Annual Report 2016-17

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# From the Secretary

**Delivering for our customers every day**

Dedication to customers is an integral part of our DNA at Transport for NSW. Our people are guided by this core value every day – whether designing a new road, driving a train, servicing a light rail carriage or monitoring safety compliance. The customer is at the centre of everything we do and we frequently measure the value we provide for our customers. I’m proud to report that we continue to deliver strong customer satisfaction results and we are achieving the customer standard outlined in the Premier’s Priorities for the whole Transport cluster.

**Our people matter**

Our workforce is diverse, agile and empowered. Our organisation is now much more a magnet for talent and a reflection of the very diverse communities we serve.

We are on track to meet our targets of promoting women in leadership, increasing our Indigenous workforce, entrenching a culture of drive, respect, humility and operating flexibly through activity-based workplaces. We are also drawing on the wisdom of our people to get there sooner. Our People Matter survey results show that our people are seeking more and more visible leadership from executives, continuous improvement in recruitment and staff development, as well as increasing levels of collaboration across the cluster and with other departments.

Within Transport, we have integrated our agencies to promote efficiency, flexibility and collaboration. It’s heartening to report that we are truly now at the end of the beginning of this ambitious process, having bedded down common legal, information communication technology and human resources platforms, so that we can reap the benefits of this critical mass for our customers and our own people. Although there is more work to do, after six years as a cluster, our level of integration has never been stronger.

More important than our program of work, is ensuring that we all get home to our loved ones at the end of the day. Safety is the most important of our organisation’s core values. Each of us is responsible for ensuring we maintain a strong focus on our own safety and the safety of our colleagues – no matter where in Transport you work or the nature of your role.

**A transport revolution**

It’s an extremely busy but rewarding time to work at Transport for NSW, as we enhance our capabilities and continue to deliver an historic infrastructure program. Over the next four years, our pipeline of new capital works is worth $41.4 billion, an enormous opportunity that we are pursuing with urgency and resolve to make New South Wales an even better place to live, work and visit.

The public transport network is being transformed. Since 2011, we have added 19,000 weekly train, bus and ferry services. The Intercity rail fleet is being replaced, while the suburban network will soon have 24 new air-conditioned trains. The Northern Beaches B-Line will be served by 38 new double-deck buses and fleet upgrades have occurred on many other routes. We opened Barangaroo Ferry Wharf and increased the number of Parramatta River services. A new transport hub is operating in Newcastle. To better integrate and expand the network in that vibrant city, we are overhauling ferry and bus services and delivering light rail.

Working across the Transport cluster, we’ve reached significant milestones on game-changing public transport and road projects such as Northwest Metro, CBD and South East Light Rail, WestConnex and NorthConnex, completed major works on the Pacific Highway, Princes Highway, New England Highway and the Central Coast road network, and upgraded the NSW freight network.

**The future of transport**

We are looking deep into the future, out to the middle of the century seeking to shape our growing regions and cities to further grow both economic and social opportunities. The Future Transport Strategy is an innovative and agile 40-year plan that will use the opportunities of new technologies, population growth, changing lifestyles and travel patterns, urban development, and environmental factors.

We’ve engaged with communities all around the State and, using their feedback, are setting a course that will adapt to customer needs. We are testing different scenarios for growth and technology so that we can make ‘no regrets’ decisions on customer services. We’re working closely with land-use planning agencies, particularly the Greater Sydney Commission, and Infrastructure NSW, to develop long-term strategies that will ensure transport is safe and accessible, and supports our hospitals, schools, housing and businesses.

We see digital disruption as a fantastic opportunity. In November, we released the Future Transport Technology Roadmap, leveraging platforms like Twitter, new apps, on-demand services and big data from Opal cards, to use the transport assets we have in the best possible ways. Our Smart Innovation Centre is a hub for research, development and collaboration on technologies such as connected and autonomous vehicles.

It’s a privilege to be working at Transport at such a momentous time, as the network is expanded and integrated, new mobility services are trialled, our organisation is revitalised, and we prepare to meet the future with confidence gained through strong performance and experience. All of us at Transport are agents of change, busy stewards of an epic transformation, working every day with purpose, confidence and energy in the service of the people of NSW.

**Tim Reardon**

Secretary

# About us

**Transport for NSW**

**About transport**

Transport affects the lives of millions of people every day.

It’s how we get to work and school and how we connect with family, friends and all the great social, cultural and leisure activities that NSW has to offer. It helps our economy grow, moves the products we use every day and supports businesses to provide the services we need.

That‘s why we’re passionate about shaping and managing a connected transport system that makes NSW a better place.

**Department of Transport**

The Department of Transport is the principal department in the NSW Transport cluster. It is the main source of advice on portfolio matters to the Minister for Transport and Infrastructure and the Minister for Roads, Maritime and Freight. The Department’s advisory role includes developing high-level policy.

**Transport for NSW**

Transport for NSW is the lead agency of the NSW Transport cluster. Established in November 2011, our role is to lead the development of a safe, efficient, integrated transport system that keeps people and goods moving, connects communities, and shapes the future of our cities, centres and regions.

We are responsible for strategy, planning, policy, regulation, funding allocation and other non-service delivery functions for all modes of transport in NSW including road, rail, ferry, light rail, point to point, regional air, community transport, cycling and walking.

We focus on improving the customer experience and contract public and private operators to deliver customer-focused transport services on our behalf. This enables transport operators to focus on delivering the highest standard of services to customers.

We also lead the procurement of transport infrastructure and oversee delivery through project delivery offices and industry delivery partners.

During 2016–17, Transport for NSW managed a multi-billion dollar program of investment in transport infrastructure with a focus on delivering new infrastructure and growing existing public transport services and networks. We worked in partnership with other transport agencies and industry partners to maintain the State’s $133.9 billion portfolio of transport assets.

**Our structure**

Transport for NSW has seven divisions and incorporates the Sydney Metro Delivery Office and the Point to Point Commission.

**What we do at Transport**

**CUSTOMER SERVICES**

Customer Services delivers services that enable customers to travel seamlessly across our transport networks and supports activities that enable better customer outcomes across the Transport cluster. It is responsible for public transport ticketing services, customer information services, wayfinding signage and customer relations, as well as pricing and revenue management. It is responsible for marketing and communications campaign across the cluster, from promoting the use of public transport to communicating about safer behaviours on roads and waterways. It manages stakeholder and community engagement, media affairs and a range of government services for TfNSW. It manages and develops digital products and gathers customer insights to apply to the design of customer experiences of all Transport products and services, enabling innovative solutions that improve customer outcomes.

**FREIGHT, STRATEGY AND PLANNING**

Freight, Strategy and Planning leads the delivery of evidence-based solutions, drives innovation and sets strategic directions to meet the State’s transport needs of the future. This incorporates development of strategy, policy and planning for transport across NSW, as well as managing frameworks and standards to ensure the safety of transport throughout the State.

**INFRASTRUCTURE AND SERVICES**

Infrastructure and Services has a vital role in planning, designing and delivering the services that keep NSW moving safely. The division works in partnership with Transport cluster agencies, industry and the community, to ensure that our valuable transport services are delivered everywhere they are needed throughout NSW. From service and operational planning, to program design and delivery, asset management and maintenance, it is responsible for delivering a multi-billion dollar portfolio of public transport infrastructure projects.

**FINANCE AND INVESTMENT**

Finance and Investment looks after financial and management accounting and controls the Transport budget. The division facilitates investment governance and holds a key assurance role in supporting delivery of the Transport cluster’s multi-billion dollar portfolio of infrastructure projects. It also provides commercial capability to support high-value, complex projects and service models, manages transactions and supports commercial development opportunities for public transit real property.

**PEOPLE AND CORPORATE SERVICES**

People and Corporate Services forms an integral part of the Transport cluster working in partnership with the business to provide advice and support to enable delivery of key NSW Government and Transport initiatives. The division delivers innovative solutions through human resources, organisational development, legal services and governance, corporate policy and investigations, information technology and transport shared services. It provides HR, payroll and procurement services for Transport cluster agencies.

**TRANSPORT COORDINATION**

The Transport Coordination Office leads the planning, coordination and real-time management of the transport network; enabling seamless, safe and reliable journeys for our customers; providing transport services and customer information; and communication on major events and disruptions. The Office also manages traffic and transport disruptions associated with major transport and road infrastructure projects in the Sydney Metropolitan area. It takes a holistic approach to managing and minimising the impact of works on businesses, customers, and the community.

**OFFICE OF THE SECRETARY**

The Office of the Secretary supports the Secretary and Transport for NSW Executive with high-quality audit, risk, cabinet, strategic planning and performance reporting services. The Office also undertakes analysis of complex issues and provides consultative services and strategic advice to the Secretary and the Transport cluster. It oversees the development and execution of the Transport for NSW corporate planning framework and delivers an audit and risk framework that ensures effective and efficient business operations.

**SYDNEY METRO DELIVERY OFFICE**

Sydney Metro Delivery Office leads the development of Australia’s first fully-automated metro rail system from Rouse Hill in Sydney’s Northwest, through Chatswood to the Sydney CBD and on to Bankstown. This is the largest public transport project in Australia.

Sydney Metro Delivery Office is also leading the development phase of Sydney Metro West. This will link the CBDs of Parramatta and Sydney.

**THE POINT TO POINT TRANSPORT COMMISSION**

The Point to Point Transport Commission assists the NSW Point to Point Transport Commissioner as the regulator for taxis, hire cars, ride sharing and similar services. As the new regulator for point to point transport services in NSW, the Commission works with industry stakeholders to ensure they have the knowledge, capability and confidence to promote a culture of industry accountability for safety.

**Organisations in the Transport cluster**

The Department of Transport is the principal body of the Transport cluster. The cluster includes the following statutory bodies:

* Transport for NSW
* Roads and Maritime Services
* Sydney Trains
* NSW Trains
* State Transit Authority of NSW
* Rail Corporation of New South Wales (RailCorp)
* Sydney Ferries

The Independent Transport Safety Regulator and Office of Transport Safety Investigations are independent agencies within the Transport cluster that produce their own annual reports. The ITSR was abolished as of 31 March 2017. The Office of National Rail Safety Regulator assumed full responsibility as of 1 April 2017. The Port Authority of New South Wales, which is also a part of the Transport cluster for annual reporting purposes, is a State Owned Corporation.

## Our purpose

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

Our purpose and accountabilities guide our initiatives and programs across the Premier’s and State Priorities, Transport Charter, Transport for NSW Corporate Plan, Connecting NSW and the NSW Long Term Transport Master Plan.

## Our values

We are building a culture where all employees are valued, inspired and supported. It’s important to us that our workplace is flexible, agile, innovative and diverse. Together we celebrate our successes and are proud of the work we are doing to make NSW better.

**Customer focus**

We place the customer at the centre of everything we do

**Collaboration**

We value each other and create better outcomes by working together

**Integrity**

We take responsibility and communicate openly

**Safety**

We prioritise safety for our people and our customers

**Solutions**

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

# Key facts

* $133.9 billion in network assets
* Approximately 12,000 kilometres of rail
* Approximately 18,000 kilometres of road
* Over 4000 buses
* Over 2000 rain carriages
* Approximately 400 stations and stops
* Over 100 wharves and jetties
* 30 ferries
* Approximately 4000 people work for Transport for NSW
* More than 27,000 people work for the Transport cluster
* More than 300 locations around Sydney and Regional NSW
* $41.4 billion to be spent on road, public transport and freight infrastructure in Sydney and regional areas over the four years to 2020.
* More than 87 per cent of patrons accessing a train station or wharf has wheelchair access
* Number of extra weekly services:
  + Train – more than 1500
  + Bus – more than 17,000
  + Ferry – more than 200
  + Light rail – more than 150
* As of 30 June 2017, there were 6,429,693 registered vehicles

# Operational performance

### Customer satisfaction with public transport

* Train: 89 per cent
* Bus: 89 per cent
* Ferry: 97 per cent
* Light Rail: 90 per cent
* Taxi: 81 per cent

### Customer satisfaction with roads

* Private vehicle: 85 per cent
* Heavy vehicle: 61 per cent
* Motorcycle: 82 per cent
* Bicycle: 87 per cent

### On time running / Punctuality

* Sydney Trains: 93.4 per cent
* NSW Trains (Intercity): 88.8 per cent
* Metropolitan buses overall: 93.6 per cent
* Harbour City Ferries: 99.2 per cent
* ALTRAC Light Rail: 91.2 per cent

### Patronage on Public Transport

* Train: 385,881,830
* Bus: 315,523,169
* Ferry: 16,008,518
* Light Rail: 10,047,723

### Journey time reliability on roads

* Trips on time: 89%

### Road fatalities

* **4.73** per 100,000 population

### Freight

* Domestic Freight – tonnages moved: **239 million tonnes**
* Bulk imports and exports: **190 million tonnes**
* Container imports and exports: **16 million tonnes**

### Active transport

* **19.6 kilometres** of cycleway delivered in metropolitan Sydney and **19.8 kilometres** delivered in regional NSW

### Digital impressions

* Visits to Transport Websites: **68.5 million**
* Journeys planned: **90 million**
* Social media: Facebook/ Twitter (Transport Cluster) Likes **471,846** Followers **302,647**

### Diversity & inclusion

* Women in leadership: **30.7%**
* Indigenous employees: **0.72%**

### Employee engagement survey result

* **66%**

# Financial Performance

Transport for NSW’s net result for the year ended 30 June 2017 was $3.1 billion [2015–16:$952 million]. Transport for NSW received revenues of $15.4 billion, while total expenses of $12.1 billion were incurred in operations, depreciation, grants and subsidies, financing costs and other expenses.

Other comprehensive income for the year of $684.3 million includes an asset revaluation surplus of $683.7 million.

# Achievements

## Transforming Transport

Managing a transport system that supports economic growth and shapes our cities, regions and communities is a challenge.

We are working together to transform the network, to deliver every day for customers and to embrace new technologies to get the best out of our transport assets. We are playing our part by delivering the transport infrastructure and services that NSW needs today and in the future. Strong and effective relationships with industry partners and private operators underpin our ability to provide better transport for the people of NSW. We are committed to open and transparent engagement with industry, our customers, partners and local communities to achieve world-class transport options. We’re also delivering the largest transport infrastructure program this nation has ever seen and our projects are transforming rail, light rail, bus and ferry services, infrastructure and assets. Over the next four years, $41.5 billion will be spent on roads, public transport and freight infrastructure. In 2016–17 alone, the government allocated a budget of $10.5 billion for public transport and $9.7 billion for roads, maritime and freight infrastructure and services for the people of NSW.

### Transforming the future of transport in NSW

### The Future Transport Strategy

In 2012, the NSW Government launched an integrated planning approach known as the NSW Long Term Transport Master Plan. This plan has guided unprecedented investment in transport services and infrastructure in NSW.

To ensure that we are keeping in touch with our customers’ needs and the megatrends affecting our communities, we made a commitment to review the Master Plan after five years. As a result, in November 2016, we announced a commitment to develop the Future Transport Strategy.

The Future Transport Strategy is a new approach to planning transport and engaging our customers. It focuses on meeting the technological, economic and social changes ahead and will guide decision-making, infrastructure investment and service delivery over the next 20 to 40 years. Delivered with our partners, the Greater Sydney Commission and Infrastructure NSW, the Strategy will combine transport and land use planning to create great communities and a prosperous future for our growing State.

To foster engagement with our customers, we launched the Future Transport Strategy website to provide insights into the transport planning process and a snapshot of what we’ve delivered. In May 2017, we launched an updated version of the website, including information on 700 completed or continuing projects. Using this platform, which includes an interactive survey, Transport for NSW is learning what our customers want and the challenges we face.

We are consulting on the future of transport in NSW in a range of ways, both on and offline. In May 2017, we commenced the first round of consultation to gain input from customers, community and industry to inform the draft Future Transport Strategy. We stimulated discussion through an interactive website and an advertising and social media campaign. In May and June 2017, we surveyed regional and metropolitan customers and businesses, and conducted face-to-face consultations in nine regional locations. We held three industry round table discussions in June 2017 in Sydney and Parramatta CBDs and four deliberative forums in June 2017 across Greater Sydney, Gosford and Wollongong.

The Future Transport Strategy will be supported by services and infrastructure plans for both metropolitan and regional NSW, along with specialised plans including:

* Freight and Ports Plan
* Road Safety Plan 2021
* Disability and Inclusion Action Plan
* Tourism and Transport Plan
* Maritime Safety Plan.

In order to develop the plans listed above, extensive consultation occurred in metropolitan and regional areas with both industry and the community.

Transport for NSW is working with the Greater Sydney Commission, Infrastructure NSW, the Department of Planning and Environment, and the Department of Primary Industry to develop the Future Transport Strategy and ensure ongoing integrated planning as well as delivery of services and infrastructure. We are also working closely with the Greater Sydney Commission and Infrastructure NSW to align the State Infrastructure Strategy 2017, establishing both formal and informal cross-government working groups.

We have established an integrated Program Management Office in Parramatta with the Greater Sydney Commission to align our transport planning work with theirs and have finalised a governance framework to facilitate this integrated planning. We are working with other government agencies to create transport that is safe and accessible, which supports our hospitals, schools, housing and businesses.

The results of this teamwork, including the draft Future Transport Strategy and draft supporting plans, will be publicly exhibited in late 2017 for further feedback and consultation. The final Future Transport Strategy will be released in early 2018, together with the Greater Sydney Commission’s Towards our Greater Sydney 2056 Plan and Infrastructure NSW’s State Infrastructure Plan.

### Collaboration with the Commonwealth on the Western Sydney Rail Needs Study

Transport for NSW is working with the Commonwealth Government to better understand the needs, timing and service options for passenger rail investment to support Western Sydney and the proposed Western Sydney Airport. This includes scoping the proposed location and timing of rail links to Western Sydney Airport, to deliver improved travel and access to jobs for customers in Western Sydney. By engaging with industry and the community, we will deliver the best possible outcomes for the Western Sydney region.

In September 2016, we released a discussion paper titled the Western Sydney Rail Needs Scoping Study Summary Consultation Report. The discussion paper provided an overview of forecast growth and demand for transport in Western Sydney, outlined the initial rail options and requested feedback from the community. We have received more than 1000 responses to it. In addition, we released an industry engagement briefing paper to encourage industry and potential investors to be part of the conversation, and held a dedicated industry briefing with Australian and international participants, receiving 50 submissions. We encouraged consultation with our customers via the dedicated Western Sydney Rail website.

### Engaging with industry

Effectively communicating with industry is fundamental to us delivering on our record $41.4 billion investment in transport infrastructure over the next four years. We rely on our industry partners for their input and expertise. We need to inform them about our pipeline to ensure they have capacity to bid on work and complete it. Working together means that we can increase our capability and deliver the most innovative solutions to the challenges we face. We do this with regular engagement opportunities, industry briefings and creating a culture of collaboration and open communication within Transport.

We have a dedicated Stakeholder and Industry Engagement team that manages events and facilitates our relationships with industry partners. We regularly communicate with industry via an online newsletter.

We held the first of our pipeline industry briefings in September 2016 to share our pipeline of projects and highlight opportunities for industry to work with us on innovative solutions to future transport initiatives. We also regularly undertake market-sounding activities to assist our project teams in developing, designing, building and operating transport infrastructure assets and services. Our project delivery offices and agencies also conducted a rolling series of similar pipeline events through the year. The second pipeline industry briefing was held in September 2017, attracting more than 400 registrations.

To make sure that we work efficiently with our industry partners and get the best possible value for money, we are also streamlining procurement procedures and processes, and engaging with hundreds of contractors and delivery partners to leverage and align activity; driving procurement accreditation, simplifying contracts, developing supplier relationships and conducting regular contract performance reviews.

### Supporting residents through property acquisition

Building the infrastructure we need to deliver our transformative transport projects comes with the corresponding need to acquire land. So far, in response to the Customer Service Commission review (the Pratt Review) of property acquisition practices, Transport for NSW has implemented 17 of the 20 recommendations of the review. This included establishing the Centre for Property Acquisition (CPA), which commenced operations on 1 March 2017.

Along with establishing the Centre, we published new standards, and designed, tested and rolled out new acquisition software. We produced information packages for residents and owners to explain the property acquisition process and our newly developed website is due to be launched in September 2017. A new position of Personal Manager Acquisitions has been created which provides dedicated and appropriate support and assistance to affected parties.

The CPA is working to ensure residents are treated with respect and empathy during any property acquisition. This includes greater transparency and certainty for landowners, particularly residents, regarding the impact of major infrastructure projects. It also means an increase in compensation and improved timing on decisions and outcomes for residents. We are working closely with acquiring agencies to provide personal support and guidance to NSW residents whose properties are being acquired to enable growth in public infrastructure.

### Transforming infrastructure and services

### Sydney Metro

The multi-billion dollar Sydney Metro is Australia’s biggest public transport project, incorporating Sydney Metro Northwest and Sydney Metro City and Southwest. Sydney Metro West is in the preliminary planning stage.

Construction work on the Sydney Metro facility and stations is well underway. With tunnelling complete, activity is now focused on station construction and fit out, station precinct works and delivering Sydney’s new metro train.

Sydney Metro Northwest will open in the first half of 2019; with Sydney Metro City and Southwest services expected to begin in 2024. These current projects will deliver 31 metro stations served by automated trains along more than 66 kilometres of new metro rail – increasing Sydney’s overall rail capacity across the network by 60 per cent to meet demand.

It is anticipated that delivery of Sydney Metro Northwest as well as City and Southwest, together with signalling and infrastructure upgrades across the existing network, will increase the capacity of train services into the CBD in morning peak from about 120 per hour to around 200 services from 2024. That’s an increase of up to 60 per cent capacity across the network to meet the demands of our growing city.

### Sydney Metro Northwest

Sydney Metro Northwest is the first stage of Sydney Metro and will be the first fully-automated metro rail system in Australia. Servicing Sydney’s growing Northwest, it will deliver a reliable public transport service to a region which has the highest car ownership levels per household in NSW.

Extending from Rouse Hill through to Chatswood, the $8.3 billion metro line includes the construction of eight new metro stations and a four kilometre skytrain. Driverless trains will provide customers with a ‘turn up and go’ service of one train every four minutes during peak services.

This year we continued work on the stations and precincts, roads, pedestrian bridges, and services facilities, within four core construction zones. Tunnel work was completed between Epping and Bella Vista stations while work Work continued on the skytrain between Bella Vista and Rouse Hill Cudgegong Station, including the Windsor Road Single Span Bridge. The current Epping to Chatswood rail service will be converted from suburban rail to metro operations in 2018. From late 2018, buses will replace trains for around seven months between Epping and Chatswood whilst the line is converted to metro operations.

In 2016–17, Sydney Metro Northwest won several prestigious major industry awards including the 2016 NSW Office of Environment and Heritage Green Globe Award for Public Sector Leadership and the 2016 NSW Premier’s Award for Building Infrastructure.

### Sydney Metro City and Southwest

The Sydney Metro City and South West project, costing between $11.5 and $12.5 billion, travels 30 kilometres from the end of Sydney Metro Northwest at Chatswood under Sydney Harbour, through new CBD stations and south west to Bankstown. Services are expected to begin in 2024, with new metro stations located at Crows Nest, Victoria Cross, Barangaroo, Martin Place, Pitt Street and Waterloo along with new underground platforms at Central. The project is designed to increase capacity of Sydney’s wider rail network by 60 per cent.

We published the final business case in late 2016, and received planning and environmental approval for the Chatswood to Sydenham component of the project in January 2017. The planning approvals process for the upgrade and conversion of the T3 Bankstown Line to metro standards also commenced and we are now working to maximise the benefits to our customers and the community. This work includes planned improvements to Victoria Cross Station, a new location for the Artarmon substation, Central Walk – a new underground concourse through Central Station and upgrades to Sydenham Station and Sydney Metro Trains Facility South.

In June 2017, we awarded John Holland CPB Contractors Ghella Joint Venture the first major contract for tunnelling work under the harbour and CBD. The first tunnel boring machine is expected to be in the ground by the end of 2018.

### Sydney Metro West

The Sydney Metro West project is Sydney’s next big railway infrastructure investment. It will deliver a direct connection between the CBDs of Parramatta and Sydney, linking communities along the way that have not been previously serviced by rail and unlocking housing supply and employment growth between the two major CBDs.

Four key precincts to be serviced have initially been identified at Parramatta, Sydney Olympic Park, They Bays precinct, and the Sydney CBD.

The NSW Government will integrate transport and land use planning along the corridor, with the new metro railway line expected to be built largely underground.

Community, stakeholder and industry consultation will now help shape Sydney Metro West’s development, including determining the alignment and potential station locations.

The Sydney Metro Delivery Office is progressing with the final business case, and planning more detailed industry and community engagement.

### A new Central Station precinct

The Central Station Precinct Plan sets the framework for the evolution of the station and the surrounding precinct over the next 30 years. It includes a vision for the renewal of Central Station and capitalises on major projects such as Sydney Light Rail and Sydney Metro, as a catalyst for commercial investment, placemaking and precinct revitalisation.

We finalised the Central Station Precinct Plan in May 2016. This directly led to NSW Government’s approval of the ‘Central Walk’, a new underground concourse at Central Station which will better connect customers to trains, buses, Sydney Light Rail and Sydney Metro.

This project is the first step in the re-imaging of the Central Station precinct and will unlock Central’s potential as an iconic destination and focal point for the southern CBD. We have established a dedicated team to lead urban renewal and commercial development of the Central Station precinct.

The Central Station Precinct Plan will continue to guide renewal of the Central Station precinct and associated transport planning and urban renewal projects over the short, medium and long term.

