ports and Maritime Administration Regulation 2021

Road Amendment (Miscellaneous) Rule 2021

Road Transport (Driver Licensing) Amendment (Licence Requirements) Regulation 2021

Road Transport (Driver Licensing) Amendment Regulation 2022

Road Transport (General) Amendment (Miscellaneous) Regulation 2021

Road Transport (General) Amendment Regulation 2022

Road Transport (General) Regulation 2021

Road Transport (Vehicle Registration) Amendment (CPI Adjustment) Regulation 2021

Road Transport (Vehicle Registration) Amendment (Primary Producer's Vehicle) Regulation 2022

Roads Amendment (Major Bridges and Tunnels) Regulation 2022

Roads Amendment (Major Bridges and Tunnels) Regulation (No 2) 2022

Roads Amendment (Major Roads) Regulation 2022

Transport Administration (General) Amendment (State Tax Exemption) Regulation 2021

Significant Judicial Decisions affecting the agency or users of its services

Transport for NSW (TfNSW) v Eureka Operations Pty Ltd [2022] NSWCA 56

These appeal proceedings arose out of the compulsory acquisition of 15 square metres of land at the corner of 131–133 Cobra Street, Dubbo. Eureka Operations Pty Ltd (Eureka) operated a service station on the site under a lease. The corner land was acquired for the Fitzroy and Cobra Street (Mitchell Highway) intersection upgrade, comprising the removal of a roundabout and installation of traffic control signals, together with the installation of longer median strips down each street (Project).

At first instance, the Land and Environment Court (LEC) determined that the future profitability of the service station (modelled using the "discounted cash flow" or "DCF" method) until the end of the applicant's current lease in 2024 (not 2029 as argued by the applicant, being the end date of a new lease the applicant argued it was entitled to) was to be used to determine the Project's impact on the value of the residue of the site left after the acquisition (this impact being compensable under the relevant legislation).

On appeal, Transport for NSW argued that the DCF method valued the effect of the carrying out of the Project on Eureka's business rather than its lease, as required by the law. The Court, by a majority of two judges to one, dismissed the appeal on the basis that Transport's argument was basically a question of fact, not law. Therefore, the matter was beyond the Court of Appeal's jurisdiction on an appeal from the LEC. The third judge agreed with Transport for NSW's arguments.

Eureka cross-appealed, arguing that the future profitability of the service station should be modelled to 2029. The Court found that the correct date was 2029, but possibly sooner than that. The proceedings were remitted to the LEC to re-determine compensation having regard to this finding. The remitted proceedings are ongoing. This has implications for the valuation of commercial leases in compulsory acquisition contexts.

Aversa v Transport for New South Wales (TfNSW) [2022] NSWSC 277

This judgment arose out of an application by the Secretary of NSW Treasury and Transport for NSW for Transport for NSW to be excused from producing documents the subject of a notice to produce issued in Supreme Court proceedings brought against Transport for NSW.

The proceedings, which are ongoing, challenge the legality of the acquisition of certain substratum (underground) land at Haberfield for the M4-M5 Link motorway.

The plaintiffs filed a notice to produce in the proceedings requiring production by Transport for NSW of various documents including some which went before the NSW Cabinet in connection with the then planned sell-down to the private sector of interests in WestConnex. The Secretary of NSW Treasury and Transport for NSW applied for Transport for NSW to be excused from producing the documents which went before Cabinet on the basis that the documents were attended by "public interest immunity".

The Court held that the documents, even though pertaining to Cabinet committee meetings rather than full Cabinet meetings, attracted public interest immunity because their disclosure would prejudice the proper functioning of government. This decision underlines the importance of the confidentiality of Cabinet documents.

Transport for New South Wales v Estuary Constructions Pty Ltd; Transport for New South Wales v Sampson [2022] NSWLEC 23

Estuary Constructions Pty Ltd owned and operated a 15-metre pile-driving and crane construction barge which, on 22 January 2019 sank at its commercial mooring on the western side of Scotland Island in Pittwater, NSW. This resulted in significant water pollution.

Transport for NSW conducted an extensive investigation into the circumstances and determined that the primary cause of the sinking was due to a failure to adequately maintain the vessel.

An absorbent boom was placed to prevent the spread of oils that were leaking from the wreck. Due to the presence of oils, paints and other pollutants on the vessel which could eventually escape into the environment, in addition to debris creating a hazard to navigation, it was determined that the wreck could not be left on the seabed and had to be salvaged. The salvage was completed by Transport for NSW when Estuary Constructions Pty Ltd failed to comply with a statutory notice requiring it to clean up the wreck.

Transport for NSW charged both Estuary Constructions Pty Ltd and its Director, Mr Grant Sampson, with nine offences under the *Protection of the Environment Operations Act 1997* (the POEO Act).

In April 2021, the defendants appeared before the Land and Environment Court where they pleaded guilty to seven of the offences. The two remaining offences were withdrawn.

The matter proceeded to a hearing on the facts following which a determination was made by Justice Duggan in the Land and Environment Court and sentence was handed down on 23 March 2022.

Estuary Constructions was convicted and fined as follows:

- Section 97 of the POEO Act - $55,000
- Section 120(1) of the POEO Act - $250,000
- Section 91(5) of the POEO Act - $50,000
- Section 211(1) of the POEO Act - $15,000

Mr Sampson was convicted and fined as follows:

- Section 97 (169A) of the POEO Act - $55,000
- Section 91(5) (169A) (second count) of the POEO Act - $50,000
- Section 120(1) of the POEO Act - $99,000

The defendants were also ordered to publish a notice in AFLOAT Magazine and the Manly Daily digital edition.

The total fines issued amounted to $574,000 with a direction that 50 per cent of the fines be paid to Transport for NSW. The Court also ordered both defendants jointly and severally were liable for salvage and investigation costs totalling $157,277.04 and ordered that the defendant pay TfNSW's legal costs as assessed or agreed.

Wood v Secretary of the Department of Transport on behalf of the Government of New South Wales [2021] NSWSC 1248

These proceedings arose from the summary dismissal of a Transport Service Senior Manager who had called Crime Stoppers to provide information about another former employee, whilst he had been under investigation and suspended from duties for breach of confidentiality involving a separate investigation. The former employee had previously been subject to a written warning. The former employee sought judicial review in the Supreme Court of NSW of the decision to summarily dismiss him from the Transport Service of New South Wales. The former employee sought judicial review on a number of grounds, including being under a statutory duty, procedural fairness and irrationality.

In defending the claim, Transport for NSW relied upon the breaches of direction and confidentiality as well as the opportunity provided to the former employee to respond to the proposed sanction. The Court ultimately found that: the former employee was not a Senior Manager for the purposes of the disciplinary regime; was not precluded from contacting Crime Stoppers and indeed had a lawful obligation to do so which could not be constrained by the terms of his contract; the conduct could not be characterised as serious misconduct; and that the former employee was denied procedural fairness. The Court entered judgment for the former employee and compensation was awarded.

Appendix 8: Environment Protection and Biodiversity Conservation Act report

Strategic assessment approval

We are committed to publishing activities assessed as likely to have a significant impact on nationally listed threatened species and ecological communities that are assessed under the Commonwealth strategic assessment approval for roads and traffic management, and undertaken in accordance with Transport's environmental assessment and decision-making framework.

Table 15 reports on the status as of 30 June 2022 for six determined (approved) projects that have been considered under the Environment Protection and Biodiversity Conservation Act 1999 (Cth) strategic assessment approval since its commencement in September 2015.

Table 15 includes no projects reported for the first time in this report.

Residual significant impacts to Matters of National Environmental Significance will be minimised, mitigated and offset in accordance with Transport's biodiversity management and offsetting guidelines.

Table 15 Determined (approved) activities identified as likely to have a significant impact on nationally threatened species and endangered ecological communities

Likely impacts on matters of national environmental significance	Mitigation and offset measures	Public consultation	Current status
Mona Vale Road West Upgrade, McCarrs Creek Road, Terrey Hills to Powerworks Road, Ingleside			
Direct: • *Grevillia caleyi* – 3.4 ha potential habitat including 75 known individuals • *Microtis angusii* – 1,469 known individuals • *Heleioporus australiacus* – 0.22 ha of breeding habitat and 12.5 ha of potential non-breeding habitat. **Indirect:** • Fragmentation and isolation of individuals and habitats • Noise, dust and other construction impacts • Hydrological impacts on downstream habitats • Fauna collision and mortality.	Principle mitigation measures are: • Implementing Biodiversity Guidelines (2011) for the pre-clearing process. • Construction of a fauna land bridge to connect Ku-ring-gai Chase and Garigal national parks. • Two fauna underpasses supported by fauna-proof fencing and weed management. All residual impacts to nationally listed threatened species will be offset through the purchase of biodiversity credits in accordance with the Framework for Biodiversity Assessment. Offsetting for one species, Microtis angusii, is subject to taxonomic and conservation status review.	A Review of Environmental Factors (REF) and Species Impact Statement were exhibited from 10 February 2017 to 13 March 2017.	Project was determined (approved) by Roads and Maritime Services with concurrence from NSW Office of Environment and Heritage on 14 November 2017. As of June 2022, some early works have been undertaken in preparation for the start of main construction activities which are yet to be scheduled.

Likely impacts on matters of national environmental significance	Mitigation and offset measures	Public consultation	Current status
Pacific Highway upgrade, Parsons Road to Ourimbah Street, Lisarow			
Direct: *Melaleuca biconvexa* – 2.16 ha with estimated 2,163 stems. **Indirect:** *Melaleuca biconvexa* – 0.73 ha with an estimated 2,575 mature stems.	Principle mitigation measures are: • Implementing Biodiversity Guidelines (2011) for the pre-clearing process • Management of water quality and hydrology through a wetland management plan and soil management plan. All residual direct and indirect impacts to *Melaucea biconvexa* have been offset through the purchase of biodiversity credits (including one agreement being processed by Biodiversity Conservation Trust) or via payment to the Biodiversity Conservation Fund.	A REF including biodiversity assessment was exhibited from 30 June 2017 to 28 July 2017.	Project determined (approved) by Roads and Maritime Services on 10 July 2018. As of 30 June 2022, construction is under way.
New England Highway upgrade between Belford and the Golden Highway, Belford			
Direct: Reduce extent of Central Hunter Valley eucalypt forest and woodland by 8.2 ha. **Indirect:** Fragmentation and degradation of remaining Critically Endangered Ecological Communities (CEEC). This CEEC is equivalent to NSW PCT 1601 – Spotted Gum Narrow–leaved Ironbark, Red Ironbark, shrub–grass open forest of the Central and Lower Hunter.	Principle mitigation measures for CEEC: • Implementing the Biodiversity Guidelines (2011) for the pre-clearing process including the preparation of a Flora and Fauna Management Plan. A Statement of Reasonable Equivalence has been obtained from NSW Environment and Heritage which converts former Biobanking credits into BC Act credits. This resulted in 279 BAM credits being required (of a total of 346 credits which included credits required for NSW only listed EEC). Transport for NSW continues to investigate credit availability on the market.	A REF including biodiversity assessment was exhibited from 30 June 2017 to 28 July 2017.	Project determined (approved) by Roads and Maritime Services on 10 July 2018. As of 30 June 2022, construction is under way.

Likely impacts on matters of national environmental significance	Mitigation and offset measures	Public consultation	Current status
New England Highway Singleton Bypass			
Direct: 16.8 ha of Central Hunter Valley Eucalypt Forest and Woodland CEEC No EPBC Act threatened, or migratory species are likely to be significantly impacted.	Principle mitigation measures for CEEC: • Implementing the Biodiversity Guidelines (2011) for the pre-clearing process including the preparation of a Flora and Fauna Management Plan. All residual impacts to nationally listed matters are to be offset in accordance with the Biodiversity Assessment Method. Subject to final design, 493 PCT 52 credits are required.	A REF was exhibited from 16 December 2019 to 1 March 2020.	Project was determined in August 2020. As of 30 June 2022, works had not commenced.
HW17 Newell Highway Narrabri to Moree Heavy Duty Pavement Project			
Direct: 16.22 ha natural grasslands on basalt and fine-textured alluvial plains of northern NSW and southern Queensland which is a CEEC. Note: significant impacts identified in September 2018 REF to habitat for the perennial grass species – Belson's Panic (*Homopholis belsonii)* have been avoided as a consequence of design changes outlined in the addendum REF.	Principle mitigation measures for CEEC: • Implementing the Biodiversity Guidelines (2011) for the pre-clearing process including the preparation of a Flora and Fauna Management Plan. All residual impacts to nationally listed matters are to be offset in accordance with Transport's biodiversity offset guidelines. TfNSW is sourcing 486 PCT 52 credits from the market.	A REF was exhibited from 22 June 2018 to 23 July 2018. A subsequent addendum REF was prepared in May 2020 and confirms the impact boundary and offset requirements.	The project was originally determined (approved) in September 2018 and the subsequent addendum REF was determined in August 2020. As of 30 June 2022, construction had not commenced.

Likely impacts on matters of national environmental significance	Mitigation and offset measures	Public consultation	Current status
HW17 Newell Highway North Moree Heavy Duty Pavements			
Direct: 5.94 ha of natural grasslands on basalt and fine textured alluvial plains of northern NSW and southern Queensland CEEC. Note: Significant impacts identified in the September 2018 REF to habitat for the perennial grass species Belson's Panic (*Homopholis belsonii*) have been avoided as a consequence of design changes outlined in the addendum REF.	Principle mitigation measures for CEEC: • Implementing the Biodiversity Guidelines (2011) for the pre-clearing process including the preparation of a Flora and Fauna Management Plan. Additional targeted environmental safeguards to be provided for Belson's Panic including further design refinements to avoid impacts. All residual impacts to nationally listed matters are to be offset in accordance with Transport's biodiversity offset guidelines. 178 PCT 52 credits are required and will be sourced from the market.	A REF was exhibited from 22 June 2018 to 23 July 2018. A subsequent addendum REF was prepared in May 2020 and confirms the impact boundary and offset requirements.	The project was originally determined (approved) in September 2018 and a subsequent addendum REF was determined in August 2020. As of 30 June 2022, construction had not commenced.