### More Trains, More Services

More Trains, More Services is a vital program to accommodate the major surge in patronage growth and demand for train services, while a new metro train network is being built. We are also working to modernise our existing train system.

The NSW Government will invest more than $1.5 billion over the next three years on the More Trains, More Services program to boost capacity with extra services, better infrastructure and new trains for Sydney.

The NSW Government has ordered 24 new eight-car Waratah-style trains, meaning more reliable and comfortable commuter services will begin rolling onto the tracks from late 2018.

From November 2017, customers will benefit from a new train timetable including:

* More than 1500 extra weekly services, including more than 750 on weekends
* A 40 per cent increase in the number of services stopping at Parramatta, to support Sydney’s second CBD
* Up to 20 express trains between Parramatta and Sydney CBD in peak hours
* An extra 10 express trains between Campbelltown and the City in peak hours via the T8 Airport Line
* A 20 per cent increase in services at Glenfield
* Faster services on the T3 Bankstown Line between Liverpool and Sydney CBD on weekdays.

There will also be more services added in non-peak times, including:

* More than 200 extra weekly services on the T8 Airport Line
* 24 new express services between the Sydney CBD and the Blue Mountains on weekends
* More than 160 new weekend T5 Richmond and Leppington Line services connecting South Western Sydney, Western Sydney and North West Sydney to expand services that currently run on weekdays only.

As Sydney moves towards a ‘turn up and go’ transport system, 71 per cent of suburban stations will now receive a service every 15 minutes on average across the week which is an increase of 43 per cent.

These benefits are enabled through the delivery of key infrastructure improvements including:

* Track and signalling enhancements to increase capacity and improve service reliability
* Station upgrades to increase capacity and improve customer experience
* Power network upgrades to accommodate the additional services.

We are working closely with Sydney Trains, NSW Trains and freight operators to ensure a smooth introduction of the new timetable.

There will be further improvements across the train system over the next two years as the program continues to be rolled out.

### Our new Sydney Growth Train fleet

Sydney Growth Trains is the centrepiece of the More Trains, More Services program and will provide customers more frequent and express services.

On 1 December 2016, Downer EDI Limited won the contract to supply 24 new eight-car Waratah-style trains and provide maintenance services for an initial 25-year period.

The new fleet will deliver more reliable and comfortable services to support increasing patronage across the network and the growing demand for services. They will also replace the remaining non-air-conditioned trains.

Sydney Growth Trains offer improved air-conditioning, customer information screens providing journey and safety information, internal and external CCTV, and customer help points.

Manufacturing is progressing and the trains will be on the tracks from late 2018 to mid-2019.

**We have saved more than $300 million due to a competitive tender process for the Sydney Growth Trains encompassing 24 new Waratah-style trains.**

### Connecting regional NSW: our new train fleets

We have awarded contracts and committed funding to build new train fleets and replace ageing fleets across both metropolitan and regional NSW.

### OUR NEW INTERCITY TRAIN FLEET

In August 2016, RailConnect won the $2.3 billion contract to supply a brand new fleet of intercity trains, providing a new level of service to our customers from the South Coast, Blue Mountains, Central Coast and Newcastle. The new fleet, comprising 512 carriages, or around 65 new trains, will modernise intercity train services and provide contemporary amenities including charging outlets for mobile phones, improved seating comfort and luggage storage, and disability access. We engaged with our customers in 2015 to help identify the new cabin features which will provide our long distance customers with a more comfortable and appealing environment during longer journeys.

Manufacturing is now underway and the new trains will come into service progressively, with the first trains to be delivered from 2019. In 2015, we identified Kangy Angy on the NSW Central Coast as the preferred site for a new maintenance facility and commenced design and planning in the first half of 2016. UGL Rail, part of the RailConnect joint venture, will maintain the trains for the first 15 years of the project.

### OUR NEW REGIONAL RAIL FLEET

We are replacing the ageing regional fleet with new trains that are modern and fit-for-purpose, improving service reliability and comfort for our regional customers. A new regional NSW fleet will replace the ageing XPT, XPLORER and Endeavour trains for passengers who travel between Sydney, Canberra, Melbourne, Brisbane and major regional centres. In October 2016, allocation of $50 million accelerated planning and procurement of the new fleet. As a result, we have commenced the procurement process for new XPTs two years earlier than expected.

We commenced planning for procurement and consulted with industry in early 2017, and have held a series of market-sounding workshops with rolling stock manufacturers, maintainers and financiers to ensure the new trains provide value for money.

The primary maintenance facility for the new regional fleet will be designed and constructed as part of this project. It will be based in regional NSW to help create sustainable employment opportunities. Following a competitive tender process, the regional fleet will also be built in NSW, with a preference towards regional NSW.

We anticipate that the first trains will be delivered in the early 2020s. The new fleet will provide customers in regional NSW with safe, reliable, comfortable and accessible trains; a better service for customers travelling long distances; and a boost to regional jobs.

**$2.3 billion contract awarded for a brand new fleet of intercity trains comprising 512 new carriages.**

**The new regional fleet will replace 60 XPT passenger cars (plus 19 diesel locomotives), the XPLORER and Endeavour passenger cars currently operating on the NSW TrainLink network.**

### Transforming urban centres: our light rail projects

### CBD and South East Light Rail Construction and The George Street Transformation Continues

Construction on the transformative $2.1 billion CBD and South East Light Rail is well underway. When it opens to passengers in 2019, CBD and South East Light Rail will deliver frequent, reliable journeys from Circular Quay through the CBD to south-east Sydney’s sporting and entertainment centres, medical facilities, education, business and residential precincts.

CBD and South East Light Rail includes 19 light rail stops along a 12 kilometre route, and the capacity to carry 13,500 passengers per hour during peak (7am to 7pm). During 2016–17, construction continued along most of the route and commenced on the Circular Quay light rail terminus. Construction included work on the future pedestrian boulevard that will transform George Street from Wynyard to Town Hall, and installation of the third rail, signals, station equipment, and the Eastern Distributor bridge superstructure. During the year, we unveiled the designs for the light rail stops; each uniquely designed to suit individual locations and surroundings.

We have restored Anzac Parade to its original alignment ahead of schedule and reduced flood impacts on about 900 properties. We’ve held intensive engagement with a wide range of stakeholders, including businesses, property owners, residents and public housing tenants, and have prioritised community and sporting events to maintain neighbourhood vibrancy during construction.

More than 1800 trees will be planted in City of Sydney and Randwick City Council areas, with at least 900 of these new trees planted along the light rail route.

### NEWCASTLE LIGHT RAIL GIVEN THE GREEN LIGHT

More than $500 million is being invested in the Revitalising Newcastle Program to breathe new life into Newcastle. Light rail is a key part of this program, with Newcastle set to be the only city in Australia with a majority wire-free light rail system. It aims to bring people back to the city centre by strengthening connections between the city and the waterfront, creating employment opportunities, providing more public space and amenity, and delivering better transport.

With services set to commence in early 2019, Newcastle Light Rail will provide a frequent and reliable travel option through the city centre, linking key precincts. Six light rail stops will connect customers from the new Newcastle Interchange to Newcastle’s east-end, 200 metres from the beach. The new light rail will provide easy access to the new university campus, law courts, Newcastle Civic Theatre and new public spaces. It will also assist to reinvigorate and restore Hunter and Scott Streets to thriving main streets.

In August 2016, Newcastle Light Rail was given formal planning approval and announced Downer EDI as the managing contractor. We ordered the production of six new light rail vehicles and commenced work on the new light rail depot in May 2017.

### PLANNING FOR PARRAMATTA LIGHT RAIL

Parramatta Light Rail is a major infrastructure project being delivered to serve a growing Sydney, with $1 billion allocated to the project from the Restart NSW and Rebuilding NSW funds. Commencing operations in 2023, Parramatta Light Rail will be a high frequency, seven day a week service with 16 stops.

In December 2016, more than 150 staff working on the project relocated from Sydney CBD to Parramatta CBD, to ensure close engagement with, and understanding of, community needs. In February 2017, we announced the first stage of the preferred route: 12 kilometres connecting Westmead to Carlingford via Parramatta CBD.

We undertook extensive consultation with stakeholders and the local community. By May 2017, we had held more than 85 community information events and spoken to almost 12,000 people. More than 45,000 people visited our website and we distributed 23,000 brochures, while 245,000 letterbox drops were made to households in the region. We continue to engage with the community via local events, focus groups, business surveys and the formation of a Parramatta Light Rail Advisory Group.

The final business case for Stage 1 has been completed and submitted to government for approval. An Environmental Impact Statement will be exhibited in the second half of 2017 and we will start construction in 2018.

* **Construction of the $2.1 billion CBD and South East Light Rail, with 19 stops along a 12 kilometre route continues.**
* **Newcastle Light Rail given formal planning approval and Downer EDI announced as the managing contractor.**
* **Stage 1 of the planning for Parramatta Light Rail has been completed and submitted to government.**

### Making a B-line for the Northern Beaches

The Northern Beaches B-Line includes a new fleet of 38 double-decker buses designed to provide faster, more reliable journeys between Newport and the Sydney CBD. The buses will run every five minutes between Mona Vale and the CBD during peak periods and every 10 minutes between Newport and the CBD.

The B-Line Program includes 10 modern stops and customer car parking at seven locations en route, providing around 900 car spaces. The new double-decker buses offer improved onboard capacity and comfort. We have also upgraded pedestrian and bicycle links to connect customers with B-Line stops.

In October 2016, we added a further 360 weekly bus services to address the immediate need for improved services on the Northern Beaches. In November 2016, Fulton Hogan Construction won the contract to deliver major infrastructure to support the new bus service. Construction has commenced on several key sites, and in June 2017, we awarded MAN/ Gemilang the contract to deliver the new fleet.

The B-Line service is expected to commence in late 2017 as part of the new Northern Beaches Bus Network. New bus bays and lanes, minor lane widening and other road improvements will support bus services and are scheduled for completion in early 2019. We will initiate the full service in 2019, following completion of infrastructure.

### Wynyard Station gets a makeover

Wynyard Station is being upgraded as part of the transformation of Sydney CBD, to create a new gateway to Barangaroo and the financial district, and a lighter, brighter and cleaner station. The customer experience at Wynyard Station is being improved by a seamless integration with Wynyard Walk, Barangaroo Wharf, Sydney Light Rail, and the surrounding pedestrian and retail spaces. These changes will increase the station’s capacity from 100,000 to 150,000 people per day.

In September 2016, we completed the first phase of the project. These enhanced facilities and amenities for staff and customers improved passenger flow through the concourse and platforms, and relieved congestion at ticket gate lines. Additionally, 15 new retail units were added.

In 2016–17, we completed the new design and commenced the second phase of the project. This included an upgrade of the York Street escalators and Railway House power supply systems, platform decluttering, upgraded lighting, and installation of a heat-relief system above the platforms. These measures have enhanced customer safety, comfort and accessibility, particularly during peak periods. The project is scheduled for completion in late 2017.

### A walk from Wynyard to Barangaroo

The Wynyard Walk is a world-class, fully accessible pedestrian link between Wynyard Station, the CBD and Barangaroo. Wynyard Walk has increased the capacity for people travelling to Barangaroo, allowing for up to 20,000 pedestrians an hour, avoiding inclines and busy roads.

A six minute walk from Wynyard Station to Barangaroo, Wynyard Walk provides a connection to Napoleon Plaza, and a pedestrian bridge over Sussex Street to support pedestrian flow from Napoleon Plaza to Barangaroo.

Costing $306 million, Wynyard Walk opened in September 2016 with the Clarence Street entrance opening soon after in December. Wynyard Walk increases the entry and exit capacity of Wynyard Station to meet current and future demands for the CBD’s western corridor and waterfront. This includes catering for the Barangaroo development, which is expected to accommodate up to 23,000 office workers and attract up to 33,000 visitors per day.

We completed all project works in June 2017.

### Barangaroo Wharf opens

Barangaroo Wharf opened to the public on 26 June 2017. The new wharf serves Sydney’s newest harbourside residential and commercial district, and passengers will have additional ferry services from the Parramatta River and lower North Shore. The new wharf provides increased capacity for ferry services to meet future demand and integrates with the Wynyard Walk pedestrian tunnel, providing further connection to trains and buses.

Commencing 1 September 2015, McConnell Dowell Constructors completed all major works to budget. Ferry services are now operating from Wharf 1, with Wharf 2 to become operational in November 2017, coinciding with the introduction of a new timetable. The new wharf provides capacity for up to 11 vessels during weekday peak hour and up to 14 vessels during weekend peak periods, with additional services for special events such as Vivid Festival and New Year’s Eve.

The new wharf offers enhanced security, safety and customer facilities, including weather protection, ticketing pods, CCTV cameras and passenger information displays. Each of the two wharves accommodates up to four ferries and a bicycle rack for 20 bikes provides incentive for active transport.

### Our new inner harbour ferries

We’ve invested in six new ferries for Sydney’s inner harbour at a cost of $51.6 million. The first new ferries to join Sydney’s fleet since 2001, they will provide service capacity for the long term.

Operating between Cockatoo Island and Watsons Bay, the new ferries are safe, comfortable and fuel efficient. They provide WiFi access, luggage and bicycle storage areas, real-time journey information and charging stations for electronic devices. While the new ferries have been designed to resemble the very popular first fleet vessels, they carry up to 400 passengers and are far more accessible for people with different mobility needs.

We engaged the public to name each ferry through the Name Your Ferry competition. More than 15,000 suggestions were made, and more than 60,000 votes were cast on the final list of names.

Incat Tasmania commenced construction on the first of six ferries, the Catherine Hamlin, in May 2016, delivering it to Sydney in late 2016. Following trials, we worked with our designer and builder to further adapt the vessel in Sydney. The second vessel, the Fred Hollows, commenced service on 26 June 2017, coinciding with the opening of Barangaroo Wharf. The third vessel, the Victor Chang, entered service in August 2017. The remaining three vessels are being delivered progressively throughout 2017.

## Making transport accessible for everyone

Improving access to train stations, ferry wharves, carparks and interchanges, particularly for people with a disability, is part of our Transport Access Program. This is an initiative to provide a better experience for public transport customers by delivering accessible, modern, secure and integrated transport infrastructure. Since the program launched, we have commenced or completed more than 450 projects, improving both safety and access for our customers.

In 2016–17, we completed major accessibility upgrades at eight metropolitan and greater Sydney stations. We have also completed interchange upgrades at nine Sydney and regional NSW stations, as well as a ferry wharf and interchange upgrade at McMahons Point. New car parks at Engadine and Marayong are providing our customers with more than 130 additional car spaces. To support active transport and Sydney’s Cycling Future, we installed secure bicycle facilities at seven stations within the greater Sydney and Central Coast region.

Through the Transport Access Program, we will continue to deliver station upgrades, accessibility improvements and more car parking across NSW. Major accessibility upgrades are underway at a further 15 Sydney metropolitan train stations while ferry wharf upgrades are occurring at six locations. Additional car parking facilities are being constructed at six Sydney suburban locations with consultation on the seventh at Eastwood.

**162 out of 307 train stations are now wheelchair accessible. This represents 52.8 per cent of stations, accounting for 87.7 per cent of overall patronage to stations.**

# Delivering Every Day

We make a difference to the lives of millions of people every day. While we build the transport system of the future, we are staying focused on getting it right for customers day-to-day.

We are continually improving our services and options for our customers, and managing a safe, sustainable and integrated transport system that connects our customers with people, places and opportunities.

We achieve this by excelling for our customers, enabling seamless movement and enhancing safety and sustainability. In the last four years, we have transformed transport for our customers – with thousands of extra services, new air-conditioned trains and buses, improved reliability, better customer service, accessibility upgrades and technology enhancements such as Opal and real-time apps. We’re delivering an unprecedented infrastructure program and retrofitting infrastructure through busy suburbs to create a truly integrated transport system for NSW.

The following activities and projects showcase the many ways we are delivering every day.

## Delivering excellence for our customers

### Our customers come first

The customer is at the centre of everything we do at Transport for NSW.

We regularly monitor customer satisfaction to measure the quality of our service delivery, understand how customers feel and see where more work needs to be done. This drives continual improvement across the transport network.

Since commencing our public transport customer satisfaction surveys in 2012, customer satisfaction has increased across most modes. Customers tell us that they are most satisfied with safety and security, accessibility, cleanliness and ticketing across the public transport network, all of which have improved substantially in the past four years. Our latest customer satisfaction survey results bring together the voices of more than 23,000 customers. In total during 2016–17, more than 65,000 people provided inputs for our customer satisfaction surveys. Customer satisfaction levels are generally holding steady as we deliver several large infrastructure projects across Sydney that have temporarily disrupted normal network operation. While there is room to improve, our customer insights guide service planning, delivery and performance improvement.

Levels of satisfaction with train, bus, ferry and light rail services remained at or above 89 per cent. When compared to 2015–16, customer satisfaction with public transport has generally stayed stable despite ongoing disruption due to construction across the network. There is some room for improvement with Light Rail, where a decrease in overall satisfaction was in part driven by lower satisfaction with levels of Customer Service and Information about service changes and disruptions.

We also survey our road customers about their experiences across five modes: private vehicles, heavy vehicles, motorcycles, bicycles and walking, asking them to rate their satisfaction with road quality and design, information and signage, and reliability. Results for 2016–17 are largely stable when compared with the same period last year, with satisfaction levels at or above 85 per cent for private vehicles, bicycles and pedestrians. Satisfaction for bicycles increased by five percentage points compared to last financial year, potentially due to law reforms affecting safety for cyclists. Heavy vehicle drivers’ overall satisfaction decreased compared with the same period last year, partly because of lower satisfaction with driver facilities.

Appendix I shows how satisfaction with our services has changed over time.

### DIGITAL TRANSFORMATION OF CUSTOMER INFORMATION

We are continuing to improve the customer’s experience of transport in the channels they use to find information and engage with us. This includes websites, contact centres, apps, social media and data feeds to third parties including Google and a range of popular Apps. These are supporting the transition to digital channels for information and engagement, and empowering our customers to make better transport decisions.

We have fully redesigned and launched new digital platforms for journey planning and transport information, started to integrate corporate websites, enhanced social media channels and expanded Open Data. The transformation of these channels makes information easier to find, more relevant and easier to understand. The supporting systems and data feeds have also been upgraded so that information about public transport services and timetables reflecting current network status can be delivered to customers in real-time. During the year, over 90 million trip plans were provided by transportnsw.info to customers to assist them in navigating the transport network. New features have also been developed including real-time occupancy level of buses, next stop alerts and the ability to track school buses in real-time.

As a result of these digital improvements in 2016–17, the volume of calls to the 131 500 Public Transport Infoline was reduced by 20 per cent, while more than 50 per cent of customer feedback is now submitted online. The launch of the Feedback2Go app also allows our customers to report issues during their journey.

We transitioned to a new integrated cloud-based customer feedback management system during the year, enabling customer feedback to be managed consistently, in accordance with the NSW Ombudsman’s Best Practice Guidelines.

### Engaging with our customers

In 2016–17, we delivered more than 100 communication campaigns to the community about important government programs. This included campaigns to tackle antisocial behaviour, retirement of paper ticketing, new products and features for Opal, and a patronage growth program for Parramatta. Other campaigns included the Newcastle Revitalisation Program (partnered with Urban Growth) and reforms to the Point to Point Transport sector. Our stand at the Royal Easter Show won ‘Best Commercial Exhibitor Award’ for the third year in a row. We also delivered our first marketing partnership with the National Rugby League, entitled ‘The Knock-On Effect’.

### Increasing Social Media Engagement

Social media is a critical communication tool for us to engage and inform our customers while improving their journey. In 2016–17, our Facebook ‘likes’ grew by 49 per cent across six Facebook pages, with a total of 471,846 ‘likes’ across the Transport cluster. Growth in Twitter followers over the past 12 months is up 33.9 per cent, with 302,647 followers.

In response to the increasing use of social media, we launched new tools to provide public transport timetable and service information to customers on popular social media platforms. In conjunction with Twitter, we launched the ability to subscribe to personalised disruption messages. Our team undertook a trial of a chatbot on Facebook Messenger, allowing bus customers to receive real-time information about the next services coming to their stop.

We used social media to promote safety campaigns throughout the year. For example, significant social media engagement was generated during our Road Rules Awareness Week 2017 (27 February to 5 March), with posts reaching more than two million people. This also featured our first live Q&A on Facebook, reaching nearly 100,000 people.

### Changing outlooks: a case for social inclusion

Following a successful pilot at Gosford, Wyong and Morisset train stations, we entered into a collaborative partnership with Corrective Services NSW (CSNSW) to enable low-risk, community work order offenders to voluntarily contribute to their local community, environment and transport hub.

In 2016–17, the program delivered cost-effective improvements to transport amenities, including removal of vegetation and litter from train stations and their surrounds, to create safer, cleaner and more accessible environments for customers, staff and the local community. While the program cost around $30,000, it realised a saving of more than $313,000 in completed work.

The program was successful in conserving and protecting the environment, and enhancing our customers’ travel experience. It also offered long-term, flexible, local work for offenders and a positive link to the community.

The program is being extended to include Roads and Maritime Services assets, while our program of work is also expanding. Next year we aim to integrate regional locations into the program and develop opportunities to provide recognised training and competencies linked to employment opportunities.

## Moving our customers seamlessly

### Opal

Opal has transformed the way people catch public transport by making it easy to catch any mode at any time, while offering new and modern ticketing experiences. Our commitment to enhancing customer experience on public transport with Opal continued in 2016–17.

### Opal Card and Ticketing Services

This year, we completed the transition to the new Opal ticketing system for Sydney’s public transport network and installed more than 275 new Opal top-up and single ticket vending machines across the Transport network. This included rollout of Opal-only gates, with Wynyard station being our first location. The benefits of these new generation gates include faster customer throughput, easier to read displays and larger paddles, an added deterrent to fare evasion.

Since the introduction of the Opal card, our focus has been on improving the reliability of the 20,000 Opal devices across the network. Devices average normal operation 99.8 per cent of the time. Customer satisfaction survey results have improved for ticketing across all modes since their introduction. More than 1.5 billion trips have been taken using Opal, with three million cards used on average each month. We also updated the Opal Travel app with real-time trip planning, personalised disruption messages, and a function that notifies users when their stop is approaching.

### Opal Fare Reform

Following a thorough public review of Opal fares by the Independent Pricing and Regulatory Tribunal (IPART), in September 2016, we made two major changes to the Opal fare structure to make it fairer and more sustainable. To encourage more efficient journeys on multiple modes, we implemented a transfer discount of $2 for adult Opal card customers ($1 for child/youth, concession or senior/pensioner Opal card customers). Customers have responded positively, with the number of customers transferring between modes increasing by 14 per cent (an extra 200,000 intermodal trips per month) since the changes were made.

At the same time, our reform of the Opal weekly travel reward now provides half-priced travel after eight paid journeys in the week. Growth in public transport usage continues at well above the rate of growth in population, demonstrating that the changes are delivering a more sustainable revenue base without impacting on public transport patronage.

### Making travel easy

### Concessions and Passes Made Easy

In 2016–17, the launch of our Transport Concession Entitlement Card standardised proof of entitlement to concession fares across NSW. These changes have resulted in reduced processing times for customer applications, made the application process more transparent, and improved the accuracy of first-time eligibility assessments. We issued 86,277 cards this year.

We delivered improvements to the School Student Transport Scheme (SSTS) application process and migrated to an easier online, fully automated process that can be used by parents, schools and service providers across NSW, processing 416,114 online applications. We also launched a new School Drive Subsidy Scheme (SDS), replacing the Private Vehicle Conveyancing (PVC) scheme, enabling customers to complete their application online.

### Making It Easy To Find Your Way

Integrating signs and customer information is making it easy for our customers to navigate the public transport network. This new, multi-modal ‘wayfinding’ system assists customers to navigate the system and change between modes. Research demonstrates that it is preferred by our customers, is easily identified, visible at a distance and legible on mobile devices.

In the past year, we have commenced or completed upgrades to wayfinding signage at 36 train stations. With 71 station upgrades now completed, this has improved 80 per cent of our customers’ journeys by train in Sydney, as well as travel by ferry, light rail or bus around the Sydney CBD or at major interchanges. We aim to complete the rollout of Sydney Trains signage during the next year, and commence installation of new signs on the Intercity Trains and bus networks.

Transport for NSW collaborates with organisations and departments such as the City of Sydney, Sydney Harbour Foreshore Authority, Barangaroo Delivery Authority, Sydney Opera House, the Centennial Park and Moore Park Trust, and others, to ensure alignment between different systems of signage in order to better support visitors and locals in finding their way around Sydney.

### Designing Interchanges and Precincts

Our Precincts and Urban Design team drives architectural and urban design excellence. Quality design adds significantly to customer amenity on day-to-day journeys as well as improving the public domain to benefit the community. For example, we have uniquely designed the Barangaroo Ferry wharf shelter to maximise sightlines to the water, while integrating it with its contemporary surroundings and echoing the designs of other ferry wharves across the network.

The following projects were delivered in the past year and set a new benchmark for our interchanges and precincts by demonstrating best practice design:

* Wynyard Station upgrade
* Wynyard Walk
* Barangaroo Ferry Hub
* Oatley Easy Access upgrade
* Balmain Ferry Hub.

We will continue to drive place-making and design excellence on new projects for the benefit of the community.

### Point to Point Transport

The regulatory environment for the taxi, hire car and ride share industries is being modernised by a reform process that commenced in 2015. In 2016–17, we continued to support that reform process to create a level playing field for all service providers in the industry, assist service providers to meet customer demand, and ensure safety of services, customers and drivers.

The NSW Government established a $250 million assistance fund to help the taxi and traditional hire car industries adjust to changes resulting from rideshare services. In July 2016, we opened applications for transitional assistance payments of $20,000 per eligible taxi licence, for up to two licences. Almost 100 per cent of eligible taxi licence holders applied for the assistance – equating to more than 4000 taxi licence holders and assistance totalling about $92 million.

The NSW Government has also committed $15.5 million a year to improve point to point transport services for customers with a disability, including for the 47,000 Taxi Transport Subsidy Scheme (TTSS) customers. On 1 July 2016, we increased both the maximum TTSS subsidy and the Wheelchair Accessible Taxi (WAT) driver incentive payment. We also expanded the WAT interest-free loan scheme from $1 to $5 million and provided a fully subsidised central booking service for WATs in Sydney, saving businesses that provide these services $2130 per year. In April 2017, we started a review of all subsidies and incentives of services for people with a disability.

Further industry assistance packages will be launched in 2017–18.

### Newcastle Integrated Services

In December 2016, Keolis Downer Hunter Pty Limited, operating as Newcastle Transport, won the Newcastle Integrated Services contract. This contract is the first time a single operator will provide services for three separate transport modes – bus, ferry and light rail services. As of 1 July 2017, customers will receive better and more frequent services, and a new timetabling system that will provide users with better public transport options.

The improved public transport services augment the NSW Government’s $500 million Revitalise Newcastle program. Novocastrians will see improved bus and ferry services commence in early 2018 and light rail services commence in early 2019.

### Regional transport

Regional planning and development is focused on enhancing the delivery of multi-modal transport services to regional, rural and remote communities, and exploring new models which could apply in a range of communities across NSW. Public transport and on-demand transport services are particularly important to the wellbeing of older residents in rural areas, to enable safe access to health services, shops and recreation.

On 31 May 2017, Dubbo was the first city in NSW to trial pre-booked transport using on-demand buses. The pilot program gave Tottenham, a township of around 300 people, a weekly pre-booked transport service linking them with the communities of Albert, Narromine and Dubbo, 140 kilometres away. This enabled access to family, friends, specialist services and larger retail stores.

Our regional transport plans show commitment to investment in roads, rail, bus and cycling networks, improvement to NSW TrainLink services, integration with local bus services, and support for major regional events such as the Parkes Elvis Festival, the Tamworth Country Music Festival and the Bathurst 1000. This work, including trials and pilot programs, will create new ways to plan and develop services in collaboration with existing service delivery, contract management and strategic directions.

### Coordinating transport across NSW

The CBD Coordination Office was established in June 2015 as a single coordination point to manage the impact of the significant development and construction transforming the Sydney CBD. Its responsibilities were expanded in September 2016 from managing disruption to traffic and transport within the Sydney CBD and South East, to managing disruption related to the delivery of major infrastructure projects across the Sydney metropolitan area. These include WestConnex, NorthConnex, Sydney Metro, the CBD and South East Light Rail as well as the Northern Beaches Hospital and Sydney Airport road upgrades.

In December 2016, the CBD Coordination Office was renamed the Sydney Coordination Office and joined with the Transport Management Centre to form the Transport Coordination Office. The newly formed Transport Coordination Division aims to achieve more consistent journey times for our customers, minimise the impact of unplanned and planned disruptions on the transport network, and enhance communication to help customers choose the best way to reach their destinations.

### Sydney Coordination Office

Every day in Sydney, hundreds of thousands of customers travel through or around more than 100 NSW Government transport infrastructure projects. These projects include WestConnex, NorthConnex, Sydney Metro, B-Line, the CBD and South East Light Rail as well as the Northern Beaches Hospital and Sydney Airport road upgrades. The Sydney Coordination Office actively works to inform and guide our customers through the delivery of these projects, and reduce and manage the disruption they feel because of these projects.

In 2016–17, we achieved an 11 per cent reduction in private vehicles entering the CBD during the morning peak. We reduced the length of road closures and temporary traffic arrangements by maximising project construction access for projects like the Sydney Harbour Bridge Southern Toll Plaza removal. We maximised construction productivity and access during quieter periods of the year such as weekends, school holidays and the Christmas and New Year period.

We actively monitored traffic and transport conditions to improve traffic flow, minimise delay, and assist our customers to adjust to new arrangements. We also helped customers via new wayfinding signage and customer service staff during construction.

Facilitating the earliest possible customer access to newly constructed road capacity was a focus for us during the year, as was minimising customer impacts for hundreds of traffic switches across projects like the M4 Widening and the CBD and South East Light Rail. We planned and implemented alternative bus routes to facilitate construction and extensively promoted changes to inform our customers and minimise disruption.

Keeping our customers and other stakeholders engaged on the progress of key projects, engagement levels on the Sydney Light Rail Facebook page increased to more than 299,000 engaged users (a 99 per cent increase) and page views for the Sydney Light Rail website increased to more than 1 million views (a 38 per cent increase).

We also increased customer and road user awareness by providing disruption information and travel advice on the MySydneyCBD and MySydney websites and expanded our content to include information on projects across metropolitan Sydney, reaching over 1.1 million page views across both websites over the year.

We continued to deliver Travel Choices, a program that manages travel demand more efficiently when disruption occurs. This has influenced almost 175,000 people and engaged more than 660 organisations. We also delivered business activation projects aimed at attracting and maintaining pedestrian numbers in various areas across the Sydney CBD and South East, including along George Street, which has up to 10,000 people walking along each day.

### Tomorrow’s Sydney

We continued to support the Coordinator General’s program to manage the road network impacts of major construction projects in the city via the ‘Tomorrow’s Sydney’ campaign. This campaign contributes to maintaining a high level of awareness of the need to change travel behaviour to minimise the effects of disruptions, and has contributed to a nine per cent reduction in cars during morning peak in the CBD. We extended the Tomorrow’s Sydney campaign in 2016 to keep the community informed about traffic and transport changes associated with the transport infrastructure projects currently being delivered on the network, again supporting the Coordinator General’s.

### Transport Management Centre

The Transport Management Centre monitors and manages the real-time operation of the NSW road network 24 hours a day, 365 days a year. It also coordinates the integrated operation of the public transport system to support reliable travel times, major event public transport services and resolution of unplanned incidents. A key function of this service is communicating real-time information to our customers through a comprehensive range of channels.

During the year, over 38,000 unplanned incidents occurred on Principal Road Transport Routes, an increase of almost five per cent from the previous year. Of the incidents that occurred, 98 per cent were cleared on average within 41.8 minutes, just over our target of 40 minutes. Breakdowns and crashes have the longest clearance times and some incidents were particularly protracted and complex to clear. We are currently working on ways to improve performance against this measure.

In 2016–17, we assisted millions of customers with organising additional transport services at more than 350 major public events. We issued more than 68,000 road occupancy licences across Sydney to permit major infrastructure upgrades and facilitate essential network maintenance. This is an increase of nine per cent on 2015–16. We enhanced our multi-modal incident management system and enhanced incident response activities, covering all modes and showing the real-time status of the transport network. We also introduced a web app making it easier to activate approved road occupancy licences in Sydney and Regional NSW.

### Achievements of freight

### Improving Connectivity between Freight Precincts

Establishing the Cargo Movement Coordination Centre (CMCC) in 2014 has improved network connectivity between networks and key freight precincts. The main objectives of the CMCC are to manage the Port Botany Landside Improvement Strategy (PBLIS) and to increase the proportion of containers carried to and from Port Botany by rail. Managing the efficient turnaround of trucks and trains at Port Botany reduces overall costs to stakeholders.

In 2016–17, we increased rail mode share at Port Botany from 16.3 to 19.1 per cent; an increase in volume of 22 per cent on 2015–16. Truck turnaround times at Port Botany remained at an average time of 23.6 minutes, despite growth in overall trade from 2015–16. Benefits to freight stakeholders associated with more efficient truck-turnaround times is estimated to be $96 million over the decade to 2018.

The Port Botany Rail Optimisation Group continues to work on improving the efficiency of rail freight at Port Botany to ensure that rail and road will accommodate trade growth.

### Fixing Country Roads

We are unlocking the economic potential of regional NSW by providing targeted funding for projects on council-managed roads and bridges, via the Fixing Country Roads program, now in its third round. This program includes any truck washes in NSW that provide benefits to the movement of freight. It also aligns with and complements the Fixing Country Rail program to reduce the cost to market for regional businesses.

* In round one we awarded $41.4 million to 74 projects in Fixing Country Roads (2015).
* In round two, we awarded $50 million to 64 projects in Fixing Country Roads (2016).
* In round three, up to $100 million is available and open for submissions until 1 September 2017.

By 30 June 2017, the majority of round one projects were either complete or well underway while the majority of round two projects had commenced. Assessment continues on more than 1100 structures; more than 130 bridges and culverts have been or will be upgraded or replaced, and 350 kilometres worth of roads have been or will be upgraded. Applications for truck wash facilities are being accepted from round three and will contribute to protecting NSW biosecurity.

A total of $543 million is reserved for Fixing Country Roads under the Rebuilding NSW and the Restart NSW programs.

### FIXING COUNTRY RAIL

Transport for NSW is providing funding for rail infrastructure enhancement projects that eliminate connectivity constraints affecting regional freight rail services. Fixing Country Rail aligns with and complements the Fixing Country Roads program in reducing the cost to market for regional businesses.

In 2016–17, we allocated $15 million to conduct a pilot round of six construction and four planning and design projects. Of these, we completed five projects ahead of schedule and under budget, and have one additional construction project currently in the planning stage.

Under round one, we have made $150 million available. We will call for expressions of interest in July 2017, and shortlisted applications will go to a full application phase in late 2017.

$400 million is reserved for Fixing Country Rail under Restart NSW.

### A New Standard to Assess the Health of Marine Pilots

Marine pilots are safety critical workers who bring ships to berth safely, protecting the environment and port infrastructure. In 2016–17, following extensive research, audit findings and input from a wide range of government, industry, union and medical stakeholders, we released the new Standard for Health Assessment of Marine Pilots 2016 (the Standard), to assess their fitness for duty.

The Standard reflects contemporary medical knowledge and current understanding of the impact of specific health conditions on safe working performance. The Standard is performance-based, adopts a risk management approach, and ensures marine pilots are fit for duty. The new Standard includes tests to assess the upper body strength and grip test of marine pilots, ensuring their ability to climb pilot ladders. This deficiency was identified in recent safety investigations.

The new Standard requires more rigorous and formalised accreditation for health professionals, who are required to demonstrate knowledge of inherent requirements of marine pilotage, the health standard and health assessment procedures. Implementation will be monitored as health professionals familiarise themselves with the Standard and assess marine pilots to the new requirements.

### Active Transport

In 2016–17, an investment of more than $40 million helped to deliver more than 290 walking and cycling improvement projects across NSW. This delivered an additional 39 kilometres of cycleway along with 74 walking infrastructure improvements. These initiatives included:

* The Bike and Ride program, enabling people to use their bike to get to a preferred public transport interchange, and then ride a bus, train, ferry or tram to continue their journey.
* A record 88 bicycle events attracting around 10,000 people were held across NSW to celebrate NSW Bike Week. This initiative helps promote cycling as a safe and healthy mode of transport for short trips and strengthens relationships between local communities and government.
* Continued support for major walking and cycling participation events including the Seven Bridges Walk and Spring Cycle.
* Continuing the roll out of the Good Move walking and cycling campaign, encouraging more people to consider walking or cycling as part of an overall transport journey.
* Progressing the Greenway pedestrian and cycling corridor through Sydney’s inner west connecting the Cooks River and Iron Cove.
* Completing the Subiaco Creek link to the Parramatta Valley Cycleway enabling connectivity between Parramatta city and the surrounding suburbs of Sydney Olympic Park including Wentworth Point.
* The Opal-activated bike sheds program, part of the Transport Access Program, which resulted in 161 free and sheltered bicycle parking spaces now available at Gosford, Liverpool, Holsworthy, Seven Hills, Caringbah and West Ryde stations.

### Effective management of our assets

Collaborating with industry and government, we are continuing to improve our processes to ensure our assets are fit, every day, to deliver services for our customers. We have done this by developing and adopting the Asset Management Policy and Asset Management Framework, improving integration, risk mitigation, and collaboration across the Transport cluster. We now have a much stronger understanding of how the management of assets aligns to the successful movement of people and goods.

The Asset Management Framework is designed around the International Asset Management Standards ISO 55000 series. The objective of the standards is to ensure that business processes effectively balance cost, risk and performance when it comes to asset strategy, planning, procurement, operation and maintenance decisions.

By adopting an asset management approach, we have developed and implemented asset maintenance assurance activities. These activities include collaboration on proactive surveillance through audits and assessments, such as bus fire investigations and light rail surveillance. We continue to develop and review our asset management plans and requirements for service providers as well as coordinating external independent reviews to support improvements. We have partnered with the Asset Management Council to focus on the benefits of an asset management approach and established the Asset Rationalisation Process to reduce the number and complexity of assets on the transport network.

### How we plan transport

We ensure that we have the appropriate asset information for decision making, held in a digital environment. We set transport outcomes to be delivered across the whole of asset life. The influence of Future Transport’s ‘How we plan transport’ process across the asset life cycle.

### Enhancing Safety for Our Customers

### Road Safety in 2016–17

Our focus is on meeting the State Priority target to reduce road fatalities from 2008–10 levels by at least 30 per cent by 2021. We are doing this by delivering on the initiatives and directions set by the NSW Road Safety Strategy 2012–21, covering safe roads, vehicles, people and speeds.

### Collaborating With the Commonwealth and States on Vehicle and Road Safety

Transport for NSW collaborates with the Commonwealth and other states on programs to improve road safety, especially in the area of vehicle safety. This supports informed consumer choice in the purchase of new and used vehicles, child restraints and other safety equipment, and drives higher industry safety standards for vehicles and protective equipment including child restraints, helmets and motorcyclist protective clothing.

### Consulting on the Development of Safety Plans

From late 2016, we sought input from a wide range of experts, practitioners, stakeholders and members of the community as part of development of the Road Safety Plan 2021. Around 4000 people actively participated and we engaged another 16,000 people through social media. We also began targeted consultation on the Maritime Safety Plan in May 2017, coordinating 10 counter-measure workshops with subject matter experts.

### Contributing to Safety Standards and Regulation

We actively contribute to the national vehicle regulatory framework and are involved with key national policy groups informing the ongoing implementation of the National Road Safety Strategy and the Austroads Safety Task Force. We make high quality road trauma data available publicly on the Centre for Road Safety website. This data informs future strategies and prioritises investment. During the year:

* The Australasian New Car Assessment Program (ANCAP) released safety ratings for 45 light vehicles representing about 29 per cent of all new vehicles sold in Australia.
* We made additional data available for analysis through the national Vehicle Safety Research Group, increasing the total number of used cars receiving safety ratings from 297 in 2015 to 346 in 2016.
* We tested 30 motorcycle helmets as leader of the national Consumer Rating Assessment of Safety Helmets (CRASH) Program and released the results as part of Motorcycle Awareness Week.
* We conducted two series of tests on a total of 16 child car seats as leader of the Child Restraint Evaluation Program (CREP).

### Changing Behaviours and Raising Awareness

During 2016–17, our team delivered behavioural communications campaigns to promote safe behaviours on roads, staying safe on our maritime waterways and courteous behaviour on public transport. In mid-2016, we launched the new ‘Towards Zero’ campaign to raise community awareness of the potential personal impact of the road toll. Our major safety campaigns also addressed speeding, driving under the influence of alcohol or drugs, enforcement activities, the risks of mobile phone distraction, wearing lifejackets on the water, and the risks of driver fatigue. This latter campaign, ‘Don’t trust your tired self’, won the Asia Media Award for Road Safety Campaigns.

In October 2016, we launched a new road safety education campaign about pedestrian safety: ‘Look Out Before You Step Out’. We continue to reinforce important safety messages via community based channels through our long standing partnership with Cricket NSW and our ‘Towards Zero’ partnership with the NRL and CRL. We also renewed our partnership with the Western Sydney Wanderers to drive home the Towards Zero message for football fans and provided road safety messaging at a range of high profile community events.

### Safe Roads and Vehicles

During 2016–17, the Safer Roads Program delivered 109 projects including pedestrian safety initiatives, highway emergency satellite phones, increased safety at train level crossings and changes to align bicycle rider fines with those of vehicle drivers for serious offences.

As part of Future Transport, we are developing a new Road Safety Plan to address key risk areas and achieve a 30 per cent road toll reduction target by 2021. Between February and June 2017, more than 4000 people participated in stakeholder consultations and more than 20,000 people were engaged online or face-to-face.

### Safe Speeds

In 2016–17, we undertook a review of the NSW Speed Camera Program and found a 92 per cent reduction in fatalities at fixed speed camera locations. In January 2017, we announced a further 384 mobile speed cameras, 11 red-light speed cameras, and installed a fixed speed camera in Engadine.

This year, we introduced new rules which ban Provisional P2 drivers and riders from using any function on a mobile phone while driving. We launched the Motorcycle Safety Action Plan 2017–2019, and partnered with ‘Stories of Bike’ to engage with the riding community about riding safely on recreational routes.

We work in partnership with the NSW Police through motorcycle response teams, high visibility markings on police vehicles, and the funding of technology to assist with on-road enforcement.

### Safe People

To improve school safety, we installed an additional 504 flashing lights at schools with multiple entrances at a cost of $5 million. This followed the successful rollout of flashing lights to every school in NSW in December 2015, totalling more than 3000 schools.

In collaboration with the Department of Education, Association of Independent Schools, Catholic Education Commission and Kids & Traffic, we relaunched the Safety Town website in July 2016. This is the first curriculum-based road safety education website in Australia and in 2016–17, there were 40,000 users of the site.

### The Outcomes

Road crashes remain a leading cause of death and injury in NSW. During the 12 months to June 2017, the preliminary road toll was 369 fatalities, which is 17 fewer (four per cent) than the result for the 12 months to June 2016. This equates to an estimated fatality rate for the 12 months to June 2017 of 4.73 (per 100,000 population), down from 5.03 for the 12 months to June 2016, but above the target to achieve a 30 per cent reduction.

The preliminary serious injury rate for December 2016 was 157 per 100,000 head of population, which was above the target rate of 125.6 serious injuries per 100,000 head of population.

### Public Transport Safety in 2016–17

### Digital Train Radio System

A key recommendation of the Special Commission of Inquiry into the Waterfall Rail Accident is the delivery of the Digital Train Radio System (DTRS) program; a single compatible communication system for the rail network. NSW is the first to begin this process.

In 2016–17, Transport for NSW completed construction and deployment of the DTRS and brought it into operation across the whole Sydney Trains network, including NSW Trains’ electric fleets. This included completion of more than 260 base stations, 50 tunnel transmission facilities, and dispatcher terminals in every signalling and train control facility across the network.

DTRS has the benefit of simultaneous calls and faster call establishment. Train drivers, guards and controllers, signallers and supervisors of track-side work gangs in NSW are now able to communicate using the same technology.

We have completed radio coverage audits across the electrified network. This included installation of radios and peripheral equipment in every train cab in the Sydney Trains and NSW Trains electric fleet, and trained drivers, guards, signallers, train controllers, and fleet and technical maintenance personnel across Sydney Trains and NSW Trains.

### Automatic Train Protection

The Automatic Train Protection (ATP) program is delivering technology solutions that intervene if a train exceeds its permitted speed or movement authority at specific locations. This is a key recommendation of the Special Commission of Inquiry into the Waterfall Rail Accident.

In April 2016, funding was approved for the ATP project. The safety benefits of the updated technology and specifications are broad and will provide a platform for the next generation of signalling technology. Trackside equipment will now cover 100 per cent of the electrified rail network and the fleet installation scope has increased to all electric fleets.

In 2016–17, we completed installation in 53 of 55 Oscar fleet trains and all functional testing of the generic ATP system. We completed trackside installation from Gosford to Wyong, six weeks ahead of schedule and negotiated with Reliance Rail for on-board ATP fitment of the Waratah fleet. We appointed contracts for the whole of trackside installation and data design from Berowra to Wickham, and engaged with industry for trackside delivery across the network.

It is anticipated that the ATP program will be completed in late 2019.

### Working with the Police Transport Command

The Police Transport Command (PTC) provides policing services across all modes of public transport. Since the establishment of the PTC in May 2012, crimes on public transport, including theft, robbery and non-domestic violence alcohol-related assaults have reduced, in some cases by more than 50 per cent.

In 2016–17, 215 Transport Officers worked across trains, buses, ferries and light rail to tackle fare evasion. Working alongside 610 PTC officers, they improved fare compliance and provided a deterrent to fare evasion through high visibility checking of tickets and issuing fines.

In February 2017, we ran our second Bus Safety for Bus Operators Forum, focusing on rollaway buses, school bus safety, antisocial behaviour and fire mitigation. The forums were attended by more than 100 bus operators.

### Retrofitting Bus Engine Bay Fire Suppression Systems

Transport for NSW is committed to retrofitting engine bay fire suppression systems and tyre monitoring systems to the 5000 private and public bus operator fleets in the Sydney metropolitan and Outer Sydney metropolitan areas. In the past two years, we have retrofitted 2335 private operator buses and 1300 State Transit buses.

This retrofit project, which commenced in August 2015, is on track for completion by 31 August 2017. Retrofitting of the State Transit Authority fleet was completed in December 2016. All new additions to the bus fleet will have fire suppression fitted as standard.

### Maritime Safety

We continued our focus on lifejackets to prevent trauma on the waterways. In 2016–17, we finalised the fifth season of our ‘Wear a Lifejacket’ behaviour change campaign and the fourth season of our ‘Old4New’ lifejacket program and mobile van. The Old4New van travelled more than 100,000 kilometres, visited 525 sites and upgraded more than 20,000 lifejackets. As a result, the state-wide lifejacket wearing rate increased to 45 per cent, the highest ever recorded.

Together with Roads and Maritime Services, we took stronger measures to address antisocial and dangerous behaviours on NSW waterways. This included trialling a system of enforcement cameras in southern Sydney, backed by Roads and Maritime and NSW Police. We supported Service NSW digital boat license app, which is now being piloted.

In collaboration with stakeholders and the community, we are developing a new Maritime Safety Plan to prioritise and direct efforts to address 10 key areas that impact people using our waterways. This will set out the safety priorities and directions through to 2021–22.

This year, there were four confirmed boating fatalities, the lowest number recorded in at least 40 years; nearly 70 per cent below the long-term average. The focus will remain on lifejacket compliance, in particular, on the care and maintenance of inflatable lifejackets, and on reducing incidents occurring on the waterways.

# Leading Innovation

We’re applying innovative thinking to all aspects of transport.

We are using technology to improve transport for our customers and working in partnership with others to make the most of these opportunities. We are taking a leadership role in the application of technology and shifting our thinking towards transport as a technology business. This shift has led us to develop the Future Transport Technology Roadmap in order to bring about new ideas and ways of thinking, and engage with and apply new technology across the transport network.

Transport is not just about what we do – the projects and infrastructure, it is also about how we do it – our culture and the way we work. We are transforming our organisation by leveraging new technologies, innovating how we finance transport and empowering our people to make a difference. We’re building a flexible, diverse and agile organisation with the right people, processes and systems in place to deliver exceptional customer-focused service.

### We’re empowering our people to make a difference

### Driving diversity change – women in leadership and Indigenous employment

Our organisation has been driving diversity change with particular attention to increasing female representation in leadership roles and Indigenous employment across the Transport cluster.

The attraction, retention and leader sponsorship strategies which we have established to achieve our initial employment target of 25.5 per cent female representation in leadership roles across the Transport cluster have proven effective. We achieved our target nine months ahead of schedule (in March 2017), with a 51 per cent increase in the number of senior women employed since January 2016. Other initiatives included a concerted effort to attract female talent from higher education institutions to Transport entry-level programs. As a result, 52 per cent of Transport’s most recent intake of scholars, cadets and graduates are women.

We have also given a high priority to increasing Indigenous employment and set an initial target of 1.2 per cent of the Transport cluster workforce by December 2017. At 30 June 2017, the rate of Indigenous workforce representation was 1.13 per cent, an increase from the baseline of 1.07 per cent. This increase excludes Aboriginal people who are employed in Transport’s Entry Level Talent Programs. As at 30 June 2017, we employed 39 Aboriginal VET cadets, two Aboriginal tertiary cadets, four Aboriginal university scholars, and two Aboriginal graduates in these programs.

In 2016–17, our focus was on attraction, retention and development of Aboriginal employees and improving cultural awareness of our staff. Activities included our second annual Aboriginal Staff Forum, the launch of a new online site for Aboriginal employees, mentoring and development programs for Aboriginal employees, deployment of a recruitment campaign targeting Aboriginal employees, and staff events coinciding with National Reconciliation Week and National Aboriginal and Islander Day Observance Committee Week (NAIDOC Week).

Additionally, we celebrated the diversity of our staff and customers by contributing to the 2017 Sydney Gay and Lesbian Mardi Gras and Harmony Day.

### Flexible working practices

Our programs support and enable flexible working opportunities for our people. In 2016–17, they included:

* Flexibility Works, which supports our managers to effectively implement and support flexible work practices and arrangements with staff.
* Staying Connected, which provides support to staff returning from extended parental leave to assist their transition back into the workplace. A survey was conducted with the participants of the Staying Connected experience, with 85 per cent reporting satisfaction with their experience.

Our top leadership team completed inclusive leadership assessments along with the top 250 leaders via conscious inclusion sessions. In August 2016, we assessed our current flexible working arrangements within the organisation.