Appendix 9: Major infrastructure projects

This table provides details of the progress and expenditure for Transport's major infrastructure projects.

Planning – projects are at the concept, detailed design or approvals stage

Pre-construction or procure – planning has been completed and projects are in the procurement stage

Construction or ongoing – construction has commenced

Completed – project completed (based on open to traffic date / open to public date)

Table 16: Major infrastructure projects 2021–22

Project description	Location	Status as at 30 June 2022	Announced completion date	Announced estimated total cost ($'000)	2021–22 expenditure ($'000)[1]	Expenditure in previous years ($'000)[1]
Barton Highway Improvements (State and Federal Funded)	Goulburn	Construction	N/A	N/A	28,260	46,769
Bus Priority Infrastructure (including Bus Rapid Transit Planning)	Various	Ongoing	N/A	N/A	13,464	174,292
Circular Quay Precinct Renewal (Planning)	Sydney	Planning	N/A	N/A	19,470	61,235
Coffs Harbour Bypass (State and Federal Funded)	Coffs Harbour	Construction	2026	N/A	114,117	177,979
Gateway to the South Pinch Points	Various	Ongoing	2023	300,000	32,416	195,421
Grade separating road interfaces (State and Federal Funded)	Various	Planning	N/A	N/A	1,634	80
Katoomba to Lithgow Upgrade (Planning, State and Federal Funded)	Katoomba - Lithgow	Planning	N/A	N/A	90,362	32,108
M12 Motorway, M7 to The Northern Road (State and Federal Funded)	Badgerys Creek	Pre-Construction	N/A	N/A	147,589	629,748

Project description	Location	Status as at 30 June 2022	Announced completion date	Announced estimated total cost ($'000)	2021–22 expenditure ($'000)[1]	Expenditure in previous years ($'000)[1]
M5 Motorway – Moorebank Avenue – Hume Highway Intersection Upgrade (State and Federal Funded)	Moorebank	Planning	N/A	N/A	2,312	6,286
M6 Extension Stage 1	Rockdale	Construction	2025	3,115,000	602,265	273,773
Mamre Road, M4 Motorway to Erskine Park Road	St Clair	Planning	N/A	N/A	5,898	5,865
Memorial Avenue, Old Windsor Road to Windsor Road	Kellyville	Construction	2024	224,000	36,888	81,887
Mona Vale Road, McCarrs Creek Road To Powder Works Road	Various	Planning	N/A	N/A	6,798	15,903
Mount Ousley Interchange (Planning, State and Federal Funded)	Mount Ousley	Planning	N/A	N/A	3,771	7,512
Mulgoa Road Infrastructure Upgrade – Jane Street and Blaikie Road to M4 Motorway (State and Federal Funded)	Jamisontown	Planning	N/A	N/A	13,180	202,215
Mulgoa Road Infrastructure Upgrade - M4 to Glenmore Parkway and Blaikie Road to Union Road (State and Federal Funded)	Jamisontown	Planning	N/A	N/A	6,023	4,227
Nelson Bay Road Improvements	Williamtown	Planning	N/A	N/A	3,681	14,325
New buses to cater for NSW Services	Various	Ongoing	N/A	N/A	71,714	1,014,596

1   Capital expenditure only

Project description	Location	Status as at 30 June 2022	Announced completion date	Announced estimated total cost ($'000)	2021–22 expenditure ($'000)[1]	Expenditure in previous years ($'000)[1]
New England Highway, Muswellbrook Bypass (State and Federal Funded)	Muswellbrook	Planning	N/A	N/A	3,110	11,902
New England Highway, Singleton Bypass (State and Federal Funded)	Singleton	Planning	N/A	N/A	12,576	14,747
New Hawkesbury River crossing at Richmond (Planning, State and Federal Funded)	North Richmond	Planning	N/A	N/A	4,304	5,384
Newcastle Inner City Bypass, Rankin Park to Jesmond (State and Federal Funded)	Williamtown	Planning	2025	N/A	31,913	65,731
Newell Highway Heavy Vehicle Pavement Upgrades (State and Federal Funded)	Narrabri - Boggabilla	Construction	2025	N/A	3,047	21,722
Newell Highway, New Dubbo Bridge (State and Federal Funded)	Dubbo	Planning	2025	N/A	11,504	11,957
Newell Highway, Overtaking Lanes (State and Federal Funded)	Various	Construction	2023	275,000	28,339	171,063
Nowra Bridge Replacement over the Shoalhaven River (State and Federal Funded)	Nowra	Construction	2024	342,000	71,899	157,745
Pacific Highway, Wyong Town Centre (State and Federal Funded)	Wyong	Planning	N/A	N/A	84	32,054

Project description	Location	Status as at 30 June 2022	Announced completion date	Announced estimated total cost ($'000)	2021–22 expenditure ($'000)[1]	Expenditure in previous years ($'000)[1]
Pacific Motorway, Extension to Raymond Terrace (State and Federal Funded)	Hexham	Planning	2028	N/A	27,043	59,842
Parramatta Light Rail Stage 1	Parramatta	Construction	2023	2,875,000	475,627	1,680,685
Pinch Points and Clearways (State and Federal Funded)	Various	Ongoing	N/A	N/A	123,824	309,157
Princes Highway Corridor - Milton Ulladulla Bypass (State and Federal Funded)	Milton	Planning	N/A	N/A	8,678	5,993
Princes Highway Corridor (NSW) - Jervis Bay to Sussex Inlet Road Upgrade Stage 1 (Planning, State and Federal Funded)	Jervis Bay	Planning	N/A	N/A	8,899	4,764
Princes Highway Upgrade Program Nowra to Moruya (Planning)	Nowra - Moruya	Planning	N/A	N/A	11,166	12,120
Prospect Highway, Reservoir Road to St Martins Crescent (State and Federal Funded)	Prospect	Construction	2024	280,000	30,511	30,405

Project description	Location	Status as at 30 June 2022	Announced completion date	Announced estimated total cost ($'000)	2021–22 expenditure ($'000)[1]	Expenditure in previous years ($'000)[1]
Regional NSW Bridge Upgrades	Various	Ongoing	N/A	N/A	6,828	149,519
Spring Farm Parkway	Menangle Park	Construction	2024	206,000	14,768	13,074
Sydney Gateway	Mascot	Construction	2024	2,600,000	670,596	577,463
Sydney Metro City & Southwest[1]	Chatswood– Bankstown	Construction	2024	N/A	2,676,954	12,829,670
Sydney Metro – Western Sydney Airport[2]	St Marys– Bringelly	Construction	2026	N/A	1,093,882	1,433,055
Sydney Metro West	Westmead– Sydney CBD	Construction	2030	N/A	2,264,263	4,265,295
Transport Access Program–Commuter Wharf Upgrades	Various	Ongoing	N/A	N/A	8,018	225,866
Warringah Freeway upgrade	Various	Construction	N/A	N/A	177,315	135,079
WestConnex (State and Federal Funded)	Various	Construction	2023	16,800,000	1,296,339	4,159,362
Western Harbour Tunnel	Various	Pre- Construction	N/A	N/A	161,194	703,123
Zero Emissions Buses Program	Various	Ongoing	N/A	N/A	49,143	11

1   The Sydney Metro City & Southwest funding allocation includes funding from PPP finance leases. The Central Walk project is part of this project and is under Transport Asset Holding Entity as the asset owner delivered by Sydney Metro.

2   Major civil construction work on Sydney Metro–Western Sydney Airport is expected to be completed in 2026 in time for passenger services commencing at the new Western Sydney Airport delivered by Sydney Metro.

Appendix 10: Research and development

Table 17: 2021 - 22 Research and Development projects

Activity	Status	Partners and collaborators
Fresnel lens device effectiveness and driver acceptance Fresnel lenses are a cost-effective, safety measure and are proven internationally to improve a heavy vehicle driver's field of view by reducing blind spot areas to the vehicle's near side, however they are not commonly used in Australia. This research project aimed to evaluate the effectiveness of Fresnel lenses on heavy vehicles and to assess driver acceptance in NSW. A two-month trial followed the lens installation on heavy vehicles, with participating drivers completing pre-and post-fitment surveys about their expectations and driving experiences with the lens. Fleet managers also provided feedback. The findings are intended to support campaigns to heavy vehicle users who will benefit most from having a Fresnel lens installed on their vehicle.	Completed	Taverner Research
Days of operation support tool The objective of this project was to develop, trial and evaluate a smart information tool that will use analytical/statistical methods and machine learning techniques to continually evaluate how customers are being impacted by network incidents. It focused on the use of algorithmic techniques and CCTV footage to provide an improved dataset of train arrival and departure times.	Completed	University of Technology Sydney
Next generation local and community transport This research Investigated near-term technology options to deliver "quick wins" in tackling transport disadvantage. It will inform the development of policy, priorities and investment to support the delivery of flexible, demand-responsive local transport modes and services.	Completed	iMOVE Cooperative Research Centre, Intelligent Transport Systems
Frictionless ticketing for public transport This research informed thinking around the next-generation of frictionless ticketing by understanding key barriers and considerations for various options, with a focus on people with disability, applied across our integrated network with the goal of recommending the next-best use cases to support the development of the NSW Mobility as a Service (MaaS) ecosystem.	Completed	iMOVE Cooperative Research Centre, Centre for Technology Infusion La Trobe University
Mobility infrastructure as a platform Research defining "Mobility Infrastructure as a Platform" (MInaaP) to understand current and future Mobility as a Service (MaaS) options to assist at-scale MaaS adoption.	Completed	University of NSW, University of Technology Sydney
Evaluation and implementation of shared spaces (Stage 1) A synthesis of literature, standards, legislation and guidelines related to the design and implementation of shared spaces to produce guidance for practitioners to use in defining places.	Completed	University of Technology Sydney

Activity	Status	Partners and collaborators
Coffs Harbour autonomous vehicle trial – BusBot Coffs Harbour is the first regional city in Australia to trial an automated vehicle. The shuttle used for this trial was a Level 4, fully automated EZ10 vehicle with capacity to carry up to 14 passengers. The trial was conducted in three phases gradually increasing in levels of operational complexity allowing customers to experience the technology in real-world environments.	Completed	Busways, Coffs Harbour City Council, EasyMile, Via
Connected and automated vehicles The purpose of the project was to collaborate with external stakeholders to generate ideas and prepare for a near-future transport mix which includes a range of different types of connected and autonomous vehicles (CAVs). It identified opportunities for collaboration for trials and the deployment of CAVs and set the future directions for NSW to be CAV-ready by 2023–2024.	Completed	Arup
North West Metro Benefits Realisation A benefits realisation study to measure the realised benefits of land use changes, place-making and wider economic impact claimed in the approved North West Metro Business Case. This will assist in building our evidence base for future infrastructure projects and their business cases.	Ongoing	Western Sydney University
Promoting sustainable university travel choices The project will be piloting various Travel Demand Management initiatives, using the University of Sydney travel community as a test-case, and provide robust recommendations for managing travel demand within the tertiary education sector.	Ongoing	iMOVE Cooperative Research Centre, University of Sydney
A scenario planning tool – Improving the bike-ability of our cities Development of a data driven map based digital planning tool at the precinct level, to help with active transport planning, particularly determining desire lines for the propensity to cycle.	Ongoing	ARC Linkage Study - University of NSW, NSW Sport, selected local councils
Design of a regional town and rural hinterland Mobility as a Service (MaaS) blueprint Designing a blueprint for Mobility as a Service in a rural setting, drawing on Sydney MaaS trial experience, international evidence and new data specifically collected with stakeholders and customers.	Ongoing	iMOVE Cooperative Research Centre, University of Sydney
Wagga Wagga Active Travel Plan network - evaluation Evaluation to quantify the outcomes and community benefits of implementing the Wagga Wagga Active Travel Plan. Evaluating the impacts of providing active travel infrastructure on community and societal attitudes and willingness to embrace active travel transport options and services.	Ongoing	iMOVE Cooperative Research Centre, University of Sydney, NSW Health, Wagga Wagga City Council

Activity	Status	Partners and collaborators
Use of virtual reality technology to improve cycleway design Interactively visualising street design scenarios to understand, through behavioural observations, what design features influence or change the potential population who are interested in cycling, but concerned about safety. It will gather new data on what design features influence the cohort's perception of safe bike-ability and investigate how to integrate cycling facilities into urban and suburban environments to address safety concerns.	Ongoing	iMOVE Cooperative Research Centre, University of NSW
Changing profile of freight logistics in metropolitan Sydney under COVID-19 Understanding current freight distribution operations and networks to develop and evaluate practical, viable and effective initiatives for improving deliveries within the Sydney metropolitan during COVID and post COVID periods.	Ongoing	iMOVE Cooperative Research Centre, University of Melbourne
Working from home and implications for revising metropolitan strategic transport models Understanding the revisions required to TfNSW strategic travel models post COVID-19, under various work from home future scenarios. Examining mode choice and frequency of weekly travel, it will develop revised post-COVID travel choice models based on work from home preferences.	Ongoing	iMOVE Cooperative Research Centre, University of Sydney, WA Transport, Bureau of Infrastructure and Transport Research Economics
Waratah Research Network This NSW Government network facilitates university, government and industry partnerships to deliver impact-driven research and evidence-based outcomes for NSW communities. The network aims to improve research collaboration, research communication and promote funding opportunities with both university and industry partners.	Ongoing	NSW Government, Office of the NSW Chief Scientist and Engineer, universities
Transport for NSW Research Hub The Research Hub fosters collaboration and information sharing between Transport, universities, industry and other government agencies interested in transport. The Research Hub helps partners engage with Transport to use evidence to solve some of the biggest challenges in transport.	Ongoing	NSW Government, universities and industry
Australasian Transport Research Forum Australasian Transport Research Forum (ATRF) is the principal transport research forum in Australasia. It maintains open dialogue among transport researchers, policymakers, advisors and practitioners, stimulating debate and forward-looking thinking about transport research across a wide range of subject areas. The conference is held in a different location each year. The Executive Committee governs the overall activities of ATRF, including strategic direction. It comprises representatives of academia, federal and state governments and private consultancies across Australia and New Zealand. Each member has extensive experience in transport related research and policy development. In October 2021, Transport for NSW was elected as Secretariat.	Ongoing	N/A

Activity	Status	Partners and collaborators
Sydney University automated vehicle trial This project will establish real-world testbeds to undertake research into customer focused and safe operations of connected and automated vehicles in various urban environments. Cooperative Intelligent Transport Systems will be used to improve safety.	Ongoing	iMOVE Cooperative Research Centre, University of Sydney
Dubbo autonomous vehicle trial In this trial, a Ford Ranger crew cab ute is retrofitted to Level 3+ conditional automation supporting shared rides between mapped routes in the Dubbo region. The focus of this trial will be on customer mobility and the benefits and challenges in introducing emerging connected and automated vehicle technology to regional NSW.	Ongoing	Conigital, Liftango, NRMA, QBE Insurance, Buslines Group, Dubbo Regional Council, Sydney Motorsport Park
Assessment of driver assist technologies Transport is undertaking research and development work with the Australian New Car Assessment Program (ANCAP), major manufacturers, and emerging companies at the Cudal test centre in the State's Central West. The work involves detailed assessment, tuning and refinement of new advanced driver assistance systems capabilities being introduced into new and future vehicle models for Australian and overseas markets. This includes the testing for pilots. This work is assisting in the development of new and emerging vehicle technologies. This work also facilitates gazetting, testing and validating mobile speed cameras.	Ongoing	Original equipment manufacturers, Australian New Car Assessment Program, Slasherteck.
Transport Research Association for NSW symposium The Transport Research Association for NSW holds an annual symposium with practitioners, researchers and transport enthusiasts. Streams are chaired by industry leaders showcasing students' research.	Annual	NSW universities

Appendix 11: Governance framework

Governance across Transport

Transport for NSW is the lead agency within the Transport and Infrastructure cluster. The Secretary, in the exercise of TfNSW functions, is subject to the control and direction of Transport ministers.

Transport for NSW Enterprise Governance Framework describes the rules, relationships, systems and processes by which governance is exercised and controlled within Transport for NSW. This supports Transport to drive effective decision making and provides assurance that we are on track to deliver customer and community outcomes, achieve our purpose, and meet our obligations.

Executive committee

The Secretary is supported by the Executive Committee and its sub committees in leading the strategic direction and overseeing the operation and performance of Transport for NSW.

The Executive Committee is chaired by the Secretary and its members include all Deputy Secretaries, the Chief People Officer, Chief Financial Officer, the Chief Executive Sydney Metro, the Chief of Staff Office of the Secretary, and the Point to Point Transport Commissioner.

Executive sub committees

Finance and Investment Assurance Committee

The Finance and Investment Assurance Committee is responsible for financial governance on behalf of the Executive Committee. It oversees Transport's financial direction, allocation and controls of the capital expenditure and related operating expenditure. The committee is chaired by the Secretary and its members include the Chief Financial Officer and the Deputy Secretaries for Customer Strategy and Technology, Greater Sydney, Regional and Outer Metropolitan, and Infrastructure and Place.

Health and Safety Committee

The Health and Safety Committee is responsible for providing effective oversight of management and compliance with health and safety legal and regulatory obligations, strategic and operational risk management, and related internal compliance and controls. The committee is chaired by the Secretary and its members include the Chief Executive Sydney Metro and the Deputy Secretaries for Safety, Environment and Regulation, Greater Sydney, Regional and Outer Metropolitan, and Infrastructure and Place.

Executive Step Change Steering Committees

Steering Committees have been established to provide advice and assurance to accountable executives in the delivery of the Step Change Priorities by 2024.

Committee structure

*MasS = Mobility as a Service **SCATS = Sydney Coordinated Adaptive Traffic Systems

Audit and Risk Committee

The Audit and Risk Committee has responsibility under the Internal Audit and Risk Management Policy for the General Government Sector (TPP20–08) to provide independent advice and objective assurance to the Secretary on governance processes, risk management and control frameworks, internal and external audits, corruption prevention, and external accountability obligations.

Membership of the committee comprises of independent members (selected from outside the NSW Government) with appointments of not more than five years. Further details on membership are outlined in Appendix 12.

Appendix 12: Audit and risk management

Internal audit and risk management attestation statement for the 2021-22 financial year for Transport for NSW

Transport for NSW

Claire Curtin
Director Financial Management Policy
NSW Treasury
GPO Box 5469
Sydney NSW 2001

Re: TPP20-08 Internal Audit and Risk Management for the NSW Public Sector – Transport for NSW Attestation Statement for 2021-22 – Our ref: OTS22/05075

Dear Ms Curtin,

Please find attached the Transport for NSW Internal Audit and Risk Management Attestation Statement for the 2021-22 financial year in accordance with NSW Treasury's Internal Audit and Risk Management Policy for the General Government Sector (TPP 20-08).

I am pleased to report that Transport for NSW (Principal Department); and Department of Transport, Sydney Ferries and Transport Service of NSW are compliant with the seven (7) core requirements.

If you have any further questions, Ethan Nguyen, Executive Director Internal Audit and Fraud & Corruption Prevention, would be pleased to take your call on (02) 9462 6234.

Yours sincerely,

Rob Sharp
Secretary
6 September 2022

Transport for NSW

Internal Audit and Risk Management Attestation Statement for the 2021-22 Financial Year for Transport for NSW

I, Rob Sharp, am of the opinion that Transport for NSW (TfNSW) 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

Risk management framework	Status
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

Internal audit function	Status
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 of 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

Audit and Risk Committee	Status
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

Transport for NSW

NSW GOVERNMENT

Membership

The chair and members of the TfNSW Audit and Risk Committee are:

Title	Name	Term Commenced	Term Finishes
Independent Chair	Carolyn Burlew	27 November 2017	26 November 2022
Independent Member	Christine Feldmanis	6 September 2017	5 September 2022
Independent Member	Allan Cook	6 September 2017	30 November 2021*
Independent Member	Lyn Baker	1 May 2020	30 April 2023
Independent Member	Peter Mayers	1 December 2021	30 November 2024
Independent Member	Nicole Grantham	1 December 2021	30 November 2024

* Membership was ceased on 30 November 2021 following an expansion of remit of the Transport for NSW Audit and Risk Committee on 1 December 2021 to include Sydney Trains and NSW Trains.

Shared Arrangements

I, Rob Sharp, advise that TfNSW has entered into an approved shared arrangement with the following department/agencies:

- Department of Transport
- Sydney Ferries
- Transport Service of NSW
- Sydney Trains, and
- NSW Trains.

The resources shared include the Audit and Risk Committee, the Chief Audit Executive and the Internal Audit function. The shared Audit and Risk Committee is a Principal Department (TfNSW) Led Shared Audit and Risk Committee.

These processes demonstrate that TfNSW has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within TfNSW.

Rob Sharp
Secretary
Transport for NSW
Date: 6 September 2022

Agency Contact Officer:
Ethan Nguyen, Executive Director Internal Audit and Fraud & Corruption Prevention (Chief Audit Executive)

Transport for NSW
ABN 18 804 239 602
Level 13, 231 Elizabeth Street, Sydney NSW, 2000
www.transport.nsw.gov.au

OFFICIAL

Appendix 13: NSW Cyber Security Policy attestation statement

NSW GOVERNMENT | Transport for NSW

Cyber Security Annual Attestation Statement for the 2021-2022 Financial Year for Transport for NSW

I, Rob Sharp, am of the opinion that Transport for NSW complies with the NSW Government Cyber Security Policy.

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

Transport for NSW has identified its critical assets, the security-related risks, and has an ongoing program of work to manage security-related risks.

Transport for NSW manages cyber security risks using an enterprise framework and continues to improve the management of its cyber risks. An executive governance forum is in place which is supported by a network of steering committees, portfolio boards and subject matter experts to manage the cyber-security maturity and cyber initiatives across the cluster.

Transport for NSW's cyber incident response plan undergoes regular updates and is tested annually. Transport for NSW has Information Security Management Systems (ISMS) in place and is committed to maturing cyber security controls.

This attestation covers the following agencies: Transport for NSW

Rob Sharp
Secretary
18 August 2022

Appendix 14: Statement on the audit about the exchange of Opal information

In 2021–22, Transport for NSW completed an audit of the Electronic Ticketing System data provided under the Memorandum of Understanding with the NSW Police Force. This was presented to the Audit and Risk Committee, noting no issues with the information disclosed under this agreement.

Appendix 15: Insurance

The NSW Treasury requires all NSW Government agencies, other than State Owned Corporations, to undertake Principal Arranged Insurance (PAI) through Insurance and Care NSW (iCare) for all government capital works projects estimated to cost $10 million or more.

Transport for NSW is a member agency of the Treasury Managed Fund (TMF). Our insurance policy is based on TMF's statement of cover. TMF is a self-insurance scheme provided by iCare, which was established by the *State Insurance and Care Governance Act 2015*.

The TMF provides the following areas of cover for Transport for NSW:

- workers compensation
- legal liability
- property
- miscellaneous risks
- comprehensive motor vehicle.

Contractor Arranged Insurance (CAI) is required for any contract not covered by PAI. CAI is taken out by contractors to protect themselves against potential risks and liabilities that could arise as a result of services provided under the contract. All contractors engaged by Transport for NSW must provide a certificate of currency.

Appendix 16: Public interest disclosures

During the year, we took steps to ensure our staff and contractors were aware of the *Public Interest Disclosures Act 1994* (PID Act) and our internal reporting policies and procedures.

The Misconduct Reporting Policy, Misconduct Reporting Procedure, internal reporting hotlines, Nominated Disclosure Officer details and the Code of Conduct are located on Transport's intranet. This includes information on the significance and purpose of the PID Act.

Transport's Statement of Business Ethics is also published on the intranet and the public-facing Transport for NSW website and contains information on how Transport's commercial partners and suppliers can report wrongdoing in accordance with the PID Act.

Transport provides face-to-face training sessions for staff and maintains e-learning modules (accessible to all staff) which address public interest disclosures and misconduct reporting.

Table 18: Public Interest Disclosures for Transport for NSW 2021-22

Information requested	Number
Number of public officials who have made public interest disclosures to Transport for NSW	17
Public interest disclosures made by public officials in performing their day-to-day functions	2
Public interest disclosures not covered by above that are made under a statutory or other legal obligation	0
All other public interest disclosures	17
Number of public interest disclosures received by category:	
– Corrupt conduct	15
– Maladministration	4
– Serious and substantial waste of public money or local government money	0
– Government information contraventions	0
– Local government pecuniary interest contraventions	0
Number of public interest disclosures received	**19**
Number of public interest disclosures finalised	**14**

Appendix 17: Account payments and grants

Funds granted to non-government community organisations

The Transport Access Regional Partnerships Grants Program supports initiatives to improve services and outcomes for the transport–disadvantaged groups in rural and regional NSW.

The grants program provides funding for people with limited or no access to private transport, and those who have difficulty accessing public transport. During 2021–22, we distributed a total of 18 grants to non-Government community organisations, and on some occasions delivering on behalf of councils, with funds totalling $720,429.74

Table 19: Funds granted to non-government community organisations

Organisation	Grant purpose	Funding ($)
White Cliffs Community Bus	Approved 10 November 2021. White Cliffs is a remote community in Far West NSW and does not currently have any public transport options available. This project will allow the community to access essential services once per fortnight in the closest major town, 253 kilometres away. The community of White Cliffs is very isolated, and they have limited essential services available locally including shopping, medical and recreational options. The most appropriate transport solution will be organised that will meet the needs and wants of locals.	40,000
NSW Rugby Union Pty Ltd	Approved 6 June 2022. This funding will provide vital transport for children to come into the NSW Waratahs Far West academy that will work with the Office of Sport and NSW Institute of Sport to provide training, mentoring and mental health programs to pathway players looking at the 2032 Olympics. Assisting with travel to and from events such as club rugby, primary and senior school gala days, Friday night competitions and the Classic Wallabies.	34,000
Lightning Ridge Local Aboriginal Land Council	Approved 22 June 2022. Providing appropriate transport from Lightning Ridge to and from the communities of St George and Mungindi which will allow Lightning Ridge participants the opportunity to play junior rugby league in the Barwon Cup.	20,000
Bamara Pty Ltd	Approved 30 June 2022. With Pymble Ladies College (PLC) and St Johns College Dubbo, Bamara proposes three long-distance excursions to occur twice (in 2022 and 2023). Sixteen Indigenous students will travel from Dubbo to Goodooga to participate in the Traditional Indigenous Games; 24 Indigenous students will travel from Dubbo to Vision Valley, to participate in PLC's Experiential Learning Program; and, in collaboration with the Penrith Panthers Rugby League team, Indigenous students will participate in a 4-day program including a tour of Glad Group Panthers Rugby League Academy, Indigenous cultural experiences at Muru Mittigar, Indigenous health workshops, and a Panthers home game.	12,000
Outcomes Pty Ltd	Approved 3 February 2022. This project will provide a bus service in the early morning and late afternoon to link targeted customers in Shoalhaven villages to opportunities in Nowra. This enhanced service will enable workers with limited transport options, job seekers and school leavers to access skills and job opportunities, which will lead to an increase in sustainable employment across the region. This project will be supported by proactive community engagement to promote the trial with usage data monitored each month and provide to Transport for NSW to inform future bus services. This project is running from February 2022 to May 2022.	57,560