### The People Matter survey

In June 2017, Transport participated in the People Matter Employee Survey (PMES) coordinated by the Public Service Commission. The PMES is a NSW public sector initiative that engages almost 400,000 employees. Across the Transport cluster, participation in the 2017 PMES was 46 per cent, higher than the overall public sector response rate of 42 per cent. Our response rate was 84 per cent and showed improvement in our staff responses on a range of statements, questions and categories.

In response to the 2016 PMES results, we developed a ‘You said, we’re doing’ staff communication campaign to illustrate our focus on improving staff engagement. Our overall engagement remained steady at 63 per cent, however, we achieved improvements in both staff communication and staff confidence that the survey would be acted upon.

We will continue to use the PMES as a key source of data to identify and drive improvements in areas which are important to staff engagement, including an ongoing focus on visible leadership, collaboration and the recruitment and career development of our people.

### Promoting leadership

During 2016–17, we conducted 124 Drive It Leadership development programs to build the capability of more than 1700 participants across the Transport cluster. These programs addressed staff development needs at a range of levels including frontline staff performing team leader roles, and team leaders stepping up to functional leadership roles.

Thirty-four staff participated in the Public Service Commission’s Leadership Academy and other programs that align with our Drive It Leadership strategy. We also held two Leader Alliance events, bringing together around 250 senior leaders. These events are designed to align leadership thinking, develop solutions to challenges, and fuel collaboration and accountability.

### Showcasing employee excellence

In February 2017, we conducted Transport Cluster Awards to recognise excellence across all Transport agencies. Our cluster employees were recognised in nine award categories; five aligned to our values and four specialist awards for Outstanding Talent Participant of the Year, Champion of Diversity and Inclusion, Project Team of the Year and the Secretary’s Award for Individual Excellence.

More than 220 staff gathered to celebrate the achievements of the teams and individuals selected as finalists from across Transport. The Minister for Transport and Infrastructure, Andrew Constance, and Minister for Roads, Maritime and Freight, Melinda Pavey, attended to recognise the finalists.

Transport for NSW was well represented in the 2016 Premier’s Awards for Excellence in the NSW public sector, with seven finalists and two winners across the award categories. The Point to Point Transport Reform team won in the Creating Jobs category while the Sydney Metro Northwest Tunnelling Project won in the Building Infrastructure category.

Two employees were also recognised for their outstanding contributions in the 2017 Queen’s Birthday Honours List, both receiving a Public Service Medal.

### Transition to the GSE Act and GSELA Bill arrangements

We implemented the *Government Sector Employment Legislation Amendment Act 2016 No 2* (GSELA) to align the framework for employment of senior executives within the Transport cluster with those of other government agencies in the NSW public service. This is effective 1 July 2017.

GSELA encourages greater agility, flexibility and mobility across the NSW Government sector. The aim is to build a more mobile and collaborative cross-sector community, better able to deliver government services and meet the needs of the customer.

Transitioning to new employment classifications and implementing the GSELA required changes to both previous practices and the supporting employment framework. Representatives from Transport and the Public Service Commission worked collaboratively to develop an approach that aligned to the broader public sector while ensuring business continuity for Transport’s key objectives.

GSELA implementation required the creation and amendment of Transport and Government Sector Employment Regulations and Rules, the review and update of policies, delegations and contracts of employment, and updating Human Capital Management system functionality. We conducted briefings and issued personalised transition letters to all existing senior service staff outlining the new arrangements prior to 30 June 2017. Work will continue to embed the new practices and requirements associated with the GSELA.

### Innovating how we fund and finance transport

### The Transport Asset Holding Entity

New arrangements for transport asset management in NSW are being achieved by an amendment to the *Transport Administration Act 1988*, to support the consolidation of transport asset ownership and development of a Transport Asset Holding Entity (TAHE). This optimises the existing transport asset base to enable a more effective, efficient and commercial approach to the management of transport assets, particularly property.

This year, we initiated the Program Management Office for TAHE. This is a complex program managed in collaboration with the Department of Premier and Cabinet, and the Treasury.

In the first stage of the reforms, the current functions and accountabilities of Sydney Trains and NSW Trains will not change. However, on 1 July 2019, additional amendments will include the change of RailCorp to become the Transport Asset Holding Entity of New South Wales (TAHE). This change means converting from a government agency to a statutory state-owned corporation.

### Managing our budget and increasing revenue

Transport for NSW actively managed the Transport cluster’s budget to deliver and grow transport services, and to build and maintain road, freight, maritime and public transport assets. In 2016–17, the net cost of the cluster’s operations of more than $5 billion were within four per cent of budget, and Transport delivered a record capital works program of more than $10 billion.

In order to achieve this undertaking, we used strategies and governance processes that enabled flexible yet controlled financial management throughout the year. This included delivery of an ongoing program of efficiency savings measures which were implemented to ensure optimal delivery of transport services.

We recognise that utilising innovative financing options is key to our long-term success. During the year we aimed to create a culture of cost reduction and revenue increase by encouraging our people to develop strategic solutions by better leveraging and utilising our assets to create sustainable revenue streams.

### Precinct development and capital projects

Transport for NSW is bringing its financial, property and transport planning capabilities together to leverage property development opportunities in funding the delivery and operation of transport infrastructure and services.

This initiative does more than source additional funds. One of the key benefits is development of housing and employment at transport nodes, which creates better cities and ensures improved returns on investment in transport infrastructure. Our approach to transport infrastructure improvement will deliver well-planned innovative precincts that enhance connectivity and the transport customer experience.

During 2016–17, precinct renewal projects advanced at several key sites. We conducted confidential market soundings to understand industry appetite for participation and have been encouraged to pursue precinct renewal with private sector investment. This is an innovative strategy to improve transport outcomes without complete reliance on the State budget.

We made progress on several unsolicited proposals where precinct renewal can be integrated with delivery of transport infrastructure. In December 2016, we commenced site establishment works on Wynyard Place, a commercial development above Wynyard Station that will deliver a new transit hall to George Street, with connections through to Wynyard Park.

The unsolicited proposal for the Sydney Metro Martin Place Station moved to Stage 3 in the assessment process in March 2017, which involves the negotiation of a final binding offer to be considered by the Government. The proposal integrates the new Sydney Metro Martin Place Station with two commercial towers and precinct works that create new public connections above and below ground. We also conducted preliminary assessments on a range of other unsolicited proposals lodged with the NSW Department of Premier and Cabinet in 2016–17.

In 2017–18, we aim to take precinct renewal projects to market, commencing construction on Wynyard Place. We will continue to assess unsolicited proposals in consultation with government.

### Circular Quay renewal

This exciting renewal project is a significant, cross-government refurbishment and upgrade of the Circular Quay precinct wharves, transport interchange, promenade and surrounding public domain.

Using assets recycling and a non-traditional approach to financing, the NSW Government will set aside funding for the project, to be reserved in the Restart NSW infrastructure fund. The funds have been generated by the divestment of some select assets currently held by the Sydney Harbour Foreshore Authority (SHFA). The assets targeted for divestment comprise the Shangri-La and Four Seasons hotels in the Sydney CBD, the Novotel and Mercure hotels at Darling Harbour, and commercial offices at Darling Quarter.

In association with the Office of Government Architect and other key stakeholders, we developed the Circular Quay Renewal Framework in June 2016. This defined the shared vision for the precinct and developed a set of core values that underpin the renewal of Circular Quay. The Framework will help to deliver a whole-of-precinct renewal, using a coordinated approach to designing, planning, delivering and managing the place, public, infrastructure and development.

The process for the project lifecycle has been approved by the NSW Government and will enable early industry engagement to maximise innovation, efficiency and value. In December 2016, the project completed its initial justification (Gate 0) review with Infrastructure NSW and is now moving forward to a strategic business case and structured market engagement activities.

The project will meet the customers’ needs and demands across all transport modes well into the future. It will improve the customer experience by coordinated delivery of multiple transport projects, and will unlock the opportunity for a world-class retail and commercial development, tourism, business and cultural precinct. Construction is expected to begin in 2019.

### We’re leveraging new technologies

The inaugural two-day Future Transport Summit, held in April 2016, brought together more than 600 information technology specialists, innovators, entrepreneurs, futurists, transport leaders and academics to examine how technology can be used to improve transport across NSW.

The summit launched a transformative, 12-month program of work through which we are identifying how to bring technology into the centre of what we do, to drive greater efficiency in service delivery and improve the customer experience. The outcomes of the summit are being incorporated into the Future Transport Technology Roadmap.

### The Future Transport Technology Roadmap

The Future Transport Technology Roadmap is the first step in our journey to put NSW at the forefront of using innovation and emerging technologies to deliver better transport services.

Developed in collaboration with industry, customers and stakeholders, the Roadmap identifies the major technology trends that will shape the future of transport. Using different scenarios, we have imagined what transport could look like in the next decade, and are working out what we need to do now to be ready to meet a range of possible future impacts resulting from adoption of emerging technology.

With an overarching objective to transform the customer experience by personalising transport, the Roadmap outlines five key areas of focus that will guide investment in technology across transport. It also outlines 15 initiatives that aim to unlock the full value of our transport networks. These include using automation to improve the quality of information, delivering more efficient services, better managing network performance, and improving incident response with data and artificial intelligence.

The Roadmap has guided important work this year. We have called for innovative approaches to on-demand transport, assessed more than 100 innovation proposals from potential industry partners on applications of new technology in transport, actively engaged with digital entrepreneurs via the Open Data Hub and set up a trial of autonomous vehicles.

At the November 2016 launch of the Roadmap, we requested ‘Expressions of Innovation’; the first example of a new approach to engaging with industry in a more collaborative way. The Roadmap directs our focus on delivering prototypes, proofs of concept, and trials of new applications of technology quickly, and at low cost, by working in ways that minimise bureaucracy and increase our ability to deliver.

### A hotbed of entrepreneurial activity

As part of the Future Transport Technology Program, we established an ‘Intrepreneur Hothouse’, encouraging staff to put forward ideas to solve transport problems and deliver customer benefits. Since its inception, more than 500 staff have put forward 700 practical ideas about how to make transport better for our customers. As a result, we have set up an internal incubator program and allocated seed funding to prototype the best ideas.

To date 26 prototypes have been developed. These great ideas will be developed into products and services to benefit our customers and are at various stages of piloting and review, using a ‘fail fast and learn’ approach. This process has identified a number of practical changes that can be made by applying technology to transport processes and services.

Some examples currently under development or trial include:

* A maritime waterways app to enable a safe and enjoyable day on the water
* A digital self-service navigation kiosk for major transport interchanges
* New ways to plan journeys using an automated Facebook Messenger service
* Added functionality on public transport apps to reminds customers of their stop
* Real-time data driven information for apps on seat availability on the next service.

Concepts are also in development that will improve transport management processes, including a digital system for managing vehicle towing from clearways, managing hired plant for projects in delivery, and training and managing bus drivers on bus routes.

### Smart vehicles trialled at the Smart Innovation Centre

In July 2016, we established the Smart Innovation Centre to look at new ways of using technology to improve road network safety and reliability. With a focus on testing and trialling connected and automated vehicles in a controlled environment, our work is preparing the way to support technologies that create the best customer outcomes for passenger and freight mobility. While industry and customers will drive the adoption of these emerging technologies, the government is accelerating and influencing take up in ways that help different customer groups and the community as a whole.

We are developing on-road trials of innovative and emerging technologies, particularly for connected and automated vehicles. Connected and automated vehicles are expected to offer significant community, economic and social benefits, including improved safety, productivity and network efficiency, with opportunities to minimise congestion, particularly with shared use.

We partnered with Australian company Cohda Wireless, on a connected vehicle trial for freight safety under the NSW Premier’s Innovation Initiative. The project aims to reduce the number of times heavy vehicles stop at traffic lights on key freight corridors and, if successful, will inform the way we look at incorporating connected vehicle technology on other vehicles, including cars and buses.

We are working on a strategic plan to prepare for and enable connected and automated vehicles in NSW. This will align with the Future Transport Strategy and Technology Roadmap, and will be informed by community and industry engagement.

### On Demand Transport pilot program

In November 2016, we launched the On Demand Transport program to identify and pilot creative new ways for people to reach their destinations quickly, safely, easily, efficiently, and at a time that suits them. With an investment of $20 million over three years, these pilots aim to improve transport services through innovative service delivery models and technology.

To explore these ideas, we reached out to the market on 5 December 2016 and held interactive sessions with proponents in January and February 2017 to explore the ideas further. The process closed on 27 February 2017. In all, 66 proposals were received from 43 proponents.

The pilots, commencing in late 2017, will be held in the Northern Beaches, Macquarie Park, Sutherland Shire, Manly/Eastern Suburbs, Revesby/Bankstown, Edmondson Park, Wetherill Park/Greystanes and Woy Woy.

The services being piloted will be demand responsive, local, and able to be booked and scheduled at times that suit the customer. The pilots will inform future service delivery models, which can be implemented into future service contracts to provide a cost effective way to improve customer outcomes.

### Opening access to our data for research and development

Transport data is a public asset and it is our responsibility to share data in a way that will deliver better transport outcomes for the community. To unlock the potential of our data, we are providing open access to developers, technologists, data analytic centres and customers. Via an Open Data Hub, we are making transport data more accessible, releasing anonymous Opal data for broad research and customer product development.

To date, more than 4636 registered users are taking advantage of this data. From April 2016 to June 2017, the Open Data Hub delivered more than 480 million serves of data, which was used by a portfolio of third-party real-time transport apps, and achieved more than five million unique customer downloads.

The Open Data and Innovation Program has also enabled engagement with start-up entrepreneurs, stimulating new ways of thinking about how to deliver improved outcomes for our customers. One initiative aims to digitise the current manual print-based learner driver logbook with technology that improves the learning experience and enables electronic lodgement of records. Apps with this functionality were trialled in April 2017. Following further system development, integration and testing, this initiative is on course for a market release of a suite of new Learner Driver e-Log apps later in 2017.

### Refreshing our ICT systems

During the year, we proceeded with significant programs to addresses a critical need to refresh and renew Transport’s ageing and obsolete IT infrastructure assets. We completed implementation of the government’s ICT Assurance Framework to improve strategic alignment and assurance for ICT projects across the Transport cluster.

Transport Equip is an Enterprise Resource Planning Program that underpins the Transport cluster, supporting HR, payroll, procurement, projects and finance functions for the Transport cluster. In 2016–17, we added around 11,000 additional employees and completed deployment of Transport Equip to NSW Trains in January 2017 and Sydney Trains in June 2017.

### Making IT work for our staff

The Making IT Work for You Program is transforming the IT infrastructure of the Transport cluster by centralising IT services and support for around 27,500 staff working at various locations throughout NSW. In 2016–17, we deployed the MyIT Service Desk across the Transport cluster, providing a one stop shop for all IT services and support. As part of this initiative, we outsourced services to NEC Australia in Wollongong, providing around 100 new IT jobs in the Illawarra region.

We rolled out a new mobile device and application management platform to more than 13,000 users in June 2017 and transitioned managed network services from more than five suppliers to a single supplier across the Transport cluster.

During the year, we also developed a centralised document and records management system for the Sydney Metro Delivery Office. This provides a transparent, manageable and robust records management system for Australia’s largest public transport project.

# Corporate Governance

### Exemptions

The Treasurer, under section 45E of the *Public Finance and Audit Act 1983*, has approved an exemption from full compliance with the Financial Reporting Code. The exemption is that Transport for NSW is not required to prepare consolidated financial statements on the basis that its controlled entities are included in the Department of Transport’s consolidated financial statements.

### Statement on the audit on the exchange of Opal Information

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

# Appendices

## I. Management

### Management and structure

### Department of Transport

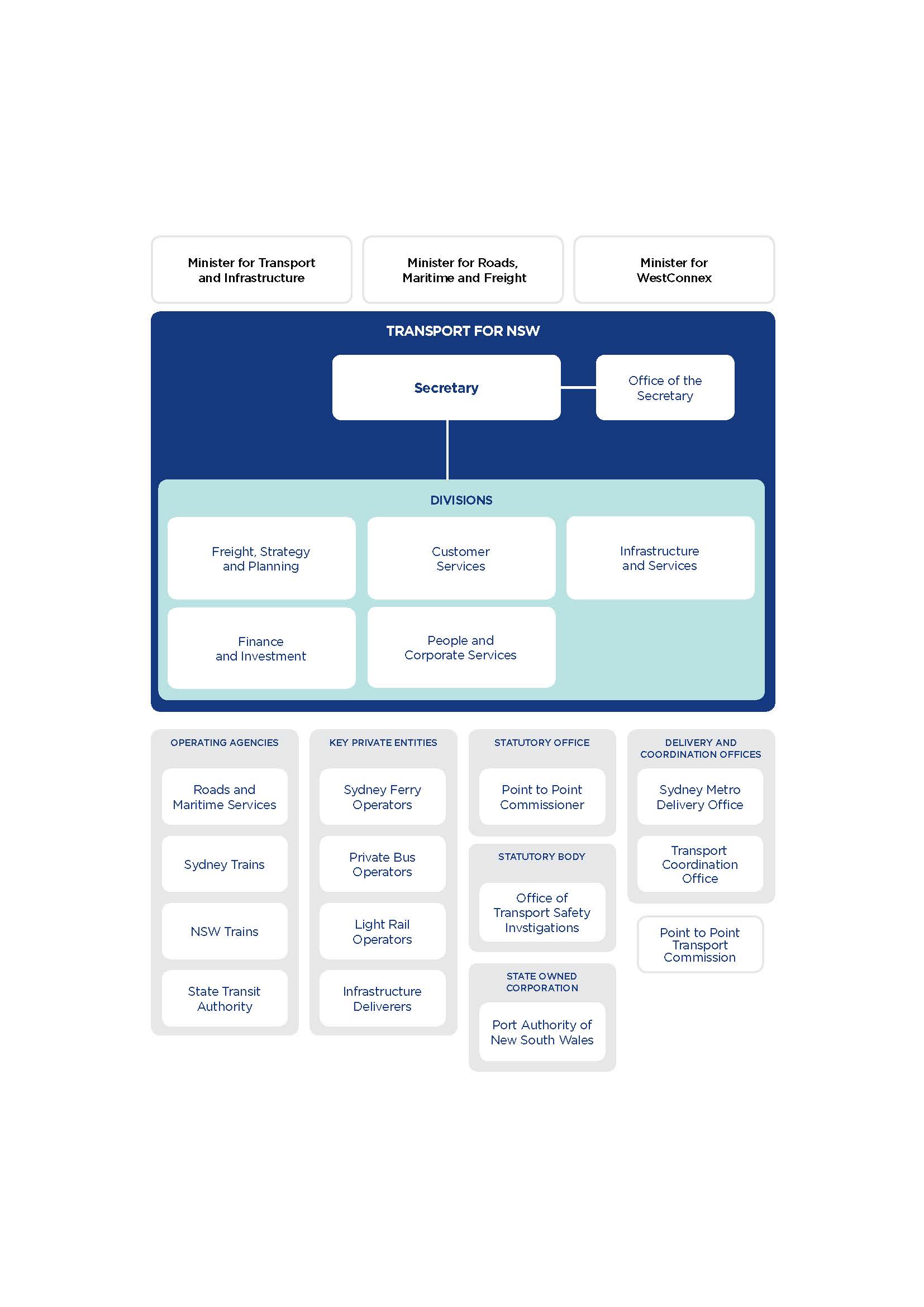
|  |  |  |
| --- | --- | --- |
| Name | Position | Qualification |
| Tim Reardon | Secretary | Bachelor of Technology (Engineering & Management)  Graduate Certificate in Natural Resources  Diploma of Engineering (Civil)  Business Management Certificate, AIM  Company Directors Diploma, AICD |

### Transport for NSW

|  |  |  |
| --- | --- | --- |
| **Name** | **Position** | **Qualification** |
| Tony Braxton-Smith | Deputy Secretary, Customer Services | Master of Business Administration |
| Rodd Staples | Program Director Sydney Metro Delivery Office | Bachelor of Engineering (Civil)  Masters of Finance (Business) |
| Clare Gardiner-Barnes | Deputy Secretary, Freight Strategy and Planning | Dip Teach (Primary)  Grad Dip Arts (Leadership)  Masters Social Welfare Administration and Planning |
| Peter Regan PSM | Deputy Secretary, Finance and Investment | Bachelor of Commerce (accounting and finance), UNSW  Chartered Accountant (Institute of Chartered Accountants Australia) |
| Fran McPherson | Deputy Secretary, People and Corporate Services (to 30 September 2016) | Executive Management Certificate at University of Technology, FAIM  Graduate Studies in Public Sector Management |
| Elizabeth Mildwater | Deputy Secretary, People and Corporate Services (from 17 January 2017)1 | Bachelor of Economics  Bachelor of Laws (Hons)  Master of Contemporary Asian Analysis  Advanced Management Program, Harvard Business School |
| Marg Prendergast PSM | Coordinator General, Transport Coordination Office | Bachelor of Economics  Graduate Diploma in Urban & Regional Planning |
| Stephen Troughton | Deputy Secretary, Infrastructure and Services (from 19 July 2016)2 | Bachelor of Engineering (Hons) in Civil Engineering  Master of Business Administration in Engineering Management  Fellow of Engineers Australia  Graduate of the Australian Institute of Company Directors (AICD)  Member of Institution of Civil Engineers (UK) |

1 Short term acting arrangements were put in place to cover the period prior to Elizabeth Mildwater commencing duties.

2 Short term acting arrangements were put in place to cover the period prior to Stephen Troughton commencing duties.



### Transport Advisory Board

The TAB provided expert advice to the Minister and the Secretary on strategic transport planning, prioritising, financing, delivering major transport projects and other advice, as required by the Minister or the Secretary.

Tim Besley (Chairman), Andrea Staines, Brendan Lyon and Paul Forward (‘the Current Members’) were first appointed as members of the TAB in May 2012. The Transport Secretary is also a member of the TAB.

As a result of the NSW Government’s Eliminating Duplication Initiative, it was decided that the TAB has served its purpose and was no longer required. The TAB met for the last time in July 2016.

Legislation is currently being drafted by Treasury to implement the recommendations of the Eliminating Duplications review.

## Major projects

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Project Description | Planned actual completion date | Announced Estimated Total Cost ($’000) | 2016–17 expenditure ($’000) | Expenditure in previous years ($’000) |
| Opal – Delivery Phase | 2017 | n.a. | 25,021 | 411,215 |
| Digital Train Radio System | 2017 | 402,000 | 24,848 | 380,081 |
| Wynyard Walk | 2017 | 306,000 | 35,825 | 260,056 |
| 218 New buses to cater for NSW Services | 2017 | 108,439 | 124,501 | n.a. |
| Country Rail Capital Maintenance | 2017 | 104,579 | 133,213 | n.a. |
| Barangaroo Ferry Hub | 2017 | n.a. | 23,945 | 35,467 |
| Business System Improvements | 2017 | n.a. | 23,419 | 163,213 |
| Lidcombe to Granville – Corridor Upgrade | 2016 | n.a. | 4,904 | 308,396 |
| Lower Hunter Freight Corridor (Planning and Pre-Construction) | n.a. | n.a. | 996 | n.a. |
| B-Line | 2019 | n.a. | 79,630 | 39,570 |
| Bus Priority Infrastructure (including Bus Rapid Transit Planning) | n/a | n.a. | 797 | n.a. |
| CBD and South East Light Rail | 2019 | 2,100,000 | 139,635 | 359,240 |
| Customer Experience – Digital Customer Channels and Wayfinding | 2019 | n.a. | 50,364 | 117,261 |
| Fixing Country Rail Pilot Program | n.a. | n.a. | 6,062 | 3500 |
| Intelligent Congestion Management Program – Stage 2 | 2020 | n.a. | 5,456 | 3657 |
| Main Western Rail Line Capacity Enhancements – Stage 1 | n.a. | n.a. | 946 | 4000 |
| Newcastle Light Rail | 2019 | n.a. | 143,432 | 133,400 |
| Next Generation Information Systems, now known as Making IT Work for You | 2018 | 336,851 | 116,056 | 217,419 |
| Parramatta Light Rail | 2023 | n.a. | 67,045 | 12,556 |
| Southern Sydney Freight Line Amplification (Planning) | n.a. | n.a. | 0 | 3000 |
| Sydney Metro City and Southwest | 2024 | n.a. | 1,873,395 | 868,858 |
| Existing Network Enhancements | 2019 | n.a. | 168,765 | 112,434 |
| Automatic Train Protection | 2019 | n.a. | 97,150 | 202,153 |
| Enterprise Asset Management (EAM) Program | 2017 | n.a. | 114,164 | 102,769 |
| Fixing the Trains Investments | 2021 | n.a. | 48,438 | 195,282 |
| Next Generation Rail Fleet, now known as New Intercity Fleet | 2021 | n.a. | 161,941 | 37,969 |
| Power Supply | 2018 | n.a. | 138,024 | 762,972 |
| Rail Operations Centre | 2018 | 276,000 | 85,132 | 66,091 |
| Sydney Metro Northwest (including rolling stock) | 2019 | 8,279,000 | 1,269,317 | 3,027,733 |
| Transport Access Program | 2020 | n.a. | 220,710 | 722,209 |

### Consumer response

At Transport for NSW, we place the customer at the centre of everything we do. Wherever possible, complaints are resolved promptly at the first point of contact.

We are committed to making our systems accessible and supporting people who may require assistance when making a complaint. All complaints and feedback are handled equitably, objectively and in an unbiased manner. We’re committed to responding appropriately to customer complaints and feedback; and using the insights generated to guide business decisions and improve the products and services we offer.