Organisation	Grant purpose	Funding ($)
Police Citizens Youth Clubs NSW Ltd (Far South Coast)	Approved 24 March 2022. "My Voice, My Journey" is an empowerment program to address the emerging needs of Aboriginal young people. The foundation concept is that culture and identity are integral foundations for successful leadership and resilience. Emerging Aboriginal leaders will be supported to explore their identity through a series of workshops and two camps aimed at connecting them with country and with the Aboriginal community. Participants will then use these strengths to create a film to amplifying their voice on recent issues, natural disasters and the pandemic. Once completed, participants will coordinate a launch of the film to showcase their work to the community.	13,700
Mercy Services	Approved 8 November 2021. To transport Aboriginal community members to the Belmont Vaccination Hub across two days, buses to run on a timetable created by HNEH that coordinates buses and times from the Western Part of Lake Macquarie to Belmont and return.	8,120
Aquatic Tutoring Australia Inc	Approved 21 January 2022. Supports disadvantaged refugee and local youths to participate in aquatic and lifesaving programs. Aquatic experiences are delivered at pool venues and beach venues on the Coffs Coast. These experiences engage local pools and surf clubs, their competitive pathways to develop aquatic foundation skills. Currently 154 participants are targeted to benefit from the Bus to Beaches initiative. It is hoped with Transport Access Regional Partnership funding a bus would be chartered to enable participants to attend experiences; training, education courses and competitive pathways including many coastal beach environments of NSW and QLD. This project is running from January 2022 to December 2022.	15,000
Tweed, Byron and Ballina Community Transport Inc	Approved 3 March 2022. Cabbage Tree Island School Bus collects school children from their homes in Ballina, West Ballina, Cumbalum and Wardell to Cabbage Tree Island Public School five days a week. Cabbage Tree Island Public School is rich in Aboriginal history. It is situated 22 kilometres south of Ballina on the bank of the Richmond River, near Wardell.	78,507
Northern Coalfields Community Care Association Ltd	Approved 15 February 2022. This project addresses the needs of older residents living in the Wollombi region where there is an absence of transport to essential services in Cessnock. The project proposal is to trial a fortnightly service to the Cessnock City Centre and back to Wollombi Valley over 26 weeks. This service will connect with other public transport that is available in Cessnock to access the greater Hunter area. Importantly it will also link to other Lower Hunter transport and community services offered by Northern Coalfields Community Care. This project is running from March 2022 to March 2023.	18,000
The Community Transport Company Ltd	Approved 2 March 2022. This project is a collaboration between community transport providers, The Community Transport Company and bus operators, Busways to provide a first mile last mile service to the Nambucca and Bellingen local government area on the 360 bus route. It will build on the recent service review work conducted under the 16 cities project. The target demographic for this project is older persons, transport disadvantaged and communities with a high Aboriginal population. The project will facilitate an app, travel training for communities and subsidised trips.	100,000
Byron Youth Service Inc	Approved 1 April 2022. Socio-economically disadvantaged youth living in the Byron Shire are currently prevented from accessing after-school activities, counselling and support services at two Youth Activity Centres (YAC) in Byron Bay and Mullumbimby as they have no way to get back to their homes afterwards. The YAC Bus will be a free door-to-door transport program providing this much needed service.	66,182

Organisation	Grant purpose	Funding ($)
Murwillumbah Community Centre Inc	Approved 30 March 2022. This project will provide free and coordinated transport to Aboriginal children, youth and families in the Murwillumbah and Tweed region. Keeping them connected and engaged in a range of supported cultural playgroups, ready for school programs, after school family wellbeing cultural program, parenting development groups and women's healing groups. This transport program provides access for vulnerable families to important support services five days a week for two years under this pilot, and will continue whilst there is a community need.	88,000
Yerin Eleanor Duncan Aboriginal Health Services Ltd	Approved 9 May 2022. This service is a point to point service from home to the various destinations during NAIDOC week and will operate 'On Demand' for five full days. The Yerin 10-seater bus, with wheelchair access, will be used to pick up Aboriginal community members who do not have access to transport for NAIDOC events in 2022.	3,000
Boys to the Bush Ltd	Approved 20 October 2021. Boys to the Bush (BttB) is going through an exciting phase of expansion to meet demand for its services in NSW, with large grant applications in development and pending for capacity support at BttB's existing locations in Albury, Forbes and Bathurst and new locations. A 2021-22 Transport Access Regional Partnership grant for $77,700 will enable BttB to continue its momentum of providing life-changing programs for high-risk youth residing in regional and remote areas who need access to our camps and Mentoring services now.	77,600
New South Wales Basketball Association Ltd	Approved 9 May 2022. In partnership with local Aboriginal and Torres Strait Islander community groups and members, Basketball NSW will deliver four NAIDOC Community Basketball and Lifestyle events across NSW. The events will promote a healthy lifestyle, wellbeing and cultural connections. After years of natural disasters, COVID-19 lockdowns and restrictions, these events will bring communities together. Events will be held on Sunday 3 and 10 July in: Coffs Harbour, Wagga Wagga, Lismore, Wollongong. The half-day events will include: 3x3 basketball competitions, Basketball workshops, Walking Basketball for adults and Elders, Aboriginal art and cooking experiences, food and entertainment.	10,318
Boys to the Bush Ltd	Approved 22 June 2022. Boys to the Bush (BttB) is changing the futures of thousands of disadvantaged boys and young men in regional NSW and NE Victoria. From humble beginnings in 2017 our 1:1 mentoring has overtaken holiday camp programs enabling consistent messaging and stabilizing support to more vulnerable youth. In 2021 BttB piloted three very successful Girls to the Country (GTTC) camps for young women. Places were in high demand, and we'll increase camps in 2022-23. A Transport Access Regional Partnership grant will assist the subsidy travel for eight GTTC camps and enhance capacity of staff to drive buses for geographically isolated female camp participants.	53,442
Gulgong Chamber of Commerce	Approved 8 August 2021. Gulgong is a small, isolated town that has limited options for youth to take part in activities after school and during school holidays. This project will link youth into afterschool activities and enable transport home afterwards. Many extracurricular activities are held in Mudgee which is approximately a 20 kilometre journey and parents are unable to transport them to participate. This service will also assist in connecting disabled youth to activities such a Riding for the Disabled.	25,000

Funds granted to Government organisations

The Transport Access Partnerships Grants Program supports initiatives to improve services and outcomes for the transport–disadvantaged groups in rural and regional NSW.

The grants program provides funding for people with limited or no access to private transport, and those who have difficulty accessing public transport. During 2021-22, we distributed a total of 11 grants to government organisations (State, local and education), with funds totalling $261,400.

Table 20: Funds granted to Government organisations

Organisation	Grant purpose	Funding ($)
Bourke Shire Council	Approved 20 August 2021. Bourke is an isolated and disadvantaged community in Western NSW that does not have reliable transport, which was made more evident in the recent event where traces of COVID-19 were found in the sewerage. At this time a number of community members did not have access to attend facilities and receive necessary testing. Bourke Council would assist the community by delivering a local transport solution as required in an emergency situation, particularly for transport disadvantaged community members in Bourke. This grant will provide the funding to assist the program. The funding will also assist a transport provider with a sanitisation cleaning, if required to maintain community safety	6,000
Brewarrina Shire Council	Approved 20 September 2021. Brewarrina is an isolated and disadvantaged community in Western NSW that do not have reliable transport, which was made more evident in the recent event of COVID lockdown and associated restrictions. At this time a number of community members did not have access to essential services. Brewarrina Council would assist the community by delivering a local transport solution as required in an emergency situation, particularly for transport disadvantaged community members in Brewarrina. This grant will provide the funding to assist the program. The funding will also assist a transport provider with a sanitisation cleaning, if required to maintain community safety.	6,000
Taronga Conservation Society Australia	Approved 28 October 2021. Participants will be exposed to a higher level of culturally specific learning, enabling them to improve their mental health, well-being, and self-esteem as well as pride and strength in culture. This program, built on proven concepts and pedagogies, will use the combination of an immersive zoo experience, supportive blame-free environment, and Indigenous mentors to address and reframe young peoples' relationship with education. To provide clear employment pathways and overcome patterns of disadvantage.	39,600
Toomelah Primary School	Approved 4 November 2021. The funding will assist in transporting students to and from school each day until the end of term 4, 2021, as both of their current buses have been decommissioned. Students in Toomelah have limited access to transport to school and this service is vital to their education.	10,000

Organisation	Grant purpose	Funding ($)
Warrumbungle Shire Council	Approved 20 December 2021. Provide access for disadvantaged rural and remote young people across Warrumbungle Shire to free chartered bus services for access to school holiday and one-off cultural and sporting events in larger regional centres and within the Shire. This project will provide services to young people across the Shire which covers an area of 12,380 square kilometres, and incorporates the townships of Coonabarabran, Baradine, Binnaway, Coolah, Dunedoo and Mendooran. This project is running from December 2021 until September 2023.	35,000
Dubbo Regional Council	Approved 4 May 2022. Dubbo Regional Council is hosting an NRL game at Apex Park in Dubbo on the 22 May 2022. This grant, will allow financially and geographically disadvantaged people, including Indigenous families in Nanima village and in Wellington to attend this sporting event. This grant will fund three buses to pick people up to take them to the game and home again.	3,500
Ivanhoe Central School	Approved 30 June 2022. Ivanhoe Central School is an inclusive country school located between Broken Hill and Griffith. This grant is to provide access to a range of excursions and extracurricular activities that due to location students would otherwise not be able to access. This grant will enable bus transport to events and programs outside of Ivanhoe or fuel vouchers to assist youth to connect to activities.	25,000
Orange City Council	Approved 30 June 2022. This grant will enable Indigenous and non-Indigenous families to attend a week of cultural, sporting and social events to celebrate and connect during NAIDOC Week 2022 in Orange via the provision of 120 $25 taxi vouchers. This will assist disadvantaged families to attend.	3,000
Port Stephens Council	Approved 29 June 2022. Karuah is a small township based in Port Stephens and currently, due to its' smaller population, the township misses out on some vital services and transport options. The "Karuah Konnect" project looks to remedy this with provision of a community transport service using existing courtesy buses from Karuah RSL to pick up and drop off residents as requested. The service will run for a period of 2 years until regular bus services are initiated.	93,560
The Arts Unit, NSW Dept of Education	Approved 17 January 2022. An initiative by the Minister for Education and Early Childhood Learning to transport 144 students (and 12 supervising teachers) from rural and remote NSW public schools impacted by drought, fire, floods and COVID-19 to Sydney CBD to attend an arts and wellbeing camp from 22-24 February 2022. All transport, food, accommodation and activities will be provided by the program. The program aims to inspire and motivate rural and remote students in their arts education and wellbeing, and promote equity of access to opportunities.	39,740

Transport for NSW administers community grants in partnership with the following programs

Transport for NSW works with many organisations administering grants. The organisations, programs and funding received during 2021-22 are detailed in the table below.

- Transport for NSW performs the contract management of the Commonwealth Home Support Program on behalf of the Australian Department of Health. The Program funds transport for senior Australians to get around and stay connected with their community.

- Transport for NSW, on behalf of the NSW Government, delivers the Community Transport Program that assists individuals who are transport disadvantaged because of physical, social, cultural and/or geographical factors.

- Transport for NSW performs the contract management of non-government Organisations Health Grants program on behalf of the NSW Ministry of Health. The program supports the provision of non-emergency health-related transport programs that enhance access to health care by catering for the travel needs of people who are transport disadvantaged.

Table 21: Community grants administered by Transport for NSW

Organisation (Non Government)	Program	2021-22 total funding (ex GST)
Access Sydney Community Transport Ltd	Commonwealth Home Support Program	3,586,283
	Community Transport Program	227,691
	Non-government organisations health grants	46,200
	Total	3,860,174
Active Care Network	Commonwealth Home Support Program	3,440,074
	Community Transport Program	388,839
	Non-government organisations health grants	157,400
	Total	3,986,313
Activus Transport Inc.	Commonwealth Home Support Program	1,908,604
	Community Transport Program	63,713
	Non-government organisations health grants	25,200
	Total	1,997,517
ADSSI Limited	Commonwealth Home Support Program	962,800
	Community Transport Program	168,075
	Total	1,130,875
Australian Unity Home Care Services Pty Ltd	Commonwealth Home Support Program	848,705
	Community Transport Program	393,871
	Non-government organisations health grants	24,100
	Total	1,266,675

Organisation (Non Government)	Program	2021-22 total funding (ex GST)
Awabakal Ltd	Commonwealth Home Support Program	252,319
	Community Transport Program	41,219
	Total	293,538
Bankstown Canterbury Community Transport Inc.	Commonwealth Home Support Program	2,699,957
	Community Transport Program	115,528
	Non-government organisations health grants	23,800
	Total	2,839,285
Bathurst Community Transport Group Inc.	Commonwealth Home Support Program	424,251
	Community Transport Program	140,905
	Total	565,156
Blue Mountains Aboriginal Culture And Resource Centre	Commonwealth Home Support Program	72,357
	Community Transport Program	23,340
	Total	95,697
Bungree Aboriginal Association Ltd	Commonwealth Home Support Program	179,469
	Community Transport Program	47,043
	Total	226,512
Care 'N' Go Inc.	Commonwealth Home Support Program	1,892,677
	Community Transport Program	289,294
	Non-government organisations health grants	30,300
	Total	2,212,271
Coast and Country Community Services Ltd	Commonwealth Home Support Program	1,907,362
	Community Transport Program	545,500
	Total	2,452,862
Community Connect Transport Services	Commonwealth Home Support Program	1,150,775
	Community Transport Program	79,057
	Total	1,229,832

Organisation (Non Government)	Program	2021-22 total funding (ex GST)
Community Transport Central Coast Ltd	Commonwealth Home Support Program	3,861,623
	Community Transport Program	135,247
	Non-government organisations health grants	49,800
	Total	4,046,670
Community Transport Organisation Ltd	Commonwealth Home Support Program	210,600
	Total	210,600
Community Transport Warren Inc.	Commonwealth Home Support Program	126,159
	Community Transport Program	74,507
	Total	200,666
Community Wheels Inc.	Commonwealth Home Support Program	2,072,189
	Community Transport Program	327,480
	Total	2,399,669
Connect Inner West Community Transport Group Inc.	Commonwealth Home Support Program	1,415,608
	Community Transport Program	128,554
	Total	1,544,162
Connect You Too Ltd	Commonwealth Home Support Program	1,354,127
	Community Transport Program	170,796
	Non-government organisations health grants	77,400
	Total	1,602,323
Easylink Community Services Ltd	Commonwealth Home Support Program	1,305,154
	Community Transport Program	133,193
	Total	1,438,347
Gandangara Transport Services Ltd	Commonwealth Home Support Program	509,729
	Community Transport Program	181,629
	Total	691,358
Holdsworth Street Community Centre	Commonwealth Home Support Program	488,290
	Community Transport Program	21,638
	Non-government organisations health grants	30,500
	Total	540,428

Organisation (Non Government)	Program	2021-22 total funding (ex GST)
Home Assistance and Regional Transport Services Inc.	Commonwealth Home Support Program	1,536,484
	Community Transport Program	261,521
	Non-government organisations health grants	46,600
	Total	1,844,605
Hornsby Kuring-gai Community Aged/Disabled Transport Service Inc.	Commonwealth Home Support Program	2,014,750
	Community Transport Program	26,236
	Non-government organisations health grants	21,500
	Total	2,062,486
Intereach Ltd	Commonwealth Home Support Program	565,200
	Community Transport Program	212,935
	Total	778,135
Inverell HACC Services Inc.	Commonwealth Home Support Program	545,875
	Community Transport Program	78,420
	Non-government organisations health grants	19,600
	Total	643,895
Kirinari Community Services Ltd	Commonwealth Home Support Program	531,212
	Community Transport Program	115,102
	Total	646,314
Lake Cargelligo & District Care For Aged Association Inc.	Commonwealth Home Support Program	173,007
	Community Transport Program	71,371
	Non-government organisations health grants	9,800
	Total	254,178
Linked Community Services Ltd	Commonwealth Home Support Program	2,818,746
	Community Transport Program	279,888
	Non-government organisations health grants	30,300
	Total	3,128,934

Organisation (Non Government)	Program	2021-22 total funding (ex GST)
Livebetter Services Ltd	Commonwealth Home Support Program	2,781,267
	Community Transport Program	1,246,644
	Non-government organisations health grants	24,100
	Total	4,052,011
Mercy Services	Commonwealth Home Support Program	2,364,339
	Community Transport Program	163,779
	Total	2,528,118
Moree Aged and Disability Services Inc.	Commonwealth Home Support Program	391,212
	Community Transport Program	116,351
	Total	507,563
Murrumburrah-Harden Flexible Care Services Inc.	Commonwealth Home Support Program	48,717
	Community Transport Program	57,113
	Total	105,830
Neighbourhood Central Ltd	Commonwealth Home Support Program	677,063
	Community Transport Program	246,796
	Non-government organisations health grants	32,800
	Total	956,659
New England Sector Support Team	Commonwealth Home Support Program	136,000
	Total	136,000
Northern Coalfields Community Care Association (Transport) Ltd	Commonwealth Home Support Program	690,136
	Community Transport Program	265,405
	Total	955,541
Northern Illawarra Neighbour Aid Inc.	Commonwealth Home Support Program	109,388
	Community Transport Program	46,695
	Total	156,083
Ourcare Services Ltd	Commonwealth Home Support Program	347,384
	Community Transport Program	42,776
	Non-government organisations health grants	23,100
	Total	413,260

Organisation (Non Government)	Program	2021-22 total funding (ex GST)
Oxley Community Transport Service Inc.	Commonwealth Home Support Program	940,514
	Community Transport Program	245,014
	Total	1,185,528
Peppercorn Services Inc.	Commonwealth Home Support Program	523,924
	Community Transport Program	237,230
	Non-government organisations health grants	29,400
	Total	790,554
Randwick Waverley Community Transport Group Ltd	Commonwealth Home Support Program	1,807,393
	Community Transport Program	54,661
	Total	1,862,054
Rylstone District Care and Transport Inc.	Commonwealth Home Support Program	113,480
	Community Transport Program	22,566
	Total	136,046
South Eastern Community Connect Inc.	Commonwealth Home Support Program	453,197
	Community Transport Program	5,890
	Total	459,087
South West Community Transport Ltd	Commonwealth Home Support Program	4,126,617
	Community Transport Program	182,312
	Total	4,308,929
Southern Highlands Community Transport Inc.	Commonwealth Home Support Program	782,228
	Community Transport Program	91,382
	Total	873,610
St George Community Transport Ltd	Commonwealth Home Support Program	2,283,534
	Community Transport Program	119,736
	Total	2,403,270
Stryder Inc.	Commonwealth Home Support Program	977,177
	Community Transport Program	23,074
	Non-government organisations health grants	43,000
	Total	1,043,251

Organisation (Non Government)	Program	2021-22 total funding (ex GST)
Sydney Community Services	Commonwealth Home Support Program	67,694
	Total	67,694
The Community Transport Company Ltd	Commonwealth Home Support Program	1,976,110
	Community Transport Program	325,216
	Total	2,301,326
Transcare Hunter Ltd	Commonwealth Home Support Program	433,329
	Community Transport Program	256,615
	Non-government organisations health grants	9,800
	Total	699,744
Tweed Byron and Ballina Community Transport Inc.	Commonwealth Home Support Program	2,278,991
	Community Transport Program	237,877
	Non-government organisations health grants	42,400
	Total	2,559,268
Valmar Support Services Ltd	Commonwealth Home Support Program	1,510,257
	Community Transport Program	528,365
	Total	2,038,622
Wee Waa Community Care Service	Commonwealth Home Support Program	334,155
	Community Transport Program	135,810
	Non-government organisations health grants	34,400
	Total	504,365
Western Sydney Community Forum Inc	Commonwealth Home Support Program	182,225
	Total	182,225
Your Side Australia Ltd	Commonwealth Home Support Program	193,363
	Community Transport Program	102,785
	Total	296,148
	Grand Total	75,712,261

Organisation (Non Government)	Program	2021-22 total funding (ex GST)
Cabonne Shire Council	Commonwealth Home Support Program	116,191
	Community Transport Program	101,396
	Non-government organisations health grants	19,000
	Total	236,587
Carrathool Shire Council	Commonwealth Home Support Program	126,140
	Community Transport Program	70,904
	Total	197,044
Coolamon Shire Council	Commonwealth Home Support Program	88,195
	Community Transport Program	34,277
	Total	122,472
Eurobodalla Shire Council	Commonwealth Home Support Program	467,763
	Community Transport Program	82,054
	Total	549,817
Gilgandra Shire Council	Commonwealth Home Support Program	111,036
	Community Transport Program	37,147
	Total	148,183
Gunnedah Shire Council	Commonwealth Home Support Program	265,875
	Community Transport Program	134,821
	Total	400,696
Gwydir Shire Council	Commonwealth Home Support Program	89,632
	Community Transport Program	22,585
	Total	112,217
Hay Shire Council	Commonwealth Home Support Program	85,806
	Community Transport Program	86,794
	Total	172,600
Junee Shire Council	Commonwealth Home Support Program	50,640
	Community Transport Program	100,288
	Total	150,928

Organisation (Non Government)	Program	2021-22 total funding (ex GST)
Kiama Municipal Council	Commonwealth Home Support Program	236,867
	Community Transport Program	88,010
	Total	324,877
Mid - Western Regional Council	Commonwealth Home Support Program	271,714
	Community Transport Program	53,949
	Non-government organisations health grants	29,000
	Total	354,663
Mosman Municipal Council	Commonwealth Home Support Program	202,342
	Total	202,342
Murray River Council	Commonwealth Home Support Program	310,830
	Community Transport Program	101,172
	Total	412,002
Narrandera Shire Council	Commonwealth Home Support Program	186,057
	Community Transport Program	200,279
	Total	386,336
Snowy Monaro Regional Council	Commonwealth Home Support Program	446,825
	Community Transport Program	152,879
	Total	599,704
Snowy Valleys Council	Commonwealth Home Support Program	389,258
	Community Transport Program	111,760
	Total	501,018
Temora Shire Council	Commonwealth Home Support Program	186,209
	Community Transport Program	117,905
	Total	304,114
The Hills Shire Council	Commonwealth Home Support Program	974,249
	Community Transport Program	59,044
	Total	1,033,293

Organisation (Non Government)	Program	2021-22 total funding (ex GST)
Uralla Shire Council	Commonwealth Home Support Program	584,285
	Community Transport Program	191,449
	Total	775,734
Walcha Council	Commonwealth Home Support Program	12,238
	Community Transport Program	45,574
	Total	57,811
Warrumbungle Shire Council	Commonwealth Home Support Program	235,059
	Community Transport Program	90,420
	Non-government organisations health grants	9,700
	Total	335,179
Wollongong City Council	Commonwealth Home Support Program	2,547,145
	Community Transport Program	298,729
	Total	2,845,874
	Grand Total	10,223,491

The Country Passenger Transport Infrastructure Grants Scheme 2021/23 Round 1, not included in Table X, provided $2.17 million in grants for 413 projects to improve passenger transport infrastructure in rural, regional and remote communities in NSW.

Community Road Safety Grants

The Community Road Safety Grants Program provides not-for-profit organisations across NSW the opportunity to implement small–scale, local road safety projects within their communities. Locally run projects help increase road safety awareness and support safer road use.

Table 22: Community Road Safety Grants

Organisation	Project Name	Project status	Amount funded ($)
Australian Red Cross	Safer cars = Safer kids	In Progress	5,000
Bathurst Information and Neighbourhood Centre Inc	Mob Motoring	In Progress	14,100
Bike North	Afghani Youth Community Bicycle Skills and Safety	In Progress	5,000
Clontarf Foundation	Helping teenage Aboriginal men in NSW grow into safe and confident drivers	In Progress	30,000
Community Activities Lake Macquarie Inc.	Kiddy Carseat Safety 101	In Progress	5,000
Healthy Cities Illawarra	I Ride Wollongong - Attitudinal Change Cycling Project	In Progress	20,000
Illawarra Multicultural Services Inc	Drive Works	In Progress	24,660
Metro Assist Limited	New Driver Road Safety Education for CALD Communities	In Progress	5,000
Motorcycle Council of NSW	Safer motorcycle riding on unsealed road	In Progress	30,000
Port Stephens Family and Neighbourhood Services	Safe Families, Safe Kids	In Progress	18,512
Ride Dungog	Ride Dungog Stay Wider of the Rider Bike Safety Media Campaign	In Progress	5,000
Singleton PCYC	DRIVE Program	In Progress	26,500
StreetWork Australia Limited	StreetDrive: Learn to Drive Program for Disadvantaged Young People	In Progress	30,000
Surfing NSW	"NoTxtNoWrecks" - #notxtnowrecks Campaign and Program	In Progress	20,000
Survive The Ride Association of NSW	Survive The Ride, Rider Safety Workshop	In Progress	4,850
The Flagstaff Group Limited	Safety Wheels	In Progress	24,600
We Care Connect	Safe seats - Every ride, every time	In Progress	4,885
Wyong Mens Shed Incorporated	Purchase Bike Helmets	In Progress	2,000

Organisation	Project Name	Project status	Amount funded ($)
Youth 2 Adult Inc.	A Two-Way Street	In Progress	5,000
Youth Express Association Incorporated	Drive Well, Drive Safe - Port Stephens	In Progress	29,450
Total			309,557

Payments to consultants

NSW Government agencies engage consultants to provide professional advice to inform their decision making. Following a co–designed approach encompassing all NSW Government agencies, the NSW Procurement Board released a standard definition for consultants to be used by all NSW Government agencies.

The Transport cluster has committed to align the published definition of a consultant across all procurement spending for annual report purposes.

The following tables outline the amounts paid by Transport for NSW to consultants in 2021-22.

Table 23: Engagements of $50,000 and over

Consultant	Category	Project	2021-22 expenditure	Total actual cost
Accenture Australia	Information technology	Technology Review	157,200	157,200
BDO Services	Management services	Economic Appraisal Advisory Services	72,050	72,050
Boston Consulting Group	Management services	Sydney Coordinated Adaptive Traffic Systems (SCATS) Commercial Strategy and Operating Model Development	1,283,222	2,549,666
Boston Consulting Group	Management services	TfNSW Multi-Modal Mobility Roadmap	660,000	660,000
Deloitte	Organisational review	Transport Corporate Functions Review	292,320	2,094,224
Deloitte	Management services	Strategic Design and Assessment Services, M1 Smart Motorway Wahroonga to Gosford	281,836	659,620
Deloitte	Management services	IT Operating Model Team Alignment	135,750	135,750
Deloitte	Management services	Strategy and Planning Services	122,340	122,340
Deloitte	Management services	Consultancy Services for the Maturation of the Transport for NSW Cyber Security Advisory Team	120,000	120,000
Deloitte	Finance & accounting/tax	Commercial and Financial Advisory Services on Bus Procurement Pipeline	110,919	508,714

Consultant	Category	Project	2021-22 expenditure	Total actual cost
Deloitte	Management services	Regional and Outer Metropolitan Capital Portfolio Planning	79,250	79,250
E3 Advisory	Management services	Transaction Advisory Services - Mount Ousley Interchange	401,305	401,305
E3 Advisory	Management services	Corridor Preservation Tranche 2 Advisory Services	95,785	654,987
E3 Advisory	Management services	Transaction and Procurement Services for Western Distributor Smart Motorway Project	71,479	71,479
E3 Advisory	Management services	Delivery Strategy Procurement Planning	58,546	58,546
Energetics	Management services	Commercial and Technical Support for Renewable Energy Procurement	120,549	120,549
Energetics	Management services	TfNSW Net Zero Pathway Development	96,910	96,910
Ernst & Young	Management services	Transport Shared Services Implementation and Change Management Services	1,433,233	1,433,233
Ernst & Young	Management services	RegStar Strategy and Transformation Office Services	1,278,918	1,278,918
Ernst & Young	Management services	Shared Service Enterprise Model	542,675	542,675
Ernst & Young	Management services	Western Harbour Tunnel Integrated Advisory Services	527,695	1,245,361
Ernst & Young	Information technology	Transport Shared Services Technology Roadmap Review	281,022	281,022
Ernst & Young	Management services	Fixing Country Bridges Program Development	182,387	182,387
Ernst & Young	Management services	Research and Diagnostics Services - Travel Demand Management Plus Project	150,000	150,000
Ernst & Young	Finance & accounting/tax	Financial and Economic Advisory Services to Assess the Impacts of Potential Transfer of Ownership of Regional Roads	141,205	141,205
Ernst & Young	Management services	Economic Advisory Services for Beaches Link Project	126,300	126,300