We aim to resolve most complaints within five business days. In circumstances where a complaint requires a detailed investigation, customers will be sent an acknowledgement that includes a tracking reference and information regarding the complaint handling process. If it is likely to take longer than 20 business days to resolve a complaint, customers will be kept informed of progress on a regular basis until the matter is resolved.

A Complaint and Feedback Management Standard (Standard) has been developed, defining the minimum mandatory requirements to meet the commitments outlined in the Transport Customer Complaints and Feedback Policy (Policy).

The Policy is conformant with the NSW Ombudsman’s ‘Commitments to Effective Complaint-Handling’ including:

* Treating complainants with respect
* Information on and accessibility for making complaints
* Setting good communication standards with customers
* Staff taking ownership of complaints
* Timeliness of our responses
* Transparency of complaints processes.

The Standard details the strategy, approach, and processes required for customer feedback and complaint handling, including accountabilities, responsibilities, documentation and reporting.

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

Transport for NSW received 5553 customer complaints through Transport Info, 3795 by phone and the remainder via letter, direct email or Feedback2Go. Collectively, Transport for NSW received 10,049 complaints, compliments and suggestions.

Complaints predominately expressed concerns around:

* School Student Transport Scheme eligibility criteria
* Opal Gold Opal Card interstate concession entitlements
* Transport planning and service levels
* Technology:
  + Opal Travel App: complaints about incorrect/ inaccurate information and requests to change functionality or reporting errors
  + TripView and other apps: complaints about incorrect/inaccurate information provided to customers
  + Trip Planner: complaints about incorrect/inaccurate information and functionality change requests.

We respond to complaints and feedback both on a case-by-case basis and also on a geographic or project approach where issues are identified specific to certain areas. Improvements to Trip Planner functionality and the launch of a new Trip Planner website were made due to customer feedback.

### Customer satisfaction with public transport

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Customer Satisfaction (%)** | **2012–13 (to June ’13)** | **2013–14 (to May ’14)** | **2014–15 (to May ’15)** | **2015–16 (to May ’16)** | **2016–17 (to May ’17)** |
| Train | 81 | 85 | 88 | 88 | 89 |
| Bus | 85 | 87 | 88 | 89 | 89 |
| Ferry | 95 | 96 | 97 | 97 | 97 |
| Light Rail | 94 | 89 | 92 | 96 | 90 |
| Taxi | 79 | 81 | 84 | 81 | 81 |

* When compared to financial year 2015–16, customer satisfaction with public transport remained stable in the face of ongoing disruption due to construction work across the network.
* Since June 2013, customer satisfaction has increased significantly across most transport modes.
* In particular, satisfaction with train services increased by eight percentage points and satisfaction with bus services increased by four percentage points.

### Customer satisfaction with roads

|  |  |  |
| --- | --- | --- |
| **Customer Satisfaction (%)** | **2015–16 (to May ’16)** | **2016–17 (to May ’17)** |
| Private vehicle | 85 | 85 |
| Heavy vehicle | 66 | 61 |
| Motorcycle | 83 | 82 |
| Bicycle | 82 | 87 |
| Pedestrian | 86 | 85 |

* When compared to financial year 2015–16, customer satisfaction with roads remained stable across most transport modes.
* In particular, satisfaction among cyclists increased by five percentage points compared to last financial year.

### Customer satisfaction with point to point transport

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Customer Satisfaction (%)** | **2012–13 (to June ’13)** | **2013–14 (to May ’14)** | **2014–15 (to May ’15)** | **2015–16 (to May ’16)** | **2016–17 (to May ’17)** |
| Taxi | 79 | 81 | 84 | 81 | 81 |
| Ride Share | – | – | – | – | 88 |
| Hire Car | – | – | – | – | 85 |

* Since June 2013, customer satisfaction with Taxi has improved by two percentage points
* FY 2016/17 was the first year in which customer satisfaction with Ride Share and Hire Car was measured.

## Risk management and insurance

Risk management is a core capability and a key contributor to the success of Transport for NSW. We are committed to implementing proactive strategies and mechanisms to improve our performance and ensure we meet our objectives safely and successfully.

Transport for NSW’s Enterprise Risk Management Framework and supporting standard and procedure establish a consistent approach to assessing, evaluating and managing risks. The Framework complies with the NSW Treasury Internal Audit and Risk Management Policy for the NSW Public Sector (TPP 15-03) and conforms to the Australian and New Zealand International Standard for Risk Management (AS/NZS ISO 31000).

Risk management is integrated with corporate strategy, business planning and performance. Business units include key risks within their business plans and report quarterly to the Transport for NSW Secretary on the effective management of risks.

The Transport Executive performs a regular review of our enterprise risk profile and has established a Transport Risk Leadership Group and a Risk Community of Practice to support the effective management of risk throughout Transport for NSW. The Transport Executive and the Transport Risk Leadership Group also provide leadership in the continuous improvement of our risk management performance.

The independent Audit and Risk Committee reviews whether management has current and appropriate risk management processes and associated procedures in place for the effective identification and management of risks.

The NSW Treasury requires all NSW Government agencies, other than state-owned corporations, to undertake Principal Arranged Insurance (PAI) through Insurance & 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
* 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.

Transport for NSW also purchased commercial insurance policies for NSW Heritage Railways and Country Regional Network (CRN). Public Liability Insurance is provided for rail heritage organisations. Previous combined commercial insurance arrangements continued between CRN, Sydney Trains and NSW Trains. The insurance provided includes Industrial Special Risks (property damage and consequential loss insurance) and Comprehensive Liability Insurance.

## II. Finance

### Funds granted to non-government community organisations

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

The TARPGP provides funding for people with limited or no access to private transport, and difficulty accessing public transport. A total of 37 grants were distributed via the TARPGP with funds totalling $763,938.

|  |  |  |
| --- | --- | --- |
| **Organisation** | **Grant purpose** | **Amount** |
| Awabakal Ltd | **Hunter Knockout** This project supported transport for Aboriginal people from the electorates of Newcastle, Upper Hunter, Cessnock, Maitland and Lake Macquarie to the Koori Knockout in Sydney during the 2016 October long weekend. | $5000 |
| Illawarra Aboriginal Corporation | **Illawarra Titans NSW Aboriginal Knockout Carnival** This project supported coach transport for the Illawarra Titans teams (under 12, 15 & 17s) and their families and supporters to attend the Aboriginal Rugby League Knockout in Sydney between 30 September and 3 October 2016. | $3491 |
| Woomera Aboriginal Corporation (Robert Whybrow) | **Murray River Warriors Koori Knockout 2016** This project supported transport for Aboriginal people from the electorate of Albury to Aboriginal Rugby League Knockout in Sydney during the 2016 October long weekend. | $818 |
| Three Ways Aboriginal Sports Club | **NSW Koori Knockout – Griffith** This project supported transport for Aboriginal people from the electorate of Murrumbidgee to Aboriginal Rugby League Knockout in Sydney during the 2016 October long weekend. | $1755 |
| Wagga Advancement Aboriginal Corporation | **2016 Aboriginal Knockout – Dindima Football Club** This project supported transport for Aboriginal people from the electorate of Wagga Wagga to Aboriginal Rugby League Knockout in Sydney during the 2016 October long weekend. | $716 |
| Intereach Ltd | **Junior Waratahs Football Club Transport** This project enabled access to a series of three football knockout carnivals for 20 to 25 school students aged between six and 14 years from the Junior Waratahs Football Club to participate in healthy and inclusive sporting and social events. | $1260 |
| Police Citizens Youth Club | **Mawang Gaway – Nations of Origin Wiradjuri South** This project enabled access to the Nations of Origin football event held 11–13 July 2017 at Raymond Terrace. The funds provided transport for 24 youth under the age of 16 years and volunteers to the largest youth Aboriginal event in NSW. | $3773 |
| New England Sector Support team | **New England Koori Knockout** This project supported transport for Aboriginal people from the Tamworth, Northern Tableland and Barwon electorates to the Aboriginal Rugby League Knockout in Sydney during the 2016 October long weekend. | $5000 |
| Kamilaroi Ageing and Disability Services – Uralla Shire Council | **Kamilaroi Elders All Star Adventure** Sixteen Kamilaroi Elders attended the Indigenous All Stars rugby league game in Newcastle. This equates to 128 trips undertaken by the group while in Newcastle. The project covers the townships of Tamworth, Armidale, Uralla, Gunnedah and outlying communities, and is a major contributor to the social and cultural wellbeing of this group. | $1200 |
| Tablelands Community Transport | **Lake Macquarie Elders Olympics** The funding was used to provide transport assistance for Aboriginal Seniors and Elders to travel from Uralla and Tamworth to Lake Macquarie for the Elders Olympics. | $2900 |
| Tenterfield Preschool Kindergarten | **Tenterfield Preschool Trial** This trial will build on the success of a program funded by the Department of Education’s Community Preschool Outreach Grants program offering a travel service to and from preschool for children between three and five years. The bus will be fitted with safety anchorage points and booster seats. | $30,250 |
| Tamworth Basketball Association | **Building Resilience through Basketball** This project provides coordinated, door-to-door bus transport for young disadvantaged Aboriginal and non-Aboriginal people in the greater Tamworth and New England region to access, participate and represent their community in regional basketball competitions. The project aims to ensure at-risk young people have a chance to build networks and experience events they would otherwise forego. | $14,000 |
| Casino Cabs (North Coast Taxi and Hire Car Service Pty Ltd) | Wheels to Independence This funding supports subsidised taxi transport for people living with a disability and aged widows in the Richmond Valley LGA. It targets customers in areas where there is little or no public transport. | $30,000 |
| Wyrallah Public School P&C Association | **Wyrallah Spectacular** This project supported 23 Aboriginal and non-Aboriginal students from Wyrallah Road Public School to travel by public transport to the Schools Spectacular in November 2016. | $2000 |
| Murwillumbah Community Centre | **Caring about Kids and Culture** This project provides access for Aboriginal families to an after-school program that provides exposure to language, dance, and cultural art and crafts, to help maintain cultural identity. Cultural and family values are a main focus of the program, aiming to create stronger families and teach good parenting skills | $13,000 |
| **Live and Learn** This project enables Aboriginal youth to attend after-school and school holiday activities developed and run by the Murwillumbah Community Centre. An Aboriginal driver, trained through the Community Driven Tweed Byron Ballina initiative, will drive a hired community bus to ensure the transport is culturally appropriate. | $10,000 |
| **Guyahyn Early Childhood** This project provides access to a school-readiness program delivered at Possums Community Preschool for Aboriginal children aged five and under, and their parents. The aim is to increase engagement with school-readiness programs and Indigenous enrolments at local preschools, by promoting the employment of Aboriginal people in early childhood centres and programs. | $12,000 |
| **Total** | | **$35,000** |
| Tweed Byron Ballina Community Transport | **Northern Rivers to the Knockout** This project supported transport for Aboriginal people from the electorates of Lismore, Byron, Ballina, Tweed, Kyogle and Richmond Valley to the Aboriginal Rugby League Knockout in Sydney during the 2016 October long weekend. | $5000 |
| **Little Possums Trial** A Toyota Coaster will be purchased and fitted with safety anchorage points and booster seats for a transport trial to and from preschool for 16 children aged between three and five years. The preschool will provide a supervising carer for up to eight children. The collaborating organisations in the project (Tweed Byron Ballina Community Transport, Possums Community Preschool and Murwillumbah Community Centre) will work together to develop the operating procedures, address any issues, and make improvements to the service throughout the trial. | $190,000 |
| Manning Valley and Area Community Transport Group | **Manning to the Knockout** This project supported transport for Aboriginal people from the Myall Lakes electorate to the Aboriginal Rugby League Knockout in Sydney during the 2016 October long weekend. | $1500 |
| **Great Lakes to the Knockout** This project provides affordable transport for Aboriginal people from Myall Lakes, Upper Hunter and Port Stephens to attend the annual Aboriginal Rugby League Knockout in Sydney during the October 2017 long weekend. | $1500 |
| Total | | $3000 |
| Homebase Youth Services | **NAIDOC Debut 2017** This project provided free and coordinated transport enabling Aboriginal youth living in the Forster–Tuncurry area to attend and perform at NAIDOC celebrations in 2017. A special event will be the Debutant Ball for young Aboriginal women to the age of 25. | $3000 |
| Closing the Gap Community Services | **Toormina Bound** This project provides affordable transport using heavily subsidised existing transport services for some of the most disadvantaged members of the community, enabling access to the services provided by Closing the Gap Community Services following a move to Toormina. Closing the Gap Community Services is a volunteer organisation providing services to victims of domestic violence, Aboriginal people and recently released prisoners. | $25,000 |
| Home Assistance and Regional Transport (HART) Services | **NRL2P** This project provides the opportunity for learner drivers who lack support, people with a disability or mental health illness, and people under severe financial distress, to gain their provisional licence. Partnerships with local community organisations have been formed to ensure the success of this project. The project will enable participants to have greater mobility, the opportunity to improve health and wellbeing, and more options to gain employment and financial stability. | $20,000 |
|  | **Backing Box Ridge** This project enables the Bogal Aboriginal Land Council to gain ownership of a 12-seat bus and trailer, to provide transport services to Aboriginal people in Coraki and Box Ridge. The bus and trailer are being donated by HART Services, while we are supporting the cost of transferring ownership of the bus and trailer, removing HART signage, a full vehicle service, and engineering to remove two back seats in order for the vehicle to be driven with a standard driver licence. | $7500 |
| Total | | $27,500 |
| Coffs Harbour, Bellinger & Nambucca Community Transport | Building Capacity in Bowraville This initiative enables the employment of local Aboriginal people in driving and transport coordination roles. Local people will be employed by Coffs Harbour, Bellingen & Nambucca Community Transport, which delivers community-based transport and enables improved access to critical appointments, and social and recreational activities. The community intend to reconnect young people with their culture by providing weekend transport to significant sites and activities in the area. | $130,000 |
| BOWRA L2P This project assists people experiencing isolation and disadvantage due to lack of access to transport. The target group is learner drivers who lack support to help them learn to drive. Coffs Harbour, Bellingen & Nambucca Community Transport will coordinate the 120 hours of learner tuition required by participants. A dual control vehicle will be purchased as part of this initiative to ensure the safety of learners and volunteer trainers. Participants will receive up to 10 hours of professional driving tuition (equivalent to 30 hours of volunteer tuition) and 90 hours of volunteer tuition. | $50,000 |
| Bowraville Beyond School This project enables young people in Bowraville to attend TAFE by providing free and appropriate transport, coordinated and delivered by TAFE in collaboration with Coffs Harbour, Bellingen & Nambucca Community Transport. This trial will enable Community Transport, TAFE and the Bowraville Solution Brokerage Task Group to assess the effectiveness of the model in engaging and retaining Aboriginal youth in training. | $31,000 |
| Driving the Valley Forward This program facilitates the training of up to 25 volunteer bus drivers in the Coffs Harbour, Bellingen and Nambucca regions. Participants will be required to volunteer a minimum of 30 hours for Coffs Harbour, Bellingen & Nambucca Community Transport or at an organisation of their choosing. Previous experience has shown that once engaged, participants provide hundreds of hours of driving back to their community and also achieve employment. This can have a significant impact on both the individuals and the communities in which they live. | $30,000 |
| Coffs to the Knockout This project supported transport for Aboriginal people from the electorates of Coffs Harbour and Oxley to the Aboriginal Rugby League Knockout in Sydney during the 2016 October long weekend. | $2000 |
| Nambucca to the Knockout This project provides affordable transport for Aboriginal people from Coffs Harbour, Bellingen and Nambucca to attend the annual Aboriginal Rugby League Knockout to be held in Sydney during the October 2017 long weekend. | $2000 |
| Total | | $245,000 |
| Bowraville Central School P&C Association | Supporting Bowraville Youth This initiative subsidises travel for Bowraville youth attending Bowraville Central School to enable them to attend TAFE and work experience. Travel will be on existing route services and the cost will be capped at $10 so that it does not disadvantage young people. Some local travel will be by charter where no route service exists. | $13,000 |
| Hastings Macleay Community Transport | Working Together in the Macleay This project facilitates the employment of a stakeholder engagement/systems development officer. This position will work with partner agencies to develop operational frameworks for working together now and into the future. Their role will assist organisations to cooperate in the delivery of transport to the community. It will also provide the opportunity to evaluate the model and assess its suitability for other areas in the State. | $25,000 |
| |  | | --- | | Hastings to the Knockout This project supported transport for Aboriginal people from the electorates of Oxley and Port Macquarie to the Aboriginal Rugby League Knockout in Sydney during the 2016 October long weekend. | | $1500 |
| Total | | $26,500 |
| SM and MN Rixon | Coast to Canberra Daily Shuttle Service The funding subsidy will ensure the continuance of daily return services from the South Coast to Canberra. Rixon Bus Service is demand responsive and adjusts their route to enable home pick up for customers and delivery to their destination in Canberra. | $70,000 |
| Wyalong and District Community Transport Group | Out ‘n About Wyalong This funding provides bus transport for youth (particularly Aboriginal youth) and socially isolated seniors (particularly men) to attend events and social opportunities outside the Bland Shire over the next 18 months. The service aims to provide engagement, interaction and occupation during the school holiday period. The project will also enable three Aboriginal participants the opportunity to gain a Medium Rigid (MR) bus licence and possible employment as community transport drivers. This project complements Bland Shire Council’s Community Engagement Strategy. | $9425 |
| Bathurst Community Transport | Food Bank Shuttle Bus This project provides weekly transport to the local food bank for people from financially and transport disadvantaged groups living in Bathurst and surrounding suburbs. This enables the target group to access a food service which will save them money and provide nutrition for them and their families. More than 200 people will be assisted with transport, which will increase social inclusion. More than 4000 trips will be made during a 12-month period. | $9350 |

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

* Delivered on behalf of the NSW Department of Family and Community Services, the Community Care Support Program provides transport for young people (and their carers) who have a permanent functional disability, live in their community and risk premature or inappropriate admission to residential care.
* The Australian Government funds Transport for NSW via the Commonwealth Home Support Program to provide trips for older, frail, aged people and their carers.
* Transport for NSW, on behalf of the NSW Government, delivers the Community Transport Program that provides public passenger services to people who do not have access to public or private transport because of location, time of travel, ability or affordability.
* In 2016–17 the Country Passenger Transport Infrastructure Grants provided more than $3 million for 622 projects to improve passenger transport infrastructure in rural, regional and remote communities across NSW. This represents Transport for NSW’s financial contribution towards improving the accessibility and quality of kerbside passenger transport infrastructure in country areas.

|  |  |  |
| --- | --- | --- |
| Organisation | Program | Funding |
| Access Sydney Community Transport | Community Care Support Program  Commonwealth Home Support Program  Community Transport Program | $240,196  $2,890,844  $276,111 |
|  | TOTAL: | $3,407,151 |
| Activus Transport Incorporated | Community Care Support Program  Commonwealth Home Support Program  Community Transport Program | $84,723  $1,544,654  $82,259 |
|  | TOTAL: | $1,711,636 |
| Australian Unity Home | Community Care Support Program  Commonwealth Home Support Program  Community Transport Program | $49,275  $318,344  $138,666 |
|  | TOTAL: | $506,285 |
| Awabakal Ltd | Community Care Support Program  Commonwealth Home Support Program  Community Transport Program | $1,265  $156,882  $29,632 |
|  | TOTAL: | $187,779 |
| Bankstown Canterbury Community Transport | Community Care Support Program  Commonwealth Home Support Program  Community Transport Program | $213,506  $1,959,925  $125,004 |
|  | TOTAL: | $2,298,435 |
| Baptist Community Services – NSW & ACT | Community Care Support Program  Commonwealth Home Support Program  Community Transport Program | $81,924  $785,977  $151,487 |
|  | TOTAL: | $1,019,388 |
| Bathurst Community Transport | Community Care Support Program  Commonwealth Home Support Program  Community Transport Program | $115,488  $306,668  $140,602 |
|  | TOTAL: | $562,758 |
| Bega Valley Community Transport | Community Care Support Program  Commonwealth Home Support Program  Community Transport Program | $27,455  $294,564  $92,116 |
|  | TOTAL: | $414,135 |
| Blue Mountains Aboriginal C & R Centre | Community Care Support Program  Commonwealth Home Support Program  Community Transport Program | $12,605  $76,660  $30,726 |
|  | TOTAL: | $119,991 |
| Bungree Aboriginal Association | Community Care Support Program  Commonwealth Home Support Program  Community Transport Program | $26,343  $147,953  $41,365 |
|  | TOTAL: | $215,661 |
| Cessnock Community Transport | Community Care Support Program  Commonwealth Home Support Program  Community Transport Program | $21,749  $296,411  $242,648 |
|  | TOTAL: | $560,808 |
| Clarence Community Transport | Community Care Support Program  Commonwealth Home Support Program  Community Transport Program | $325,010  $1,050,079  $189,729 |
|  | TOTAL: | $1,564,818 |
| Coast and Country Community Services Ltd | Community Care Support Program | $258,567 |
| Commonwealth Home Support Program | $1,262,877 |
| Community Transport Program | $386,081 |
|  | TOTAL: | $1,907,525 |
| Coffs Harbour, Bellingen & Nambucca Community Transport | Community Care Support Program | $136,996 |
| Commonwealth Home Support Program | 1,550,048 |
| Community Transport Program | 317,812 |
|  | TOTAL: | $2,004,856 |
| Community Connect Transport Services | Community Care Support Program | $32,320 |
| Commonwealth Home Support Program | $1,004,731 |
| Community Transport Program | $16,639 |
|  | TOTAL: | $1,053,690 |
| Community Transport Central Coast | Community Care Support Program | $468,507 |
| Commonwealth Home Support Program | $2,983,326 |
| Community Transport Program | $208,503 |
|  | TOTAL: | $3,660,336 |
| Community Transport Network | Commonwealth Home Support Program | $480,000 |
|  | TOTAL: | $480,000 |
| Community Transport Port Stephens | Community Care Support Program | $40,144 |
| Commonwealth Home Support Program | $607,895 |
| Community Transport Program | $169,031 |
|  | TOTAL: | $817,070 |
| Community Transport Warren | Community Care Support Program | $29,340 |
| Commonwealth Home Support Program | $85,578 |
| Community Transport Program | $74,408 |
|  | TOTAL: | $189,326 |
| Community Wheels | Community Care Support Program | $150,939 |
|  | Commonwealth Home Support Program | $1,268,408 |
|  | Community Transport Program | $230,764 |
|  | TOTAL: | $1,650,111 |
| Dungog & District Neighbourcare | Community Care Support Program | $36,916 |
| Commonwealth Home Support Program | $238,346 |
| Community Transport Program | $48,772 |
|  | TOTAL: | $324,034 |
| Easy-Go Connect Incorporated | Community Care Support Program | $157,134 |
| Commonwealth Home Support Program | $1,321,874 |
| Community Transport Program | $234,070 |
|  | TOTAL: | $1,713,078 |
| Easylink Community Services Ltd | Community Care Support Program | $22,926 |
| Commonwealth Home Support Program | $1,058,475 |
| Community Transport Program | $292,841 |
|  | TOTAL: | $1,374,242 |
| Far West HACC Services | Community Care Support Program | $57,244 |
| Commonwealth Home Support Program | $146,407 |
| Community Transport Program | $111,231 |
|  | TOTAL: | $314,882 |
| Gandangara Transport Services Ltd | Community Care Support Program | $284,040 |
| Commonwealth Home Support Program | $420,767 |
| Community Transport Program | $163,142 |
|  | TOTAL: | $867,949 |
| Great Community Transport | Community Care Support Program | $423,761 |
| Commonwealth Home Support Program | $941,502 |
| Community Transport Program | $248,547 |
|  | TOTAL: | $1,613,810 |
| Hastings Macleay Community Transport | Community Care Support Program | $60,479 |
| Commonwealth Home Support Program | $1,605,863 |
| Community Transport Program | $129,429 |
|  | TOTAL: | $1,795,771 |
| Holdsworth Street Community Centre | Community Care Support Program | $112,246 |
| Commonwealth Home Support Program | $398,737 |
| Community Transport Program | $148,699 |
|  | TOTAL: | $659,682 |
| Home Assistance and Regional Transport (HART) Services | Community Care Support Program | $316,207 |
| Commonwealth Home Support Program | $1,188,887 |
| Community Transport Program | $286,654 |
|  | TOTAL: | $1,791,748 |
| Home Care Service of NSW | Community Care Support Program | $123,661 |
| Commonwealth Home Support Program | $586,686 |
| Community Transport Program | $347,491 |
|  | TOTAL: | $1,057,838 |
| Hornsby Ku-Ring-Gai Community Aged | Community Care Support Program | $34,623 |
| Commonwealth Home Support Program | $1,331,520 |
| Community Transport Program | $53,655 |
|  | TOTAL: | $1,419,798 |
| Intereach Ltd | Community Care Support Program | $107,405 |
| Commonwealth Home Support Program | $456,494 |
| Community Transport Program | $199,403 |
|  | TOTAL: | $763,302 |
| Inverell HACC Services | Community Care Support Program | $10,331 |
| Commonwealth Home Support Program | $384,651 |
| Community Transport Program | $84,221 |
|  | TOTAL: | $479,203 |
| Kalianna Enterprises | Community Care Support Program | $263,780 |
| Commonwealth Home Support Program | $434,610 |
| Community Transport Program | $121,922 |
|  | TOTAL: | $820,312 |
| Lake Cargelligo & District Community Transport | Community Care Support Program | $10,478 |
| Commonwealth Home Support Program | $149,490 |
| Community Transport Program | $68,211 |
|  | TOTAL: | $228,179 |
| Leichhardt Community Transport | Community Care Support Program | $124,668 |
| Commonwealth Home Support Program | $1,147,700 |
| Community Transport Program | $139,560 |
|  | TOTAL: | $1,411,928 |
| LiveBetter Services Ltd | Community Care Support Program | $439,025 |
| Commonwealth Home Support Program | $1,433,061 |
| Community Transport Program | $624,132 |
|  | TOTAL: | $2,496,218 |
| Maitland Community Care Services | Community Care Support Program | $73,888 |
| Commonwealth Home Support Program | $560,675 |
| Community Transport Program | $140,878 |
|  | TOTAL: | $775,441 |
| Manning Valley and Area Community Transport | Community Care Support Program | $143,207 |
| Commonwealth Home Support Program | $1,485,421 |
| Community Transport Program | $287,793 |
|  | TOTAL: | $1,916,421 |
| Meeting House | Commonwealth Home Support Program | $58,883 |
| Community Transport Program | $10,000 |
|  | TOTAL: | $68,883 |
| Mercy Services | Community Care Support Program | $82,993 |
| Commonwealth Home Support Program | $1,953,618 |
| Community Transport Program | $183,312 |
|  | TOTAL: | $2,219,923 |
| Moree Aged & Disability Services | Community Care Support Program | $56,906 |
| Commonwealth Home Support Program | $215,060 |
| Community Transport Program | $104,598 |
|  | TOTAL: | $376,564 |
| Murrumburrah-Harden Flexible Care | Community Care Support Program | $4,687 |
| Commonwealth Home Support Program | $41,631 |
| Community Transport Program | $58,426 |
|  | TOTAL: | $104,744 |
| Neighbourhood Central | Community Care Support Program | $23,893 |
| Commonwealth Home Support Program | $348,679 |
| Community Transport Program | $193,378 |
|  | TOTAL: | $565,950 |
| Northern Coalfields Community Transport | Community Care Support Program | $54,086 |
| Commonwealth Home Support Program | $259,685 |
| Community Transport Program | $23,576 |
|  | TOTAL: | $337,347 |
| Northern Illawarra Neighbour Aid | Community Care Support Program | $7849 |
| Commonwealth Home Support Program | $92,061 |
| Community Transport Program | $47,535 |
|  | TOTAL: | $147,445 |
| Northern Rivers Social Development Council | Community Transport Program | $105,657 |
|  | TOTAL: | $105,657 |
| Northside Community Forum | Community Care Support Program | $202,072 |
| Commonwealth Home Support Program | $173,019 |
| Community Transport Program | $69,106 |
|  | TOTAL: | $444,197 |
| Ourcare Services Ltd | Community Care Support Program | $46,641 |
| Commonwealth Home Support Program | $286,324 |
| Community Transport Program | $52,134 |
|  | TOTAL: | $385,099 |
| Oxley Community Transport | Community Care Support Program | $39,489 |
| Commonwealth Home Support Program | $665,268 |
| Community Transport Program | $241,936 |
|  | TOTAL: | $946,693 |
| Peppercorn Services | Community Care Support Program | $114,361 |
| Commonwealth Home Support Program | $432,319 |
| Community Transport Program | $250,028 |
|  | TOTAL: | $796,708 |
| Randwick Waverley Community Transport | Community Care Support Program | $127,047 |
| Commonwealth Home Support Program | $1,394,156 |
| Community Transport Program | $76,947 |
|  | TOTAL: | $1,598,150 |
| Ryde Hunters Hill Community Transport | Community Care Support Program | $61,292 |
| Commonwealth Home Support Program | $792,483 |
| Community Transport Program | $42,454 |
|  | TOTAL: | $896,229 |
| Rylstone District Care & Transport | Community Care Support Program | $31,488 |
| Commonwealth Home Support Program | $82,133 |
| Community Transport Program | $26,658 |
|  | TOTAL: | $140,279 |
| South Eastern Community Connect | Community Care Support Program | $54,796 |
| Commonwealth Home Support Program | $370,763 |
| Community Transport Program | $25,596 |
|  | TOTAL: | $451,155 |
| South West Community Transport Ltd | Community Care Support Program | $553,922 |
| Commonwealth Home Support Program | $3,028,434 |
| Community Transport Program | $236,764 |
|  | TOTAL: | $3,819,120 |
| Southern Highlands Community Transport | Community Care Support Program | $195,507 |
| Commonwealth Home Support Program | $850,413 |
| Community Transport Program | $150,022 |
|  | TOTAL: | $1,195,942 |
| St George Community Transport | Community Care Support Program | $517,421 |
| Commonwealth Home Support Program | $1,256,147 |
| Community Transport Program | $117,930 |
|  | TOTAL: | $1,891,498 |
| TransCare Hunter Ltd | Community Care Support Program | $106,023 |
| Commonwealth Home Support Program | $364,696 |
| Community Transport Program | $267,046 |
|  | TOTAL: | $737,765 |
| Translinc Inc | Community Care Support Program | $15,744 |
| Commonwealth Home Support Program | $102,498 |
| Community Transport Program | $43,580 |
|  | TOTAL: | $161,822 |
| Tweed Byron and Ballina Community Transport | Community Care Support Program | $248,208 |
| Commonwealth Home Support Program | $1,753,627 |
| Community Transport Program | $233,067 |
|  | TOTAL: | $2,234,902 |
| Valmar Support Services Ltd | Community Care Support Program | $152,584 |
| Commonwealth Home Support Program | $713,843 |
| Community Transport Program | $396,131 |
|  | TOTAL: | $1,262,558 |
| Walcha Community Transport | Community Transport Program | $27,013 |
|  | TOTAL: | $27,013 |
| Wee Waa Community Care Service | Community Care Support Program | $7,307 |
| Commonwealth Home Support Program | $224,222 |
| Community Transport Program | $128,392 |
|  | TOTAL: | $359,921 |
| Western Region Community Transport Forum | Community Care Support Program | $3,034 |
| Commonwealth Home Support Program | $14,485 |
|  | TOTAL: | $17,519 |
| Western Sydney Community Forum | Community Transport Program | $109,635 |
|  | TOTAL: | $109,635 |
| Wyalong and District Community Transport | Community Care Support Program | $12,219 |
| Commonwealth Home Support Program | $160,684 |
| Community Transport Program | $44,592 |
|  | TOTAL: | $217,495 |
| GRAND TOTAL |  | $67,775,808 |