Consultant	Category	Project	2021-22 expenditure	Total actual cost
Ernst & Young	Management services	Independent Value for Money Advice on the Western Harbour Tunnel Project	124,500	124,500
Ernst & Young	Management services	NSW Inland Rail Connectivity Improvement	119,703	119,703
Ernst & Young	Management services	Understanding Current Customer Experience for Customers with Disability	114,900	114,900
Ernst & Young	Management services	Transport Recognition Framework	108,900	108,900
Ernst & Young	Management services	Financial Analysis and Strategic Freight Demand Review Services to Support the Western Sydney Freight Line Business Case	105,000	105,000
Ernst & Young	Management services	Impact Assessment on Operational and Travel Time Costs from Rail Improvement Initiatives	79,264	79,264
Ernst & Young	Management services	Fixing Country Bridges Program	66,100	66,100
Ernst & Young	Management services	Impacts Assessment of Delay, and Flow on Industry Costs to Heavy Vehicles	65,309	65,309
Ernst & Young	Management services	Impacts Assessment of Incidents and Cost of Crashes on Freight Rail Operators	54,800	54,800
Ernst & Young	Finance & accounting/tax	Economic and Financial Advisory Services for Phase 2 Western Sydney Corridor Projects	45,625	266,914
Ernst & Young	Management services	Salary and Wage Review	43,568	66,968
Faster Horses	Management services	2022 Stakeholder Consultation Research for Point to Point	50,000	50,000
KPMG	Management services	Western Sydney Fuel Pipeline Study	853,522	853,522
KPMG	Organisational review	TfNSW Organisational Design - Evolving Transport	329,118	8,036,372
KPMG	Management services	Procurement Policy Framework Harmonisation Review	198,400	198,400
KPMG	Management services	Transport Safety Controls Covid-19 Taskforce	180,000	180,000

Consultant	Category	Project	2021-22 expenditure	Total actual cost
KPMG	Information technology	Advanced Analytics and Insights Advisory Services	139,750	139,750
KPMG	Management services	Key Performance Metrics Rationalisation	132,300	132,300
KPMG	Management services	Development of M4 Westbound Off-ramp to Hill Road Final Business Case	87,500	87,500
KPMG	Management services	Corporate Services Finance Model	66,900	66,900
KPMG	Management services	Delivery of Governance Artefacts to Support Governance Uplift and Maturity Across the Transport Cluster	65,373	65,373
KPMG	Management services	Strategic Business Case Services for the Sydney to Bomaderry and Sydney to Central West Business Case	3,922	626,429
L.E.K Consulting	Management services	Business Case Development - Next Generation Opal Program	942,013	942,013
L.E.K Consulting	Management services	Commercial and Strategic Advisory Services for Western Harbour Tunnel	523,229	531,059
L.E.K Consulting	Information technology	Point to Point Commission Technology Market Research	495,000	495,000
L.E.K Consulting	Management services	Developing Strategy Documentation for NSW's Zero Emissions Bus Strategy	70,000	833,000
McKinsey	Management services	Strategic Advice and Detailed Design Capital Portfolio Management	2,775,000	2,775,000
McKinsey	Management services	Strategy for TfNSW Capital Portfolio Management	520,000	520,000
McKinsey	Management services	Divisional Capital Portfolio Management Operationalisation	248,000	248,000
McKinsey	Finance & accounting/tax	TfNSW Major Projects Annual Expenditure Review	241,000	241,000
PriceWaterhouseCoopers	Management services	Development of Strategic Business Case for the Great Western Highway Upgrade Project	1,052,059	1,052,059
PriceWaterhouseCoopers	Management services	Development of Freight Community Strategic Business Case	620,540	620,540
PriceWaterhouseCoopers	Management services	Freight Data Capability Maturity Assessment	583,062	583,062

Consultant	Category	Project	2021-22 expenditure	Total actual cost
PriceWaterhouseCoopers	Finance & accounting/tax	Financial Advisory Services for the M7-M12 Stage 2 Unsolicited Proposal	460,400	604,674
PriceWaterhouseCoopers	Management services	Development of Fast Rail Product Strategy	434,534	434,534
PriceWaterhouseCoopers	Management services	Medium Term Integrated Rail Plan	327,925	327,925
PriceWaterhouseCoopers	Management services	Covid-19 Transformation Program	295,275	295,275
PriceWaterhouseCoopers	Management services	Covid-19 Incident Management Support	199,750	199,750
PriceWaterhouseCoopers	Management services	Establishing a Program View of the NSW Fast Rail Program	135,000	135,000
PriceWaterhouseCoopers	Management services	Heavy Vehicle Competency Based Assessment	131,064	131,064
PriceWaterhouseCoopers	Management services	Cyber Behaviour and Culture Diagnostic	112,000	112,000
PriceWaterhouseCoopers	Management services	Industrial Automation and Control systems (IACS) Security Monitoring - Target Operating Model Development	110,655	110,655

Consultant	Category	Project	2021-22 expenditure	Total actual cost
PriceWaterhouseCoopers	Management services	Business Case Development of Priority Projects for the Great Western Highway Upgrade Program	108,037	251,752
PriceWaterhouseCoopers	Management services	Development of Freight Community Strategic Business Case	92,912	92,912
PriceWaterhouseCoopers	Finance & accounting/tax	Financial Assurance Assessment - Asset Technology Program	59,800	59,800
PriceWaterhouseCoopers	Finance & accounting/tax	Funding and Finance Strategy Services to Support Delivery of the Fast Rail Program	13,650	363,269
PriceWaterhouseCoopers	Information Technology	Quantitative Risk Analysis for Cyber Associated Risks	22,200	148,000
Rail Planning Services	Management services	Permanent Concession Assurance Assessment	149,930	149,930
Total			**22,580,385**	**37,809,868**

Table 24: Engagement/contracts less than $50,000

Total number of engagements	2021–22 expenditure	Total actual cost
11	323,099	323,099

Payment of accounts

During 2021-22, we monitored the payment of accounts closely to ensure that accounts were paid in accordance with NSW Treasury directions. Process improvements across Transport for NSW and related entities were undertaken to further improve on–time payment performance.

Table 25: Outstanding invoices by age at the end of each quarter

Quarter	Current (i.e within due date)	Less than 31 days overdue	Between 31 and 60 days overdue	Between 61 and 90 days overdue	More than 90 days overdue
Suppliers (excluding credit payments) $ millions					
September	150.19	1.77	2.47	0.22	2.02
December	27.95	3.4	0.28	0.16	2.71
March	9.63	1.71	0.96	0.74	2.77
June	31.09	7.66	0.88	0.24	3.16
Suppliers (credit payments) $ millions					
September	-16.35	-0.25	-0.26	-2.59	-0.41
December	-10.88	-0.47	-0.16	-0.26	-3.27
March	-10.71	-0.25	-0.17	-0.21	-1.31
June	-35.98	-2.76	-0.05	-0.04	-2.31
Small business suppliers (excluding credit payments) $ millions					
September	0.83	0.48	0.16	0.04	0.38
December	1.35	1.57	0.04	0.01	0.08
March	0.75	0.02	0	0.01	0.11
June	0.73	0.82	0.12	0	0.16
Small business suppliers (credit payments) $ millions					
September	-0.11	-0.03	0	0	-0.03
December	-0.06	-0.01	0	-0.03	-0.03
March	0	-0.03	0	0	-0.01
June	-0.06	-0.21	0	0	-0.23

Table 26: Accounts paid on time within each quarter

Quarter	September	December	March	June
All suppliers				
Number of accounts due for payment	97,055	96,958	88,934	114,286
Number of accounts paid on time	96,175	96,293	86,727	112,634
Actual percentage of accounts paid on time (based on number of accounts)	99.09%	99.31%	97.52%	98.55%
Dollar amount of accounts due for payment ($ million)	6,348.01	7,308.58	4,807.69	8,289.08
Dollar amount of accounts paid on time ($ million)	6,299.09	7,256.81	4,735.89	8,231.32
Actual percentage of accounts paid on time (based on $)	99.23%	99.29%	98.51%	99.30%
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid on overdue accounts ($ million)	-	-	-	-
Small business suppliers				
Number of accounts due for payment to small businesses	7,144	6,847	6,037	8,105
Number of accounts due to small businesses paid on time	6,982	6,693	5,744	7,752
Actual percentage of small business accounts paid on time (based on number of accounts)	97.73%	97.75%	95.15%	95.64%
Dollar amount of accounts due for payment to small businesses ($ million)	122.81	119.09	90.98	153.23
Dollar amount of accounts due to small businesses paid on time ($ million)	120.4	116.4	82.63	145.06
Actual percentage of small business accounts paid on time (based on $)	98.04%	97.74%	90.83%	94.67%
Time for payment of accounts				
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid to small businesses on overdue accounts ($ million)	-	-	-	-

Budget

Transport for NSW actively manages the Transport and Infrastructure cluster's budget to make NSW a better place to live, work and visit and deliver on the State's priorities. These strategic priorities include connecting our customers' whole lives, successful places for communities, transport systems and solutions enabling economic activity, and thriving people doing meaningful work.

The impact of the 1 April 2022 NSW Government's Machinery of Government changes to the Transport and Infrastructure cluster was the integration of the Cities and Active Transport Division, Parklands Trusts, Greater Cities Commission and Infrastructure NSW.

In the 2021-22 financial year, the Transport and Infrastructure cluster delivered its largest ever capital works program, spending $15.9 billion on road, public transport and freight infrastructure across NSW. The Transport and Infrastructure cluster was also within four per cent of budget for its highest ever recurrent spend of $16.1 billion.

The 2021–22 financial results have been achieved through Transport and Infrastructure-wide strategic planning and governance processes. These have aligned the Transport and Infrastructure cluster Outcomes, with agile financial management within defined frameworks. We continue to implement ongoing efficiency measures while ensuring the effective, efficient and safe delivery of transport services to customers and communities in NSW.

Significant effects (after balance date events)

The COVID-19 pandemic is ongoing and continues to impact the operations of the consolidated entity[1]. While the known impact of the pandemic has been reflected in the financial statements at 30 June 2022 (refer to Note 1(k)), the consolidated entity has assessed that there is no material impact on the operating result and the carrying values of assets and liabilities as at 30 June 2022. The on-going pandemic continues to significantly impact revenue and expenses.

From 1 August 2022, Heavy Vehicle National Law (HVNL) and Heavy Vehicle Inspection Scheme (HVIS) regulatory services were transferred from the consolidated entity to the National Heavy Vehicle Regulator (NHVR). As part of the transition process, staff, technology, and assets (both owned and leased) were transferred from the consolidated entity to the NHVR.

There is no material impact on the operating result or carrying values of assets and liabilities as at 30 June 2022 for the consolidated entity. Following the transition of activities to NHVR, the consolidated entity no longer receives revenue for these services and instead will pay fees to the NHVR for services provided on the consolidated entity's behalf. The financial impact resulting from the transfer will be recognised in the year ending 30 June 2023.

Other than as noted above, no other events have occurred after the balance date that would have a material impact on the financial statements contained within Volume 2.

Exemptions

Under AASB 10 Consolidated Financial Statements, Transport for NSW is exempted from preparing consolidated financial statements on the basis that the Department of Transport, as the parent entity of Transport for NSW, produces consolidated financial statements. The Office of Transport Safety Investigations and Residual Transport Corporation are exempted from preparing financial statements on the basis that they satisfy the requirements for a small agency exemption under the Government Sector Finance Act 2018.

Implementation of Price Determination

The Independent Pricing and Regulatory Tribunal (IPART) had existing determinations in place for:

- Opal fares including Sydney Trains, Sydney Metro and NSW TrainLink Intercity services, metropolitan and outer metropolitan buses, light rail, Sydney Ferries and the Stockton Ferry

- Rural and regional buses.

On 5 July 2021, Opal fares were increased 1.5 per cent in line with inflation expectations. Some fares such as the 0-3 kilometre bus and light rail fares, and the $2.50 Gold card and $50 weekly caps were not increased.

There was no increase to the maximum fares for rural and regional buses consistent with IPART's determination.

IPART completed its review of fares for private ferry operators in December 2021, determining maximum fares to apply from 1 January 2022 to 31 December 2025. Under the determination most fares increased in line with inflation with the exemption of Captain Cook's Lane Cove service. In January 2022, the increases in fares ranged from 20 to 90 cents.

1   The Department of Transport and its controlled entities are collectively referred to as the consolidated entity. The Department of Transport is a NSW government entity controlled by the NSW Total State Sector, which is the ultimate parent. The entities controlled by the Department of Transport are: Transport for NSW, Transport Service of New South Wales, Sydney Ferries, State Transit Authority of NSW, Sydney Trains, NSW Trains, Sydney Metro and Residual Transport Corporation.

Appendix 18: Land and property disposal

Transport for NSW acquires and holds land to construct major projects in accordance with its functions under the Transport Administration Act 1988. Following the completion of a project, if the land is not required for operational purposes by Transport for NSW the assets are either transferred to other government agencies for approved functions or divested in accordance with government guidelines.

During 2021-22, two land parcels were disposed of by means other than auction or tender for a value over $5 million. The first parcel of land, Luddenham Road, Orchard Hills was sold to Sydney Metro for $27.8 million. This land was part of a large parcel purchased originally by Transport for NSW to meet the needs of both Transport for NSW and Sydney Metro. In addition, a parcel of land in Wentworth Point was transferred to Department of Education following the NSW Government decision to build a school. Transport for NSW did not receive compensation for the sale of land from Department of Education, however, a capital grant of $23.4 million was received from NSW Treasury in compensation for the sale of the land to reinvest into capital works. Proceeds from disposals of land are used to fund ongoing Transport for NSW projects.

Two other land parcels were sold during 2021-22 for a value over $5 million, through auction and / or expression of interest.