### Community Road Safety Grants

|  |  |  |
| --- | --- | --- |
| ORGANISATION | PROJECT NAME | AMOUNT REQUESTED |
| Pedestrian Council of Australia Ltd | ‘Mobile Phone Campaign –Youtube and CSA video  ad’ – develop a 30 second video to educate  pedestrians on mobile phone distraction | $30,000 |
| Motorcycle Council of NSW Inc | ‘Motorcycle Helmets - the Facts’ – three short films  on suitability of motorcycle helmets | $30,000 |
| Cycling NSW | Ride Leader (cycling) curriculum and training | $24,000 |
| Bicycle NSW | ‘Give a Metre’ – transportable kit and activity for  members of the public | $5,000 |
| Little Blue Dinosaur | ‘Holiday Time’ – Slow down campaign involving community (non-road) signage | $30,000 |
| Family Resource and Network  Support Inc | Road safety instruction for people with an  intellectual disability | $3,960 |
| Dulwich Hill Public School Parents  and Citizens Association | ‘Keeping Dulwich Hill community and kids safe in  Hercules Street’ – printed vinyl banners to attach to  school fence in regards to parking restrictions | $1,500 |
| Metro Assist Inc | ‘New Drivers Safety Education’ – focus on refugees  and migrants | $5,000 |
| Jubilee Community Services  Incorporated | ‘Safer Georges River Pedestrians’ – workshops for over 65s targeting Cantonese and Mandarin speakers | $2,800 |
| Giant Steps Sydney | ‘Cycling for Life’: Multipurpose Road Safety Education Cycle Track for Children with Autism in their education facility | $30,000 |
| Holdsworth Community Ltd | ‘Stop, Look, Listen and Think’ – development of an  extra module of the ‘Travel Training’ pedestrian safety training | 29,800 |
| Passion of Welfare Incorporated  Association | ‘Increase Awareness of Road Safety in Indian/Pakistani Community’ –  delivering four workshops on road safety | $4,998.64 |
| Blue Datto Foundation | ‘The Need’ – provide training and educational support to parents of young drivers who are undertaking the Keeping Them Safe Program and ‘Keeping Safe Community Program’ – behavioural road safety educational workshops | $27,729 AND $4,800 |
| Illawarra Road Safety Group | Illawarra Seniors Road Safety Expo | $5,000 |
| SCARF Incorporated | Destination Safe Driving (DSD) – driver education and mentoring for resettled refugees | $29,700 |
| Multicultural Communities Council  of Illawarra | ‘Cycle safe educational session’ – targeting refugee  and migrant youth | $5,000 |
| Alison Homestead Men's Shed | ‘Purchase of bicycle helmets’ – for children from  disadvantaged families | $1,500 |
| Manilla Lions Club | Assisting with development of a children's road  safety park | $5,000 |
| Port Stephens Family and  Neighbourhood Services | ‘Safe Families, Safe Kids’ – selection and  installation of child restraints | $15,000 |
| Blackheath Area Neighbourhood  Centre | Seniors’ Road Safety Film-Making Project | $5,000 |
| Anglicare | ‘Australia School - Road-Safe in Oz: Walk, Ride and  Drive’ – educational sessions targeted at newly  arrived humanitarian entrants to Australia | $5,000 |
| Rotary Club of Woolgoolga Inc | ‘Youth Driver Awareness Day’ – youth driver  awareness day using the RYDA program | $1,800 |
| Rotary Club of Moss Vale | Autism Driver Training Workshop | $5,000 |
| Australian Road Safety Foundation | ‘Senior Driver Program’ – driver coaching and  mentoring program | $23,200 |
| Total | | $298,259 |

### Research and development

Transport for NSW established a new Research and Investigation Unit, to undertake innovative and practical research projects and facilitate relationships with the university sector. This business unit, along with the newly established Transport Performance and Analytics Centre of Excellence, will enable us to deliver the evidence base and insights necessary to drive the strategic decision making that underpins the development and delivery of our transport system.

In 2016–17, we undertook the following research and development activities:

|  |  |  |
| --- | --- | --- |
| Activity | Status | Partners and collaborators |
| Completion of the Greater Sydney Metropolitan Area Household Travel Survey for the 20th year. | Results being compiled | IPSOS Australia, an independent market research company. |
| Fare evasion survey. | Twice yearly | EY Sweeney, a full service market research firm, and Melbourne University. |
| 900 responses to more than 1,400 written requests for data, advice and analysis. | Ongoing | Various – including universities, councils, media and consultants. |
| Ensuring common data assumptions for planning via the NSW Government cross-agency Common Planning Assumptions Data Working Group. | Ongoing | Various – including Infrastructure NSW, Department of Planning and Environment, Greater Sydney Commission, and Sydney Water. |
| Directed Hackathons to address the real-world challenges facing transport. | Ongoing | University of Technology Sydney (UTS) post-graduate students. |
| UTS Capstone Student Research – undertaking research projects to help address transport challenges. | Ongoing | Final year engineering students. |
| Future Transport Data Science Hot Spot – Collaboration with external partners, including Data 61 and UTS Connected Intelligence Centre, to support postgraduate programs. | Ongoing | Various postgraduate programs including Data 61, UTS and consultancies. |
| Sponsorship of the Chair in Public Transport at the Institute of Transport and Logistics Studies, the University of Sydney. The Chair delivers teaching programs in transport policy and planning, provides briefings on relevant transport topics, and undertakes research into emerging issues including big data and analytics, economic impacts of transport initiatives, forecasting models and the influence of technology. | Ongoing to 2022 | Partnership between the NSW Government and the Institute of Transport and Logistics Studies. |
| Better Infrastructure Initiative (BII) – a program of strategic development of people, concepts, data and thought leadership. | Ongoing to 2021 | John Grill Centre for Project Leadership, the University of Sydney. |
| Development of internal and external visualisations and tools to provide insights into NSW public transport. | Ongoing | Various internal and external collaborations. |
| Forecasting and analytical support for infrastructure and service planning, with freight and passenger transport modelling, to support the development of business cases for transport projects. | Ongoing | Various internal and external collaborations. |
| Reforms to internal data governance processes including improved documentation and the formation of a cross agency group to ensure the ongoing accuracy and completeness of Opal data. | Ongoing | Various internal and external collaborations. |

### Consultants

|  |  |  |  |
| --- | --- | --- | --- |
| Consultant | Category | Project | Actual cost |
| Abley Transportation Consultants | Engineering | Operating speed modelling | $88,501 |
| AECOM Australia Pty Ltd | Engineering | Bays precinct transformation | $139,262 |
| AECOM Australia Pty Ltd | Engineering | Tier 1 future interchange precincts | $78,596 |
| Biz Ed Consultancy Solutions Pty Ltd | Management services | Freight and ports strategy performance review | $54,546 |
| Blue Arcadia Pty Ltd | Management services | Review of NSW freight and ports strategy | $84,000 |
| Corview Group Pty Ltd | Engineering | Bays precinct transformation | $762,815 |
| Elton Consulting Group Pty Ltd | Management services | Long-term Transport Master Plan refresh | $244,040 |
| Fortian Pty Ltd | Information Technology | Security reference architecture | $102,000 |
| GHD Pty Ltd | Engineering | Trains lubrication concept | $67,033 |
| KPMG | Management services | Best practice review of long-term transport master plans | $120,549 |
| L.E.K. Consulting | Organisational review | Assessment of contractors and professional services | $498,666 |
| L.E.K. Consulting | Organisational review | Industrial relations stocktake | $481,355 |
| L.E.K. Consulting | Management services | Mobilisation of PBROG work plan | $367,000 |
| Navicle Pty Ltd | Information Technology | Transport Cluster Oracle licence review and optimisation | $158,000 |
| Newgate Communications Pty Ltd | Management services | Future Transport Strategy | $944,146 |
| Newgate Communications Pty Ltd | Organisational review | Qualitative research of themes and objectives | $109,860 |
| Nous Group Pty Ltd | Management services | Freight industry branch strategy review | $165,900 |
| RPS Manidis Roberts Pty Ltd | Engineering | Bays precinct transport study | $70,081 |
| The Boston Consulting Group Pty Ltd | Management services | Development of operating model | $544,273 |

|  |  |
| --- | --- |
| Total number of engagements | Total cost |
| 7 | $196,677 |

All consultancy engagements less than $50,000 relate to management services.

### Land disposal

Transport for NSW acquires and holds properties to construct major projects in accordance with its functions under the *Transport Administration Act 1988*. After completing projects, subject to land not being required for operational purposes, the assets are either transferred to other government agencies for approved functions or divested in accordance with government guidelines.

There were no assets disposed of by Transport for NSW with a value of greater than $5 million during 2016–17.

### Payment of accounts

Payment of accounts is closely monitored to ensure accounts are paid in accordance with NSW Treasury directions. Process improvements across Transport for NSW and related entities are being undertaken to further improve on-time payment performance.

Aged analysis at the end of each quarter:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Quarter | Current (i.e. within due date) | Less than 30 days overdue | Less than 30 days overdue | Between 61 and 90 days overdue | More than 90 days overdue |
|  | **$'000** | **$'000** | **$'000** | **$'000** | **$'000** |
| All suppliers |  |  |  |  |  |
| September | $28,999 | $3,726 | $213 | $321 | $700 |
| December | $35,733 | $7,338 | $595 | $408 | $288 |
| March | $34,449 | $2,334 | $47 | $79 | $877 |
| June | $82,954 | $8,789 | $2,397 | $3 | $794 |
| Small business suppliers | | | | | |
| September | $113 | $38 | $0 | $0 | $0 |
| December | $233 | $25 | $0 | $0 | $0 |
| March | $163 | $4 | $0 | $3 | $0 |
| June | $179 | $33 | $0 | $0 | $0 |

Accounts due or paid within each quarter:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Quarter | Sept | Dec | Mar | Jun |
| All suppliers |  |  |  |  |
| Number of accounts due for payment | 17,322 | 19,432 | 16,878 | 32,027 |
| Dollar amount of accounts due for payment ($’000) | $3,392,235 | $4,680,106 | $2,926,946 | $4,540,756 |
| Number of accounts paid on time | 14,502 | 16,574 | 14,721 | 31,677 |
| Dollar amount of accounts paid on time ($’000) | $3,257,810 | $4,564,205 | $2,805,913 | $4,526,636 |
| Actual percentage accounts paid on time ($ based) | 96.0% | 97.5% | 95.9% | 99.7% |
| Number of payments for interest on overdue accounts | 0 | 0 | 0 | 0 |
| Interest paid on late accounts | $0 | $0 | $0 | $0 |
| Small business suppliers |  |  |  |  |
| Number of accounts due for payment to small businesses | 239 | 284 | 302 | 405 |
| Number of accounts due to small businesses paid on time | 233 | 275 | 294 | 386 |
| Actual percentage of small business accounts paid on time (based on number of accounts) | 97.5% | 96.8% | 97.4% | 95.3% |
| Dollar amount of accounts due for payment to small businesses ($’000) | $4,796 | $4,435 | $2,592 | $2,716 |
| Dollar amount of accounts due to small businesses paid on time ($’000) | $4,759 | $4,330 | $2,576 | $2,646 |
| Actual percentage of small business accounts paid on time (based on $) | 99.2% | 97.6% | 99.4% | 97.4% |
| Number of payments to small business for interest on overdue accounts | 0 | 0 | 0 | 0 |
| Interest paid to small businesses on overdue accounts | $0 | $0 | $0 | $0 |

### Time for payment of accounts

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Quarter | Sept | Dec | Mar | June |
| Number of payments for interest on overdue accounts | 0 | 0 | 0 | 0 |
| Interest paid on overdue accounts | $0 | $0 | $0 | $0 |

### Implementation of price determination

The Independent Pricing and Regulatory Tribunal (IPART) determines maximum fares for the following services:

* Opal fares including: Sydney Trains and NSW TrainLink Intercity Services, metropolitan and outer metropolitan buses, Inner West Light Rail, Sydney Ferries and the Stockton Ferry
* Rural and regional buses.

On 1 January 2017, IPART determined there would be no changes to maximum fares for rural and regional buses for distances up to 40 kilometres. Some bus fares for longer distances fell by up to 20 cents.

### Economic and other factors

The NSW economy continued to perform better than the rest of Australia in 2016–17, and is expected to grow above trend in the coming financial years. Strong economic growth is being driven by growth in exports, low interest rates, and continued investment in public infrastructure. The strong portfolio of new road and rail projects such as Sydney Metro, WestConnex, Parramatta and Newcastle light rails, will address the demands of an increasing population and network capacity constraints.

Various risk factors affect the operational objectives of the Transport cluster. Economic uncertainties, particularly around the construction market and wages growth, remain. Global demand for Australian exports is forecast to significantly increase by 2050, driven by a greater per capita global income and an increase in e-commerce-based domestic parcel delivery.

Significant transport investment could put pressure on the labour market in the medium term. The outlook for wages growth, which has flow on effects on inflation, consumption and economic activity, also affects travel demand forecasts. Regional NSW has experienced significant economic growth, with employment growing about five per cent over the last two financial years. This is somewhat mitigated by factors that are currently putting downward pressure on wages, including the unwinding mining boom.

By 2030, freight in NSW is expected to be approximately 525 million tonnes and rail freight is forecast to increase by nearly 20 per cent. To accommodate the accelerating freight trend and minimise congestion in the road networks, the rail network asset maintenance program will continue. The increasing demands on port and rail infrastructure will be addressed by extracting return from existing infrastructure to create network efficiencies and capacity enhancements.

Population in NSW continued to grow (by 1.5 per cent) and at the end of 2016, was estimated at 7.8 million people; five million in Greater Sydney, which remains the largest city in Australia. Population growth places additional demands on the level and distribution of transport infrastructure and services. Transport operational assets also require enhanced amenities and accessibility features to cater to the needs of the ageing population.

Higher global oil prices and a strengthening global economy are expected to contribute to some inflationary pressures that allow for a low interest rate environment and lower Australian dollar. The low dollar attracts overseas visitors, putting more strain on NSW transport assets and services. The Commonwealth Horizontal Fiscal Equalisation (HFE) predicts GST revenues declining in real terms for NSW compared with other jurisdictions, compounding the funding issue for transport maintenance and growth. Thus, Transport for NSW should continue to support the NSW Treasury in its bid for an equal per capita model of GST revenue allocation.

The long-term nature and the size of transport infrastructure contracts (regarding both delivery and maintenance agreements) require systematic risk assessments and more sophisticated risk management in supplier selection to ensure contractors are able to service the needs of transport customers well into the future.

### Budget

Transport for NSW actively managed the Transport cluster’s budget to deliver and grow transport services, and to build and maintain road, freight, maritime and public transport assets. In 2016–17, Transport delivered a record capital works program of more than $10 billion. The net cost of the cluster’s operations of more than $5 billion was within four per cent of budget.

In order to achieve this undertaking, Transport for NSW used strategies and governance processes that enabled flexible yet controlled financial management throughout the year. This included delivery of an ongoing program of efficiency savings measures which were implemented to ensure optimal delivery of transport services.

### Significant effects (after balance date events)

Transport for NSW awarded Keolis Downer Hunter Pty Ltd an integrated service contract to provide Newcastle bus and ferry operations from 1 July 2017. These were previously delivered by the State Transit Authority (STA), under contract with Transport for NSW. The Secretary approved the equity transfer of Newcastle bus and ferry assets from STA to Transport for NSW ($50.3 million), effective 1 July 2017. These assets are then leased by Transport for NSW to service provider Keolis Downer Hunter Pty Ltd.

# III. Human resources

### Human resources

Transport for NSW (inclusive of Department of Transport) employs 3911 staff, with a full time equivalent (FTE) of 3836. Growth in capitally funded projects contributed to the significant increase in 2016–17. The following table shows our workforce (excluding cadets, casuals and contractors/ labour hire) compared with the previous three years:

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Annual Salary** | **2016–17 Total Count** | | | **2015–16 Total Count** | | | **2014–15 Total Count** | | | **2013–14 Total Count** | | |
|  | **F** | **M** | **Total** | **F** | **M** | **Total** | **F** | **M** | **Total** | **F** | **M** | **Total** |
| <$50,000 | 21 | 27 | 48 | 0 | 2 | 2 | 3 | 3 | 6 | 5 | 7 | 12 |
| $50,001 – $75,000 | 343 | 174 | 517 | 333 | 183 | 516 | 354 | 207 | 561 | 376 | 233 | 609 |
| $75,001 – $100,000 | 476 | 295 | 771 | 424 | 265 | 689 | 420 | 298 | 718 | 445 | 381 | 826 |
| $100,001 – $125,000 | 439 | 546 | 985 | 366 | 485 | 851 | 376 | 502 | 878 | 278 | 379 | 657 |
| $125,001 – $150,000 | 250 | 330 | 580 | 175 | 254 | 429 | 98 | 199 | 297 | 62 | 136 | 198 |
| >$150,000 | 311 | 699 | 1010 | 201 | 551 | 752 | 195 | 574 | 769 | 170 | 526 | 696 |
| **Total** | **1840** | **2071** | **3911** | **1499** | **1740** | **3239** | **1446** | **1783** | **3229** | **1336** | **1662** | **2998** |

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

Note: Excludes casuals in Transport for NSW.

The Department of Transport headcount remained unchanged.

The following table shows the Department of Transport (excluding cadets, casuals and contractors/labour hire) compared with the previous three years:

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Annual Salary** | **2016–17 Total Count** | | | **2015–16 Total Count** | | | **2014–15 Total Count** | | | **2013–14 Total Count** | | |
|  | **F** | **M** | **Total** | **F** | **M** | **Total** | **F** | **M** | **Total** | **F** | **M** | **Total** |
| <$50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| $50,001 – $75,000 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 0 | 1 |
| $75,001 – $100,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 2 |
| $100,001 – $125,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 7 | 10 |
| $125,001 – $150,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 4 | 6 |
| >$150,000 | 0 | 1 | 1 | 0 | 1 | 1 | 0 | 1 | 1 | 2 | 3 | 5 |
| **Total** | **0** | **1** | **1** | **0** | **1** | **1** | **1** | **1** | **2** | **10** | **15** | **25** |

Note: Headcount and full time equivalent (FTE) includes Secretary’s position.

Note: Excludes casuals in Department of Transport.

Transport for NSW’s HR policy framework aligns to the Transport values, and modern, streamlined HR management approaches. Where appropriate, consistent policies are developed and applied across the Transport cluster to embed these practices.

Human resources policies and procedures are regularly reviewed and updated. During 2016-17, the following updated TfNSW procedures were published:

* updated Return to Work and Injury Management Procedure
* updated BYOD Allowance, First Aid Allowance, and Professional Membership Fees Procedure

Salaries, wages and allowances moved in accordance with the Government’s wages policy. Staff employed under the provisions of the Transport for NSW Salaries and Conditions of Employment Award 2016 received an annual increase of 2.5 per cent from the first full period on or after 1 July 2016.

Negotiations for the 2017 Award concluded on 30 June 2017, resulting in the following changes to be implemented in 2017-18:

1. A two-year term and annual increases of 2.5 per cent, effective from the first full period on or after 1 July 2017
2. The ability for TfNSW and staff to make tailored local working arrangements that suit particular work areas, subject to written agreement between TfNSW and unions
3. Agreement with the unions to establish regular consultative meetings, to progress discussions regarding TfNSW workforce planning issues and to co-develop a change management framework.