No properties were sold to people with a family or business connection to a person responsible for approving the disposal.

Documents relating to the disposal of land or property by Transport for NSW can be obtained under the Government Information (Public Access) Act 2009.

Appendix 19: Overseas travel

Table 27: Overseas travel paid or partially paid for by Transport for NSW

Officer	Destination	Purpose
Manager, Applications and External Systems	Trondheim, Norway	To witness factory acceptance testing of tolling roadside systems.
Project Director Regional Rail Fleet Transport For NSW	Beasain, Spain	Overseas travel to Beasain CAF S.A. Design and production facility Spain-Regional Rail Project to inspect factory facilities and construction activities
Technical Director Fleet Delivery & Integration Transport For NSW		
Engineering Director – Fleet Transport For NSW		
Director Technology & Assurance Network Systems Transport For NSW		

Appendix 20: Work health and safety performance

Statement setting out work health and safety performance

Health and Safety performance improvement is being driven through various initiatives. Work continues to improve the consistency and standardisation of work health safety practices across Transport:

- Transport's Health and Safety Executive Subcommittee has been established, driving due diligence outcomes and knowledge sharing, with quarterly review of health and safety performance, divisional risk profiles and critical controls. Divisional health and safety working groups sit under the overarching committee and are led by operational leaders who are responsible for driving health and safety continuous improvement.

- A four-year Health and Safety Strategy has been developed, focusing on the management of key critical risks through a systems-based approach. Health and Safety accountabilities, safety leadership and due diligence obligations are being reinforced via the rollout of the strategy.

- Continuous improvements have been made to the integrity and timeliness of safety data being reported and consolidated across all of Transport following the establishment of organisation-wide reporting standards and definitions. A significant amount of work has also been undertaken to improve reporting, with industry partner input, to identify trends and controls

- A data and analytics project is currently under way, aiming to bring health and safety information datasets together in a more cohesive and timely manner, allowing for more granular reporting and enhanced data interrogation.

- The Transport for NSW continues to work with stakeholders to improve incident escalation reporting timelines to Transport for NSW with respect to their commercial agreements. A broader communication campaign is being developed to target divisions, operating agencies and third parties so that requirements are clear.

High potential critical risk incidents

Significant incidents for 2021-22 financial year show 102 incidents reported in total, an average of nine incidents each month. This result, when compared to the same time last year, demonstrates a reduction of 72 per cent (102 this year, 365 last year) primarily driven by contracted buses (23 vs 79), Sydney Trains (16 this year, 61 last year), and Sydney Metro (18 this year, 40 last year). Slips, trips and falls decreased by 96 per cent, collisions decreased by 74 per cent, and struck by vehicle / plant decreased by 36 per cent.

Of these significant incidents reported for 2021-22, 41 per cent involved community members, 40 per cent involved contractors, 10 per cent involved customers, and 9 per cent involved employees. Of all involved parties, 65 per cent required hospitalisation, whilst 20 per cent resulted in a fatality (community member's self-harm: 11; community member struck by vehicle / plant: 5; collision involving a community member fatality: 2; community member struck an object: 1 and a customer caught in, under or between: 1).

Workforce injuries and fatalities

The number of Transport for NSW employee recordable injuries for the financial year shows a reduction of 5 per cent compared to the same time last year. There were no Transport for NSW worker or contractor fatalities reported for this financial year.

Prosecutions

There were nil prosecutions in 2021-22 for health and safety breaches.

Table 28: Work health and safety performance

Performance indicator	2021-22
Number of significant incidents in NSW (Transport Cluster Wide)	102
Lost time injury due to workplace-related injuries or illness	531

Enforceable Undertaking

In July 2018 a council worker was tragically killed at a roadwork site on the Kamilaroi Highway. Transport takes its safety responsibilities seriously and subsequently entered the largest enforceable undertaking in NSW history to address the alleged contraventions of the Work Health and Safety Act 2011. The first year of the three-year program has been successfully completed. This program addresses safety for workers, industry, and the community through the following projects:

- Safety Leadership Summits – delivery of 10 educational and collaborative safety summits for regional council executives, officers and senior management.

- Training packages – development of a 'safe working near traffic and mobile plant (SWNTMP) awareness course', and the delivery of 12 'SWNTMP facilitator' courses for council nominated employees.

- Community awareness media campaign – "Slow Down Road Workers Around" campaign has been delivered across NSW, raising awareness of the high risk to workers at temporary work zones and the responsibility on all drivers to take care and remain vigilant for the safety of people working in these temporary work zones.

The full undertaking and general information about enforceable undertakings is available at **safework.nsw.gov.au**. Transport extends its deepest sympathies to family, friends, and colleagues of the deceased worker.

Appendix 21: Executive and employee remuneration

Our executive

Management as of 30 June 2022

Table 29: Department of Transport

Name	Position	Periods position held	Qualifications
Robert Sharp	Secretary	1 July 2021–30 June 2022	Bachelor of Business Member of Chartered Accountants Australia and New Zealand Non-Executive Director; member of the Australian Institute of Company Directors Engineering Executive, Engineers Australia Fellow, Royal Aeronautical Society, London

Table 30: Transport for NSW

Name	Position	Periods position held	Qualifications
Trudi Mares	Deputy Secretary Corporate Services	11 August 2021–22 May 2022	Graduate Member of the Australian Institute of Company Directors Master of Business Administration Graduate Certificate, Business Administration and Management
	Acting Deputy Secretary Greater Sydney	1 March 2022–30 June 2022	
Fiona Trussell	Acting Deputy Secretary Corporate Services	1 July 2021–31 August 2021	Bachelor of Economics (Accounting) Chartered Accountant Graduate Member of the Australian Institute of Company Directors
Camilla Drover	Deputy Secretary Infrastructure and Place	1 July 2021–30 June 2022	Bachelor of Engineering (Civil)
Anthony Wing	NSW Point to Point Transport Commissioner	1 July 2021–30 June 2022	Master of Business Administration Bachelor of Laws (Hons) Bachelor of Science (Hons)
Megan Bourke-O'Neil	Deputy Secretary Greater Sydney	5 July 2021–20 May 2022	Executive Master Public Administration, Australian and New Zealand School of Government Member of Australian Institute of Company Directors Bachelor of Social Work

Name	Position	Periods position held	Qualifications
Tracey Taylor	Chief People Officer	20 September 2021–30 June 2022	Graduate Certificate, Human Resources, and Industrial Relations Diploma, Human Resources Management and Services Certificate, Introduction to Industrial Relations
	Acting Deputy Secretary Corporate Services	1 March 2022–30 June 2022	
Kirsten Watson	Chief People Officer	1 July 2021–24 September 2021	Executive Master Public Administration, Australian and New Zealand School of Government Bachelor of Business (Organisational Communication) Graduate Certificate of Change Management
Matthew Fuller	Deputy Secretary Regional and Outer Metropolitan	31 January 2022–30 June 2022	Graduate Member of the Australian Institute of Company Directors Project Management and Stakeholder Engagement Certificates Fellow of the Winston Churchill Memorial Trust
Carol-Anne Nelson	Deputy Secretary Regional and Outer Metropolitan	1 July 2021–13 October 2021	Bachelor of Commerce Advanced Management Program, Melbourne Business School Graduate Member of the Australian Institute of Company Directors
Joost de Kock	Deputy Secretary Customer Strategy and Technology	1 July 2021–30 June 2022	Doctor of Philosophy in Electrical and Electronic Engineering Master of Business Administration Bachelor of Engineering (Hons) (Electrical and Information Sciences)
Tara McCarthy	Deputy Secretary Safety, Environment and Regulation	1 July 2021–30 June 2022	Master of Business Administration Graduate Certificate in Management (Public Sector Leadership) Diploma of Occupation Health and Safety (Investigations) Graduate Member of the Australian Institute of Company Directors

Name	Position	Periods position held	Qualifications
Brenda Hoang	Group Chief Financial Officer	1 July 2021 – 30 June 2022	Bachelor of Commerce (Accounting and Finance)
			Member of American Institute of Certified Public Accountants
			Member of Canadian Institute of Chartered Accountants
Susan Carroll	Chief of Staff	17 January 2022 – 30 June 2022	Bachelor of Laws
			Bachelor of Arts and Masters of International Relations
			Legal practitioner in NSW and the ACT
			Graduate of the Australian Institute of Company Directors
Rachel Simpson	Chief of Staff	1 July 2021 – 28 November 2021	Master of Public Policy (Public Administration)
			Graduate Diploma, Public Administration
			Master of Law (Criminal Justice)
			Bachelor of Arts and Bachelor of Legislative Law
Kiersten Fishburn	Deputy Secretary Cities and Active Transport	22 December 2021 – 30 June 2022	Master of Business Administration
			Bachelor of Art History, Criticism and Conservation

Senior executive remuneration Bands 1 to 4

In 2021-22, the percentage of total employee expenditure relating to senior executives was 12.7 per cent compared with 13.1 per cent in 2020-21, inclusive of the Point to Point Transport Commission and the Department of Transport.

Table 31: Number and remuneration of senior executives

Transport Senior Service Level	Female	Male	Total	Average total remuneration package
TSSE Band 4				
2021-22	0	1	1	$613,975
2020-21	0	1	1	$599,000
2019-20	0	1	1	$599,000
2018-19	0	1	1	$569,050
TSSE Band 3				
2021-22	6	9	15	$517,911
2020-21	8	9	17	$500,777
2019-20	7	7	14	$518,995
2018-19	5	3	8	$477,635
TSSE Band 2				
2021-22	52	65	117	$358,932
2020-21	47	52	99	$355,070
2019-20	29	47	76	$360,368
2018-19	15	31	46	$364,407
TSSE Band 1				
2021-22	294	421	715	$255,385
2020-21	218	347	565	$253,079
2019-20	166	292	458	$258,281
2018-19	101	192	293	$254,384
2021-22 total	**352**	**496**	**848** [6]	
2020-21 total	**273**	**409**	**682**	-
2019-20 total	**202**	**347**	**549**	-
2018-19 total	**121**	**227**	**348**	-

6 Increase is a result of recruitment to the new Evolving Transport and CFR structure.

Employee remuneration

The Transport for NSW headcount, inclusive of the Department of Transport, is 14,669 people, which includes a full-time equivalent (FTE) of 13,495.

The Transport workforce excluding cadets, casuals and contractors/labour hire is presented in the below table alongside data from the previous three years.

Table 32: Total employee headcount by salary band

Annual salary	2018-19 total count			2019-20 total count			2020-21 total count			2021-22 total count		
	F	M	Total	F	M	Total	F	M	Total	F	M	Total
<$50,000	0	0	0	601	502	1103	683	548	1,231	674	549	1,223
$50,001 – $75,000	218	151	369	339	1,222	1561	292	1,177	1,469	215	1,067	1,282
$75,001 – $100,000	526	312	838	1,063	1,147	2210	1083	1,126	2,209	1218	1,042	2,260
$100,001 – $125,000	405	358	763	859	1,148	2007	940	1,289	2,229	1346	1,438	2,784
$125,001 – $150,000	426	608	1,034	910	1,452	2362	772	1,109	1,881	1181	1,645	2,826
>$150,000	326	636	962	555	1,173	1728	1019	1,837	2,856	1554	2,471	4,025
Total	**1,901**	**2,065**	**3,966**	**4,327**	**6,644**	**10971**	**4789**	**7,086**	**11,875**	**6188**	**8,212**	**14,400**

Appendix 22: Workforce diversity

Representation of workforce diversity groups

Information about the representation and distribution of our employees in diversity groups is reported in accordance with Public Service Commission reporting requirements. During 2021-22, further progress was made towards achieving Transport for NSW's diversity targets.

To drive better diversity outcomes, our People Strategy focuses on creating an inclusive and respectful workplace to attract, retain and develop a diverse workforce. We continued to implement initiatives to continually improve the integrity of employee diversity data and understand our workforce, such as system enhancements for employees to easily self-identify and update their diversity data.

Table 33: Representation of workforce diversity groups with Transport for NSW

Workforce diversity group	Benchmark (by 2025)	2019	2020	2021	2022
Women	50.0%	48.3%	39.5%	40.4%	43.2%
Women in leadership	40.0%	33.6%	34.3%	37.6%	39.7%
Aboriginal and Torres Strait Islander people	3.3%	1.9%	2.8%	2.7%	2.6%
People whose first language spoken as a child was not English	23.2%	9.7%	6.3%	6.1%	8.7%
Employees with disability	5.6%	1.3%	1.6%	2.0%	2.1%
Employees with disability requiring work-related adjustment	N/A	0.1%	0.1%	0.1%	0.1%
Employee engagement survey result (%)[1]	Year-on-year increase	65	67	66	-

1   Due to COVID-19, the People Matter Employee Survey in 2021 was undertaken between August and September. Survey results for 2022 do not become available until after the Annual Report publication.

Note 1: Transport for NSW has committed to reach 40 per cent women in leadership by 2025. The benchmark for the rest of Government is 50 per cent. This is intended to reflect the gender composition of the NSW community.

Note 2: The NSW Public Sector Aboriginal Employment Strategy 2019-25 goes beyond employment targets and includes a focus on growing Aboriginal cultural competency for all employees across the sector. The Aboriginal Employment Strategy is designed to take the sector to the next stage by growing and developing public sector career paths for Aboriginal employees. The NSW government sector is committed to meeting the Premier's Priority by enabling Aboriginal employees to:

- fill at least 114 NSW public sector senior leadership roles
- represent 3 per cent of all staff in non-executive salary classes.

Note 3: A benchmark from the Australian Bureau of Statistics (ABS) Census of Population and Housing has been included for People whose First Language Spoken as a Child was not English. The ABS Census does not provide information about first language but does provide information about country of birth. The benchmark of 23.2 per cent is the percentage of the NSW general population born in a country where English is not the predominant language.

Note 4: In December 2017 the NSW Government announced the target of doubling the representation of people with disability in the NSW public sector from an estimated 2.7 per cent to 5.6 per cent by 2027. More information can be found at: Jobs for People with Disability: A plan for the NSW public sector. The benchmark for 'People with Disability Requiring Work-Related Adjustment' was not updated.