TfNSW communicates with its employees to ensure they are informed about a broad range of topics and issues through various channels. In addition, senior management consults with employees and relevant unions and the peak union body (Unions NSW) on matters that potentially impact staff, including proposed structural and other changes.

The consultative approach adopted by TfNSW accords with the principles contained in the Consultative Arrangements: Policy and Guidelines 2012 issued by Treasury. This approach will be enhanced by the new Award arrangements.

Senior managers also deal with issues raised by unions on behalf of individual staff. The relevant unions are the Public Service Association, the Rail, Tram and Bus Union, the Australian Services Union and Professionals Australia.

One dispute was notified to the Industrial Relations Commission of NSW in relation to a staff member covered by the TfNSW Salaries and Conditions of Employment Award 2016.

The combined transport unions lodged a dispute with the Industrial Relations Commission relating to the NSW Government’s decision to franchise Region 6 Inner West Bus services currently operated by the State Transit Authority.

### SALARIES, WAGES AND ALLOWANCES

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* A two-year term and annual increases of 2.5 per cent, effective from the first full period on or after 1 July 2017
* The ability for Transport for NSW staff to make tailored local working arrangements that suit particular work areas, subject to written agreement between Transport for NSW and unions
* Agreement with the unions to establish regular consultative meetings, to progress discussions regarding Transport for NSW workforce planning issues and to co-develop a change management framework.

We communicate with our employees via many channels to ensure they are informed about a broad range of topics and issues. In addition, senior management consults with employees, relevant unions and the peak union body (Unions NSW) on matters that potentially impact staff, including proposed structural and other changes. Our consultative approach accords with the principles contained in the Consultative Arrangements: Policy and Guidelines 2012 issued by Treasury. This approach will be enhanced by the new Award arrangements.

### MANAGING DISPUTES

Senior managers also deal with issues raised by unions on behalf of individual staff. The relevant unions are the Public Service Association, the Rail, Tram and Bus Union, the Australian Services Union and Professionals Australia. In 2016–17, one dispute was notified to the Industrial Relations Commission of NSW in relation to a staff member covered by the TfNSW Salaries and Conditions of Employment Award 2016.

The combined transport unions lodged a dispute with the Industrial Relations Commission relating to the NSW Government’s decision to franchise Region 6 Inner West Bus services currently operated by the State Transit Authority.

### WORKFORCE DIVERSITY

Information about the representation and distribution of Transport for NSW employees in diversity groups is reported in accordance with Public Service Commission reporting requirements.

The following table shows the diversity statistics for employees at Transport for NSW:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Workforce diversity group** | **Benchmark/ Target (%) \*\*** | **2015** | **2016** | **2017** |
| Women | 50 | 44.7 | 46.1 | 47.3 |
| Aboriginal and Torres Strait Islander Peoples\* | 3.3 | 0.3 | 1.2 | 1.2 |
| People whose first language spoken as a child was not English\* | 23.2 | 18.5 | 17.4 | 17.3 |
| People with a disability\* | N/A | 2.2 | 1.4 | 0.7 |
| People with a disability requiring work-related adjustment\* | N/A | 0.5 | 0.5 | 0.4 |

\*Data for these categories is subject to a system migration review.

\*\*Source: NSW Public Service Commission (PSC).

The Transport cluster was granted an exemption order under section 126 of the *Anti-Discrimination Act 1977* to implement diversity and inclusion programs, including targeted recruitment initiatives for women, Aboriginal and Torres Strait Islander peoples, and people with a disability. The Exemption Order took effect on 19 August 2016 and remains in force until 18 August 2021. It provides the legal framework for targeted diversity programs to be rolled out over the coming year, including increasing diversity through recruitment, Entry Level Talent Programs and Women in Leadership.

### Disability inclusion action plans

Our Disability Action Plan 2012–2017 was an important initiative to ensure that customer needs are placed at the centre of planning and decision making on the transport system.

The Plan, comprising more than 150 actions, impacts on all aspects of our operations, and continues to help deliver high quality customer service through improved transport accessibility, products and facilities. In 2016–17 we implemented the majority of these actions.

Many are continued in the Disability Inclusion Action Plan 2017–21 to ensure consistency of purpose while also supporting agility and innovation.

The Draft Disability Inclusion Action Plan 2017–21 was made available for public consultation from May 2017.

Highlights from each major outcome area of the Disability Action Plan 2012–2017 are as follows:

|  |  |  |
| --- | --- | --- |
| **Target** | **Performance** | |
| **Building an accessible transport network** | | |
| Progressively undertake works to upgrade railway stations and interchanges to improve access for all customers | | 162 out of 307 stations are now wheelchair accessible; this represents 52.8 per cent of stations and approximately 87.7 per cent of overall patronage accessing stations. Achievements this year as part of the Transport Access Program include:   1. Major accessibility upgrades completed at Arncliffe, Broadmeadow, Flemington, Heathcote, Marrickville, Museum, Oatley and Wentworth Falls 2. Interchange upgrades completed at Albury, Balmain East, Coffs Harbour, Cremorne Point, Dubbo, Maitland, Orange, Tamworth, and Wagga Wagga 3. A ferry wharf and interchange upgrade completed at McMahons Point. The upgrade provided improved seating and waiting areas, improved safety for customers, improved access for mobility impaired customers, customers with prams and effective wayfinding signage and lighting. |
| Continue to improve the accessibility of the bus network | | The NSW Government is progressively upgrading wheelchair accessibility in the State’s bus fleet. As of 30 June 2017:   1. About 89.8 per cent of State Transit buses are wheelchair accessible 2. About 82.7 per cent of Private Bus Operator buses in the Sydney Metropolitan are wheelchair accessible 3. About 51.7 per cent of Private Bus Operator buses in the Sydney Outer Metropolitan are wheelchair accessible. |
| Provide alternative transport services for people with a disability who are unable to access public transport | | We commenced a review of subsidies and incentives for Point to Point Transport services for people with a disability.  The review will make recommendations on the future operation of the Taxi Transport Subsidy Scheme (TTSS) and the incentives provided to Wheelchair Accessible Taxi (WAT) operators and drivers to ensure that subsidies and incentives support a high level of service for people with disability.  On 1 October 2016, we released new community transport service contracts, introducing elements of commercial operations, in preparation for greater contestability for service funding from 2018. These contracts include funding for specialised community transport services for frail, older people and people with a disability. |

|  |  |
| --- | --- |
| **Target** | **Performance** |
| Improve access to transport for people with a disability in rural communities | We have engaged five area managers in regional NSW to reduce the negative effects of transport disadvantage through improved coordination with community stakeholders, transport operators and other agencies.  The Country Passenger Transport Infrastructure Grants Program provided more than $3 million for 622 projects to improve accessibility and quality of kerbside passenger transport infrastructure in rural, regional and remote areas. |
| **Improving the journey experience of people with a disability** | |
| Introduce practical measures to improve the journey experiences of people with a disability or restricted mobility | The new Inner Harbour ferries feature a range of practical measures to improve the experiences of people with a disability or restricted mobility. These include: wider aisles, 12 accessible spaces, hearing loops, braille signage, an accessible toilet and wider gangways for boarding the vessel.  The New Intercity Fleet will feature improved onboard comfort, features and accessibility in line with the Disability Standards for Accessible Public Transport, including at least two accessible toilets on each train. To ensure that customers enjoy a safe and secure journey, each carriage will be equipped with modern CCTV technology, help points and digital announcements.  Sydney Growth Trains will feature improved onboard comfort, features and accessibility in line with the Disability Standards for Accessible Public Transport. This includes: modern CCTV technology, help points, high definition passenger information screens, dedicated wheelchair spaces and priority seating, hearing aid loops and digital announcements. |
| **Enhancing customer insight and engagement of people with a disability or restricted mobility** | |
| Offer tailored journey planning for people with a disability | The Ferry Operation Customer Information System provides both audio and visual real-time passenger information to cater to people with hearing or vision impairment. |
| Increase our insight into the travel needs of customers with a disability and older people through qualitative research on their journey experiences | The Accessible Transport Advisory Committee (ATAC) met four times to provide feedback on a variety of projects, and assist with project consultations. Two highlights from these consultations were:   1. Ferry User Testing: members were invited to participate in a qualitative review of a mock-up of the new ferry designs to gain a better understanding of the current travel needs of people with a disability and provide advice to the project team. This gave the team a greater understanding of the real barriers to accessible public transport to be addressed prior to construction. 2. User groups will be included in the review of disability and other user requirements as part of the design phase for the New Intercity Fleet. Users will interact with a high fidelity mock-up which demonstrates facilities, dimensions, finishes, access points and passenger information. 3. Oscar Accessible Toilet: The testing session included a small group of wheelchair users and people with vision impairment. |

### Promotion (overseas visits by employees)

|  |  |  |
| --- | --- | --- |
| **Officer** | **Destination** | **Purpose** |
| Manager Testing and Commissioning | Japan | To witness the first article inspection and factory acceptance testing of Mitsubishi supplied equipment for the Tangara Technology Upgrade Project. |
| Project Director Light Rail | France/Spain | To inspect current and future light rail vehicle construction facilities, and meet with responsible senior managers and executives face-to-face. |
| Deputy Secretary Finance and Investment | Singapore/ China/Japan | To accompany the Minister for Transport and Infrastructure, promote current and future infrastructure pipelines and investment opportunities in NSW, and review world-class transport systems and their operations. |
| Director Industry and Technical Development | Singapore | To attend the ‘Designing Public Policy’ module as part of the Executive Masters in Public Administration, offered in conjunction with the Singaporean Government. |
| Senior Manager Rolling Stock and Train Maintenance | India/China | To conduct a due diligence review of the Sydney Metro train manufacturing facility; driver carriage end mask supplier; bogie frame supplier; and air-conditioning supplier. |
| Manager Rolling Stock and Train Maintenance | India/China | To conduct a due diligence review of the Sydney Metro train manufacturing facility (of major hold and witness points during manufacturing); driver carriage end mask supplier; bogie frame supplier; and air-conditioning supplier. |
| Manager Safer Roads Research and Development | New Zealand | To attend meetings of the Australasian vehicle safety groups including the Vehicle Safety Research Group and the ANCAP Council. |
| Director Project Operations | Germany/ France/Spain | To inspect current and future light rail vehicle construction facilities and meet with responsible senior managers and executives face-to-face. |
| Executive Director Program Delivery | Germany/ Netherlands | To attend the InnoTrans conference and Expo, to source solutions to issues with ageing infrastructure and gain exposure to new products, technology and industry experts for passenger and freight transport, bus and rail. Netherlands: to inspect ferry vessels that could be appropriate for Parramatta River ferries. |
| Executive Director Digital Products and Services | USA | To attend the Salesforce Dreamforce Conference, meet key technical leaders and senior transport leaders from other jurisdictions, and gain insights on best practice use of the technology platform. |
| Secretary of Transport | Japan | To participate in the Australia–Japan government-to-government delegation, covering metro train network development, faster train services, integrated land use and transport development and funding and financing of services and infrastructure. |
| Director Project Operations | France/Spain | To inspect current and future light rail vehicle construction facilities and meet with responsible senior managers and executives face-to-face. |
| Technical Director | South Korea/ Japan | To undertake a strategic review of engineering and manufacturing capability and readiness to deliver the New Intercity Fleet project at both Hyundai Rotem Corporation and Mitsubishi Electric’s facilities in South Korea and Japan. |
| Project Director New Intercity Fleet | South Korea/ Japan | To undertake a strategic review of engineering and manufacturing capability and readiness to deliver the New Intercity Fleet project at both Hyundai Rotem Corporation and Mitsubishi Electric’s facilities in South Korea and Japan. |
| Senior Manager Rolling Stock and Train Maintenance | India | To conduct a manufacturing progress due diligence review of the new Sydney Metro train manufacturing facility. |
| Manager Rolling Stock and Train Maintenance | India | To conduct a manufacturing progress due diligence review of the new Sydney Metro train manufacturing facility. |
| Manager Road Safety Technology | Singapore | To present at the Autonomous Vehicles Asia Conference on the research of the Centre for Road Safety in cooperative intelligent transport systems in freight vehicles. To meet with the two operators of driverless shuttle buses and discuss the risks and benefits of these vehicles. |
| Senior Manager Urban Planning | New Zealand | To complete one core program module of the Executive Master of Public Administration program. |
| Director Strategic Projects | New Zealand | To undertake ANZSOG studies. |
| Manager Level Crossing Policy and Program | USA/UK | To attend the TrackSAFE Foundation’s International Level Crossing Safety Study Tour of the United States and the United Kingdom rail and road agencies and level crossing safety experts. |
| Director Smart Innovation Centre | USA/UK/ Sweden | To participate in the Roads Australia International Study Tour on connected and automated vehicles from 29 March to 13 April 2017. |
| Project Director Light Rail | France/Spain | To inspect current and future light rail vehicle construction facilities and meet with responsible senior managers and executives face-to-face. |
| Manager Rolling Stock and Train Maintenance | Hong Kong | To review the CRRC Locomotive Plant prior to manufacturing the battery electric locomotives for Sydney Metro and meet key MTR personnel to discuss challenges and learnings associated with battery electric locomotives. |
| Senior Manager Rolling Stock and Train Maintenance | Hong Kong | To review the CRRC Locomotive Plant prior to manufacturing the battery electric locomotives for Sydney Metro and meet key MTR personnel to discuss challenges and learnings associated with battery electric locomotives. |
| Executive Director Operational Systems | UK/Denmark | To speak at the 13th Annual World MetroRail Congress (London) and meet with transport authorities and suppliers. |
| Manager Security Risks and Standards | USA/UK | To ensure procedures, process, policies and protections are appropriately benchmarked against other jurisdictions. |
| Senior Manager Rolling Stock and Train Maintenance | India | To review the new Sydney Metro train manufacturing and testing facility and conduct a manufacturing progress due diligence review and critical hold point inspections on the first completed Sydney Metro train. |
| Manager Rolling Stock and Train Maintenance | India | To review the new Sydney Metro train manufacturing and testing facility and conduct a manufacturing progress due diligence review and critical hold point inspections on the first completed Sydney Metro train. |
| Director Customer Strategy | India | To review the customer facing elements of the first Sydney Metro train and inspect key customer facing train features and systems against quality benchmarks. |
| Director Project Operations | France/Spain | To inspect current and future light rail vehicle construction facilities, and meet with responsible senior managers and executives face-to-face. |
| Metro Bus Service Procurement and Contracts Manager | Singapore | To inspect the first of 38 MAN Gemilang double-decker buses for the Northern Beaches B-Line. |
| Fleet Quality and Compliance Coordinator | Singapore | To inspect the first of 38 MAN Gemilang double-decker buses for the Northern Beaches B-Line. |
| Deputy Secretary Customer Services | USA/Canada | To participate in the Public Transport Association World Congress (14–22 May), and meet with key strategic partners to progress the Transport for NSW Technology Roadmap. |
| Project Manager | Spain | To visit CAF facilities responsible for Newcastle Light Rail vehicle production, conduct audits, the interim final design review and quality inspections. |
| Executive Director Service Delivery and Asset Management | Singapore/ Malaysia | To gain insight into the next generation of electric buses and a better understanding of headway-based operations and bus rapid transport services, including inspections of the buses being manufactured for the Northern Beaches B-Line (B-Line). |
| Deputy Secretary Infrastructure and Services | Singapore | To gain insight into the next generation of electric buses and a better understanding of headway-based operations and bus rapid transport services, including inspections of the buses being manufactured for the Northern Beaches B-Line (B-Line). |
| Project Director New Intercity Fleet | South Korea | To assess train design and manufacturing readiness and engage with senior leaders to establish partnerships at early contract stage with RailConnect Joint Venture partner Hyundai Rotem Corporation. |
| Program Technical Director | India/Hong Kong | To inspect the Mass Transit Railway (MTR) South Island Line in Hong Kong and discuss commissioning and operational readiness processes with MTR; to visit Alstom’s Sri City Plant in Chennai, India prior to the shipment of the first Sydney Metro Train. |
| Director Metro Operations | India/Hong Kong | To inspect the Mass Transit Railway (MTR) South Island Line in Hong Kong and discuss commissioning and operational readiness processes; to visit Alstom’s Sri City Plant in Chennai, India prior to the shipment of the first Sydney Metro Train. |
| Project Director Sydney Metro Northwest | India/Hong Kong | To inspect the Mass Transit Railway (MTR) South Island Line in Hong Kong and discuss commissioning and operational readiness processes; to visit Alstom’s Sri City Plant in Chennai, India prior to the shipment of the first Sydney Metro Train. |
| Program Director Sydney Metro | India/Hong Kong | To inspect the Mass Transit Railway (MTR) South Island Line in Hong Kong and discuss commissioning and operational readiness processes; to visit Alstom’s Sri City Plant in Chennai, India prior to the shipment of the first Sydney Metro Train. |
| Senior Manager Rolling Stock and Train Maintenance | India | To conduct a manufacturing progress due diligence review and critical hold point inspections of the first Sydney Metro Train. |
| Deputy Secretary Infrastructure and Services | China/Japan | To meet with key people involved in the construction of trains in both China and Japan. |
| Executive Director Fleet Program Delivery | China/Japan | To meet with key people involved in the construction of trains in both China and Japan. |
| Project Director Sydney Growth Trains | China/Japan | To meet with the leadership team in CRRC Changchun, China, view early manufacturing activities and testing facilities, and receive direct feedback on inspection and test points for the delivery of Sydney Growth Trains. |

### Multicultural policies and services program

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

We continue to align our planning and current work with the expected outcomes in the 2013–15 Multicultural Policies and Services Program, and will continue reporting on the plan in the context of the themes identified by Multicultural NSW.

In 2016–17, we designed three key strategies for supporting increased diversity, with particular attention to increasing female representation in leadership roles and Indigenous employment across the Transport cluster. These were:

* Improved targeted attraction and recruitment practices
* Development and retention of existing employees, with a focus on career development
* Ongoing executive sponsorship and visibility in supporting and driving initiatives.

Between January 2016 and April 2017 the percentage of women performing senior leadership roles across the Transport cluster increased by 4.8 per cent (an additional 164 females).

### PROVIDING ACCESS TO PUBLIC TRANSPORT

We provide support to assist the successful longer term settlement of asylum seekers. Since the roll out of Opal card, asylum seekers in NSW are able to apply for transport concessions and if approved, can travel on the Opal transport network at a capped price of $2.50 per day. We have issued more than 16,000 Gold Opal cards to asylum seekers and there are currently 8000 active cards.

### TRANSPORT REFUGEE EMPLOYMENT INITIATIVE

In 2017, Transport for NSW implemented a refugee program, through which we placed 10 employees from Iraq and Syria in temporary positions across the cluster with dedicated placement managers in specialist fields such as engineering, IT, accounting and teaching.

By December 2017, we will submit an updated Multicultural Policies and Services Plan to Multicultural NSW for 2017 to 2020. The plan will comprise four focus areas: service delivery, planning, leadership and engagement, and will be evaluated in 2020. The plan will identify priority actions for inclusive mainstream service delivery; information access for people from CALD backgrounds; community engagement and collaboration with diverse communities; and our responsibilities as an inclusive employer.

### AGREEMENTS WITH MULTICULTURAL NSW

Transport for NSW does not have any agreements with Multicultural NSW.

### Work health and safety

|  |  |
| --- | --- |
| **Transport for NSW Work Health and Safety category** | **Count** |
| Number of events reported | 51 |
| Total days reported lost due to workplace-related injuries or illness | 3 |
| Prosecutions reported | 0 |
| Loss Time Injury Frequency Rate | 0.18 |
| Prosecutions under the Act | 0 |
| Percentage of planned Work Health and Safety consultation meetings held | 100 per cent |

We continued to implement our 2015–18 Safety Strategic Plan with the aim of creating an improved safety culture. Transport for NSW’s Safety Management System supports a consistent approach to workplace safety and encourages a proactive and supportive organisational culture.

We also continued to implement our Due Diligence Program, holding forums in August 2016 and February 2017. The workshops reinforced an understanding of obligations regarding work, health and safety legislation and provided senior leaders with a forum to share current initiatives.

Our strong focus on staff engagement with safety remained and in August 2016 we undertook a safety culture survey. The results of this survey will provide a baseline to measure the impact of current and future safety initiatives.

We ran staff training throughout the year, including workplace health and safety inductions, a fatigue awareness and management e-learning module, alcohol and other drugs awareness e-learning module (addressing Award requirements and Rail Safety Worker obligations) and ergonomic workstations. We continued to support workforce health and wellbeing awareness, conducting workshops and initiatives targeting mental health, resilience and nutrition.

Initiatives undertaken across the Transport cluster included a Safety Managers Forum and a Health and Wellbeing Community of Practice program, addressing both mental and physical health. We also report monthly on health and safety performance to the executive team.

### Numbers and remuneration of senior executives

We implemented the *Government Sector Employment Legislation Amendment Act 2016* No 2 (GSELA) effective 1 July 2017, to align the framework for the employment of senior service executives with those in the NSW public service. The previous six-level Transport Senior Service structure has been mapped across to a GSE structure of four bands and a new Transport Senior Service Manager classification.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Service Level** | **2015–16 Female** | **2015–16 Male** | **2015–16 Total** | **2016–17 Female** | **2016–17 Male** | **2016–17 Total** |
| Senior Service Level 2 (equivalent to GSE Band 1) | 38 | 95 | 133 | 69 | 134 | 203 |
| Senior Service Level 3 (equivalent to GSE Band 1) | 25 | 63 | 88 | 36 | 82 | 118 |
| Senior Service Level 4 (equivalent to GSE Band 2) | 5 | 40 | 45 | 12 | 35 | 47 |
| Senior Service Level 5 (equivalent to GSE Band 2) | 3 | 10 | 13 | 4 | 12 | 16 |
| Senior Service Level 6 (equivalent to GSE Band 3) | 2 | 5 | 7 | 2 | 5 | 7 |
| Senior Service Level 1 (equivalent to Transport Senior Service Manager) | 128 | 338 | 466 | 123 | 268 | 391 |

The following table shows the average total remuneration packages (TRP) of Senior Service Levels (2 to 6). The average across all levels was $271,155.

|  |  |  |
| --- | --- | --- |
| **Transport Senior Service Level** | **Average 0f TRP 2015–16** | **Average of TRP 2016–17** |
| Senior Service Level 2 (equivalent to GSE Band 1) | $232,980 | $236,512 |
| Senior Service Level 3 (equivalent to GSE Band 1) | $265,910 | $274,020 |
| Senior Service Level 4 (equivalent to GSE Band 2) | $328,963 | $333,720 |
| Senior Service Level 5 (equivalent to GSE Band 2) | $382,225 | $397,394 |
| Senior Service Level 6 (equivalent to GSE Band 3) | $501,395 | $518,885 |
| Senior Service Level 1 (equivalent to Transport Senior Service Manager) | N/A | $195,639 |

The 2016 Statutory and Other Offices Remuneration Tribunal determination was granted to employees in the Transport Senior Service classification. This provided a 2.5 per cent increase in remuneration.

### Public Interest Disclosures Act 1994

During the year, we took steps to ensure our staff and contractors are aware of the Act and our internal reporting policies and procedures.

The Public Interest Disclosures Internal Reporting Policy and Procedures, internal reporting hotlines, and the Code of Conduct are located on Transport for NSW’s intranet. This includes information on the significance and purpose of the *Public Interest Disclosures Act 1994* (the PID Act).

Nominated Disclosure Officer (NDO) training was conducted in-house by the NSW Ombudsman. By 1 September 2017, we will have 32 trained NDOs.

The Fraud and Corruption Prevention Unit delivered face-to-face training awareness sessions for metropolitan and regional staff; these sessions included Public Interest Disclosure information. Our fraud and corruption e-learning module (mandatory for all new starters) refers to the PID Act and our Public Interest Disclosures Internal Reporting Policy and Procedure.

We also partnered with Roads and Maritime Services (RMS) to develop a corruption prevention awareness campaign which commences on 15 September 2017.

We received the following information requests:

|  |  |
| --- | --- |
| **Information requested** | **Number** |
| Number of public officials who have made a Public Interest Disclosure (PID) to TfNSW | 15 |
| 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 | 0 |
| Total number of PIDs received | 15 |
| Number of PIDs received by category: | |
| Corrupt conduct | 9 |
| Maladministration | 3 |
| Serious and substantial waste of public money or local government money | 2 |
| Government information contraventions | 1 |
| Local government pecuniary interest contraventions | 0 |
| **Total number of PIDs finalised** | **11** |

### Requirements arising from employment arrangements

Department of Transport and the Transport Service of New South Wales employ staff and provide personnel services to other agencies within the Transport cluster including Transport for NSW. Both entities have complied with NSW TC 15/07.