Appendix 23: Workforce relations and policy

Industrial relations policies and practices

We communicate with our people through a variety of channels to ensure they are informed about a broad range of topics and issues. In addition, senior management consult with employees and relevant unions including the peak union body (Unions NSW), on matters that potentially impact staff, including proposed structural and other changes.

The consultative approach we have adopted at Transport is in line with the principles contained in the NSW Public Sector Workforce Consultative Arrangement Policy 2012 and guidelines and in accordance with the obligations contained in the industrial awards that apply to our employees.

In 2021-22, Transport for NSW engaged regularly with our employees and unions on COVID-19 control measures, to support a safe work environment and effectively implement COVID restrictions impacting our people.

Working with our employees and unions, Transport for NSW rolled out mask wearing compliance with Public Health Orders and in accordance with our risk assessments. Transport for NSW also introduced physical distancing, QR code check ins and enhanced cleaning to protect our employees and customers.

Arrangements to support mandates for employees in Local Government Areas of concern, and later more broadly across our workforce were implemented, including vaccinations. In June 2022 a review of this requirement was commenced in consultation with our employees and unions.

Transport for NSW rolled out clinically supervised Rapid Antigen Testing to key locations, and later home-based testing to other locations.

We also comply with all the NSW Government policies, memos and guidelines, including the Agency Change Management Guidelines issued by the Department of Premiers and Cabinet in 2011.

Major activities involving restructures in the reporting year included supporting the finalisation of the STA bus franchising program, with the last region transitioning to a new operator in April 2022. Preparations were also made to support the transition of around 340 staff from Transport for NSW to the National Heavy Vehicle Regulator from 1 August 2022. Significant consultation was undertaken with the Public Service Association and employees, who transferred to the new agency retaining their existing conditions of employment.

Personnel policies and practices

People and Culture policy and procedures align with Transport's values and policies.

In the period, work continued to finalise the integration of Roads and Maritime Services and Transport for NSW people procedures, with six more procedures published. Ten procedures were published which extended their coverage to include the Sydney Metro agency. Four new procedures were developed for the Transport for NSW agency, and thirteen procedures were updated through business-as-usual processes.

This included improving the governance of our entry level talent programs, including apprentices, trainees and paraprofessionals to support growing our own talent and providing avenues to ongoing employment for school leavers and graduates. The Pay, Expenses and Allowances Procedure was updated to include the ability to salary package e-bikes as part of the active travel initiative. An amendment to the Flextime, Standard and Other Working Hours Procedure enables employees to retain their flex credits when taking up certain internal movements, where previously they would have been lost.

Transport for NSW launched its core recruitment policy and procedure during the reporting year, bringing together and enhancing our obligations and commitment to integrity and merit-based recruitment to enable Transport to attract a high performing and diverse workforce.

Work continued on supporting Transport's approach to hybrid ways of working, with opportunities for most staff to combine periods of office-based and home-based work. Support for staff to work from regional locations and in some cases interstate and overseas were also developed. Transport is now focused on hybrid ways of working and establishing new ways of working together with stakeholders, customers and community.

Participation in industrial action

Transport for NSW was affected by industrial action in support of union wage and salary claims in June 2022. Around 125 staff from across Transport for NSW participated in the action, which was taken by Public Service Association members across the wider government sector.

Appendix 24: Annual reporting compliance checklist

Requirement	Description	Section
Letter of Submission	• Stating report submitted to Minister for presentation to Parliament • Provisions under which report prepared • If applicable, length of lateness in submitting report and reasons • If no application for extension, reasons for lateness and lack of application • To be signed by Department Head	Letter to the Ministers
Charter	• Manner in which and purpose for which agency was established • Principal legislation administered within department	About us
Aims and objectives	• What department sets out to do • Range of services provided • Clientele/community served	About us Delivering on outcomes
Access	• Address of principal office/s • Telephone number of principal office/s • Business and service hours	Inside front cover
Management and structure	• Names, offices and qualifications of principal officers • Organisation chart indicating functional responsibilities	Appendix 21: Executive and employee remuneration
Summary review of operations	• Narrative summary of significant operations • Financial and other quantitative information for programs or operations	About us: -Key facts -Our assets Delivering on outcomes Financial overview Appendix 9: Major infrastructure projects
Funds granted to non-government community organisations	• Name of recipient organisation • Amount of grant • Program area as per Budget paper • Program as per Budget paper	Appendix 17: Account payments and grants
Legal Change	• Changes in Acts and subordinate legislation • Significant judicial decisions affecting agency or users of its services	Appendix 7: Legal change
Economic or other factors	• Affecting achievement of operational objectives	Delivering on outcomes

Requirement	Description	Section
Management and activities	• Describe nature and range of activities • If practicable, qualitative and quantitative performance measures showing efficiency and effectiveness • Nature and extent of internal and external performance reviews conducted and resulting improvements in achievements • Benefits from management and strategy reviews • Management improvement plans and achievements reaching previous targets • Major problems and issues which arose • Major works in progress, cost to date, dates of completion, significant cost overruns or delays / amendments / deferments / cancellations	Delivering on outcomes Appendix 9: Major infrastructure projects Appendix 12: Audit and risk management
Research and development	• Completed and continuing research and developmental activities including resources allocated • Unless will adversely affect business	Appendix 10: Research and development
Human resources	• Number of officers and employees by category and compared to prior three years • Exceptional movements in wages, salaries or allowances • Personnel policies and practices • Industrial relations policies and practices	Appendix 21: Executive and employee remuneration Appendix 23: Workforce relations and policy

Consultants	• For each engagement costing equal to or greater than $50,000:
	  – Name of consultant
	  – Title of project (shown in a way that identifies the nature of the work)
	  – Actual costs
	• For engagements costing less than $50,000:
	  – Total number of engagements
	  – Total cost
	• Or a statement that no consultants used
		Appendix 17: Account payments and grants

Workforce Diversity	• Departments must report statistics for both the representation and distribution of employees in diversity groups, in the same format as the report provided to each agency by the Public Service Commission • Additionally, Departments must report on the workforce diversity achievements during the reporting year and the key workforce diversity strategies proposed for the following year	Appendix 22: Workforce diversity

Requirement	Description	Section
Disability Inclusion Action Plans	• If the Department is required to have a disability inclusion action plan under the Disability Inclusion Act 2014, a statement setting out the progress during the reporting year in implementing that plan	Appendix 2: Disability Inclusion Action Plan

Land Disposal	• If value greater than $5,000,000 and not sold by public auction or tender
	  – list of properties
	  – for each case, name of person who acquired the property and proceeds
	• Details of family or business association between purchaser and person responsible for approving disposal
	• Reasons for the disposal
	• Purpose/s for which proceeds were used
	• Statement that access to documents relating to the disposal can be obtained under the Government Information (Public Access) Act 2009
		Appendix 18: Land and property disposal

Promotion	• Overseas visits by employees and officers with main purposes highlighted	Appendix 19: Overseas travel
Consumer Response	• Extent and main features of complaints • Services improved/changed in response to complaints/suggestions	Appendix 1: Customer satisfaction

Requirement	Description	Section

Payment of Accounts	• Details of performance in paying accounts for each quarter, from due dates:
	• Current, 0-30, 30-60, 60-90 and 90+ $ amounts
	• Target percentage, actual percentage and $ for on time
	• Total dollar amount paid in quarter
	• (Can use proper sampling techniques)
	• Details of accounts due or paid within each quarter – a schedule of the number and dollar amount of accounts / invoices due or paid within each quarter of the financial year as follows, separately disclosed for all suppliers and small business suppliers:
	  – Number of accounts due for payment
	  – Number of accounts paid on time
	  – Actual percentage of accounts paid on time (based on number of accounts)
	  – Dollar amount of accounts due for payment
	  – Dollar amount of accounts paid on time
	  – Actual percentage of accounts paid on time (based on dollar amount of accounts)
	  – Number of payments for interest on overdue accounts
	  – Interest paid on late accounts
	• Commentary on problems affecting prompt processing of payments during the year and on initiatives implemented to improve payment performance
		Appendix 17: Account payments and grants

Time for Payment of Accounts	• Where interest was paid due to late payments, list of instances and reasons for delay which caused late payment	Appendix 17: Account payments and grants
Risk management and insurance activities	• Report on the risk management and insurance arrangements and activities affecting the agency	Appendix 12: Audit and risk management

Internal audit and risk management policy attestation	• Department heads must:
	  – attest to compliance with the Treasury Policy Papers (TPP) 'core requirements' in an attestation statement based on the relevant template at Annexure C of the TPP, and
	  – ensure that this Statement is published in the Department's Annual Report, adjacent to the requirement to disclose 'risk management and insurance activities'
		Appendix 12: Audit and risk management

Disclosure of Controlled Entities	• For each controlled entity:
	  – Name, objectives, operations, activities
	  – Performance targets and actual performance measures
		Appendix 6: Disclosure of controlled entities and subsidiaries

Requirement	Description	Section
Disclosure of Subsidiaries	• For each public sector subsidiary, the parent must: – Identify each subsidiary in which shares are held, and the number and percentage of shares held; – Include key figures for each subsidiary (turnover, profit, assets) and their proportion to group totals – Include detailed statement of objectives, activities and operations of each subsidiary, performance targets and measures and accounts; and – Include description of nature and extent of involvement in any other companies, joint ventures, partnerships, trusts or other such associations (whether or not incorporated)	Appendix 6: Disclosure of controlled entities and subsidiaries
Multicultural Policies and Services Program	• Statement setting out the key multicultural strategies proposed for the following year • Progress in implementing the Department's multicultural policies and service plan • Information as to the multicultural policies and services plans of any bodies reporting to the Department	Appendix 3: Multicultural policies and services
Agreements with Multicultural NSW	• Description of any agreement entered into with Multicultural NSW under the Multicultural NSW Act 2000 and statement setting out progress in implementing any agreement	Appendix 3: Multicultural policies and services
Work Health and Safety (WHS)	• Statement setting out WHS performance • Details of injuries and prosecutions under the Work Health and Safety Act 2011	Appendix 20: Work health and safety performance
Financial Statements	• Inclusion of Financial Statements • Controlled Entities' Financial Statements • Audit Opinion on Financial Statements • Response to significant issues raised by Auditor-General	Volume 2 (Audited financial statements)
Identification of audited financial statements	• At start and finish	About this report Volume 2 (Audited financial statements)
Inclusion of unaudited financial statements	• Unaudited financial information to be distinguished by note or otherwise	Volume 2 (Audited financial statements)

Requirement	Description	Section
Additional matters for inclusion in annual reports	• Statement of the action taken by the Department in complying with the requirements of the Privacy and Personal Information Protection Act 1998 (PPIPA) and statistical details of any review conducted by or on behalf of the Department under Part 5 of the PPIPA. • After balance date events having a significant effect in succeeding year on: – Financial operations – Other operations – Clientele/community served • Total external costs (such as fees for consultants and printing costs) incurred in the production of the report • The website at which the report may be accessed (or the Department's website)	Appendix 5: Privacy Management Plan Appendix 17: Account payment and grants Inside front cover
Numbers and remuneration of senior executives	• Number of senior executives employed at the end of the reporting year broken down by band and then gender within each band, compared with the numbers at the end of the previous reporting year • Average total remuneration package of senior executives in each band at the end of the reporting year, compared with the average at the end of the previous reporting year • The percentage of total employee-related expenditure in the reporting year that relates to senior executives, compared with the percentage at the end of the previous reporting year • The four senior executive bands that apply for financial years ended on or after 01 July 2020 are published in the Statutory and Other Officers Remuneration Tribunal (SOORT) 2020 Annual Determination – SOORT - Public Service Senior Executive dated 07 September 2020. Agencies must base their senior executive disclosures on those bands, which are set out in Treasury's Annual Report Frequently Asked Questions at www.treasury.nsw.gov.au	Appendix 21: Executive and employee remuneration
Implementation of Price Determination	• If agency subject to determination or recommendation of Tribunal then: – Statement that it was implemented and details of implementation; or – Reasons for not being implemented.	Appendix 17: Account payments and grants

Requirement	Description	Section
Government Information (Public Access) Act 2009	• Details of the agency's review under s7(3) of the Act during the year and details of any information made publicly available as a result of the review • Total number of access applications received during the year (including withdrawn applications but not including invalid applications) • Total number of access applications received that agency refused, either wholly or in part, because the application was for disclosure of information for which there is conclusive presumption of overriding public interest against disclosure • Statistical information as described in Schedule 2 • Each agency referred to in Schedule 3 of the Regulation (subsidiary agency) is declared to be part of and included in the parent agency specified in Schedule 3	Appendix 4: Access to government information
Cyber Security Policy (CSP) attestation	• Department heads must include an annual report attestation statement addressing the following: – the Agency has assessed its cyber security risks, – cyber security is appropriately addressed at Agency governance forums, – the Agency has a cyber incident response plan, it is integrated with the security components of business continuity arrangements, and has been tested over the previous 12 months (involving senior business executives), – confirmation of the agency's Information Security Management System/s (ISMS), Cyber Security Management Framework/s and/or Cyber Security Framework (CSF) including certifications or independent assessment where available, and – what the agency is doing to continuously improve the management of cyber security governance and resilience	Appendix 13: NSW Cyber Security Policy attestation

Requirement	Description	Section
Public Interest Disclosures (PID)	• Separately report on: – PIDs made by public officials in performing their day-to-day functions as public officials – PIDs not covered above that are made under a statutory or other legal obligation – All other PIDs • For each PID, a public authority should disclose the following information: – Number of public officials who have made a PID to the public authority – Number of PIDs received by the public authority in total and the number of PIDs received by the public authority relating to each of the following: • corrupt conduct • maladministration. • serious and substantial waste of public or local government money • government information contraventions • local government pecuniary interest contraventions • Number of PIDs finalised • Whether the public authority has a PID policy in place • Actions taken to ensure staff awareness of responsibilities under s6E(1)(b) of the PIDA have been met.	Appendix 16: Public interest disclosures

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