# IV. Legal

### Acts and subordinate legislation administered by the Minister for Transport and Infrastructure

|  |
| --- |
| **Minister for Transport and Infrastructure** |
| *Air Navigation Act 1938* |
| *Air Transport Act 1964*   * Air Transport Regulation 2006 [to 31.08.2016] * Air Transport Regulation 2016 [from 01.09.2016] |
| *Broken Hill to South Australian Border Railway Agreement Act 1968* |
| *City of Sydney Act 1988*   * (Part 4A and Schedule 2, jointly with the Minister for Roads, Maritime and Freight (remainder, the Minister for Local Government)) |
| *Civil Aviation (Carriers’ Liability) Act 1967* |
| *National Rail Corporation (Agreement) Act 1991* |
| *Parking Space Levy Act 2009*   * Parking Space Levy Regulation 2009 |
| *Passenger Transport Act 1990*   * Passenger Transport (Drug and Alcohol Testing) Regulation 2010 * Passenger Transport Regulation 2007 |
| *Passenger Transport Act 2014*   * Passenger Transport Regulation 2014 |
| *Point to Point Transport (Taxis and Hire Vehicles) Act 2016 (No 34)*   * Point to Point Transport (Taxis and Hire Vehicles) Regulation 2016 |
| *Rail Safety (Adoption of National Law) Act 2012*   * Rail Safety (Adoption of National Law) Regulation 2012 |
| *Rail Safety National Law (NSW) (South Australian Act adopted for NSW by the above adoption Act)*   * Rail Safety National Law National Regulations 2012 (South Australian regulations adopted for NSW by the Rail Safety National Law) |
| *Railway Construction (Maldon to Port Kembla) Act 1983* |
| *Transport Administration Act 1988* (The Act except the parts administered by the Minister for Roads, Maritime and Freight being the Act except Part 4A, Divisions 1 to 3, so far as it relates to Roads and Maritime Services, Part 6, and so much of the Act as relates to Roads and Maritime Services)   * Transport Administration (General) Regulation 2013 (provisions relating to the parts of the Act administered by the Minister for Transport and Infrastructure) * Transport Administration (Staff) Regulation 2012 (provisions relating to the parts of the Act administered by the Minister for Transport and Infrastructure) |

### New Acts and amendments to Acts in the portfolio of the Minister for Transport and Infrastructure

(Acts assented to or commencing during 2016–17)

|  |
| --- |
| **Minister for Transport and Infrastructure** |
| *Point to Point Transport (Taxis and Hire Vehicles) Act 2016*  Commencement Proclamation 2016 No 423 |
| *Transport Administration Amendment (Independent Transport Safety Regulator) Act 2017* (2017 No 4)  Commencement Proclamation 2017 No 114 |
| *Statute Law (Miscellaneous Provisions) Act 2015* (No 15) |
| *State Insurance and Care Governance Act 2015* (No 19)  (Commencement Proclamation 2015 No 524) |
| *Statute Law (Miscellaneous Provisions) Act (No 2) 2015* (No 58) |
| *Passenger Transport Act 2014* (No 46)  Commencement Proclamation 2016 No 93 |
| *Rail Safety National Law (South Australia) (Miscellaneous No 2) Amendment Act 2016*  South Australian Act making amendments applying to the *Rail Safety National Law (NSW)* – Commencement Proclamation South Australian Government Gazette 21.07.2016 p 2989 |
| *Industrial Relations Amendment (Industrial Court) Act 2016*  Schedule 2.29 amends the *Passenger Transport Act 1990*; Schedule 2.31 amends the *Rail Safety (Adoption of National Law) Act 2012* – Commencement Proclamation 2016 (No 674) |
| *Transport Administration Amendment (Transport Entities) Act 2017* (No 12)  Commencement Proclamation 2017 No 330 – Schedule 1 to commence 01.07.2017 |
| *Electronic Transactions Legislation Amendment (Government Transactions) Act 2017* (No 25) |
| *Transport Administration Amendment (Closure of Railway Line Between Rosewood and Tumbarumba) Act 2017* (No 34) |
| *Rail Safety National Law (South Australia) (Miscellaneous No 3) Amendment Act 2017*  South Australian Act making amendments applying to the *Rail Safety National Law (NSW)* – Commencement Proclamation South Australian Government Gazette 07.06.2017 p 2044 (to commence on 01.07.2017) |

### New subordinate legislation and amendments to subordinate legislation in the portfolio of the Minister for Transport and Infrastructure

(Amending Acts, subordinate legislation made or commenced during 2016–17)

|  |
| --- |
| **Minister for Transport and Infrastructure** |
| Rail Safety National Law National Regulations Variation Regulations 2016 (2016 No 360)  (to commence on 01.07.2016) |
| Rail Safety National Law National Regulations (Fees) Variation Regulations 2016 (2016 No 361) (to commence on 01.07.2016) |
| Point to Point Transport (Taxis and Hire Vehicles) Regulation 2016 (2016 No 427) |
| Transport Administration (General) Amendment (Newcastle Light Rail) Regulation 2017 (2017 No 30) |
| *Transport Administration Amendment (Independent Transport Safety Regulator) Act 2017* (2017 No 4) |
| Transport Administration (General) Amendment (Transitional) Regulation 2017 (2017 No 119) |
| Transport Administration (General) Amendment (Point to Point Transport Commissioner) Regulation 2017 (2017 No 217) |
| Passenger Transport Amendment (Approved Payment Devices) Regulation 2017 (2017 No 233) |
| Passenger Transport Amendment (Smartcards) Regulation 2017 (2017 No 234) |
| Passenger Transport Amendment (Ticket Offences) Regulation 2017 (2017 No 235) |
| Rail Safety National Law National Regulations (Fees and Returns) Variation Regulations 2017 (2017 No 257) (to commence on 01.07.2017) |
| Rail Safety National Law National Regulations (Miscellaneous) Variation Regulations 2017 (2017 No 258) (to commence on 01.07.2017) |
| Rail Safety National Law National Regulations (Queensland Fatigue Provisions) Variation Regulations 2017 (2017 No 259) (to commence on 01.07.2017) |
| Transport Administration (General) Amendment Regulation 2017 (2017 No 331) (to commence 01.07.2017) |

### Acts and subordinate legislation administered by the Minister for Roads, Maritime and Freight

|  |
| --- |
| **Minister for Roads, Maritime and Freight** |
| *City of Sydney Act 1988*  (Part 4A and Schedule 2, jointly with the Minister for Transport and Infrastructure (remainder, the Minister for Local Government)) |
| *Driving Instructors Act 1992*   * Driving Instructors Regulation 2009 [to 06.10.2016] * Driving Instructors Regulation 2016 [from 06.10.2016] |
| *Heavy Vehicle (Adoption of National Law) Act 2013*   * Heavy Vehicle (Adoption of National Law) Regulation 2013 |
| *Heavy Vehicle National Law (NSW)*   * *Heavy Vehicle (Fatigue Management) National Regulation (NSW)* * *Heavy Vehicle (General) National Regulation (NSW)* * *Heavy Vehicle (Mass, Dimension and Loading) National Regulation (NSW)* * *Heavy Vehicle (Transitional) National Regulation (NSW)* * *Heavy Vehicle (Vehicle Standards) National Regulation (NSW)* |
| *Marine Pollution Act 2012*   * *Marine Pollution Regulation 2014* |
| *Marine Safety Act 1998*   * *Marine Safety Regulation 2016* |
| *Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001* |
| *Maritime Services Act 1935 [to 06.10.2016]*   * *Management of Waters and Waterside Lands Regulations – NSW [to 06.10.2016]* * *Port Authority – Land Traffic Control Regulations – NSW [to 06.10.2016]* |
| *Motor Vehicles Taxation Act 1988*   * *Motor Vehicles Taxation Regulation 2008 [to 31.08.2016]* * *Motor Vehicles Taxation Regulation 2016 [from 01.09.2016]* |
| *Photo Card Act 2005*   * *Photo Card Regulation 2014* |
| *Ports and Maritime Administration Act 1995*   * *Ports and Maritime Administration Regulation 2012* |
| *Recreation Vehicles Act 1983*  *(Parts 4 and 6 (remainder, the Minister for the Environment))* |
| *Road Transport Act 2013*   * *Road Rules 2014* * *Road Transport (Driver Licensing) Regulation 2008* * *Road Transport (General) Regulation 2013* * *Road Transport (Vehicle Registration) Regulation 2007* |
| *Roads Act 1993*  *[From 15 March 2017] (jointly with the Minister for WestConnex (except parts, the Minister for the Environment, the Minister for Local Government and the Minister for Lands and Forestry)*  *[Previously] (except parts, jointly the Minister for the Environment, parts, the Minister for Local Government, and parts, the Minister of Natural Resources, Lands and Water)*   * *Roads Regulation 2008* |
| *Sydney Harbour Tunnel (Private Joint Venture) Act 1987* |
| *Tow Truck Industry Act 1998*   * *Tow Truck Industry Regulation 2008* |
| *Transport Administration Act 1988*  Part 4A, Divisions 1 to 3, so far as it relates to Roads and Maritime Services, Part 6, and so much of the Act as relates to Roads and Maritime Services (remainder, the Minister for Transport and Infrastructure)   * Transport Administration (General) Regulation 2013 (provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight)   Transport Administration (Staff) Regulation 2012 (provisions relating to the parts of the Act administered by the Minister for Roads, Maritime and Freight) |

### New Acts and amendments to Acts in the portfolio of the Minister for Roads, Maritime and Freight

(Acts assented to or commenced during 2016–17)

|  |
| --- |
| **Minister for Roads, Maritime and Freight** |
| *Marine Legislation Amendment Act 2016* (No 28)  (Commencement Proclamation 2016 No 609) |
| *Marine Safety Act 1998* (No 121)  (Commencement Proclamation 2016 No 610) |
| Marine Safety Amendment Regulation 2016 (2016 No 613) |
| Ports and Maritime Administration Amendment Regulation 2016 (No 614) |
| *Statute Law (Miscellaneous Provisions) Act 2016* (No 27) |
| *Statute Law (Miscellaneous Provisions) Act (No 2) 2016* (No 55) |
| *Regulatory and Other Legislation (Amendments and Repeals) Act 2016* (No 60) |
| *Statute Law (Miscellaneous Provisions) Act 2017* (No 22) (to commence on 1 or 7 July 2017 as specified) |
| Transport Administration Amendment (Senior Executive Transitional Arrangements) Regulation 2017 (2017 No 291) (to commence on 01.07.2017) |

### New subordinate legislation and amendments to subordinate legislation in the portfolio of the Minister for Roads, Maritime and Freight

(Amending Acts, subordinate legislation made or commenced during 2016–17)

|  |
| --- |
| **Minister for Roads, Maritime and Freight** |
| Heavy Vehicle (General) National Amendment Regulation (2016 No 261) |
| Heavy Vehicle (Adoption Road of National Law) Amendment (Penalties) Regulation (No 2) 2016 (2016 No 325) |
| Photo Card Amendment (Fees and Penalty Notice Offences) Regulation 2016 (2016 No 339) |
| *Statute Law (Miscellaneous Provisions) Act 2016* (2016 No 27) |
| Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2016 (2016 No 345) |
| Roads Amendment (Penalty Notice Offences) Regulation 2016 (2016 No 346) |
| Tow Truck Industry Amendment (Fees) Regulation 2016 (2016 No 348) |
| Road Amendment (Miscellaneous) Rule 2016 (2016 No 412) |
| Road Transport (Vehicle Registration) Amendment (Auxiliary Number-plates) Regulation 2016 (2016 No 413) |
| Road Transport (Vehicle Registration) Amendment (SIRA) Regulation 2016 (2016 No 429) |
| Marine Safety Amendment Regulation 2016 (2016 No 613) |
| Ports and Maritime Administration Amendment Regulation 2016 (2016 No 614) |
| *Statute Law (Miscellaneous Provisions) Act (No 2) 2016* (2016 No 55) |
| *Statute Law (Miscellaneous Provisions) Act 2017* (2017 No 22) (to commence in July 2017) |
| Road Transport (Vehicle Registration) Amendment (Compliance Certificates) Regulation 2016 (2016 No 620) |
| Road Transport Legislation (Mobile Phones – P2 Licences) Regulation 2016 (2016 No 667) |
| Roads Amendment (Authorised Officers) Regulation 2016 (2016 No 668) |
| *Regulatory and Other Legislation (Amendments and Repeals) Act 2016* (2016 No 60) |
| Photo Card Amendment (Fees) Regulation 2017 (2017 No 42) |
| Road Transport Legislation Amendment (Penalties for Over-length Bus Offences) Regulation 2017 (2017 No 156) |
| Driving Instructors Amendment (Fees) Regulation 2017 (2017 No 240) (to commence on 01.07.2017) |
| Marine Safety Amendment (Fees) Regulation 2017 (2017 No 242) (to commence on 01.07.2017) |
| Photo Card Amendment (Fees and Penalty Notice Offences) Regulation 2017 (2017 No 244) (to commence on 01.07.2017) |
| Ports and Maritime Amendment (Fees) Regulation 2017 (2017 No 245) (to commence on 01.07.2017) |
| Road Transport Legislation Amendment (Fees, Penalty Levels and Charges) Regulation 2017 (2017 No 246) (to commence on 01.07.2017) |
| Roads Amendment (Penalty Notice Offences) Regulation 2017 (2017 No 247) (to commence on 01.07.2017) |
| Tow Truck Industry Amendment (Fees) Regulation 2017 (2017 No 248) (to commence on 01.07.2017) |
| Heavy Vehicle (Adoption of National Law) Amendment (Penalties) Regulation 2017 (2017 No 311) (to commence on 01.07.2017) |
| Heavy Vehicle National Amendment Regulation 2017 (2017 No 329) (Commencement linked to commencement of named Acts – see Reg. 2) |

### Acts and subordinate legislation administered by the Minister for WestConnex

|  |
| --- |
| **Minister for WestConnex** |
| *Roads Act 1993*  [From 15 March 2017] (jointly with the Minister for Roads, Maritime and Freight (except parts, the Minister for the Environment, the Minister for Local Government and the Minister for Lands and Forestry) |

### Acts and subordinate legislation administered by the Minister for Western Sydney

|  |
| --- |
| **Minister for WestConnex** |
| Nil |

## Obligations under the Government Information (Public Access) Act 2009

### Review of 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 to encourage the proactive public release of government information.

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

By performing these functions, we actively release information about current and planned transport projects and initiatives. Information ranges from media releases to detailed information about contracts and projects.

The Transport cluster also actively considers how we can be more proactive and ensure greater access to information. The Transport cluster established a Proactive Disclosure Committee which meets quarterly to consider how we can ensure greater access to information.

During September/October 2016, we celebrated Right to Know Week. The focus was on promoting proactive disclosure, and the link between proactive disclosure and Open Data. We published new intranet resources, including a motion graphic, and a series of Opal datasets were released on Transport’s Open Data Hub.

### Number of Access Applications Received

During the year, we received 246 access applications (including withdrawn applications but not invalid applications).

### Number of refused applications for Schedule 1 information

We refused 35 access applications in 2016–17 because the information requested was information referred to in Schedule 1 of the GIPA Act.

### STATISTICAL INFORMATION ABOUT ACCESS APPLICATIONS – SCHEDULE 2

### Number of applications by type of applicant and outcome\*

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Type of applicant | Access granted in full | Access granted in part | Access refused in full | Information not held | Information already available | Refuse to deal with application | Refuse to confirm/deny whether information is held | Application withdrawn |
| Media | 9 | 4 | 13 | 4 | 0 | 2 | 0 | 2 |
| Members of Parliament | 38 | 12 | 18 | 12 | 0 | 7 | 0 | 5 |
| Private sector business | 7 | 7 | 1 | 7 | 0 | 1 | 0 | 3 |
| Not-for-profit organisations or community groups | 2 | 3 | 1 | 0 | 0 | 0 | 0 | 0 |
| Members of the public (application by legal representative) | 11 | 4 | 3 | 15 | 0 | 0 | 0 | 3 |
| Members of the public (other) | 24 | 6 | 4 | 14 | 2 | 2 | 0 | 0 |

\*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.

### Number of applications by type of applicant and outcome#

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Type of information requested** | **Access granted in full** | **Access granted in part** | **Access refused in full** | **Information not held** | **Information already available** | **Refuse to deal with application** | **Refuse to confirm/deny whether information is held** | **Application withdrawn** |
| Personal information applications\* | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Access applications (other than personal information applications) | 90 | 36 | 40 | 52 | 2 | 12 | 0 | 13 |
| Access applications that are partly personal information applications and partly other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

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

#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.

### Invalid applications

|  |  |
| --- | --- |
| Reason for invalidity | Number of applications |
| Application does not comply with formal requirements (section 41 of the Act) | 101\* |
| 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 | 101 |
| Invalid applications that subsequently became valid applications | 97 |

\*Transport for NSW Resource & Compliance Unit makes decisions on validity. Due to the introduction of a credit card payment facility, applications have to be initially entered as invalid and then changed to valid after the credit card payment is approved. Of the 101 invalid applications, 93 were credit card related. As such, only four applications were actually invalid.

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

|  |  |
| --- | --- |
| Public interest consideration against disclosure\* | Number of times consideration used |
| Overriding secrecy laws | 0 |
| Cabinet information | 29 |
| Executive Council information | 0 |
| Contempt | 4 |
| Legal professional privilege | 1 |
| Excluded information | 1 |
| Documents affecting law enforcement and public safety | 0 |
| Transport safety | 0 |
| Adoption | 0 |
| Care and protection of children | 0 |
| Ministerial code of conduct | 0 |
| Aboriginal and environmental heritage | 0 |

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

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

|  |  |
| --- | --- |
| Public interest consideration against disclosure | Number of occasions when application not successful |
| Responsible and effective government | 9 |
| Law enforcement and security | 2 |
| Individual rights, judicial processes and natural justice | 19 |
| Business interests of agencies and other persons | 26 |
| Environment, culture, economy and general matters | 0 |
| Secrecy provisions | 0 |
| Exempt documents under interstate Freedom of Information legislation | 0 |

### Timeliness

|  |  |
| --- | --- |
| Timeliness of decision | Number of applications |
| Decided within the statutory timeframe (20 days plus any extensions) | 169 |
| Decided after 35 days (by agreement with applicant) | 53 |
| Not decided within time (deemed refusal) | 14 |
| **Total** | **236** |

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

|  |  |  |  |
| --- | --- | --- | --- |
| Type of review | Decision | | |
|  | Decision varied | Decision upheld | Total |
| Internal review | 0 | 6 | 6 |
| Review by Information Commissioner\* | 2 | 6 | 8 |
| Internal review following recommendation under section 93 of Act | 0 | 1 | 1 |
| Review by NCAT | 2 | 0 | 2 |
| **Total** | **4** | **13** | **17** |

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

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

|  |  |
| --- | --- |
| Timeliness of decision | Number of applications for review |
| Applications by access applicants | 15 |
| Applications by persons to whom information on the subject of access application relates (see section 54 of the Act) | 2 |

### Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

|  |  |
| --- | --- |
| Type of review applicant | Number of applications transferred |
| Agency-initiated transfers | 9 |
| Applicant-initiated transfers | 3 |

### Privacy and Personal Information Protection Act 1998

In accordance with section 33 of the *Privacy and Personal Information Protection Act 1998* (NSW) (PPIP Act), Transport for NSW has a Privacy Management Plan located on our website.

The Privacy Management Plan 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)
* Communication of (the above) policies and practices to people within Transport for NSW
* Procedures that we adopt in regard to internal review under Part 5 of the PPIP Act, and other matters we consider relevant in relation to privacy and the protection of personal and health information held by the agency.

In this regard, we also work with the Transport cluster operating agencies to:

* Create greater consistency in the management of personal information to achieve the best possible results for members of the public
* Deliver plans that provide the highest standard of information about compliance with the privacy principles in the PPIP and HRIP Acts.

In 2016–17, we facilitated the preparation of several privacy impact assessments on a range of initiatives, such as Opal Open Data, the use of data analytics for fraud prevention, and the Point to Point Transport Commission.

Transport for NSW did not receive any applications for internal review under Part 5 of the PPIP Act during 2016–17.

We were an official partner of Privacy Awareness Week 2016 and acknowledged the week by publishing a factsheet and flashcard with tips for ensuring the safeguarding of our customers and staff privacy.

The Transport Privacy Forum also met in August 2016. The aim of the forum is to foster and promote a collaborative, innovative and consistent approach to responding to current and emerging privacy issues.

### Response to matters raised by the NSW Auditor General

The Auditor General expressed an unmodified opinion on the Statutory Audit Reports for the year ended 30 June 2017 and raised one significant matter in relation to the impairment of leased buses.

The Audit Office recommended in 2015-16 report that Transport for NSW consider whether the revaluation decrement in respect of the entire State Transit Authority (STA) bus fleet, was an indicator of impairment of Transport for NSW’s bus fleet.

In 2016-17, Transport for NSW conducted a revaluation of finance leased buses which resulted in a net decrement in fair value of $168 million for the bus fleet leased from private operators.

### Annual Report accessibility requirements

The Transport for NSW Annual Report was produced in-house and complies with Web Content Accessibility Guidelines 2.0, as per the Premier’s Circular 2012-18 NSW Government Website Management.

### Disclosure of controlled entities

|  |  |  |  |
| --- | --- | --- | --- |
| **Name** | **Objectives** | **Operations and activities** | **Performance measures and targets** |
| Sydney Ferries | Deliver safe and reliable Sydney ferry services in an efficient, effective and financially responsible manner. | Sydney Ferries owns the ferry fleet but does not operate ferry services. | Customer service objectives, contractual obligations and performance targets relating to contracted ferry service operators are specified in the Ferry Services Contracts. |
| State Transit Authority of NSW | State Transit Authority works collaboratively with Transport for NSW to achieve or exceed all customer service objectives, contractual obligations and performance targets specified in the Sydney Metropolitan and the Outer Metropolitan Bus Service Contracts. | State Transit operates as a service provider in the Transport cluster and is managed by Transport for NSW.  Operating two businesses – Sydney Buses and Newcastle Buses and Ferries – State Transit carries more than 200 million passengers every year. | Key performance measures and targets for State Transit Authority are:   * Maintain or improve reliability of public transport services – measured using on-time running measures. Our target is 95 per cent of bus services * Improve customer satisfaction with key government services – measured using customer satisfaction ratings for public transport modes and roads. |
| NSW Trains | NSW Trains works collaboratively with Transport for NSW to achieve or exceed all customer service objectives, contractual obligations and performance targets as specified in the Rail Services Contracts. | NSW Trains, trading as NSW TrainLink, is a multi-modal 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:   * 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 * Improve customer satisfaction with key government services – measured using customer satisfaction ratings for public transport modes and roads. |
| Sydney Trains | Sydney Trains works collaboratively with Transport for NSW to achieve or exceed all customer service objectives, contractual obligations and performance targets as specified in the Rail Services Contracts. | Sydney Trains commenced operations on 1 July 2013 and is the operator and maintainer of rail services across the metropolitan Sydney area, bounded by Berowra, Emu Plains, Macarthur and Waterfall. | Key performance measures and targets for Sydney Trains are:   * 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 * Improve customer satisfaction with key government services – measured using customer satisfaction ratings for public transport modes and roads. |
| Rail Corporation New South Wales (RailCorp) | RailCorp’s principal role is owner of major rail and rail property assets in New South Wales. | RailCorp owns the rail network, stations, the majority of property and certain rolling stock and but does not operate rail services. | Customer service objectives, contractual obligations and performance targets relating to RailCorp’s public subsidiaries’ operations are specified in the Rail Services Contract. |
| Roads and Maritime Services | Roads and Maritime Services works collaboratively with Transport for NSW to deliver projects and programs that enable safe and efficient journeys of people and goods throughout NSW by various transport modes. | Roads and Maritime Services implements initiatives to improve the movement of people by various transport modes, including public transport (bus and ferry), cycling and walking, and motor vehicles. We also deliver initiatives to improve the movement of goods on the freight network, by improving accessibility and infrastructure. | Key performance measures and targets for Roads and Maritime Services are:   * Reduce road fatalities by at least 30 per cent by 2021 (measured using road fatalities in NSW per 100,000 population) * A target of 90 per cent of peak travel on time for key road routes * Improve customer satisfaction with key government services – measured using customer satisfaction rating for roads * Key infrastructure projects to be delivered on time and on budget across the State. |
| Transport for NSW | The objectives of Transport for NSW are:   * To plan for a transport system that meets the needs and expectations of the public * To promote economic development and investment * To provide integration at the decision-making level across all public transport modes * To promote greater efficiency in the delivery of transport infrastructure projects * To 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 integrated rail network, road network, maritime operations and maritime transport, as well as 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 that sector * The planning, oversight and delivery of transport infrastructure in accordance with integrated transport and land-use strategies, and available financial resources. This includes prioritising expenditure and projects across the transport system. | Key performance measures and targets for Transport for NSW are:   * A target of 90 per cent of peak travel on time for key road routes (measured using Journey Time Reliability) * Reduce road fatalities by at least 30 per cent by 2021 (measured using road fatalities in NSW per 100,000 population) * Maintain or improve reliability of public transport services – measured using punctuality and on-time running measures. Targets include: 92 per cent of rail services punctuality, 95 per cent of bus services run on time, 98.5 per cent of ferry services run on time, and 90 per cent of light rail services run on time * Improve customer satisfaction with key government services – measured using customer satisfaction ratings for public transport modes and roads * Key infrastructure projects to be delivered on time and on budget across the State. |

Transport Service of NSW – The Transport Service of New South Wales (Transport Service) was established on 1 November 2011 as an agency to employ staff to enable Transport for NSW (TfNSW), which cannot directly employ staff, to undertake its functions.

The Transport Service directly employs staff for Roads and Maritime Services (RMS), State Transit Authority (STA), as well as senior executives of Sydney Trains and NSW Trains.

Each of the above entities provides transport-related services and while the consolidated financial statement provides the financial results of the group, each entity also prepared separate financial statements as at 30 June 2017.

NSW Treasury provided an exemption to Transport for NSW from preparing consolidated financial statements on the basis that the Department of Transport, as the ultimate parent entity, prepares consolidated financial statements.

### Disclosure of subsidiaries

Transport for NSW has no subsidiary companies as at 30 June 2017.